

The Punjab Municipal Development Fund Company (PMDFC)



Human Resource Management (HRM) Manual

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List of Abbreviations

BoD	Board of Directors
CD	City District
DAR	Desk Appraisal Report
GM (F&A)	General Manager (Finance and Administration)
GM (ID)	General Manager (Institutional Development)
GM (Engg.)	General Manager (Engineering)
EoI	Expression of Interest
F&A	Finance and Administration
FAR	Field Appraisal Report
HO	Head Office
HR	Human Resources
HRD	Human Resource Development
IA	Internal Auditor
ID	Institutional Development
IP	Investment Proposal
LFA	Logical Framework Approach
LG(s)	Local Government(s) as defined in PLGO 2001
MD	Managing Director
ME	Manager Engineering
MFA	Manager Finance and Administration
MID	Manager Institutional Development
MP	Manager Procurement
NGO(s)	Non Government Organization(s)
OPM	Operational Procedure Manual
PE	Performance Evaluation
PEC	Pakistan Engineering Council
PER	Performance Evaluation Report
PIP	Performance Improvement Plan
PMDFC	Punjab Municipal Development Fund Company
PO(s)	Partner Organization(s)
PoD	Proof of Delivery
TMA	Tehsil Municipal Administration
WB	The World Bank

Definitions

In this Manual, unless otherwise specifically stated, the following definitions are assigned to the terms stated below:

1. "PMDFC" means Punjab Municipal Development Fund Company, a government sponsored company, established under Section 42 of the Companies Ordinance 1984, as company limited by guarantee.
2. "General Body" means the General Body of Fund.
3. "Board" means the Board of Directors of PMDFC;
4. "Chairman" means Chairman of the Fund;
5. "MD" means the Managing Director of PMDFC;
6. "Employee" means employee of any category except work charged or daily paid;
7. "GMID" means the General Manager Institutional Development of PMDFC;
8. "GME" means the General Manager Engineering of PMDFC;
9. "GM F&A" means the General Manager Finance and Administration of PMDFC;
10. "MID" means Manager Institutional Development of PMDFC;
11. "ME" means Manager Engineering of PMDFC;
12. "MF&A" means Manager Finance and Administration of PMDFC;
13. "MProc" means Manager Procurement of PMDFC;
14. "IA" means Internal Auditor of PMDFC;
15. "Family" means and includes the employee himself, spouse and children below 21 years of age or wholly dependent upon him;
16. "Financial Year" means the period from July 1 to June 30;
17. "Month" means the month in accordance with the Christian calendar;
18. "Day" means a calendar day, beginning and ending at mid-night;
19. "Other Areas" means areas falling outside the Head Office and Field Offices, as and when established, of PMDFC;
20. "Transfer" means the transfer of PMDFC employee anywhere in Punjab.
21. "Regular Employee" means an employee as defined in paragraph 2.2.1;
22. "Temporary Employee" means an employee as defined in paragraph 2.2.2;
23. "Appointing Authority" means BOD for positions in Grade 2 and Managing Director for all the positions in remaining grades;

24. "Revision and Appellate Authority" means the BoD for officer in Grade 2, whereas for rest of the PMDFC employees, the Managing Director shall be the said authority;
25. "Grade" means grade 1 to grade 7 of PMDFC;
26. Words incorporating masculine gender shall be deemed to include the feminine gender, and words incorporating the singular, will include the plural, and vice versa;
27. "Transparent/Transparency" means processes that are clearly defined, easy to understand and are open to scrutiny;
28. "Equitable" means that a process must be fair and open to all without bias, whether systematic or unintentional, on the grounds of gender, marital status, pregnancy, race, disability, sexual orientation, gender reassignment, religious or cultural beliefs, age;
29. "Conflict of interest" shall be stated to have occurred when a person involved in making a decision regarding an appointment has a non-professional or political interest in the outcome, e.g. a close personal or familial relationship with an applicant;
30. "Field Area" means a geographical unit in which the PMDFC operates for its objectives;
31. "Head Office" means PMDFC Headquarter located in Lahore;
32. "Fund" or "Company" means Punjab Municipal Development Fund Company.
33. "Local Government(s)" as defined in the Punjab Local Government Ordinance 2001, amended from time to time.

1 Introduction

1.1 Background

The Government of Punjab, in view of a growing realization that there should be a separate agency for municipal development in the province, has established a provincial level apex institution, the Punjab Municipal Development Fund Company (PMDFC). In the meanwhile, the Government of Pakistan in the process of devolution of powers to the grassroots level has established a system of local governments that enables the people to participate in governing themselves through institutions led by them via direct electorate. It is desired to support the development process of the local councils by providing them multidimensional assistance.

The Punjab Municipal Development Fund Company (PMDFC) has been established under section 42 of the Companies Ordinance 1984 with an autonomous governance structure (majority of Board members from the private sector). This Company provides financial and non-financial assistance to local bodies for infrastructure development and institutional strengthening.

The World Bank, as the major funds provider to PMDFC, will provide funding to the Fund through the Government of Punjab. The PMDFC will use these funds to support eligible LGs/TMAs and their sub-projects. The PMDFC can receive funds from other donors as well to undertake activities outlined in the Articles & Memorandum of Association. The company therefore has been mandated to promote development of livable, competitive, bankable and sustainable cities/towns in the Province of Punjab.

This document is the Human Resource Management (HRM) Manual for the Fund and shall serve as the document governing all the personnel related processes in the organization.

The Fund (PMDFC) headed by a Managing Director comprises an Institutional Development (ID) Component; an Engineering Component; a Finance and Administration (F&A) Component; a Procurement Component and an Internal Audit component. For details see the Operational Procedures Manual (OPM).

1.2 Organizational Vision

The Company shall strive to improve the quality of life of citizens by undertaking initiatives that empower the stakeholders through adopting participatory / inclusive processes are gender sensitive, lead to poverty alleviation for sustainable development to bring our towns / cities at par with those of the developed world.

1.3 Mission

To develop institutional capacity of local government institutions enabling them to promote sustainable municipal development in towns and cities, making them environment friendly and livable through improved infrastructure and service delivery systems.

1.4 Core Values

- Municipal development as a passion.
- Prudent financial management, with self executing mechanism of checks and balances.
- Highest commitment towards institutional strengthening.
- Highest level of integrity.
- Objectivity, transparency, and fairness in operations.

1.5 Principles

The cardinal principles governing the whole operations of the “Fund” shall be to:

- a) Utilize the fund for the objectives of the Company.
- b) Ensure that the resources of the Fund shall not be used for political patronage or for any other political purposes.
- c) Ensure that fund is utilized through consultative and transparent process, involving beneficiaries.
- d) Finance only those Local Governments, which can ensure and secure best utilization of funds in the public interest.
- e) Treat the income/monies of the Fund, all of which shall be considered public funds as a sacred trust and it shall be the primary responsibility to administer and manage funds with due diligence, and transparent fiduciary responsibility, and for the purpose for which the Fund has been established.
- f) Ensure that as far as possible the Fund’s operations are subject to sound financial and operational management principles, and facilitate access to the Fund’s services by local governments in the Province.
- g) Ensure that the resources of the Fund are only provided to well functioning professionally managed institutions with transparent governance and financial management systems who meet the criterion set by the Fund.
- h) Finance only economically viable and fiscally prudent projects and assignments and those that benefit large number of citizens.
- i) Ensure that financial assistance to Local Governments is based on sound principles of cost sharing and sustainability, and financial viability where applicable.
- j) Ensure that financial assistance is provided to such local governments who can assure and secure its best utilization for the public welfare.

1.6 Objectives

In keeping with the objects for which the Company has been established as stated in detail in the Memorandum of Association of the Company, the focus is on improvement of basic municipal services such as water supply and sanitation

for the well-being of urban population of Punjab. Thus in order to realize its Mission and Vision the Company has set the following as its objectives:

1. Improve the efficiency, coverage and quality of basic infrastructure and services in Punjab in a sustainable manner by:
 - a. Developing an efficient mechanism for allocating public resources for infrastructure;
 - b. Building the capacity of the:
 - i. Provincial government to manage a process of LG performance improvement;
 - ii. Local Governments; and
 - c. Providing matching grants for municipal infrastructure.

PMDFC will provide financial assistance for improved infrastructure and services preferably in areas such as:

-Water Supply	-Bridges
-Sewerage & Drainage	-Street Lighting
-Solid Waste Management	-Parks & Playgrounds
-Roads & Streets	-Bus Terminals
-Fire Fighting Services	

1.7 Impacts

Major contribution of the Fund will be:

- Improved quality of life of the citizens in Punjab.
- More efficient and expanded coverage of basic municipal services.
- Better environmental and health conditions.
- Strengthened LGs/TMAs and other local government institutions with greater capacity to undertake, operate and maintain municipal sector investments in a sustainable manner.
- Increased efficiency and effectiveness of public expenditure.
- Greater stakeholder participation in the identification of priority investments.
- Encouragement to partner institutions to become socially, economically and environmentally sustainable through provision of quality services;
- Will contribute towards empowerment and poverty alleviation; and
- A demonstration effect for other provinces in Pakistan.

2 Interpretation

The Board shall be the sole judge of the interpretation of any provisions laid down in this Manual, and its decision shall be final and binding on all persons to whom these provisions are applicable. Memorandum and Articles of Association of the Company shall override any provision of HR Manual if it is found inconsistent or in conflict with the aims and objectives of the said Memorandum and Articles of Association of PMDFC.

2.1 Amendments

The Board of Directors shall have full powers to approve any amendment, addition or alteration in the main text of these rules, from time to time as may be deemed necessary, provided that at least two-thirds of the existing members of the Board approve such amendments, additions, or alterations. The approved revision to the rules shall be deemed effective from the date the said amendment, addition or alteration is approved.

2.2 Classification of Employees

For the purpose of these rules there shall be following categories of employees:

2.2.1 Regular Employees

Employees who have completed their prescribed probationary period and have been confirmed shall be referred to as regular employees. The tenure of service will be spelt out in their letters of appointment. The policy decision regarding evolving regular category of employees shall be taken by the Board.

2.2.2 Temporary Employees

Employees who have been engaged temporarily for a specific period of time and who are not entitled to benefits of regular employees.

Employees on probation shall also fall under this category; however they will be entitled to health cover and leave, as laid down in Para 12.

2.2.3 Contractual Employees

The service matters and terms and conditions of employees hired on contract for a specific period shall be regulated by the terms and conditions of their specific contract and where a contract is silent, the relevant provisions of this Manual shall apply.

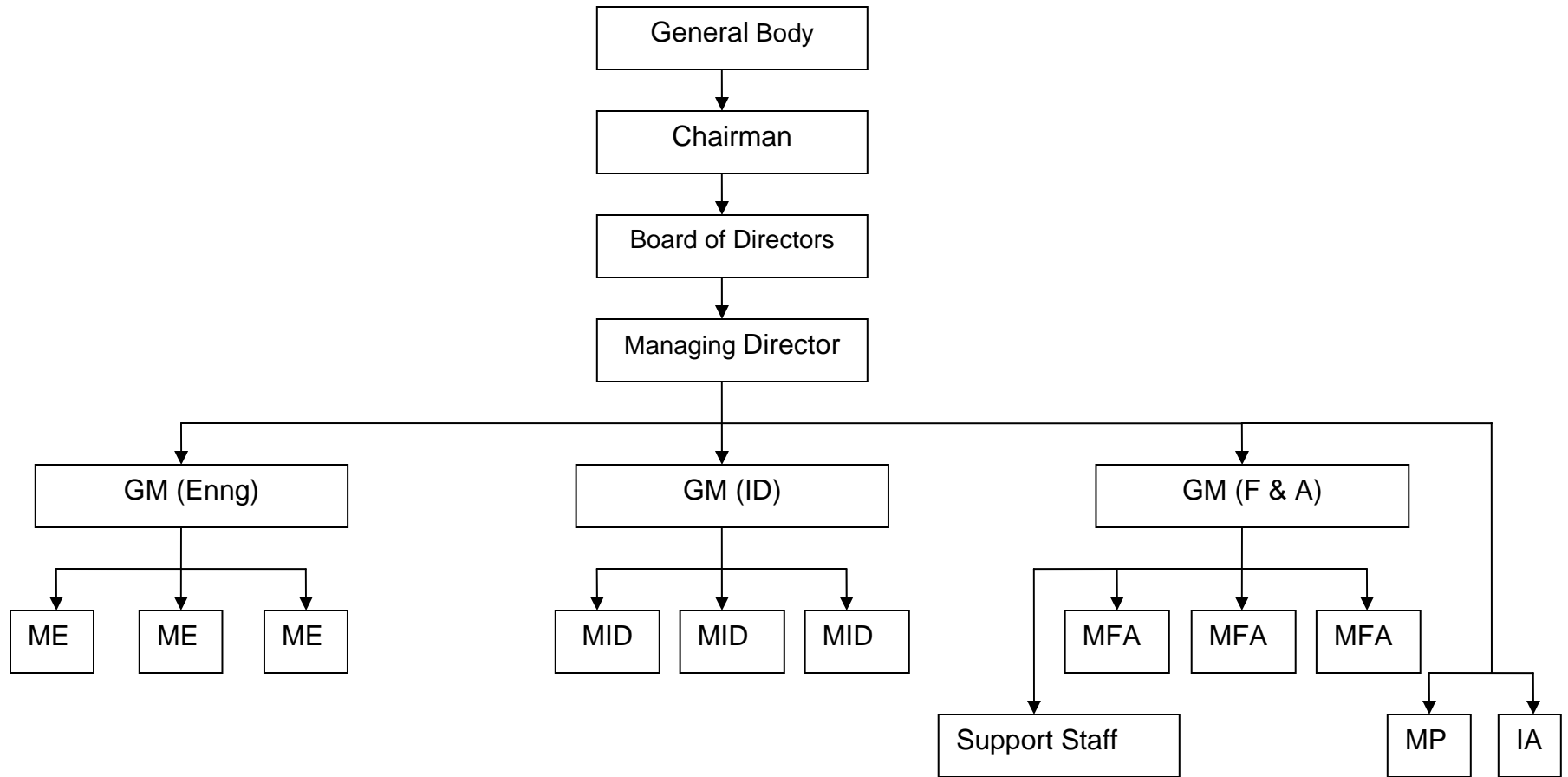
2.2.4 Interns

Persons hired as Interns will be entitled to a fixed stipend as prescribed by the Board of Directors from time to time. On satisfactory completion of the internship period, they may be offered an appointment in the organization against a suitable vacancy, if found otherwise eligible.

Note: Notwithstanding anything contained in the individual contract, till such time as regular service categories of the company are evolved, contract and regular employees, for the purpose of financial benefits, shall be treated at par.

3 Organizational Structure

3.1 Organogram



Note: Initially all other positions will be created by Managing Director on a need basis and duly reflected in the annual/supplementary budgets

3.2 Designations and Grades (For Induction)

In the hierarchy of the organization there are seven basic Grades for the purpose of compensation and privileges further categorized into A-K where necessary: (Annex-I)

All the General Managers shall be appointed in grade-2, whereas Managers shall be appointed in grade 3. Deputy Managers shall be appointed in grade 4 and Assistant Managers in grade 5. Skilled staff shall be appointed in grade 6 and non-skilled in grade 7..

The induction formula for grades 2, 3, 4, 5, 6 and 7 shall be as follows:

1. Where academic qualifications and experience exactly match the prescribed ones, the appointee shall be inducted at level K of the applicable grade.
2. For every 1 year above the required experience, the appointee shall be awarded 1 score, whereas one higher degree shall earn the appointee 1.5 score. Every 2 scores shall earn an appointee one additional level of the applicable grade.

4 Selection and Recruitment

4.1 Recruitment Authority/Committees

The appointment/ election of the (i) General body, (ii) Chairman, (iii) Board of Directors, and (iv) Managing Director shall be carried out as specified in the Memorandum and Articles of Association.

Following shall be the selecting authorities for various grades:

General Managers (Grade 2)

- MD and 2 members of the BoD, at least one from the civil society.

Managers (Grade 3)

- MD and three General Managers.

Grade 4 & 5

- MD and three General Managers.

Grade 6 & 7

- Three General Managers.

4.2 Recruitment Policy

The Company recognizes its staff as being fundamental to its success. A strategic and professional approach to recruitment processes enables the Company to attract and appoint staff with the necessary skills and attributes to fulfill its strategic aims, and support the Company's values.

The Company is committed to ensuring that the recruitment and selection of staff is conducted in a manner that is systematic, efficient, and effective and promotes equality of opportunity as well as merit based selection.

This policy has been designed to provide a flexible framework which promotes good practice, adopts a proactive approach to equality and diversity issues and fully supports the Company's objectives.

Guidelines, which form the basis for the implementation of this policy, are also provided. They have been designed to maximize flexibility to meet the needs of all areas.

4.3 General Principles

All employees involved in the recruitment process, and in particular Chairs of selection committees, shall ensure that they have appropriate knowledge for recruitment and selection. Staff involved in the recruitment process should be aware of their responsibilities. The Company aims to secure equality of opportunity in all its activities, and in this respect all staff shall maintain a positive attitude towards equality of employment.

If a member of staff involved in the recruitment process has a close personal or familial relationship with an applicant, she/ he must declare this as soon as he/ she is aware of the individuals' application. It shall be necessary for such member of staff to avoid any involvement in the recruitment and selection process.

Documentation relating to applicants shall be treated with utmost confidentiality.

4.4 Scope

This policy applies to the recruitment and selection of all staff of the Company.

All employees involved at any stage of the recruitment and selection of staff should be aware of and adhere to the contents of this policy. In addition, any external consultants, recruitment agencies or external experts who assist in the recruitment process must act in accordance with this policy. The appointing manager is responsible for providing such external parties with this policy prior to their involvement in the recruitment process.

4.5 Aims

PMDFC's Recruitment and Selection Policy aims to:

- ensure that recruitment processes are fit for purpose.
- appoint the best person for each position.
- ensure equality of opportunity for all applicants.
- ensure compliance with the Company's Equal Opportunities Policy and relevant employment legislation.
- promote Company values.
- meet the Company's operational requirements and strategic aims.

4.6 Monitoring and Review of Policy

In order to monitor compliance with, and effectiveness of, the Company's Recruitment and Selection and Equal Opportunities Policies, the Selection Committee at the end of every selection process shall certify to transparency and merit of the selection process.

Regular reports on trends and statistics relating to recruitment and appointments shall be provided to the BoD by the Management.

4.7 Appointing Authority

The final appointing authority for positions falling vacant in Grade 2 shall rest with the BoD on the recommendations of the Selection Committee concerned. For all the positions in remaining grades, the MD shall be the appointing authority.

All regular appointments shall be preceded by a three months probationary period. On successful completion of probation, the MD, on recommendation of

the concerned component head, shall confirm the appointment of the employee. In other cases, either probationary period may be further extended once or probationary employee may be relieved from service.

4.8 Pre-Advertisement Process

Before an advertisement is placed, whether internal or external as mentioned in paragraph 4.9, the concerned Unit must ensure that the following documents are ready:

1. Job Description, which may include Job Summary, Reporting Line, Qualifications, Competencies required (Knowledge, Skills and Attitudes) and Responsibilities and Authorities.
2. Short-listing Criteria.
3. Interview Panel Constitution.
4. Induction Plan.

4.9 Obtaining Candidates

All the positions falling vacant in grades 2, 3 4 and 5 shall be filled-in through advertisements as described in 4.10

For positions falling vacant in grades 6 & 7 under extraordinary circumstances the MD upon request of the concerned General Manager, may waive off the need to advertise while recording his/ her reasons for doing so. The circumstances may include:

1. Where positions may provide suitable alternative employment for existing staff whose post has been identified for redundancy, including the termination of fixed term contracts or following a restructuring exercise.
2. Positions requiring specialized expertise, where the General Manager concerned can demonstrate that a comprehensive search has been conducted and the nominated individual is the most suitable person for the position. Such an opinion must be recorded in writing and submitted for approval by the MD.

Positions shall be advertised using the most appropriate and cost effective medium to maximize the number of suitably qualified candidates. This may include local, national and international publications and websites and should adhere to the Company's visual identity. Applicants shall be treated with respect and provided with sufficient information to make informed decisions regarding their suitability for the role. To this end relevant background information may be helpful.

4.10 Appointment Procedures

Appointments shall be made only against established positions, for which approved job descriptions and budget provision shall exist.

Appointments shall be made in one of the following ways:

1. All recruitments shall be made through advertisement in at least two national dailies.
2. Recruitment can be made without advertisement for any short-term need. Such recruitment shall be restricted to borrowing of services from government departments, or autonomous bodies, local bodies or NGOs for a period not exceeding three months. Personnel cannot be borrowed against regular positions.
3. Applications from existing staff members who fulfill the required qualifications and meet other specified conditions for appointment to aforesaid positions shall be considered along with other applicants, if any. Experience with PMDFC will be helpful, but shall not guarantee appointment.
4. Appointment of an employee's or a member of BoD's relative or dependent shall not be permissible under any circumstances.

4.11 Selection Process

The MD of the Company shall be responsible to ensure that the selection process is:

1. Transparent;
2. Timely and cost effective;
3. Equitable;
4. Free from conflict of interest.

All recruitment shall be based on approved job descriptions and person specifications. Recruitment and selection shall be conducted as an evidence-based process and candidates shall be assessed against agreed selection criteria, based on relevant knowledge, skills, competencies, experience and qualifications to perform the role as outlined in the person specification. All decisions shall be recorded in writing.

Short listing shall be undertaken by at least two individuals who are involved in the interviewing process. Interviews shall normally be conducted by at least two people and all interviews for one post shall be conducted by the same people. In order to promote equality of opportunity, selection committees shall, wherever possible, be of mixed gender composition.

Any skills tests (e.g. presentations, in-tray exercises) shall be directly related to the role and measured against objective criteria, and presentations for one post must be assessed by the same persons. Candidates shall be notified of the details of any skill test when they are invited for interview.

Interview questions shall relate to the job requirements as exemplified in the person specification and the candidate's suitability for the position. The person specification, which may include: required qualifications, experience and skills, as

defined in Annex-V, shall be used as the basis for determining the interview questions.

The choice of appointee will be determined by the majority view of the interviewers.

4.12 The Offer of Appointment and Employment Contract

At the end of the recruitment process all records must be handed over to the Finance and Administration Unit who shall retain them for at least six months. The F&A Unit shall prepare an Offer of Employment for signatures of the MD. Once signed by the MD, such an offer shall be sent to the successful candidate via courier service and PoD shall be maintained for a period of six months in records, whether the selected candidate joins the service of the Company or not.

Offers of employment shall be conditional upon receipt of satisfactory references, medical assessment and any other appropriate checks. This shall exclude visiting and other casual appointments of less than three months duration. In accordance with Company rules, appointments shall only be offered on a fixed term basis where objective grounds exist for not making the appointment permanent.

The offer of appointment shall communicate the following to the prospective employee in a language which shall not be subject to interpretation:

1. Expected date of joining.
2. Service to be governed by standard rules and regulations of the Company as enshrined in the HR manual and policies notified from time to time.
3. Any mis-declaration or concealment of information to be punished with termination of services with forfeiture of privileges associated with normal departure from the company's service.

On the day of joining, the employee shall submit a joining report and shall start undergoing an induction process.

4.13 Induction Process

Induction process is one of the important HR functions that must be carried out meticulously. PMDFC's induction process is based on the following core principles:

- i. Create congruence between personal objectives and organizational objectives.
- ii. Build empathy with other colleagues from the same component as well as other components of the organization.

Induction primarily is the responsibility of the concerned line supervisor, who shall plan and supervise induction of the new incumbent.

4.14 Creation of Posts and their Designations

Whenever the management, headed by the MD, feels need for creation of a position, it shall seek approval of the BoD to such an effect, in any of its ordinary meetings. Creation of positions cannot be sought through circulation. The Board of Directors may approve such a request or may appoint a committee, as it deems fit, to examine the case in detail.

For the purpose of creation of posts, the management's request shall contain:

1. Title of the position to be created.
2. Job analysis.
3. Job description.
4. Ideal person profile.
5. Justification answering, "What will happen if the requested position is not created?"
6. Proposed pay and allowances.

5 Performance Review

It is the policy of PMDFC for performance review to have a transparent and non-biased system for all the employees.

5.1 Principles

PMDFC employees' performance evaluation (PE) shall be based on the following principles:

1. PE is an objective process more geared towards correcting actions instead of coercion.
2. PE is a goal-oriented, transparent and open process.
3. The performance evaluation is to establish and ascertain as well as measure:
 - a. The Effort-Performance Relationship.
 - b. The Individual Performance-Organizational Goal Relationship.
 - c. The Organizational Goal-Individual Goal Relationship.
4. Performance Evaluation Reports shall be completed by the employee's immediate supervisor and reviewed and authorized by the next supervisor, where applicable.

5.2 Performance Evaluation Report

1. The General Manager (F&A) is responsible for managing the performance evaluation system and for ensuring that supervisors complete reviews in a timely manner.
2. Annual evaluation shall be completed in January of each year.
3. PE forms shall be filled in by the supervisor first and then discussed with the concerned employees point by point with an attempt to reach a consensus. Employees shall have the right to dissent, wherever, she/ he feels so and record his/ her disagreement.
4. Any question or unresolved issues regarding annual reviews may be taken up with the General Manager/MD in that order.
5. Performance Appraisal Form is annexed as Annex-II.

5.3 Pay and Allowances

All employees shall draw their pay, allowances and fringe benefits stated in their letter of appointment, subject to the terms and conditions stated in the PMDFC HR policy. Temporary employees engaged on short-term contracts will draw their pay according to the terms of their specific contract.

While it is the responsibility of the employees to pay taxes, F&A Unit will facilitate them and also make monthly deductions equal to their apportioned tax liability. Any adjustment needed for excess/short deductions shall be made at the time of filing income tax returns by the employees.

While it is the responsibility of the employee to file his tax return in accordance with the Income Tax laws, F&A unit of the PMDFC may assist employees in completing their tax return forms.

5.4 Increment

1. The annual increment is applicable to the pay of the employee, if and when awarded, shall be paid from the first day of the company's financial year.
2. For staff whose services have not been regularized at the time of payment of such increments, the increment determined shall be given from the date of regularization, provided that if an employee is awarded increment within the preceding six months, he will not be eligible for increment awarded on the first day of the year unless approved by the BoD.
3. Employees upgraded within the same year shall not be eligible for increment.
4. Annual increment shall be equal to CPI rate announced each year in the Economic Survey of Pakistan subject to satisfactory performance assessed in the Annual Performance Evaluation Report. .

6 Consultancies

6.1 *Engaging Consultants*

Appointment on contract as a consultant may be made for special purposes or for obtaining services of specially qualified persons, subject to the following:

1. Consultants shall be governed by the clauses / rules stated in respective consultancy agreements.
2. The Consultant Hiring Committee (CHC) shall comprise M.D., all General Managers and Manager Procurement.
3. The CHC shall select and approve consultants for consultancies valuing up to Rs. 500,000/-.
4. All consultancies above Rs. 500,000/ will be approved by the Board of Directors on the recommendation of CHC.
5. The letter of appointment shall be issued by PMDFC incorporating terms of the contract.
6. Notwithstanding the above, donor procurement procedures or Government of the Punjab's procedures shall be applicable, as agreed with the donors.

6.2 *Consultancies by PMDFC Employees*

1. PMDFC employees may undertake consultancies with prior approval of the MD PMDFC.
2. Revenue generated through such consultancies shall be shared between the Company and the employee(s) in the ratio of 70:30 percent respectively.

7 Conduct

It is the Policy of PMDFC to conduct all activities in an ethical manner without conflict of interests or unjust gains.

All employees shall devote and engage themselves full time to the business and interests of the PMDFC exclusively. No employee, including employees on leave, shall directly or indirectly, participate or act in any other capacity with other concerns, or have private dealing or business relations or employment with any outside agency, unless specifically permitted to do so by the MD who may, in exceptional circumstances, permit such undertakings subject to a maximum limit of 30 days in a financial year.

All employees shall perform their duties specified for the post held by them, according to the best of their ability, and in accordance with correct ethical/working practices.

No information, acquired directly or indirectly from the PMDFC papers, or relating to PMDFC affairs or plans, shall be communicated to any person, official or non-official in or outside the PMDFC not authorized to receive it, unless otherwise empowered to do so by the MD, in pursuit of genuine official business of PMDFC or to the press.

No employee shall accept any gift or award from any individual or institution without the prior written approval of the MD.

Contravention of the rule shall constitute misconduct and a breach of discipline, and shall be liable to disciplinary action.

8 Personnel Record

It is the Policy of PMDFC for the better maintenance of the records of employees.

- a. The Finance & Administration unit shall maintain and update record of service for all staff. Separate files shall be maintained for each staff member containing the following information:
 - Name
 - Father's Name
 - Date of Birth
 - Place of Birth
 - District or permanent residence with name of the province
 - Qualification
 - Trainings received
 - Present Address
 - Date of Appointment
 - Up-gradation – dates
 - Number of dependents and their relationship to the employee
 - Copy of Job Description
 - Performance Evaluation Report(s)
 - Copy of National Identity Card
 - Employment History (Experience Details)
 - Emergency Contact Person with Phone No. and Address (If any)
 - Legal Heir, for statement of claims in case of Employee's death
 - Marital Status
 - Copy of CV
 - Two References from Gazetted Government Officers or from known figures from civil society.
- b. A copy of the Performance Evaluation Report will be placed in the employee's personal file
- c. Following additional records shall be maintained by the Finance & Administration Unit:
 - I. Staff Medical Record: Copies of all bills, doctor's prescriptions, date and amount of reimbursements.
 - II. General record of employees serious illness (if any)

9 Leave Policy

9.1 Earned Leave

Employees shall be entitled to 30 days of Earned Leave in a calendar year (Jan-Dec), subject to conditions specified;

- a. 2.5 days of earned leave shall be credited to an employee at the end of each month.
- b. Applications for earned leave shall be submitted to immediate supervisor at least 15 days prior to the date from which leave is required.
- c. Earned Leave may be accumulated up to a maximum of 60 days. Any accumulation over and above 60 days will be considered to have lapsed.

9.2 Casual Leave

- a. An employee will be entitled to casual leave up to twelve days in a year. One day's leave shall be credited to an employee at the end of each month.
- b. Casual leave will be granted only for urgent and important engagement/reasons.
- c. Casual leave will be allowed only up to 7 days at a time, inclusive of weekends and notified holidays on both ends.
- d. The year will be reckoned from January to December for the purpose of casual leave. Any un-availed casual leave on December 31 of each year will be considered to have lapsed.
- e. Casual leave cannot be combined with any other leave. Any casual leave combined with earned or other leave shall be deemed to be Earned Leave.
- f. Casual leave cannot be encashed.
- g. The concerned component head will sanction casual leave and for General Manager competent authority will be the MD.

9.3 Sick Leave

- a. An employee will be allowed a total of 12 working days sick leave with pay per year.
- b. Application for sick leave required for more than 2 days shall be supported with a medical certificate from a Registered Medical Practitioner.
- c. Unutilized sick leave may be accumulated up to a maximum of 60 days.
- d. Un-availed sick leave is not encashable under any circumstances.

9.4 Maternity Leave

Married female employees will be permitted up to 8 weeks maternity leave with pay for each confinement period, ideally for three weeks before and five weeks after the delivery. Birth shall be notified to PMDFC within 7 days. This privilege may be availed only after completion of probation period in PMDFC, for a maximum of three confinement periods with a minimum interval of two years between the two periods of maternity leave. Male staff shall be entitled to paternity leave up to 7 days on full pay on two occasions during their service.

9.5 Leave without Pay

Leave without pay shall not be considered right of an employee. It will only be granted by the MD on the recommendation of General Manager concerned of the employee or MD in case of a General Manager. For MD the BoD will decide the case. Leave without pay shall not be granted in excess of two months at a time.

9.6 Leave Sanctioning Authority

MD will be the competent authority for grant of all categories of leave

10 Efficiency and Discipline Rules

- 1) Every employee shall conform to, and abide by these rules and shall observe, comply with and obey all orders and directions which may, from time to time, be given by any person or persons under whose jurisdiction, superintendence or control he/she may for the time being, be placed;
- 2) Every employee shall serve PMDFC honestly and faithfully and shall, maintain strict secrecy regarding PMDFC affairs. He/she shall use his utmost endeavor to promote the interests of the PMDFC. The following will be considered as misconduct:
 - a. Willful insubordination or disobedience of a legal order of the superior.
 - b. Theft, fraud, misappropriation or dishonesty in connection with PMDFC business or property.
 - c. Willful damage, to or loss to PMDFC property.
 - d. Taking or giving bribe or any form of illegal gratification.
 - e. Carrying on of any private business or employment without permission of the PMDFC.
 - f. Habitual late attendance, or absence without legitimate cause.
 - g. Habitual breach of law, gross negligence, or unauthorized acts of commission or omission.
 - h. Striking work, or inciting others to strike work, or adoption of go-slow tactics.
 - i. Absence without leave for more than one day shall render an employee liable to disciplinary action, and absence without leave for more than ten days shall render him liable to dismissal.
 - j. Drunkenness and drug abuse.
 - k. Giving wrong information about his personal particulars and previous service.
 - l. Conviction by a court of law for any criminal offence or offenses of moral turpitude.
 - m. Indiscipline or breaking of any rules of the PMDFC, including service rules or contravention of standing / routine orders issued in regard to maintenance of working of the organization.
- 3) No employee shall take part, subscribe in, aid or assist in any way, any political movement in Pakistan which is, or tends to be directly or indirectly subversive to the government, as by law established in Pakistan.
- 4) No employee shall take part in political activities and elections. However he will continue to exercise his right of vote.

- 5) No employee shall bring, or attempt to bring, political or other outside pressure/influence, directly or indirectly, to bear on the authorities/superior officers, or indulge in pamphleteering, contribute articles, or write letters to newspapers anonymously, or in his own name with the intent to malign the Competent Authority or his senior officers, or to act in an adverse manner relating to his appointment, or for any other condition of service of employment.

10.1 Disciplinary action against employees

The procedure to be adopted when proceeding with disciplinary action against regular employees of the PMDFC will be as under:

- a. On the occurrence of an alleged act of misconduct, the employee will be informed, in writing, by the Head of component, and will be given an opportunity to explain, in writing, the circumstances of misconduct alleged against him, within the time specified in the letter. On receipt of the explanation, the head of section if not satisfied with the reply, shall appoint an Enquiry Officer to conduct an enquiry into the alleged misconduct and issue a charge sheet along with the abstract of evidence.
- b. If considered necessary by the Appointing Authority, the employee may be suspended for not more than a month at a time during the period of enquiry. The order of suspension shall be in writing and shall be considered effective immediately. During the period of suspension, the employee concerned shall be paid a subsistence allowance of not more than 50% of his salary plus allowances. If he is found not guilty, he shall be deemed to be on duty during the period of suspension and entitled to the same salary, as he would have received had he not been suspended. In case the guilt is proven, there will be no remission in the deductions made in the salary.
- c. In awarding punishment, the Appointing Authority shall take into account the gravity of misconduct, previous record of the employee, and any other circumstances that may exist at the time of misconduct. A copy of the order shall be delivered to the employee concerned by hand or through registered mail.

10.2 Penalties

An employee who is found guilty of breach of regulations of the PMDFC, or of discipline, or contravenes instructions/ orders issued to him/her in connection with his official work, or who displays negligence, inefficiency, or indolence, or who knowingly does anything detrimental to the interests of the PMDFC, or is guilty of any other act of misconduct, may be subjected to one or more of the following penalties by the Appointing Authority, depending on the gravity of the offence:

- a) Reprimand

- b) Postponement or stoppage of increment
- c) Forfeiture of pay for any period of unauthorized absence from duty
- d) Recovery from pay, gratuity or any other benefit, of the whole or part of any pecuniary loss caused to PMDFC by the employee
- e) Reversion of a lower stage of pay in his grade, or to a lower grade
- f) Removal from service, or call upon the employee to resign from service.

11 Resignation/ Termination/ Retrenchment

11.1 Resignation

- a. A regular employee, if desirous of leaving the service of PMDFC, will be required to give at least one month's prior notice in writing of his intention to do so, failing which he shall be liable to pay a sum equal to one month's pay.
- b. No employee may tender his resignation, or notice of resignation, while on leave. In such cases, he will be treated to have left the service of the PMDFC without notice on the day he proceeded on leave.
- c. The resigning employee will clear his accounts with the PMDFC, and also submit a clearance certificate, stating that he neither holds any official paper, or equipment, or any property of the PMDFC, nor has no dues outstanding against him, duly verified by officers concerned on the prescribed form before being relieved by the PMDFC.

11.2 Termination of Services

- a. The services of a regular employee may be terminated without assigning any reason by the Appointing Authority, by giving one-month notice, or one-month salary in lieu of notice. The salary in this case will be worked out on the basis of the last month's pay drawn.
- b. Employees on probation may be terminated without prior notice.
- c. The services of contract employee or appointee may be terminated in accordance with the provisions of individual contract agreement.

11.3 Retrenchment

Services of an employee shall be dispensed with in the event of budgetary constraints, or abolition of a particular post. The employee shall be entitled to due benefits as decided by BoD.

11.4 Grades of Pay

Employees shall draw their pay, allowances and fringe benefits, as per Annexure I.

11.5 Disabilities

Any disability and death, caused to an employee during service with PMDFC shall be covered under the Group Insurance of employees.

11.6 Accidents

Any serious loss of PMDFC movable and immovable property, such as building, communications, or other works, caused by fire, flood, cyclone,

earthquake or any other natural cause, should be reported at once by the concerned employee to the MD. When a full enquiry as to the cause and extent of the loss has been made, the detailed report should be sent by the officer concerned to the MD.

11.7 *Gratuity*

All employees will be entitled to gratuity at the rate of one month's basic pay per annum, for each complete year of service with the Company. Gratuity will be paid at the end of the satisfactory service with the Company.

11.8 *Group Insurance*

Group insurance of all employees will be facilitated by the PMDFC and the employees will be responsible for payment of insurance cover.

11.9 *Medical Allowance*

The employees shall be entitled to such medical allowance / facility as agreed in their individual contract agreement / appointment letter.

12 Vehicle Policy

General responsibility for maintenance and operations of the PMDFC vehicles shall rest with the F&A Unit.

For the selection and recruitment of the drivers for the PMDC the following shall be applicable:

1. SKA Test will be held according to the requirements of PMDFC.
2. The candidates must bring:
 - a. Physical fitness clearance certificate from an approved medical practitioner or at the discretion of the Co. the employee can be referred to a selected practitioner for re-examination/medical opinion.
 - b. Valid driving license.
 - c. Experience certificates, if any.
3. All the PMDFC employed drivers shall be responsible for:
 - a. Maintenance, up-keep and periodic servicing of vehicles including POL.
 - b. Maintenance and updating the logbook.
4. Admin/vehicle in-charge shall be responsible for:
 - a. All the necessary documentation including registration and annual vehicle tokens/taxes.
 - b. Any traffic violation case and fine.
 - c. Maintenance of all cost reports.
 - d. Usage of vehicle according to the purpose and delegation of work according to the availability of drivers.
 - e. Accident report and enquiry.

General provisions relating to use of vehicles:.

5. All vehicles shall be allocated to the Head Office car pool.
6. Prior to every movement of vehicle outside PMDFC premises, the F&A Unit must ensure that a vehicle requisition form has been submitted by an entitled officer (hereinafter referred to as Requisitioning Officer) duly signed and has been approved by the designated person in the unit.
7. No vehicle shall leave the PMDFC premises without an Out-Pass.
8. Vehicles allocated for specific duties shall be used by the Requisitioning Officer engaged in the performance of those duties.

9. Vehicles' use shall be restricted to the area for which movement for official purposes has been allowed.
10. All POL consumed, and other expenditure incurred on vehicles shall be properly recorded in individual logbooks maintained with each vehicle.
11. Upon return to PMDFC premises the driver shall record entry in the logbook as well as on the requisition form; the concerned in-charge admin officer shall ensure that all such entries are legible and reflect authorized use. In case a discrepancy is observed, the concerned person shall bring the matter into notice of his senior within two working hours.
12. It will be the responsibility of the official using the vehicle to ensure that the vehicle logbook and expenditure incurred on repairs and maintenance is recorded on the logbook and verified by him.
13. Transport Facilities to staff shall be regulated as follows:
 - a. All the vehicles shall be driven by PMDFC drivers only, and shall be parked at PMDFC premises at nighttime.
 - b. Vehicles shall not be sent outside of city or project area limits without approval of the MD or his nominee, except in dire emergencies, which will be reported immediately on return.
 - c. Compensation shall be paid to a driver by PMDFC if he is retained for official duty beyond 5 P.M. at the prescribed rates, provided that such retention is certified by the reporting officer. This compensation will not be applicable in situations where TA/DA is permissible;
 - d. Compensation shall be paid to a driver by the PMDFC at the prescribed rates, if the driver is asked to render services on holidays.
14. .Unauthorized use of PMDFC vehicles by anyone, whether or not a staff member, is not permissible under any circumstances.
15. Private use of vehicles may be allowed to employees on payment basis with the approval of the MD.
16. Use of Private Vehicles for local official duty (other than traveling between office & home) will be authorized by M.D. at rates to be notified from time to time.
17. If private use of Company vehicle is covered in the individual contract of an employee, the provisions of the individual contract shall prevail.

13 Travel Allowances

Employees traveling for official purposes will have to obtain travel authorization prior to start of travel on the form provided. Employees shall be entitled to travel and daily allowance according to prescribed rates and method of computation.

All PMDFC staff when required to travel on official duty, shall have the following entitlement:

1. All the staff except employees in grades 6 and 7 will be provided official/ rented vehicles to travel in the operational areas for official purposes. Employees in grades 6 and 7 will be reimbursed for travel by public transport.
2. For overnight stay in the operational areas, all staff will be accommodated in the staff house/hostel, where available. In case the staff house/hostel is not available, the employee will be paid per diem according to the prescribed rates.
3. Employees intending to travel shall be authorized to request for a travel advance up to 80% per diem applicable to the period of stay. Expense report and unspent balance of such advance shall be refunded to PMDFC immediately after the travel. A travel advance shall be granted only after the previous advance, if any, has been cleared by submission of a travel report and supporting bills, vouchers, etc. and refund of the balance where applicable.
4. When a hotel bill is submitted for payment by PMDFC for an official travel of the staff, such staff, upon return to the duty station, shall verify official expenses for food, communication, etc. Personal expenses, if any, included in the hotel bill, shall be charged by PMDFC to the personal account of the staff and deducted from the total bill.
5. If PMDFC Administration Section is required to arrange hotel reservations or transport, all staff intending to travel, shall submit a written request for such arrangements, at least three days in advance of the anticipated travel date.
6. Employees shall be entitled to full travel and daily allowance when they travel more than 50km by jeep or such vehicles, air or train and spends at least six hours away from the PMDF head office.
7. For official foreign visits, traveling allowance, daily allowance and other allied expenditures incurred by an employee will be advanced to him or reimbursed to him on return, according to a policy to be drawn up separately.

14 Absences/ Tardiness

Working schedules and starting times will be established by the General Managers based on nature/need of work. General Managers shall be responsible for communicating work schedules to subordinates. Employees are expected to be at their work places in a fit condition and ready to work at start time. Work activity should commence at starting time and continue until the normal designated stopping times for breaks, lunch, or end of work.

14.1 Reporting Absence

In the event of absence or tardiness from an assigned work schedule, the employee is required to report absence to the Management. When reporting absence, the employee must telephone his or her supervisor, or other designated individual. The employee must call not later than the scheduled start time. The employees shall invariably submit written application on return from leave.

14.2 Authorized Absence

PMDFC recognizes that an occasional absence may occur, as defined by the Company policy for leaves, vacations, funerals, medical leave, personal leave, voting etc. Time off from work is unpaid unless the Company has established a special policy providing pay for time off.

Any absence up to 3 hours duration shall be treated as half-day off and any absence beyond 3 hours duration shall be treated as full day off. In any month, three half-days off shall be treated as one-full day off.

15 Training and Development Policy

BOD of PMDFC shall be responsible to get Training Needs Assessment (TNA) conducted of all employees at PMDFC including the MD.

Training Budget shall be allocated in strategic planning of PMDFC for staff according to the TNA.

The following eligibility criteria shall be adopted by PMDFC staff to attend National/International training/workshops/seminars:

For International events anywhere in the World:

A minimum of three years service with PMDFC or twelve years of overall experience, if service period with PMDFC is less than three years but more than eighteen months.

For International events in South Asia Region:

A minimum of three years service with PMDFC or overall six years of experience with at least twelve months of service with PMDFC;

For National events:

Depending upon the training calendar of PMDFC

The F&A Unit, till the formation of an HR Unit, will prepare PMDFC annual staff training calendar, keeping in view the allocated annual training budget of PMDFC.

All Section Heads shall be responsible to provide career opportunities to the employees based upon the periodic performance appraisals / annual PERs or any other employee review document.

16 Telephone Policy

A telephone exchange shall be installed at PMDFC Head Office.

A Receptionist/telephone operator shall be responsible for all the telephonic communication record.

Each program unit shall be given a telephone extension.

Each employee shall pay the charges for all the personal long distance/mobile calls.

The telephone record shall be maintained by the receptionist and shall be forwarded to F & A for deduction of personal telephone charges.

Personal telephone dues shall be deducted from the employee's salary at the end of every month.

A detail of amount deducted will be given to each employee/user with salary slip.

Official Use:

All the long distance calls shall be made through the receptionist.

The maximum limit of local and long distance calls shall be 5 minutes, however an exceptional case shall be dealt accordingly.

17 General Provisions

Regular working hours for staff shall be notified by the Management from time to time. All staff (except those in grades 6 & 7) is expected to put in additional time, without compensation whenever so required to fulfill their professional duties.

Working hours for office boys, cooks, janitors, etc. shall consist of 48 hours per week. For any additional time, beyond 48 hours, for official duties, compensation or overtime shall be paid at the prescribed rate.

PMDFC shall observe all the gazetted holidays as announced by the Federal and Provincial Governments, and such optional holidays as may be specified by PMDFC.

Working hours for those on field duty will be adjusted according to the needs of the specific situation.

18 Removal of Difficulties

Where the rules are silent on an issue or a subject or an ambiguity arises or some inter-item inconsistency is noticed, the matter will be referred to the Board of Directors along with MD's comments for a decision, which shall be final.

19. Working on Holiday

MD is authorized to declare a working day as a closed day in lieu of working on a holiday.

Annexure

Salary Structure**NEW PAY STRUCTURE****w.e.f July 17, 2009****FOR FRESH RECRUITMENT ONLY Annex-1****Grade – 1 Compensation Negotiable**

Grade - 2	A	B	C	D	E	F	G	H	I	J	K
Total	231,544	214,393	198,513	183,808	170,192	157,586	145,912	135,104	125,096	115,830	105,300
Basic Pay	128,636	119,107	110,285	102,116	94,551	87,548	81,062	75,058	69,498	64,350	58,500
House Rent	77,181	71,464	66,171	61,269	56,731	52,529	48,637	45,035	41,699	38,610	35,100
Utilities	12,864	11,911	11,028	10,212	9,455	8,755	8,106	7,506	6,950	6,435	5,850
Conveyance & Medical	5346	5346	5346	5346	5346	5346	5346	5346	5346	6,435	5,850

Grade - 3	A	B	C	D	E	F	G	H	I	J	K
Total	128,636	119,107	110,284	102,115	94,552	87,547	81,063	75,058	71,838	64,350	58,500
Basic Pay	71,465	66,171	61,269	56,731	52,529	48,637	45,035	41,699	39,910	35,750	32,500
House Rent	42,879	39,702	36,761	34,038	31,517	29,182	27,021	25,019	23,946	21,450	19,500
Utilities	7,146	6,617	6,127	5,673	5,253	4,864	4,503	4,170	3,991	3,575	3,250
Conveyance & Medical	7,146	6,617	6,127	5,673	5,253	4,864	4,503	4,170	3,991	3,575	3,250

Grade - 4	A	B	C	D	E	F	G	H	I	J	K
Total	57,171	52,936	49,015	45,384	42,023	38,909	36,027	33,359	30,888	28,600	26,000
Basic Pay	31,762	29,409	27,231	25,213	23,346	21,616	20,015	18,533	17,160	15,889	14,440
House Rent	19,057	17,645	16,338	15,128	14,007	12,970	12,009	11,120	10,296	9,533	8,660
Utilities	3,176	2,941	2,723	2,521	2,335	2,162	2,001	1,853	1,716	1,589	1,440
Conveyance & Medical	3,176	2,941	2,723	2,521	2,335	2,162	2,001	1,853	1,716	1,589	1,440

Grade - 5	A	B	C	D	E	F	G	H	I	J	K
Total	43,736	40,496	37,497	34,719	32,148	29,766	27,561	25,520	23,629	21,879	19,850
Basic Pay	24,298	22,498	20,832	19,288	17,860	16,537	15,312	14,178	13,127	12,155	11,050
House Rent	14,579	13,499	12,499	11,573	10,716	9,922	9,187	8,507	7,876	7,293	6,630
Utilities	2,430	2,250	2,083	1,929	1,786	1,654	1,531	1,418	1,313	1,215	1,100

Punjab Municipal Development Fund Company

Conveyance & Medical	2,430	2,250	2,083	1,929	1,786	1,654	1,531	1,418	1,313	1,215	1,100
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Grade - 6	A	B	C	D	E	F	G	H	I	J	K
Total	20,582	19,057	17,645	16,338	15,128	14,008	12,970	12,009	11,120	10,296	9,360
Basic Pay	11,434	10,587	9,803	9,077	8,404	7,782	7,206	6,672	6,178	5,720	5,200
House Rent	6,861	6,352	5,882	5,446	5,043	4,669	4,323	4,003	3,707	3,432	3,120
Utilities	1,143	1,059	980	908	840	778	721	667	618	572	520
Conveyance & Medical	1,143	1,059	980	908	840	778	721	667	618	572	520

Grade - 7	A	B	C	D	E	F	G	H	I	J	K
Total	17,151	15,881	14,705	13,615	12,607	11,673	10,808	10,008	9,266	8,580	7,800
Basic Pay	9,529	8,823	8,169	7,564	7,004	6,485	6,005	5,560	5,148	4,767	4,330
House Rent	5,717	5,294	4,902	4,538	4,202	3,891	3,603	3,336	3,089	2,860	2,600
Utilities	953	882	817	756	700	648	600	556	515	477	420
Conveyance & Medical	953	882	817	756	700	648	600	556	515	477	420

7. Knowledge of languages

8. Training received during the evaluation period (Training courses attended earlier, if any, may please be listed separately on the back page of the report)

Name of course attended	Duration with dates	Name of institution and country

9. Period served

(i) In present post _____ (ii) Under the reporting _____

3. **Pen picture including the officer's strengths and weaknesses with focus on emotional stability, ability to work under pressure, communication skills and interpersonal effectiveness** (Weakness will not be considered as adverse entry unless intended to be treated as adverse)

4. **Area and level of professional expertise with suggestions for future posting**

5. **Training and development needs**

6. **Overall grading**

Very Good	Good	Average	Below Average
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7. **Fitness for promotion**

Comment on the officer's potential for holding a higher position and additional responsibilities

Name of the reporting officer

(Capital letters)

Signature

Designation _____

Date _____

PART IV

(REMARKS OF THE COUNTERSIGNING OFFICER)

1. **How often have you seen the work of the officer reported upon?**

Very frequently	Frequently	Rarely	Never
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2. **How well do you know the officer? If you disagree with the assessment of the reporting officer, please give reasons**

3. **Overall grading**

Very good

Good

Average

Below Average

4. **Recommendation for promotion**

Comment on the officer's potential for holding a higher position and additional responsibilities

5. **Evaluation of the quality of assessment made by the reporting officer**

Exaggerated

Fair

Biased

Name of the countersigning officer

Signature _____

(Capital letters) _____

Designation _____ Date _____

PART V

(REMARKS OF THE SECOND COUNTERSIGNING OFFICER (IF ANY))

Name _____

Signature _____

Designation _____

Date _____

Rates of Travel and Daily Allowances

Per diem rates applicable to staff traveling in the field will be as follows:

a. Day Time Travel

Grades	1 and 2	Rs. 750.00
Grades	3	Rs. 600.00
Grades	4 and 5	Rs. 500.00
Grade	6 and 7	Rs. 300.00

b. Overnight stay without production of receipts

Grades	1 and 2	Rs. 1500.00
Grades	3	Rs. 1200.00
Grades	4 and 5	Rs. 900.00
Grade	6 and 7	Rs. 600.00

c. Actual expenses on Accommodation will be reimbursed on production of paid receipts not exceeding the following amounts when overnight stay is involved.

Grades	1 and 2	Rs. 3500.00
Grades	3	Rs. 3000.00
Grades	4 and 5	Rs. 2000.00
Grade	6 and 7	Rs 1000.00.

Receipts provided shall be numbered receipts from hotel or guest house, if numbered receipt is not available, then receipts on the letter head of the hotel or guest house shall be acceptable

All the staff except employees in grades 6 & 7 shall be entitled to travel by air in economy class or by train or by official vehicles to areas outside the project area;

Seminars / Training

PMDFC personnel who are officially designated to attend workshops/ seminars/ training courses, if paid for by the host organization for boarding and lodging, shall be entitled to the following flat rates of per diem:

Grades	1 and 2	Rs. 400.00
Grades	3	Rs. 300.00
Grades	4,5	Rs. 250.00
Grades	6 and 7	Rs. 200.00

Payment of overtime to employees in Grade 6 & 7

Rs. 25 per hour shall be paid to a driver, if he is retained for official duty beyond 5 P.M. This compensation will not be applicable in situations where TA/DA is permissible; subject to Rs. 100/- maximum in a day.

Rs. 150 shall be paid per day as compensation to the driver by the PMDFC if he works on holidays;

For any additional time beyond 48 hours a week NQs, cooks and janitors will be paid @ Rs. 20/- per hour; subject to Rs. 80/- maximum in a day.

Rs. 100 shall be paid per day as compensation to the NQs, cooks and janitors by the PMDFC if he works on holidays.

Job Descriptions

Managing Director

Job Summary

1. The Managing Director has overall responsibilities for implementing the directives and decisions of the Board of Directors in the Company's management, operations and the fulfillment of its policies/objectives.
2. Specific responsibilities will include:
3. Leadership, to foster overall institutional and operational quality.
4. Administration of day-to-day activities of the Company.
5. Interaction with the members of the Board of Directors and General Body, Government Departments, donors and financiers.
6. Interaction with Local Government authorities and related institutional bodies.
7. Preparation of annual budget.
8. Long-range and strategic planning.
9. Other responsibilities as assigned by the Board of Directors.

Qualifications/Work Experience

S/he should hold a master's degree in a discipline relevant to Company's core functions (finance, institutional development, physical infrastructure development, project planning & administration) and have at least 15 year's high-level management experience with demonstrated achievements in the core functions and leadership.

Competencies/skills

Strategic planning, analysis and decision making, planning and organizing, team leadership and group management, communication including excellent drafting abilities and public relations skills.

General Manager Institutional Development

Job Summary

1. The incumbent is required to be one of the key custodians of PMDFC value system. The position reports to the MD and will be responsible for generating on-time reports, as and when desired by the MD.
2. The incumbent is required to lead facilitation in development and implementation of Performance Improvement Plans (PIP) of the interested partner organisations as well as carry out other institutional development functions.
3. The incumbent is required to have a thorough understanding of institutional development, which may include institutional analysis, managerial reviews, organizational structure analysis, systems analysis and development. The incumbent should be well versed in the system of local government and should have the capability for the capacity building of the local governments. The incumbent will be

required to bring the applicant local bodies up to the standards required for being eligible for PMDFC funding.

4. The incumbent will also be required to act as the hub for appraisal process, coordinating with and facilitating other components of the Company.
5. Qualifications
6. Academic/ Technical:
7. Must have masters preferably in Business Administration, Public Administration or Social Sciences from a recognized and reputed university.
8. Must have training in Social Organization as a trainer from a recognized and reputed training institution/ trainer.
9. Preferably, training in Institutional Development from a recognized institution.
10. Should be computer literate.

Work Experience:

1. Must have eight years of experience working with development sector organizations in various positions.
2. The development sector experience must include at least three years of working as a social organizer.
3. Must have 2 years proven track record of carrying out appraisals of Public Sector Organizations/NGOs/ CBOs/ private sector institutions.
4. Maximum age limit is 50 years.
5. Competencies (knowledge, skills and attitude)
6. Thorough knowledge of concepts and practices related to development, participatory approaches and local governance.
7. Knowledge of human and institutional development.
8. Knowledge of human and organizational behavior.
9. Knowledge of and excellence in communication.
10. Ability to carry out organizational analysis.
11. Ability to analyze social mobilization processes.
12. Ability to translate concepts in to actions.
13. Ability to write brief but comprehensive reports.
14. Ability to develop plans.
15. Ability to work under stress and meet deadlines.
16. Ability to motivate team as a high performing team.
17. Ability to take rational but quick decisions.
18. Must be a facilitator, team worker and teacher.

19. Must have ability to listen to and learn from clients and colleagues.
20. Should have high self-esteem and internal locus of control.
21. Must be outgoing, agreeable, conscientious, and emotionally stable and be open to experience and learning.
22. Should have good verbal, numerical, and spatial abilities and inductive reasoning.
23. Inclination towards reading.
24. Belief in development, especially of human beings.
25. Belief that the poor have the ability to change their own destiny.
26. Optimism for change.
27. Inclination towards Theory 'Y' management.

Responsibilities

Regular responsibilities/Authorities

1. Coordinating and facilitating institutional appraisal, which will include desk and field appraisals.
2. Managerial review of the organization which will include analysis of systems, structures, human resources, strategies, management/ leadership style and organizational culture.
3. Analysis of the capacity of the applicant LGs to ascertain whether they have the capacity to deliver on the required actions.
4. Constantly enhance knowledge and improve skills (and subsequently transfer to her/ his colleagues) relevant to institutional development in general and development of local government institutions in particular.
5. Uphold PMDFC value system through words and deeds and ensure that all other team members follow the same.
6. Ensure efficient and effective utilization of PMDFC resources within the ID component.
7. Set performance indicators relevant to institutional development to assess the progress of the LGs vis-à-vis benchmarks established for performance improvement.
8. Oversee institutional capacity building of the selected LGs up to the required standards
9. Carry out, or facilitate carrying out, regular reviews of the PMDFC funded initiatives with the view to ensure judicious and authorized utilization of PMDFC support as well as realization of the PMDFC mission and objectives.
10. Extend support to partner organizations in developing their systems and improving management.
11. Provide regular and transparent feedback to the PMDFC management with regards to field observations.

12. Based on soft and hard information analysis, play key role in planning and sequential re-planning processes.
13. Ensure data collection and generation of just-in-time reports.
14. Building in-house capacity of the PMDFC staff with regards to institutional development.
15. Training of his managers.
16. Evaluation of the managers.
17. Sanctioning of eligible expenditure of Rs. 5000/-
18. Can recommended termination of any subordinate staff.
19. Any authority as and when assigned by the management.
20. Periodic Responsibilities/Authorities
21. Training of PMDFC staff
22. Represent PMDFC as and when required by the management

General Manager Engineering

Job Summary

The incumbent is required to be one of the key custodians of PMDFC values system. The position reports to the MD and will be responsible for generating on time reports, as and when desired by the MD.

As head of the component, the incumbent will be required to supervise appraisal of investment proposals on infrastructure projects submitted by LG / TMAs. The incumbent will also be responsible for appraisal of LG / TMAs with regards to her/ his component. The incumbent will be required to oversee implementation of infrastructure investment proposals closely. He shall also be required to understand the capacity of the human resource of the LG / TMA as well as build the capacity of the available human resource.

A dynamic person with practical approach to problem-solving and requisite stamina for working in the field is required to fill in the post. The incumbent should also have fair understanding of the problems at the various levels of local government operations.

Qualifications

Academic/ Technical:

1. BE/ BSc in civil engineering preferably a higher degree from a recognized university.
2. Should be a member of the PEC.
3. Should be computer literate.

Work Experience:

1. Ten years experience in similar organizations including five years experience in Project Management.
2. Max age limit is 50 years.

Competencies (knowledge, skills and attitude)

1. Thorough knowledge of concepts and practices related to local government legal framework and functioning in relation to her/ his discipline.
2. Knowledge of human and institutional development.
3. Knowledge of organizational structure designing.
4. Knowledge of and excellence in communication.
5. Ability to translate concepts into actions.
6. Ability to write brief but comprehensive reports.
7. Ability to develop plans.
8. Ability to work under stress and meet deadlines.
9. Ability to motivate team as a high performing team.
10. Ability to take rational but quick decisions.
11. Must have ability to listen to and learn from clients and colleagues.
12. Should have high self-esteem and internal locus of control.
13. Must be outgoing, agreeable, conscientious, and emotionally stable and be open to experience and learning.
14. Should have good verbal, numerical, and spatial abilities and inductive reasoning.
15. Inclination towards reading.
16. Belief in development, especially of human beings.
17. Belief that the people have the ability to change their own destiny.
18. Optimism for change.
19. Inclination towards Theory 'Y' management.

Responsibilities

Regular Responsibilities

1. Constantly enhance knowledge and improve skills (and subsequently transfer to PMDFC staff) relevant to engineering in general and municipal infrastructure in particular.
2. Uphold PMDFC value system through word and deed and ensure that all other team members follow the same.
3. Ensure efficient and effective utilization of PMDFC resources within the Engineering component.
4. Coordinating and facilitating engineering specific institutional appraisal which will include desk and field appraisals.
5. Managerial review of the organization which will include analysis of systems, structures, human resources, strategies, management, leadership style and organizational culture, with special reference to municipal infrastructure projects.

6. Analysis of the capacity of the applicant LGs, and subsequent facilitation, to realize actions agreed with PMDFC.
7. Analyzing the capacity of the applicant LG / TMAs.
8. Building LG / TMA's engineering capacity
9. Advising MD on technical affairs of any applied sub-project.
10. Facilitating development of investment proposal by the LG / TMAs.
11. Evaluating technical feasibility of infrastructure proposals submitted by partner organizations.
12. Overseeing implementation of Investment Proposal.
13. Keeping the MD apprised of the success/ progress of the relevant components of the project.
14. Assist MD in briefing the BoD on technical aspects when required.
15. Periodic responsibilities
16. Training of PMDFC staff.
17. Represent PMDFC as and when required by the management.

Authorities

1. Sanctioning of an expenditure of Rs. 5,000/-.
2. Ensuring and verifying BoQ for payment to PMDFC partners/ consultants/ contractors in relation to infrastructure activities. No payment shall be allowed unless General Manager Engineering verifies BoQ.
3. MEs shall be appointed on the recommendations of the General Manager Engineering.
4. No engineering project shall be accepted/ implemented without the General Manager Engineering being a signatory to it.
5. No appraisal report shall be deemed as valid unless signed by General Manager Engineering.
6. He/ she shall write the appraisal report of the MEs annually.
7. Can recommend the termination of any ME.
8. Any authority as and when assigned by the management.

General Manager Finance and Administration

Job Summary

The incumbent is required to be one of the key custodians of PMDFC value system. The position reports to the MD and will be responsible for generating on-time reports, as and when desired by the MD. The incumbent shall also act as the Company Secretary.

The incumbent is required to facilitate assessment of the financial capacity of the applicant LG. The incumbent is required to analyze complete financial aspect of the proposed plan, accounting, budgeting and internal controls and to undertake financial appraisal of the

proposed investment proposal. He has to develop procedures for providing performance-based matching grants by the Fund.

The General Manager Finance and Administration shall be responsible primarily for the financial and accounting operations of the PMDFC. He/ she shall disburse funding approved by the PMDFC BoD upon recommendations of the concerned units and approval of the MD.

The incumbent should have the ability to prioritize the work and should be able to grasp the financial implications of the projects. General Manager (F&A) is also required to assist the MD in prioritizing the order of work keeping in view the financial aspect and advise on all the financial matters. The incumbent shall also be responsible for administrative affairs of the organization.

Qualifications

Academic/ Technical:

1. Preferably CA or MBA Finance from a recognized institute.
2. Membership of a financial institution, if relevant.
3. Should be computer literate.

Work Experience:

1. 10 years experience in the related field.
2. Max age limit is 50 years.
3. Familiarity with the international development agencies' financial management system will be an added advantage.

Competencies (knowledge, skills and attitude)

1. Thorough knowledge of concepts and practices related to local government legal framework and functioning.
2. Thorough knowledge of concepts and practices related to local government financial management.
3. Knowledge of and excellence in communication.
4. Ability to translate concepts into actions.
5. Ability to write brief but comprehensive reports.
6. Ability to develop plans.
7. Ability to work under stress and meet deadlines.
8. Ability to motivate team as a high performing team.
9. Ability to take rational but quick decisions.
10. Must have the ability to listen to and learn from clients and colleagues.
11. Should have high self-esteem and internal locus of control.
12. Must be out-going, agreeable, conscientious, and emotionally stable and be open to experience and learning.

13. Should have good verbal, numerical, and spatial abilities and inductive reasoning.
14. Inclination towards reading.
15. Belief in development, especially of human beings.
16. Belief that the people have the ability to change their own destiny.
17. Optimism for change.
18. Inclination towards Theory 'Y' management.

Responsibilities

1. Financial management of the sub-projects in the Company.
2. Accounting and budgeting of the Company funds.
3. Internal control from finance point of view.
4. Financial appraisal of investment proposals.
5. Develop procedures for providing performance-based matching grants by the Fund.
6. Facilitate development of human resource of the partner LGs to enable them to understand the fundamentals of the financial management in projects.
7. Process recruitment of Company staff and recruit the administration staff of the organization.
8. Shall manage the administration staff of the organization.
9. Responsible for managing and expanding the resource base of the organization.
10. Ensure that all the PMDFC assets are insured before use.

Authorities

1. Sanctioning of eligible expenditure up to Rs. 10,000/- per month.
2. No grant shall be deemed effective unless General Manager F&A is a signatory to the fact that budgetary provision exists and that he is satisfied with the proposal.
3. Shall write appraisal reports of Managers F&A on annual and as and when required basis.
4. Can recommend the termination of any Manager F&A.
5. Control over the administrative staff of the organization.
6. Any authority as and when assigned by the management.

Manager Procurement

Job Summary

The incumbent will be required to ensure transparency, economy and efficiency in procurement by PMDFC as well as oversee procurement process by partner organizations (POs), including selection of consultants. The incumbent will also be required to assess procurement systems and capacity of the applicant LG / TMAs. She/ he should also be able

to develop procurement related capacity building plans for the POs. She/ he will ensure that partner organizations follow and adhere to required procedures in letter and spirit while carrying out procurement of goods and services or award of contract for civil works. The incumbent must be familiar with the World Bank's fiduciary requirements, especially procurement procedures. Proven track record of procurement planning and execution in a donor assisted, preferably World Bank supported, project.

Qualifications

1. BE / BSc Engg. / MBA or equivalent from a reputable institute.
2. Five years experience in procurement planning, budgeting, tendering and inventory management.
3. Should be computer literate.

Work Experience

1. At least 3 years of procurement experience in an international donor funded project.
2. Strong negotiation & analytical skills.
3. Responsibilities
4. Assessment and review of procurement needs of PMDFC.
5. Liaison with other departments to ensure smooth and timely procurement process flow.
6. Analyze current market data and keep vendor information.
7. Keep an up-dated record of procurement by PMDFC.
8. As part of the Appraisal team, she/ he will assess procurement capacities of the applicant LG / TMAs.
9. Facilitate development of procurement related capacity building program.
10. Ensure adherence to set procurement procedures in letter and spirit by the partner organization.

Manager Engineering

Job Summary

The incumbent will be required to assist the General Manager Engineering in appraisal of the LG / TMAs and the subsequent investment proposals. He shall also be required to understand the capacity of the human resource of the LG / TMA as well as build the capacity of the available human resource.

Note: Out of the three Managers Engineering, one should be qualified and experienced in water supply & sanitation projects.

Qualifications

1. Relevant BE / BSc. Engg.
2. 5 years experience in a similar capacity.
3. Must have 2 to 3 years experience of working in a development project.

4. Should be computer literate.
5. Maximum age limit is 40 years.

Responsibilities

1. Assist LG / TMAs in understanding their institutional deficiencies.
2. Conducting workshops on better technical systems concerning infra- structure projects.
3. Analyze the capacity of the applicant LG / TMAs.
4. Assist LG / TMAs in capacity building.
5. Advise General Manager Engineering on technical affairs of any investment plan.
6. Monitoring of sub-projects.
7. Recommend necessary amendments, if required, in the sub-projects.

Manager Institutional Development

Job Summary

The incumbent should be aware of the working of the LGs and should have the capability for capacity building of the organization. The incumbent is required to have a thorough understanding of the participatory development projects and should have an analytical approach to the strength institutes. The managers will act as a team of the General Manager ID to implement all the HRD and capacity building projects.

Qualifications

1. Masters degree, preferably in Social Sciences.
2. 5 years experience in institutional development in public, private or a development sector organization.
3. Maximum age limit is 40 years.
4. Should be computer literate.

Responsibilities

1. Assist the General Manager ID in organizing capacity building of the partner organization.
2. Assist the General Manager ID in all his official assignments.
3. Analysis of the strength of the applicant LGs.
4. Analysis of the capacity of the applicant LGs.

Manager Finance and Administration

Job Summary

The incumbent is required to assist the General Manager F&A in designing, implementation and supervision of the strengthening measures for improving investment planning of the LGs. Assist General Manager F&A in the analysis of complete financial aspects of the proposed

plan, accounting, budgeting and internal controls. Participate in developing procedures for providing performance-based matching grants by the Fund.

The incumbent should have experience in handling the financial aspects of the projects and to advise the superiors on better utilization of the administrative resources. The candidate should have excellent managerial skills and will to implement the ideas on ground.

Qualifications

1. MBA / MPA or equivalent from a recognized institute/university depending upon the category in which he falls.
2. Membership of a financial institution will be preferred.
3. 5 years experience in the related field.
4. Should be computer literate.
5. Maximum age limit is 40 years.

Responsibilities

1. Assist the General Manager F&A in financial management of the projects.
2. Financial appraisal of the investment projects.
3. To assess the financial capacity of the LGs.
4. Assist the General Manager F&A in implementation of strengthening measures for improved investment planning of POs.
5. Formulating accounting and budgeting plan.
6. Develop the human resource of the LGs to understand the fundamentals of the financial management in projects.
7. Responsible for the day to day financial /administrative management of the organization.
8. Any other relevant function assigned by the management.

Deputy Manager Finance and Administration

Job Summary

The incumbent is required to assist the General Manager F&A in designing, implementation and supervision of the strengthening measures for improving investment planning of the LGs. Assist General Manager F&A in the analysis of complete financial aspects of the proposed plan, accounting, budgeting and internal controls. Participate in developing procedures for providing performance-based matching grants by the Fund.

The incumbent should have experience in handling the financial aspects of the projects and to advise the superiors on better utilization of the administrative resources. The candidate should have excellent managerial skills and will to implement the ideas on ground.

Qualifications

1. MBA / MPA or equivalent from a recognized institute/university depending upon the category in which he falls.

2. Membership of a financial institution will be preferred.
3. 2 years experience in the related field.
4. Should be computer literate.
5. Maximum age limit is 40 years.

Responsibilities

1. Assist the General Manager F&A in financial management of the projects.
2. Financial appraisal of the investment projects.
3. To assess the financial capacity of the LGs.
4. Assist the General Manager F&A in implementation of strengthening measures for improved investment planning of POs.
5. Formulating accounting and budgeting plan.
6. Develop the human resource of the LGs to understand the fundamentals of the financial management in projects.
7. Responsible for the day to day financial /administrative management of the organization.
8. Any other relevant function assigned by the management.

Deputy Manager Institutional Development

Job Summary

The incumbent should be aware of the working of the LGs and should have the capability for capacity building of the organization. The incumbent is required to have a thorough understanding of the participatory development projects and should have an analytical approach to the strength institutes. The managers will act as a team of the General Manager ID to implement all the HRD and capacity building projects.

Qualifications

1. Masters degree, preferably in Social Sciences.
2. 2 years experience in institutional development in public, private or a development sector organization.
3. Maximum age limit is 40 years.
4. Should be computer literate.

Responsibilities

1. Assist the General Manager ID in organizing capacity building of the partner organization.
2. Assist the General Manager ID in all his official assignments.
3. Analysis of the strength of the applicant LGs.
4. Analysis of the capacity of the applicant LGs.

Deputy Manager Engineering

Job Summary

The incumbent will be required to assist the General Manager Engineering in appraisal of the LG / TMAs and the subsequent investment proposals. He shall also be required to understand the capacity of the human resource of the LG / TMA as well as build the capacity of the available human resource.

Qualifications

1. Relevant BE / BSc. Engg.
2. 2 years experience in a similar capacity.
3. Must have 2 to 3 years experience of working in a development project.
4. Should be computer literate.
5. Maximum age limit is 40 years.

Responsibilities

1. Assist LG / TMAs in understanding their institutional deficiencies.
2. Conducting workshops on better technical systems concerning infra- structure projects.
3. Analyze the capacity of the applicant LG / TMAs.
4. Assist LG / TMAs in capacity building.
5. Advise General Manager Engineering on technical affairs of any investment plan.
6. Monitoring of sub-projects.
7. Recommend necessary amendments, if required, in the sub-projects.

Assistant Manager Finance and Administration

Job Summary

The incumbent is required to assist the General Manager/Manager F&A in designing, implementation and supervision of the strengthening measures for improving investment planning of the LGs. Assist General Manager/Manager F&A in the analysis of complete financial aspects of the proposed plan, accounting, budgeting and internal controls. Participate in developing procedures for providing performance-based matching grants by the Fund.

The incumbent should have experience in handling the financial aspects of the projects and to advise the superiors on better utilization of the administrative resources. The candidate should have excellent managerial skills and will to implement the ideas on ground.

Qualifications

1. MBA / MPA or equivalent from a recognized institute/university depending upon the category in which he falls.
2. Membership of a financial institution will be preferred.
3. Should be computer literate.
4. Maximum age limit is 40 years.

Responsibilities

1. Assist the General Manager/Manager F&A in financial management of the projects.
2. Financial appraisal of the investment projects.
3. To assess the financial capacity of the LGs.
4. Assist the General Manager/Manager F&A in implementation of strengthening measures for improved investment planning of POs.
5. Formulating accounting and budgeting plan.
6. Develop the human resource of the LGs to understand the fundamentals of the financial management in projects.
7. Any other relevant function assigned by the management.

Assistant Manager Institutional Development

Job Summary

The incumbent should be aware of the working of the LGs and should have the capability for capacity building of the organization. The incumbent is required to have a thorough understanding of the participatory development projects and should have an analytical approach to the strength institutes. The Assistant Manager will act as a team of the General Manager/ Manager ID to implement all the HRD and capacity building projects.

Qualifications

1. Masters degree, preferably in Social Sciences.
2. Maximum age limit is 40 years.
3. Should be computer literate.

Responsibilities

1. Assist the General Manager/ Manager ID in organizing capacity building of the partner organization.
2. Assist the General Manager/ Manager ID in all his official assignments.
3. Analysis of the strength of the applicant LGs.
4. Analysis of the capacity of the applicant LGs.

Assistant Manager Engineering

Job Summary

The incumbent will be required to assist the General Manager/Manager Engineering in appraisal of the LG / TMAs and the subsequent investment proposals. He shall also be required to understand the capacity of the human resource of the LG / TMA as well as build the capacity of the available human resource.

Qualifications

1. Relevant BE / BSc. Engg.
2. Should be computer literate.
3. Maximum age limit is 40 years.

Responsibilities

1. Assist LG / TMAs in understanding their institutional deficiencies.
2. Conducting workshops on better technical systems concerning infra- structure projects.
3. Analyze the capacity of the applicant LG / TMAs.
4. Assist LG / TMAs in capacity building.
5. Advise General Manager/ Manager Engineering on technical affairs of any investment plan.
6. Monitoring of sub-projects.
7. Recommend necessary amendments, if required, in the sub-projects.

Deputy Manager Procurement

Job Summary

The incumbent will be required to ensure transparency, economy and efficiency in procurement by PMDFC as well as oversee procurement process by partner organizations (POs), including selection of consultants. The incumbent will also be required to assess procurement systems and capacity of the applicant LG / TMAs. She/ he should also be able to develop procurement related capacity building plans for the POs. She/ he will ensure that partner organizations follow and adhere to required procedures in letter and spirit while carrying out procurement of goods and services or award of contract for civil works. The incumbent must be familiar with the World Bank's fiduciary requirements, especially procurement procedures. Proven track record of procurement planning and execution in a donor assisted, preferably World Bank supported, project.

Qualifications

1. BE / BSc Engg. / MBA or equivalent from a reputable institute.

2. Two years experience in procurement planning, budgeting, tendering and inventory management.
3. Should be computer literate.

Work Experience

11. At least 1 years of procurement experience in an international donor funded project.
12. Strong negotiation & analytical skills.

Responsibilities

1. Assessment and review of procurement needs of PMDFC.
2. Liaison with other departments to ensure smooth and timely procurement process flow.
3. Analyze current market data and keep vendor information.
4. Keep an up-dated record of procurement by PMDFC.
5. As part of the Appraisal team, she/ he will assess procurement capacities of the applicant LG / TMAs.
6. Facilitate development of procurement related capacity building program.
7. Ensure adherence to set procurement procedures in letter and spirit by the partner organization.

Assistant Manager Procurement

Job Summary

The incumbent will be required to ensure transparency, economy and efficiency in procurement by PMDFC as well as oversee procurement process by partner organizations (POs), including selection of consultants. The incumbent will also be required to assess procurement systems and capacity of the applicant LG / TMAs. She/ he should also be able to develop procurement related capacity building plans for the POs. She/ he will ensure that partner organizations follow and adhere to required procedures in letter and spirit while carrying out procurement of goods and services or award of contract for civil works. The incumbent must be familiar with the World Bank's fiduciary requirements, especially procurement procedures. Proven track record of procurement planning and execution in a donor assisted, preferably World Bank supported, project.

Qualifications

1. BE / BSc Engg. / MBA or equivalent from a reputable institute.
2. Should be computer literate.
3. Strong negotiation & analytical skills.

Responsibilities

1. Assessment and review of procurement needs of PMDFC.

2. Liaison with other departments to ensure smooth and timely procurement process flow.
3. Analyze current market data and keep vendor information.
4. Keep an up-dated record of procurement by PMDFC.
5. As part of the Appraisal team, she/ he will assess procurement capacities of the applicant LG / TMAs.
6. Facilitate development of procurement related capacity building program.
7. Ensure adherence to set procurement procedures in letter and spirit by the partner organization.

Internal Auditor

Qualifications

Academic/ Technical:

Preferably CA Inter or an ACCA or an CIA (Certified Internal Auditor)

Work Experience:

1. 5 years experience in the related field
2. Max age limit is 45 years
3. Familiarity with the World Bank procurement procedures will be an added advantage

Competencies (knowledge, skills and attitude)

1. Knowledge of legal framework including
2. Understanding of the Companies Ordinance 1984 to handle corporate affairs.
3. Good command on International Standards of Auditing (ISA) and International Accounting Standards (IAS).
4. Knowledge of Security Exchange Commission governing rules and reporting requirements.
5. Knowledge of requirements of internal, management, statutory audits.
6. Should have a analytical ability
7. Capable to design and implement internal controls, standard operating procedures, internal audit manual etc.

Responsibilities

1. Establish and maintain a quality assurance program to evaluate the effectiveness of internal control on a continuous basis.
2. Ensure that audit activities are conducted in accordance with the audit procedures explained in the Internal Audit Manual.
3. Ensure that any change in the corporate policies of the Company is updated in audit policies and procedures mentioned in the Internal Audit Manual.

4. Examine whether the activities of accounts, finances, human resources, purchase are performed in accordance with the policies and procedures specified by the management of the Company
5. Review and approve annual plans for the execution of periodic audits to assure conformance with internal auditing standards, departmental policies and audit programs.
6. Review final and interim audit reports and suggest recommendations to improve or correct financial compliance, operational procedures and program results.
7. Coordinate with external auditors, as required by Code of Corporate Governance of SECP and communicate the results of coordination between internal and external auditors to the Audit Committee, as well as provide comments on the performance of external auditors.
8. Report major audit findings and significant audit issues to the Management in periodic meetings.
9. Provide/update written policies and procedures to guide the concerned staff.
10. Evaluate the effectiveness of management controls over operational activities.

Executive Secretary

Job Description

The Secretary to MD is required to assist the MD in the routine work of the office. The incumbent is required to maintain the office record as well as meeting schedule, to prepare documents for the MD and to take minutes of the meetings whenever chaired by the MD. The office holder should have pleasant personality and good expressions.

Qualifications

1. Graduate with five years experience in similar capacity.
2. Good communication skills.
3. Fluent in written and spoken English.
4. Qualified and experienced in MS office.
5. Pleasant personality.

Responsibilities

1. Maintain order of the office of the MD.
2. Assist MD in the office work.
3. Regulate the meeting schedule of the MD.
4. Computer record of the files of the office.