
PMDFC ANNUAL REPORT

2023-24

Punjab Municipal Development Fund Company

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Punjab Municipal Development Fund Company

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Introduction:

The Annual Report company are pleased to present the Annual Report along with the audited financial statements for the year ended June 30, 2024. This year is set to be crucial for PMDFC and the local governments of Punjab, as they tackle the challenges associated with implementing the Punjab Cities Program, supported by the World Bank, and the "**Support to Strengthen Local Services by Local Governments**" initiative, funded by Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ), along with other significant projects.

Throughout the reporting year, PMDFC sustained its commitment to its mission of "**Helping Build Healthy Cities**" through collaboration with diverse public and civil society stakeholders. This year marked the fifth phase of the World Bank-funded "Punjab Cities Program," during which significant advancements were made in both institutional initiatives and infrastructure development projects.

The GIZ-funded project "**Support to Strengthen Local Services by Local Governments**" has made a significant impact by developing a comprehensive regulatory framework. This includes the creation of by-laws, Standard Operating Procedures (SOPs), guidelines, and a compendium of laws aimed at enhancing local government services. Additionally, the project has provided extensive training to municipal services staff, further contributing to the strengthening of local government operations and the effective delivery of services.

The PMDFC's "**IT-Based Monitoring System**" project has played a key role in enhancing transparency and fostering a culture of accountability within local governments in Punjab. Additionally, PMDFC successfully implemented the UNICEF-funded project "**Revitalization of the Sewage Pond at Rajanpur**" which was designed to treat wastewater, improving its quality so that it can be safely used for irrigation without the need for further treatment.

Company Overview

PMDFC is working for strengthening the Local Governments system of Punjab. Since its inception in 1998, the organization has undergone several phases of transformation in response to various challenges, including the change of government in 1999, the introduction of the Punjab Local Government Ordinance in 2001, the transition to provincially controlled local governments in 2009, and the enactment of the PLGA Acts in 2013, 2019, and most recently in 2022. Over its more than 25-year history, PMDFC has consistently strived for excellence, aligning its performance with the policy guidelines of the provincial framework and adhering to its role as defined by its Memorandum and Articles of Association. The Company has not only provided policy-level input to the Local Government and Community Development Department but has also supported local governments in enhancing their municipal service delivery systems

across the province. PMDFC successfully achieved its targets for 2023-24 without any deviation from the expected results, with key performance indicators showing a significant positive impact. PMDFC's achievements demonstrate a clear comparison between the work accomplished within budgetary constraints and the targets successfully met. In summary, PMDFC has effectively fulfilled its primary objective of enhancing the quality of life for people at the grassroots level. A notable milestone has been the increased access to services in areas where the sustainability of municipal infrastructure was maintained under PMDFC's supervision.

Current composition of Board of Directors of the Company is as follows:

Sr. No	Name of Director	Designation
1	Mr. Parvez Iqbal	Chairman
2	The Chairman P&D Board, Govt. of the Punjab	Ex-Officio Director
3	The Secretary, LG&CD Department. Govt. of the Punjab	Ex-Officio Director
4	The Secretary, Finance Department. Govt. of the Punjab	Ex-Officio Director
5	Ch. M. Shafi Arshad	Independent Director
6	Dr. Khalid Hamid Sheikh	Independent Director
7	Mr. Qamar-uz-Zaman	Independent Director
8	Mr. Immad Iftikhar Malik	Independent Director
9	Syed Zahid Aziz (Managing Director)	Executive Director

Corporate Compliances

PMDFC complies with the highest standards of corporate compliances and adequate internal financial controls to ensure the transparency as per the requirements laid down in the Companies Act 2017, the Rules & Regulations of the Securities and Exchange Commission of Pakistan (SECP) and International Financial Reporting Standards (IFRS) and International Accounting Standards (IAS), applicable in Pakistan. The Board of Directors (BoD) being the first tier of PMDFC Management provides guidance on the overall management of Company's affairs. The Board is pleased to report that the committee and board meetings were held to provide guidelines to the management to achieve their targets. Details are as follows:

BOD Meetings held: (July 2023 to June 2024)

Sr #	BOD meeting	Meeting Date
1.	115 th	27th July 2023
2.	116 th	6th September 2023
3.	117 th	27th September 2023
4.	118 th	2nd November 2023
5.	119 th	21st December 2023
6.	120 th	11th March 2024
7.	121 st	5th July 2024

Committee Meetings held: (July 2023 to June 2024)

Sr #	Committee Meeting	Dates of meeting
1.	Audit Committee	15 th August 2023
2.	Audit Committee	19 th October 2023
3.	Audit Committee	2 nd November 2023
4.	Nomination Committee	26 th December 2023
5.	Nomination Committee	11 th March 2024

Program / Project Oversight

In accordance with the Company policy, projects taken up during the last financial year were approved by the Board of Directors. The Board exercised effective oversight of the projects taken up by the Company. The Board is pleased to report that the oversight function was effective without micromanaging the projects, giving the Company the required operational flexibility. The Board recognized the leadership role of management team of PMDFC in steering the Company skillfully.

Human Resource Management

The significance of human resource cannot be overstated for any organization striving to achieve its vision and goals. The PMDFC boasts a dynamic team dedicated to developing projects, supporting initiatives, and promoting in-house research activities. With state-of-the-art technical expertise and a team of distinguished professionals in the fields of Engineering, Financial Management, Information Technology, Institutional Development, and Mass Communication, the PMDFC is fully equipped to design and implement a wide range of projects without the need for external consultancies. Addressing the challenge of ensuring the people's

right to safe drinking water, sanitation services, street lighting, and parks requires innovative solutions. To meet the growing demand for improved human resource utilization, fiscal prudence, and enhanced quality across all areas of company operations, PMDFC is committed to finding effective ways forward

Major On-going Assignments during FY 2024

The following are the major ongoing assignments of PMDFC:

1. **World Bank** funded Punjab Cities Program (PCP)
2. IT based Monitoring System for all LGs in Punjab
3. **GIZ** funded Support to Strengthen local services by local governments
4. **UNICEF** funded Revitalization of Sewage Pond at Rajanpur
5. Cities Stunting Reduction (CSR) Program by Improved Water & Sanitation Facilities – World Bank funded - **Pipeline Project**
6. PMDFC's Support as Technical Arm of LG&CDD

Future Prospects

PMDFC was established in 1998 as an evolution of the Public Corporation concept introduced in the 1960s (similar to WAPDA, PIDC, and PIA). This model effectively utilized government resources while maintaining the operational flexibility of a commercial enterprise and engaging civil society. Over time, it has gained international recognition and attracted the attention of various funding agencies worldwide. As PMDFC has evolved into a more progressive institution, its significance and influence have grown substantially. The organization is currently working on a self-sustainability model with the support of the LG&CDD and the Government of Punjab. It can be confidently stated that PMDFC is on a stable path of progress, moving forward with renewed commitment and dynamism, despite facing numerous challenges. Good governance, accountability, and a self-regulating system of checks and balances, combined with professional excellence, will continue to guide PMDFC into the future.

1. Punjab Cities Program (PCP)

1.1 PCP Salient Features

Program Development Objective

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

1.2 Program Cost

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

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

1.3 Key Features / PCP Components

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

a) Infrastructure Development (Window-I; Program for Result) provides Performance-Based Grants (PBGs) to MCs (**total USD 108 M**) based on results achieved by the MCs against the Disbursement-Linked Indicators DLI 1; MACs - USD 45 M (25%) and DLI 2; PMs – USD 135 M (75%). MCs will contribute 20% of the funds released to them

b) Institutional Strengthening (Window-2; Investment Project Financing) supports provincial government agencies (Finance Department, LG&CD Department, Local Government Board, and PMDFC and selected MCs with technical assistance and institutional strengthening. *(Total Cost; USD 20 Million)*

1.4 Program Cities

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

North Punjab	Projected Population 2023	Centre Punjab	Projected Population 2023	South Punjab	Projected Population 2023
Daska	231,369	Gojra	202,604	Bahawalnagar	223,890
Hafizabad	326,420	Jarranwala	256,417	Burewala	330,352
Jhelum	287,352	Jhang	549,790	Khanewal	263,133
Kamoke	308,389	Kamalia	161,793	Kotaddu	208,798
Muridke	292,951	Okara	553,504	Vehari	200,748
Wazirabad	154,619				

Summary of Activities / Achievements by Program Component

Highlights of Key Accomplishments

PCP team is striving to execute the program operations. Program team is continuously monitoring and overseeing the implementation of M&R projects and Provision of machinery & equipment for solid waste management and infrastructure development schemes being executed by 16 partner MCs.

Moreover, the team is also putting its best efforts to accomplish the specific requirements to fulfill DLIs. DLI – 1: MCs have achieved Minimum Access Conditions (*MACs*), DLI – 2: MCs have achieved Performance Measures (*PMs*) for subsequent releases.

Table 3: Update - DLIs Accomplishment

Activities	Status (Year Wise Release of Funds)
2023-24	USD 13.12 Million released in result of DLIs complied with Disbursement Linked Results in 2023-24 assessed by independent Third-Party Performance Audit Firm M/s UHY Hassan & Naeem Co.
2022-23	USD 50.57 Million released in result of DLIs complied with Disbursement Linked Results in 2022-23 assessed by independent Third-Party Performance Audit Firm M/s Hassan & Naeem Co.
2020-21	USD 53.933 Million released in result of DLIs complied with Disbursement Linked Results in 2020 – 21 assessed by independent Third-Party Performance Audit Firm EY Ford Rhodes
2019-20	USD 42.64 million released against DLIs complied with Disbursement Linked Results duly assessed by World Bank
2018-19	USD 9.52 million released against reduced set of Minimum Access Conditions fulfilled duly assessed by World Bank

Components' Allocation

Window #	Financing Modality	Amount (US \$ M)	Amount (%)
1	IDA Allocation for Performance Grants (PforR)	180.00	90
2	IDA Allocation for Institutional Strengthening (IPF)	20.00	10

Actual Releases and Utilization (*upto June 30, 2024)

FY	Window	Releases		Utilization	
		PKR	USD	PKR	USD
2019-20	IPF-PMDFC	185.11	1.20	17.47	0.11
	PBGs-MCs	1,442.41	9.52	0.18	0.001
	Sub-Total	1,627.53	10.72	17.65	0.11
2020-21	IPF-PMDFC	160.00	0.99	289.36	1.84
	PBGs-MCs	7,065.05	42.64	960.79	6.34

	Sub-Total	7,225.05	43.64	1,250.16	8.18
2021-22	IPF-PMDFC	651.49	3.65	341.85	2.03
	PBGs-MCs	8,504.96	53.93	1,116.56	6.96
	Sub-Total	9,156.45	57.59	1,458.41	8.99
2022-23	IPF-PMDFC	907.94	3.48	590.52	3.09
	PBGs-MCs	14,473.44	50.57	2,445.33	14.81
	Sub-Total	15,381.39	54.05	3,035.85	17.90
2023-24 (till 30.06.24)	IPF-PMDFC	427.75	1.53	893.05	3.42
	IPF-FD Unit	62.26	0.20	32.86	0.11
	PBGs-MCs	3,654.69	13.12	6,574.19	41.69
	Sub-Total	4,144.70	14.85	7,500.09	45.22
Total	IPF-PMDFC	2,332.29	10.86	2,132.25	10.49
	IPF-FD Unit	62.26	0.20	32.86	0.11
	Total IPF	2,394.55	11.06	2,165.11	10.60
	PBGs-MCs	35,140.56	169.79	11,097.06	69.81
	Grand Total	37,535.11	180.85	13,262.17	80.41

*As per the actual transfer from FD in MC's accounts - Bank Statement for the period ending June 30, 2024.

Annual Performance Assessment (APA) for Performance Based Grants (PBGs) in 16 Partner Cities under PCP – FY 2023 - 24

LG&CD Department hired an Independent Consulting Firm M/s UHY Hassan Naeem & Co. Chartered Accountants to conduct Annual Performance Assessment (APA) of Performance Measures (PMs) under PCP for the year 2023-24. The consulting firm made performance assessment of the Disbursement Linked Results (DLRs) achieved for the subsequent release of Performance Based Grants (PBGs) for the next year 2024-25. The firm mobilized in the field in the month of May 2023. The firm visited all 16 partner MCs as per schedule and collected documented evidences by using Means of Verification specified in Program Appraisal Document (PAD).

The APA has been accomplished and final report was shared with the World Bank and various fora. APA final report duly been concurred by Program Steering Committee Meeting held on 12-06-2024 under chairmanship of Secretary P&D Board. Subsequently the APA final report has also been verified by the World Bank and confirmation of results achievement received on June 15, 2024. APA report stands approved at highest fora. Subsequently, USD 13.12 Million released in result of DLIs complied with Disbursement Linked Indicators in 2023-24.

Targeted Scores for FY 2023-24

The disbursement has been calculated on the basis of performance scores achieved by MCs. Minimum Targeted scores set for FY 2023-24, for all 16 MCs, to be achieved are given below;

DLI	Year-1	Year-2	Year-3	Year-4	Year-5
DLI - 1	100%	100%	100%	100%	100%
DLI - 2	-	40 points out of 100	50 points out of 100	60 points out of 100	70 points out of 100

Assessment of outcome -DLI 1 & Achieved Scores under DLI 2 by 16 PCP MCs

All the 16 PCP local governments met DLI-1 (Minimum Access Conditions) under the Annual Performance Assessment. The detail of scores achieved by the 16 PCP MCs (DLI-2; Performance Measures) is given below;

Achieved Scores (2023-24) – DLI- 2

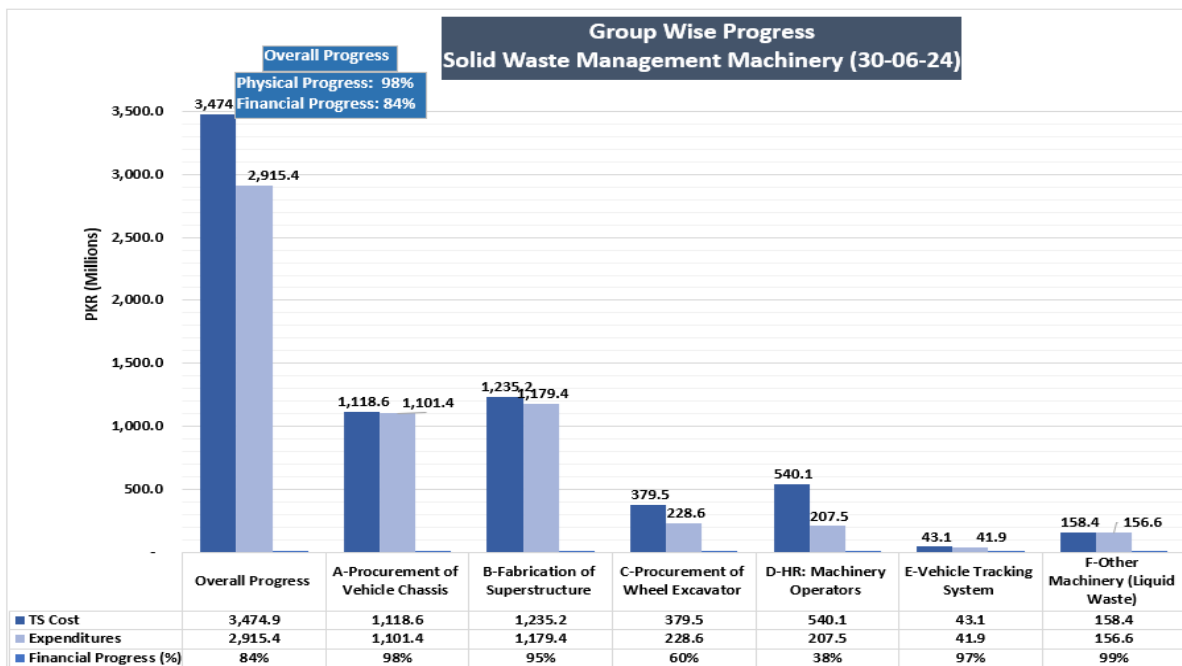
	Investment Planning & Budgeting	Own Source Revenues	Procurement	Financial Management & Audit	Environment and Social Management	Transparency and Accountability	Urban Infrastructure	Total Score of MC
	(24 points)	(18 points)	(08 points)	(12 points)	(10 points)	(08 points)	(20 points)	(100 points)
Bahawalnagar	21	18	8	12	10	8	17	94
Burewala	21	18	6	12	10	8	13	88
Daska	20	13	8	12	10	8	15	86
Gojra	20	18	8	12	10	8	15	91
Hafizabad	21	18	8	12	10	8	15	92
Jaranwala	20	17	7	12	10	8	14	88
Muzaffargarh	20	18	8	12	10	8	15	91
Jhelum	21	18	8	12	10	8	11	88
Kamalia	20	18	8	12	10	8	15	91
Kamoke	20	18	8	12	10	8	17	93
Khanewal	21	18	8	12	10	8	17	94
Kot Addu	20	18	8	12	10	8	13	89
Muridke	21	18	7	12	10	8	17	93
Okara	21	18	8	12	10	8	15	92
Vehari	20	18	6	12	10	8	15	90
Wazirabad	20	17	8	12	10	8	12	87
Average Score	20	18	7	12	10	8	15	90

1.2 Infrastructure Development Activities

Provision of Machinery & Equipment for SWM

Progress Summary

Update (till June 30, 2024)						
Group	Description	Total Project Cost (Million PKR)	Contract Cost (Million PKR)	Expenditure Incurred (Million PKR)	Physical Progress %age	Financial Progress %age
<i>Million PKR</i>						
A	Procurement of Vehicle Chassis	1,118.6	1,128.1	1,101.4	99.8%	98.5%
B	Fabrication of Superstructure	1,235.2	1,235.8	1,179.4	99.4%	95.5%
C	Procurement of Wheel Excavator	379.5	377.9	228.6	88.0%	60.2%
D	Others (HR-Drivers, Operators Cost etc)	540.1	540.1	207.5	96.8%	38.4%
E	Vehicle Tracking System	43.1	42.5	41.9	100.0%	97.2%
F	Other Machinery (liquid waste etc.)	158.4	158.4	156.6	98.8%	98.9%
Grand Total		3,474.9	3,482.8	2,915.4	97.5%	83.9%



List of Projects Completed

Sr. No	City/MC Name	Subproject Name	AA Cost in Millions
1	Daska	SWM Parking Shed	36.00
2		Tuff Pavers	64.00
3		Road (Awami)	87.48
4	Wazirabad	SWM Parking Shed	120.63
5	Hafizabad	Roads (3 Nos.) Bijli Muhallah Road, Kasoki Road and Jalalpur Road	359.11
6		Parking Shed	81.81
7	Muridke	Roads	258.00
8		Canal Road	254.02
9		SWM Parking Shed	53.28
10	Gojra	Parking Shed	57.86
11		P2 Mission Mongi Road	162.86
12		Road (P3 and P4)	132.40
13		Toba- Gojra Road	291.71
14	Jhang	Tuff Pavers 6/No. Roads	147.13
15		Parking Shed	83.88
16		Rehabilitation of 5 Existing Green Belts	18.65
17		Improvement and Beautification of Walls	29.50
18		Improvement and Beautification of 09 Chowks	47.03
19		Rehab of existing sewerage system in Jhang city Part-IA	73.76
20		Rehab of existing disposal station in Jhang city Part- IB	183.18
21		Rehab Dhaji Park	21.90
22		Jaranwala	Parking Shed
23	07 Roads + 03 Chowks		295.00
24	Kamalia	Roads (02x Tuff Pavers)	55.57
25		01 Road + 3 Chowks	93.40
26		General Bus Stand	112.97
27		Parking Shed	42.54
28	Okara	Parking Shed	81.37
29		Improvement and Rehab of Park (Govt Colony)	106.85
30		Imp, widening & raising of Road (Tank Chowk to Akbar Chowk)	98.33

Sr. No	City/MC Name	Subproject Name	AA Cost in Millions
31		Construction of Park (5/4L)	138.37
32		Roads (Benazir Avenue)	68.77
33	Khanewal	Jaswant Nagar Chowk to SP Chowk & SP Chowk to Underpass road	231.90
34		Jaswant Nagar Chowk to Tea factory Road	166.98
35	Vehari	Improvement/Rehab of Muhammadi Bakery road	60.43
36		Improvement/Rehab of Roads 02 (Jinah + Zoo)	150.92
37		Improvement/Rehab of Roads 02 (Sharqi Colony + Seed farm)	131.44
38		Improvement/Rehab of Roads 03 (Canal + Railway + Colony)	158.73
39		Parking Shed	35.92
40	Bhawalnagar	Parking Shed	15.00
41	Kot Addu	SWM Parking Shed	49.22
		Total	4,683.80

List of Projects under Implementation Phase

Sr. No	City/MC Name	Sub-Project Name	AA Cost in PKR Million
1	Jhelum	Rehab of 01 Existing Parks (Altaf Park)	101.18
2		Kalan Gujran Park	151.48
3		Street Lights	148.30
4		SWM Parking Shed	61.28
5		Water Supply	164.04
6		Strom Water Facilities	56.80
7		SCADA System for Tubewells	53.47
8		Provision of Equipment & Machinery for improvement of SWM	184.90
9	Daska	Trunk Sewer 36"	121.50
10		Strom Drainage System	1,003.20
11		Street Lights	157.70
12		Roads 02 (Pasroor and Jamkey road)	397.00

Sr. No	City/MC Name	Sub-Project Name	AA Cost in PKR Million	
13		Roads 03 (Bank Road, Wazirabad road and college road)	234.90	
14		Provision of Equipment & Machinery for improvement of SWM	192.23	
15	Kamoke	SWM Parking Shed	69.20	
16		Water Supply	367.76	
17		Stormwater facilities	107.94	
18		Construction of additional Manholes and provision of Dewatering sets for improvement of sewerage	254.14	
19		Improvement and rehabilitation of roads & Chowks	381.46	
20		Rehab of Park (Ladies)	165.72	
21		Solarization of MC Office	13.40	
22		Solarization of disposal station	56.60	
23		SCADA system for tubewells and disposal stations	25.88	
24		Provision of Equipment & Machinery for improvement of SWM	285.50	
25		Muridke	Rehab of existng Sewerage System	288.00
26			Solarization of tube wells	44.62
27			SCADA system for tubewell	34.93
28	Provision of Equipment & Machinery for improvement of SWM		295.70	
29	Wazirabad	Improvement and rehabilitation of roads & Chowks	201.00	
30		Solarization of 02 Tube wells & 01 Disposal Station	58.40	
31		SCADA System for Tubewells	37.20	
32		Strom Water Facilities	236.51	
33		Provision of Equipment & Machinery for improvement of SWM	174.34	
34	Gojra	P1-New sewerage lines	421.39	
35		P2-Disposal Stations and Force Main	505.46	
36		P4-Constructions of wastewater treatment plant (WWTP)	515.47	
37		P5-Supply liquid waste machinery	6.29	

Sr. No	City/MC Name	Sub-Project Name	AA Cost in PKR Million
38		P3-Providing and fixing of RPC manhole covers	11.46
39		Provision of Equipment & Machinery for improvement of SWM	200.62
40	Jhang	Laying of sewerage scheme (Zone 1)	1,080.95
41		Construction of disposal station (Zone-1)	293.90
42		Laying of sewerage scheme and WWTP	897.65
43		Provision of Equipment & Machinery for improvement of SWM	374.02
44	Jaranwala	P3-Rehab of Drain of Disposal works and fixing of manhole covers	33.55
45		P5-Supply of liquid waste machinery	56.45
46		P6-Desilting of sewerage lines	8.02
47		P1-Laying of Sewerage System	708.80
48		P2-Disposal stations and forcemain	765.06
49		P4-Waster Water Treatment Plant	913.70
50		Provision of Equipment & Machinery for improvement of SWM	216.51
51	Kamalia	P1-Laying of Sewerage System	458.37
52		P2-Construction of Disposal Station	393.52
53		P3-Providing and fixing of RPC manhole covers	11.80
54		P4-Waster Water Treatment Plant	526.98
55		P5-Liquid Waste Machinery	28.37
56		Provision of Equipment & Machinery for improvement of SWM	185.40
57	Okara	Roads (MA Jinnah Rd)	197.60
58		Roads (65 Tuff Pavers)	174.76
59		P1-Laying of Sewerage System	986.51
60		P2-Waster Water Treatment Plant	815.96
61		P4-Providing and fixing of RPC manhole covers	15.25
62		P3-Supply of Liquid Waste Machinery	49.30

Sr. No	City/MC Name	Sub-Project Name	AA Cost in PKR Million
63		Solarization of Disposal Stations	178.40
64		Provision of Equipment & Machinery for improvement of SWM	280.36
65	Khanewal	Comprehensive Sewerage Scheme	1,248.48
66		Solarization of water pumps	124.14
67		Provision of Equipment & Machinery for improvement of SWM	145.54
68	Vehari	Solarization of water pumps and disposal station	182.66
69		Underground water storage tank	195.84
70		Improvement and Extension of Sewerage	96.80
71		Rehab and Improvement of Parks South Zone	149.28
72		Rehab and Improvement of Parks North Zone	167.02
73		Provision of Equipment & Machinery for improvement of SWM	148.79
74	Bahawalnagar	TP-3 (Haroonabad road)	232.56
75		Solarization of pumps and disposal stations	141.08
76		Rehab of 01 Park & 01 Playground	177.70
77		Provision of RCC and PCC manhole covers	9.96
78		Provision of Equipment & Machinery for improvement of SWM	137.33
79	Burewala	Roads (18 roads)	1,250.12
80		Parking Shed	31.22
81		Provision of Equipment & Machinery for improvement of SWM	137.78
82		Solarization of disposal stations	133.85
83		Comprehensive Sewerage Scheme	1,017.00
84		Roads (07)	163.99
85	Kot Addu	Roads (Tuff Pavers)	133.55
86		Provision of Equipment & Machinery for improvement of SWM	143.37
87	Hafizabad	Provision of Equipment & Machinery for improvement of SWM	277.06
		Total	23,883.26

List of Projects Awaiting Approval from Competent Forum

Sr. No	City/MC Name	Project Name	Cost in Millions	Forum
1	Wazirabad	Comprehensive Sewerage Scheme	1,946.20	PDWP
2	Daska	Solarization of Disposal Stations	58.15	DDWP
3	Muridke	Underground rainwater storage tank	168.72	DDWP
4	Hafizabad	Comprehensive Sewerage Scheme (PC-1 for WWTP Land: 468.1 PKR M is being done separately and proposed to be funded by ADP 24-25)	1,835.80	PDWP
5	Khanewal	Fazal Park (Revised)	157.56	DDWP
6	Vehari	Water Supply	1,125.50	PDWP
7		Improvement/Rehab of Roads Central Zone	193.1	DDWP
8		Improvement/Rehab of Roads Eastern Zone	183.2	DDWP
9		Improvement/Rehab of Roads Western Zone	179.6	DDWP
10		Specialized & Decentralized water treatment plant for horticulture purpose at Bhatta Ikram Disposal station in Vehari City.	33.8	DDC
11	Bahawalnagar	Water Supply (Amended)	675.48	PDWP
12		TP-4 (Jattu wala Road Road)	197.96	DDWP
13		Comprehensive Sewerage Scheme	1,694.37	PDWP
14	Kot Addu	Comprehensive sewerage system	1,199.32	PDWP
		Total	9,648.74	

Consultancy Services for Sectoral Planning, Detailed Design and Construction Supervision

Number of Packages of Consultancy Services: 05 Nos.

Number of MC in each Package	Package-I, II, IV & V = 3 MCs			Package- III = 4 MCs	
Municipal Committees (MCs) in each Package	MMP	NESPAK JV MMP JV ACE	MMP	Asian JV RHC	MMP
	Jhelum Wazirabad Daska	Hafizabad Muridke Kamoke	Jaranwala Gojra Kamalia Jhang	Burewala Vehari Bahawalnagar	Okara Khanewal Kot-Addu
Timelines for Each Package	For Sectoral Planning and detailed Designs = 15 Months For Resident Supervision of all projects = 18 Months				
<p>Salient Features of the Consultancy Services for each MC</p> <ol style="list-style-type: none"> 1. Prioritization of the subprojects through stakeholder's consultative sessions 2. Preparation of the Sectoral Plans for below given services with planning horizon of year 2050. 3. Preparation of Detailed Design of the projects in the determined priority 4. Preparation of the priority lists of the projects for year 2030, 2040 and 2050 5. Resident supervision of execution of the projects 					
Services included in the consultancy	<ul style="list-style-type: none"> • Water Supply • Sewerage, Sanitation, Waste Water Treatment Plant & Storm Drainage • Solid Waste Management • Urban Roads & Street Lights • Parks 				
Deliverables as per TORs	<p><u>Detail Design</u> Inception reports, Prefeasibility report, Feasibility Reports, Detailed Design of sub-project, Cost estimates, Economic and Financial Analysis, Sensitivity Analysis, Specifications, PC-Is, Bidding Documents including but not limited to; (Instruction to bidders, Condition of Contract, Special Conditions of the contract, BOQ, Contract Data, Specifications, Form of Agreement and detailed draft contract), Bid evaluation reports and Construction Supervision Reports, Revised PC-Is and detailed cost estimate whenever required.</p> <p><u>Sectoral Planning</u> Prepare the holistic Sectoral Plans for the sectors given in the following sections in each Program MC to serve as a true development framework in that sector in next 30 years to keep in pace with the growing trends of the cities, for benefiting the population. with optima possible investments whereby the cost vs benefits are considered instead of adhoc and piece meal development wasting time and financial resources and bringing</p>				

	<p>smaller benefits (as compared to investments) to the growing population of the cities.</p> <p>Sectoral Plans of Water Supply, Sewerage, Sanitation, waste water treatment plants & storm water, Solid waste management, Roads, allied structures & Street Lights included;</p> <ul style="list-style-type: none"> • Inception report and all initial tasks in each MC • Sectoral boundary, proposed access routes and city roads within this boundary <p>Sector Plans</p> <ol style="list-style-type: none"> A. Detailed sectoral planning report of each sector in each MC B. Detailed Sectoral Plans in the form of descriptive maps shown on the city structure plans for each sector in each MC <ol style="list-style-type: none"> A. List of Priority Subprojects for the year 2030 to 2040 and 2040 to 2050 with time line <p>Inception reports, sectoral plan boundary marked on the city map along with access roads and arterial roads, detailed sectoral planning report of each sector in each MC, Detailed Sectoral Plans in the form of descriptive maps, Future Sub-projects for the year 2032-2040 and 2040-2050, Prioritization of the inter sector and intra sector sub-projects with timelines of execution in each MC and Final & Completion report for each MC.</p>
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1.3 Institutional Strengthening (IS) Activities

Implementation of Grievance Redress Mechanism (GRM), Performance Management System (PMS), & MCs' Websites in 16-Cities Under Punjab Cities Program (PCP)

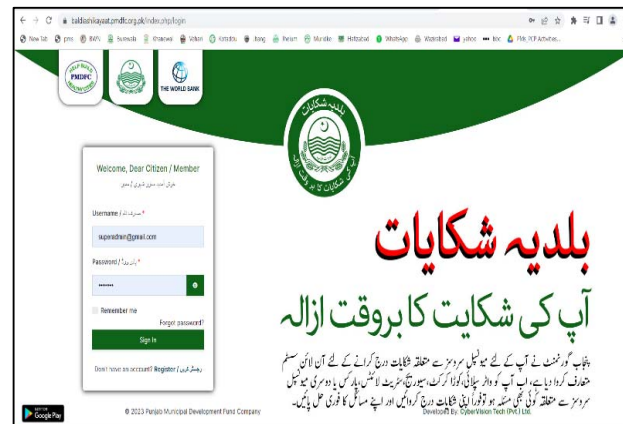
PMDFC is actively seeking improvements in local governments and the delivery of municipal services to promote its goal of "Help Build Healthy Cities." Improvement of Municipal Services, is being sought through e-governance systems which have been introduced at MCs like Performance Management System (PMS), Grievance Redress Mechanism (GRM)/Complaint Tracking System (CTS) and MC's Website.

In the Punjab Cities Program (PCP) these systems are being implemented in partner local governments under Transparency and Accountability result area and declared Minimum Access Conditions (MACs) and certain scores have been allocated under Performance Measures.

The detail regarding the upgradation of systems is as under:

Grievance Redress Mechanism (GRM) www.baldiaShikayaat.pmdfc.org.pk

Under PCP, the Complaint Tracking System (CTS) which has already been implemented in MCs has been transformed into Grievance Redress Mechanism (GRM) and implemented in PCP Cities i.e., GRM app (Baldia Shikayaat App), has been developed where the citizens can register their complaints, the feature for registration of complaints through voice message has also been provided to facilitate the citizens for registration of complaints



GRM Features

- Three channels have been developed for registration of citizens' complaints i.e. GRM app (Baldia Shikayaat App), GRM dashboard and MC's website.
- The citizens can register their complaints even through voice message
- After a particular time the complaint not resolved turned into escalation mode

- Management can access all the process of handling the complaint by using their cell phone
- Citizens can provide their feedback, suggestions and satisfaction level towards municipal service delivery

GRM Benefits

- Smooth registration of complaint mechanism
- Efficient Redressal of complaints in time
- Efficient tracking of complaints
- Citizen Feedback
- Enhanced citizen satisfaction
- Identification of repair and maintenance requirements
- Better identification of new projects/ investment opportunities
- Identification of problem areas

Status of Complaint received & Resolved during the year 2023-24

MONTHLY SECTOR WISE COMPLAINTS SUMMARY (JUL, 2023 - JUN, 2024)																
Sr. No.	Local government	Water Supply			Solid Waste			Sewerage			Street Lights			Others		
		Received	Resolved	Resolved %	Received	Resolved	Resolved %	Received	Resolved	Resolved %	Received	Resolved	Resolved %	Received	Resolved	Resolved %
1	Bahawalnagar	22	9	40%	424	424	100%	1052	1051	99%	1	1	100%	12	10	83%
2	Burewala	4	2	50%	9	9	100%	94	93	98%	1	1	100%	14	13	92%
3	Daska	6	6	100%	241	241	100%	1117	1115	99%	1	1	100%	8	8	100%
4	Gojra	180	169	93%	5747	5640	98%	763	729	95%	6	4	66%	15	10	66%
5	Hafizabad	56	53	94%	790	787	99%	1008	1003	99%	1	1	100%	35	33	94%
6	Jaranwala	13	10	76%	49	45	91%	237	235	99%	2	1	50%	33	29	87%
7	Jhang	7	7	100%	672	663	98%	1434	1388	96%	235	229	97%	15	15	100%
8	Jhelum	70	70	100%	911	901	98%	267	263	98%	6	5	83%	11	8	72%
9	Kamalia	6	6	100%	163	163	100%	362	360	99%	2	2	100%	7	7	100%
10	Kamoke	-	-	-	421	419	99%	114	108	94%	-	-	-	8	5	62%
11	Khanewal	29	28	96%	308	296	96%	541	516	95%	28	26	92%	26	22	84%
12	Kot Addu	4	4	100%	210	210	100%	89	88	98%	3	3	100%	8	8	100%
13	Muridke	3	3	100%	20	19	95%	100	94	94%	1	1	100%	6	6	100%
14	Okara	9	8	88%	37	29	78%	252	239	94%	7	5	71%	18	12	66%
15	Vehari	41	34	82%	96	90	93%	482	458	95%	353	342	96%	19	10	52%
16	Wazirabad	132	114	86%	130	94	72%	296	234	79%	45	42	93%	15	9	60%
	Total	582	523	89.86%	10228	10030	98.06%	8208	7974	97.14%	692	664	95.95%	250	205	82%

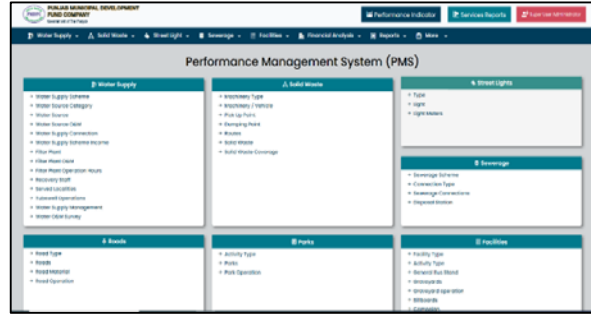
MONTHLY SOURCE WISE COMPLAINTS SUMMARY (JUL, 2023 - JUN, 2024)							
Sr. No.	Local government	Complaints Received & Resolved			Source of Complaints		
		Received	Resolved	In Process	Website	App	Dashboard
1	Bahawalnagar	1511	1495	16	41	91	1379
2	Burewala	122	118	4	6	29	87
3	Daska	1373	1371	2	3	39	1331
4	Gojra	6711	6552	159	4	84	6623
5	Hafizabad	1890	1877	13	1	93	1796
6	Jaranwala	334	320	14	5	35	294
7	Jhang	2363	2302	61	11	92	2260
8	Jhelum	1265	1247	18	2	37	1226
9	Kamalia	540	538	2	7	88	445
10	Kamoke	543	532	11	2	26	515
11	Khanewal	932	888	44	7	192	733
12	Kot Addu	314	313	1	16	28	270
13	Muridke	130	123	7	4	38	88
14	Okara	323	293	30	7	139	177
15	Vehari	991	934	57	2	67	922
16	Wazirabad	618	493	125	3	71	544
	Total	19960	19396	564	121	1149	18690

PERFORMANCE MANAGEMENT SYSTEM (PMS)

The PMS is web-based software, for tracking & gauging the municipal services i.e. water supply, solid waste, Streetlight, Sewerage, Roads, Parks etc. being provided by MCs

Features of Upgraded PMS:

- Regular data collection on Key Performance Indicators (KPIs) for major municipal services like water supply, solid waste, sewerage, streetlight, Roads and Parks etc. for monitoring of status of service delivery
- The data regarding services like Roads, Parks, advertisement, slaughter houses etc. has been added so that the upgraded system act as a comprehensive database to satisfy the functions of Metropolitan Corporation and District Councils under PLGA 2022 “to maintain a comprehensive database”.

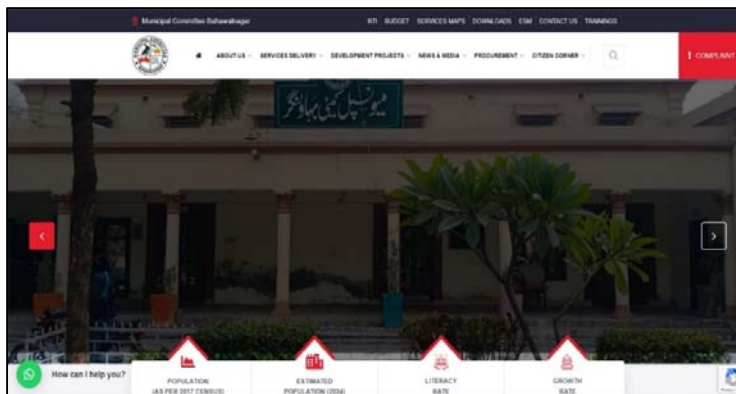


Performance Indicator: Percentage of Solid Waste Lifted Per Day (2023-2024)														
S.No	Division	District	local government	Jul, 2023	Aug, 2023	Sep, 2023	Oct, 2023	Nov, 2023	Dec, 2023	Jan, 2024	Feb, 2024	Mar, 2024	Apr, 2024	May, 2024
1	Multan	Vehari	Burewala	79%	77%	80%	77%	80%	77%	76%	81%	76%	79%	-
2	Faisalabad	Toba Tek Singh	Gojra	70%	65%	57%	55%	59%	67%	67%	58%	54%	64%	67%
3	Gujranwala	Gujranwala	Wazirabad	71%	71%	73%	75%	78%	81%	78%	76%	77%	68%	59%
4	Bahawalpur	Bahawalnagar	Bahawalnagar	81%	78%	85%	81%	82%	83%	85%	83%	92%	94%	94%
5	Dera Ghazi Khan	Muzaffargarh	KotAdu	61%	63%	69%	71%	62%	60%	58%	69%	61%	67%	62%
6	Multan	Khanewal	Khanewal	73%	84%	84%	69%	72%	68%	74%	64%	65%	60%	80%
7	Faisalabad	Faisalabad	Jaranwala	41%	44%	94%	99%	95%	41%	88%	89%	92%	89%	87%
8	-	Jhang	Jhang	83%	81%	81%	79%	81%	80%	79%	78%	87%	84%	81%
9	Gujranwala	Hafizabad	Hafizabad	85%	86%	86%	85%	85%	84%	84%	87%	84%	84%	87%
10	Faisalabad	Toba Tek Singh	Kamalia	96%	98%	96%	98%	88%	91%	90%	86%	92%	86%	89%
11	Sahiwal	Okara	Okara	74%	76%	74%	75%	75%	77%	78%	83%	79%	80%	79%
12	Gujranwala	Sialkot	Daska	84%	89%	83%	80%	83%	82%	98%	74%	67%	82%	67%
13	-	Gujranwala	Kamoke	70%	65%	70%	72%	50%	44%	36%	52%	50%	54%	-
14	Rawalpindi	Jhelum	Jhelum	83%	89%	81%	84%	65%	62%	69%	72%	71%	64%	63%
15	Lahore	Sheikhupura	Muridke	71%	73%	74%	71%	72%	74%	72%	79%	74%	73%	78%
16	Multan	Vehari	Vehari	57%	68%	70%	70%	70%	67%	68%	70%	67%	67%	64%

Report : Parks (2023-2024)																
S.No	Division	District	local government	Name - Location	Total Area(kanal)	Developed Area(kanal)	Green Area(kanal)	Total Lights	Working Lights	Not Working Lights	CCTV	Toilet	Drinking Water	Track	Contract Out	Sports Ground
1	Faisalabad	Jhang	Jhang	Hockey Ground - backside of nawaz shareef park jhang city	24	24	20	20	18	2	No	No	No	YES	No	YES
2	-	-	-	Nawaz Sharif Park - Near BAB-E-ALI GATE	60	60	45	20	16	4	No	YES	YES	YES	No	YES
3	-	-	-	Jameel Shaheed Park - Jhang- Sargodha Rd, Ayub Chowk, Jhang	12	12	10	25	15	10	No	YES	YES	YES	No	YES
4	-	-	-	Gojra Road Railway Crossing Park - Gojra Road near phatak Jhang	2	2	4	10	8	2	No	No	No	YES	No	YES
5	-	-	-	Kashmir Park - Satellite Town	44	44	30	15	15	0	No	YES	YES	YES	No	YES
6	-	-	-	Dhaji Road Ladies Park - Dhaji Road	2	2	1.5	8	6	2	No	YES	YES	YES	No	YES
7	-	-	-	Wajahat Shaheed Ground - Satellite Town Jhang	48	48	48	25	20	5	No	No	YES	YES	No	YES
8	-	-	-	Balqees hashmi Park - Near Riaz Chowk Satellite town Jhang	30	30	30	25	20	5	No	YES	YES	YES	No	YES

MC's Dynamic Websites

PMDFC have developed local governments websites having information of public interest to promote transparency and accountability- Proactive disclosure of information to the citizens including real time information on development projects, budget, service delivery status, services maps, procurement plan, contract award, citizen corner having information for citizens on building plan approval, registration of birth, death, marriage, divorce etc.



Dynamic MC's Websites Features

- The previous static websites have been converted into dynamic websites for dissemination of information to the citizens and other stakeholders.
- Information for general public interest has been placed at the website.
- The page has been created in the website where citizens can submit their request for information regarding RTI act 2013
- Information from GRM and PMS has been integrated into website, reports from PMS and GRM are available in the service delivery section of website
- Citizen corner has been created to facilitate the citizens regarding building plan approval, registration of birth, marriage, divorce and water connection etc.
- Citizen suggestions and feedback form has been created
- Procurement section has been strengthened with information regarding contract award, bidding evaluation sheets, procurement & GRM Committee notifications etc.
- Citizen can complain through website "Complaints" page
- Information relating to the infrastructure development projects, budget and service delivery is available at the websites.
- PMDFC has a strong focus on developing the technical skills of MC's staff through training and workshops to ensure websites are properly managed.
- Overall, PMDFC continuously provides technical support and helps in troubleshooting the issues faced by MCs regarding their respective websites.

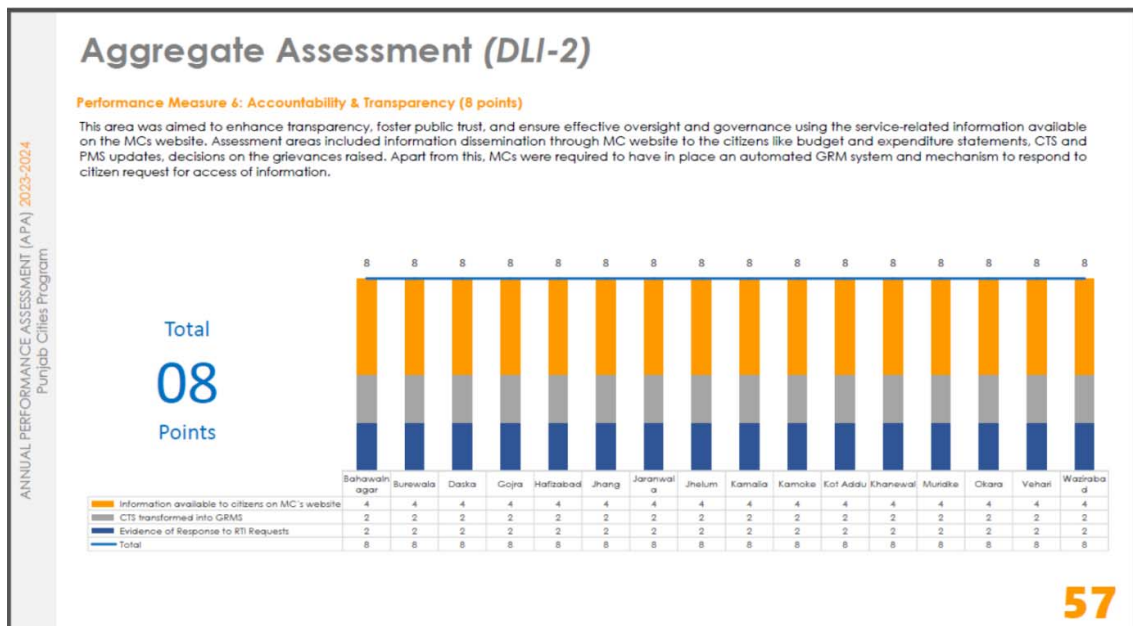
Annual Performance Assessment of PCP Disbursement Linked Indicators (DLIs)

PMDFC IS section performed its role in coordination with all concerned sections of PMDFC and local governments and assisted all stakeholders in preparation of documented evidences for the assessment of Disbursement Linked Indicators (DLIs) i.e. Minimum Access Conditions (MACs) and Performance Measures (PMs) of the Punjab Cities Program (PCP). In this context, IS Section developed & maintained google monitoring sheet for continuous monitoring of DLIs and to keep updated status of activities being performed against the performance indicators of each result area. The IS Team established close liaison with the Consulting Firm M/s UHY Hassan Naeem & Co for performing Annual Assessment of PCP DLIs for all 16 PCP partner cities and managed to conduct field visits of 16 PCP Cities.

With the coordinated efforts of IS section, all the 16 PCP cities met all Minimum Access Conditions (MACs) i.e. DLI-1 and were able to get required scores under Performance Measures-PMs i.e. DLI-2. The average score of all PCP cities remained 90 which was much higher than the minimum requirement of 70.

Result Area Accountability & Transparency

The consulting firm M/s UHY Hassan & Naeem Co. thoroughly examined the e-governance systems i.e. Grievance Redress Mechanism (GRM), Performance Management System (PMS) and Dynamic MC’s Websites initiated by PMDFC under result area accountability and transparency at local governments. The firm declared these systems updated and functional as per requirement under DLI-1. The firm further assessed these systems under DLI-2 as per



given criteria by the World Bank and accorded the score assigned for each system. Full marks were granted to the result area accountability and transparency.

The APA report indicates that E-governance systems initiated at PMDFC are functional, updated and significantly contributing to enhance accountability and transparency at local governments.

Consultative Session on Sustainability & Upscaling of PCP Interventions

Punjab Cities Program (PCP) has been implementing various infrastructure and e-governance initiatives in its partner cities. The objectives of these systems were to improve service delivery and financial performance of the local governments. The success of PCP supported initiatives depends on sustainability and scaling up these systems. The World Bank has emphasized the sustainability and scaling up of initiatives supported by PCP in its technical note of October 12-20, 2023 and WB Operation Manager Letter dated December, 08 2023.

Action item No. 09 of World Bank Technical Note of October 12-20, 2023 states ***“Develop Action Plan for sustaining and scaling up PCP Supported initiatives”***. ***PMDFC, LG&CDD & FD were assigned the responsibility to perform the task***. The matter was taken up in the 6th Program Steering Committee (PSC) meeting held on December 21, 2023 wherein, the chair has decided ***“PMDFC in consultation with SNG would organize a consultative session, with participants including representatives from LG&CDD and Finance Department. The purpose of the session is to formalize the action plan on the sustainability and scaling up of initiatives supported by the PCP.”***

In compliance of PSC decisions, PMDFC conducted consultative session on February 01, 2024 to formalize the action plan on sustainability and scaling up of initiatives supported by Punjab Cities Program. The participants of the Consultative Session were representatives of Finance Department, Sub National Governance (SNG) Program, Environment Protection & Climate Change Department and Chief Officers of MCs. Ms. Shahnaz Arshad Team Lead of World Bank (PCP) joined the session via zoom.

Representatives of the departments actively deliberated upon the subject of sustainability and scaling up of the interventions/initiatives developed under the program of PCP. Each participant appreciated the systems and infrastructure developed and contributed their suggestions to improve, sustain and scaling up these interventions.

Infrastructure laid for sewerage improvement needs technical support for Operation & Maintenance by PMDFC for at least one year. Most of the cities are without adequate sewerage system

E-governance systems are needed to be replicated and upscaled in rest of the local governments in the Punjab. The recommendations of the session are as follows;

For Sustainability

1. One year extension for deepening & strengthening the PCP supported initiatives at MCs
2. MO (Water and Sanitation) should be included in SNE of MCs. The said officer should also be aware of accounts & revenue generation and coordinate with MO(R) and other teams.
3. IT/GIS officers/ Officials after observing legal formalities may be included in Schedule of New Establishment (SNE) of local government concerned and subsequently hired for functionality and smooth running of already developed IT/GIS systems
4. Local Govt needs to raise the culture of self-sustainability

For Upscaling

1. The PCP interventions for infrastructure development with special emphasis on comprehensive sewerage system may be scaled up phase wise in remaining MCs of the Punjab
2. Scaling up of e-governance initiatives in rest of the local governments of the Punjab
3. Integration of all the dashboards being operated in the local governments
4. Revival of the grant in Aid to PMDFC by the Government of the Punjab to enable it to continue supporting LG&CDD in improvement in governance in the province.



IS Section Other Activities

- Implementation of Minimum Access Conditions (MACs) and Performance Measures (PMs) under DLIs result area “Transparency & Accountability” related to IS section i.e., Performance Management System, Grievance Redress Mechanism (GRM-Baldia Shikayaat), update of MCs’ Website and Implementation of Right to information Act (2013) in 16 PCP Cities
- Provision of training to MC staff for functionality of already implemented e-governance initiatives.
- Back stopping support/ Handholding of MCs staff to ensure functionality of systems
- Developed DLI process and planned activity sheet with timelines and coordination with all sections of PMDFC to complete their activities as per targeted dates
- Preparation of MC’s Staffing update on weekly basis
- HR Analysis of filled and vacant positions at MCs.
- Close liaison with MC staff, IT Officers to ensure functionality of PMS, GRM and updation of MCs dynamic website
- PMS Data analysis, cross tabulation and correlation analysis regarding monitoring of service delivery and improved decision making for better utilization of resources
- GRM data analysis to determine the problem areas where it needs immediate attention for improved service delivery
- Organized training workshops/ refresher sessions at central and regional levels for MCs management and staff on various result areas under PCP
- Coordination with all section of PMDC regarding training activities as per approved training calendar
- Development of PCP brief/ updates as and when required for onward sharing to World Bank, P&D Board & LG&CD Department
- Preparation and printing of comprehensive report on E-governance initiatives introduced by PMDFC at local governments
- Preparation & dissemination of PCP Biannual Progress Reports
- Establish liaison with the Consulting Firm M/s EY Ford Rhodes for developing Integrated Development Asset Management Plan (IDAMP) in 16 PCP Cities
- Preparation of Proposal for PLGB & LG&CDD Activities under PCP
- Establishment of Technical Support Unit (Three Support Units) of LG&CDD under PCP i.e., Strategic Policy and Planning Unit, Municipal Finance Unit and Public Private Property Unit.

1.4 Consultancy for Determining of Economic Potential of 16 PCP Cities

LG&CD Department has engaged the services of consulting firm M/s FAME Education Consultants (Pvt.) Ltd. to conduct a study on determining of economic potential of 16 cities under PCP (Total Contract Cost; PKR 55,082,600/-). The primary objective of the study is tapping economic potential and identifying potential avenues for economic growth of 16 PCP cities and to assist GoPunjab to take evidence-based policy decisions to ensure that the cities optimally contributing to the economy of the province.

In this connection, the consultant team has accomplished the phase-I deliverables after carrying out field visits, meeting with various departments, business community, industrial units and other relevant stakeholders for collection of requisite primary and secondary data for deepening the assessment of economic potential of 16 PCP cities.

Objectives of Consultancy:

The objective of the consultancy is to assist GoPunjab take evidence-based policy decisions to ensure that the economic potential of cities in the province is tapped for them to become engines of growth optimally contributing to the economy of the province. Key tasks include are;

- Develop a demographic & economic profile of each city and adjoining area;
- Determine the growth of working age population and employment distribution by gender and sector for each city;
- Determine the economic growth potential of the 16 PCP cities and measure the cities competitiveness;
- Develop a comprehensive economic plan (based on existing and new clusters of industries, services and businesses) for the cities under focus, that is visionary, inclusive, and growth-oriented to cater to the employment needs of the growing population;
- Determine the impact of rapid change economic factors (e.g. CPEC) on the cities under focus and suggest measures to benefit from the increased connectivity;
- Develop a ranking mechanism for the cities of Punjab that analyses the economic structural transformation of each city and its contribution to the local economy.

Progress Update:

Sr. #	Tasks	Status - Tasks
a)	<p>Phase I – 04 Months (120 Days) Analytical Report on Proposed indicators for assessment of economic potential, which includes:</p> <ul style="list-style-type: none"> • Key outputs from the visioning exercise • Long-list of indicators and the rationale for shortlisting of proposed indicators • Secondary data sources that have been used to populate a subset of the proposed indicators • Primary data collection requirements for the proposed indicators 	<ul style="list-style-type: none"> • Developed Long-list of indicators and the rationale for shortlisting of proposed indicators • Developed survey instruments
b)	<p>Primary Data Collection Plan for the 16 cities, which cover</p> <ul style="list-style-type: none"> • Identification of the population of targeted respondents (individuals and/or firms) for indicators requiring survey work • Data collection / survey administration approach for each activity • Sampling strategies and sample size for any sample-based surveys • Detailed workplan and schedules for administration of surveys • Human resource, training and logistical aspects/ requirements • Methodology for analysis of survey results 	<ul style="list-style-type: none"> • Secondary data collection along with analysis is completed and Primary data collection is yet to start for deepening the assessment of economic potential of 16 PCP cities, indicating specific surveys, methodology, data collection / survey administration approach, population of respondents, sampling approach and suggested sample sizes, and estimated resource requirements for data collection and survey activities
c)	<p>Develop the economic profiles for the 16 cities and city level priority action plans, which presents:</p> <ul style="list-style-type: none"> • Economic profiles developed for the 16 cities • Gap analysis for key economic sectors • Summary of feedback collected from public agencies, private sector, and communities • Opportunities from major ongoing or planned investments in transport or freight infrastructure • Priority investment needs in construction of strategic infrastructure, human resource development, and the enabling environment for investment, capital, and resources. • Estimated costs and timelines for identified investments. 	<ul style="list-style-type: none"> • Developed Economic profiles of 16 PCP cities • Report on analysis of secondary data including comparative analysis of 16 cities covering demographic profile, human capital profile, physiography, climate and ecology. The report also includes comparison of major economic sectors like Agriculture & Livestock, Land & Real State Market, Manufacturing Sector, Social sector, Key actors in Local Business and Social Sector Development, Energy Sector, Infrastructure and Utility Services and Avenues for enhancement of Own Source Revenue

		<ul style="list-style-type: none"> • Comprehensive report (Phase-I) having recommendations for economic growth of cities, proposals for OSR enhancement, innovative measures for sustainability and economic development of MCs
d)	<p>Phase-II – 06 Months (180 Days)</p> <ol style="list-style-type: none"> 1. Report on analysis of survey results and secondary data, which presents: <ul style="list-style-type: none"> • Ranking of the cities in terms of the scores attained • Determine the cities with high potential and low potential characteristics • Identification of elements of building blocks that unique and competitive • Key outputs to inform strategic action plans and recommendation to bolster the economic activity 2. Final report including updated economic profiles, priority action plans and comprehensive economic assessment, which incorporates outputs from field surveys 	Yet to be started

1.5 Consultancy for Integrated Development and Asset Management Plans (IDAMP)

Consultancy Firm Hired: EY Ford Rhodes JV JERS Consultancy Pvt Ltd.

Total Contract Cost: PKR 82,113,048

Objectives of Consultancy:

IDAMP is intended to achieve the following;

- Encourage a consistent approach and a common methodology for development and management of assets
- Emphasis the importance of developing robust asset management plans linked to rigorous long term financial planning to help achieve the service delivery objectives
- Improve the consistency of development and asset maintenance across the city space for all services and prioritize and rationalize investment decisions
- Provide guidelines to ensure informed decision making by Program municipalities for investment and management of those assets which help achieve the service delivery objectives
- Establish principles for the development of development of Standard Operating Procedures for implementation and sustainability of IDAMP
- Provide mechanism for project analysis, program analysis and research, policy and regulation analysis

Progress Update:

Sr. #	Tasks under Phase - 1	Tasks - Completed
a)	Phase I - Task 1 Review and update IDAMP Manual & SOPs per PLGA 2022	<ul style="list-style-type: none"> • IDAMP Framework has been updated • Up-dation of IDAMP Manual & SOPs per PLGA 2022 has been submitted by the consultants
b)	Phase I - Task 2 Development and finalization of IDAMPs	IDAMPs have been developed and submitted by consultants for all 16 PCP MCs
c)	Phase I - Task 3 Training and Capacity Building of MCs	One training workshop has been convened in Lahore for all 16 MCs (Sessions at MCs are to be convened after the development of Decision Support System)

d)	<p>Phase – II</p> <ul style="list-style-type: none"> • Integrated Planning and Development System/ Decision Support System (DSS) • Monitoring and Evaluation of IDAMP 	<p>Development of DSS is in progress</p> <ul style="list-style-type: none"> • Baseline system (Asset Management Information System - AMIS) up-gradation for development of DSS • Multiple consultative sessions with Jers team on development of Business Requirement document (BRD) for Decision Support System (DSS) • Development of BRD in light of TORs of the Consultancy • Finalization of Mock-ups for PC-I Formulation and Quotation Work • Linking of existing ADP system with DSS (methodology discussed) • Discussion underway on Project monitoring, PC-II, PC-III and PC-IV formulation <p>Field Work has been done. Report compilation is in process</p>
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Salient Features:

Three years rolling IDAMPs have been developed for 16 PCP cities on the basis of updated IDAMP framework and consultation of all the stakeholders and citizen engagement;

- IDAMPs are identified and synchronized with the sectoral Plans, Infrastructure Plans and priority maps
- Asset inventory has been updated describing the age, condition and book value of the asset
- Assets are being geo tagged with coordinates and mapped on google maps
- Financial and economic analysis for the new project proposed under IDAMP
 - Qualitative Assessment
 - Quantitative Assessment of the Project
 - Annual Financial Projections
- Development and Integration of IT/GIS Based Asset Management Decision Support System (Phase-II)
- Prioritization of the infrastructure sub-projects involving all stakeholders/ engaging citizens

- Training and Capacity Building of MCs
- Better Planning and management of assets
- Availability of mechanism for assets need replacement
- Well informed decision making, Proper allocation/ utilization of resources

Training and Capacity Building of MCs

A comprehensive training session centered on "Integrated Development and Asset Management Plan (IDAMP)" was organized at Avari Hotel on January 9, 2024. This training was aimed to empower and equip participants with the knowledge and tools essential for three important aspects (a) preparation/ updation of IDAMPs and (b) effective implementation of IDAMPs (c) monitoring and evaluation (M&E) of IDAMPs.

The participants in the training encompassed a diverse group of stakeholders, featuring representatives from the 16 MCs vested with the responsibilities of formulating, implementing, and overseeing the M&E of IDAMPs. Additionally, the participation included representation from the Local Government and the Planning & Development (P&D) department. Notably, PMDFC officials were present, playing a pivotal role in guiding the entire process and ensuring the efficient preparation and implementation of IDAMPs across MCs.

Progress Review sessions (2023-24)





IDAMP Training Session (Lahore)



1.6 Financial Management (FM) Activities

Activities related to PCP

- Withdrawal application for IPF component amounting to USD 1.53 million was submitted along with IFR to the World Bank
- Withdrawal application for IPF component PBG Unit (FD) amounting to USD 0.202 million was submitted along with IFR to the World Bank
- Withdrawal Application for P4R component amounting to USD 13.12 Million was submitted to the World Bank
- Training was imparted on Minimum Access Conditions and Performance Measures related to FM Section
- FM section took active part in Annual Performance Assessment of 16 PCP partner MCs and achieved maximum score against all DLRs related to FM section
- Follow up with Finance Department for the release of PBGs to PCP partner MCs
- Detailed reconciliation was carried out for data entered in CFMS
- Cleaning of data gathered from MCs for financial analysis
- MCs were provided hands on training sessions for data entry in CFMS
- Water and shop Demand & Collection registers were prepared and MCs were given trainings on municipal billing sector wise.
- Monthly and annual reporting on PBGs were prepared and submitted to LG&CD Department and P&D
- Worked on Audit Replies for PAC / DAC
- Data provided for FAP and AG Audit and coordination with MC and PMDFC concerned sections
- Performed all codal formalities for release of funds for Performance Based Grants Unit from World Bank

Submission of IFR (Interim Financial Report)

- IFR for IPF component for period ended June 30, 2024 was submitted to the World Bank and approved.

Third Party External Audit of 16 MCs

- Helped MCs to prepare their documents in line with auditor's requirement
- PCP FM section conducted regular visits in the MCs during the tenure of the audit
- FM section replied queries related to the auditors to facilitate for timely completion of the audit
- After the audit Financial Statements were discussed with MCs in the presence of PMDFC and auditors to remove any discrepancies

- Based on the audit adjusting entries were discussed with MCs and were incorporated accordingly



Revenue Enhancement Plan prepared

- An own-source revenue (OSR) enhancement plan was prepared and OSR strategies for each MC was updated accordingly after thorough discussion with MCs management for effective implementation and execution.
- Zoom meetings and phone call orientation session were organized with 16 partner MCs for discussing the avenues for enhancing OSR.
- 5-years financial data of 16 partner MCs was analyzed, interpreted and written report is structured to assess the annual increase in OSR from the base year.
- Each individual OSR segment was discussed and shared way forward for better enforcement and improved collection
- Tax proposal / Gazette Notification of MCs were initiated
- Sewerage tax was introduced in MCs
- Revision of water rates were proposed and got implemented in partner MCs
- CFMS as implemented for water and shop billing



Own Source Revenue Enhancement Sessions with DC Hafizabad and MC Hafizabad Staff.

Other Activities/Write-ups

- Report on the implementation and upgradation of Financial Management Systems (FMS) in Punjab LGs
- Report on the final assessment of each deliverable/task performed by Individual Consultant hired for "*Improvement in accounting, auditing & taxation management of 16 MCs under Punjab Cities Program (PCP)*".
- Report on the Financial Analysis of MCs Water Supply and Sanitation Services
- Reply to the audit paras highlighted in 'Management Letters' by RASG Auditors for 16 partner MCs for the year 2023.
- Collection and presentation of UIPT, PFC and TTIP data for FY2023-24 for World Bank
- Visit to MC Jhelum and MC Bahawalnagar to create a video documentary showcasing the success story of the Computerized Financial Management System (CFMS/LGFMIS) and the enhancement of Own Source Revenues (OSR).



Meeting with MO.(F) MC Vehari and Individual Consultant on Improvement in Accounting, Auditing and Taxation Management of 16 MCs



Online Meeting with World Bank Team on 20% Co-Financing, Budgeting, Planning, Auditing and Financial Management

Meeting on Addressing Financial Issues within CFMS in MC Okara: The meeting held at MC Okara on April 4, 2024, involved key representatives from the PMDFC (Mr. Gulzar Hussain PO-IS & Mr. Zeeshan Ali DPO F-M) & PBG Unit (Mr. Salman KakaKhel and his team), The focus of this meeting was to engage with the CFMS operators and the Local Fund Audit

staff from MC Okara to discuss significant financial matters. The agenda likely revolved around addressing critical financial issues that are crucial for the effective functioning of the local government's financial management. These discussions would involve reviewing current financial practices, resolving any discrepancies or challenges, and ensuring compliance with relevant regulations and standards. The presence of both the CFMS operators and the audit staff indicates a collaborative effort to enhance transparency, accountability, and efficiency in financial operations. Effective collaboration is essential in ensuring that financial matters are managed properly, budgets are adhered to, and funds are utilized effectively to meet the local government's objectives and obligations.



Meeting on Addressing Financial Issues within CFMS with MC Okara Staff and PBGU Head

1.7 Geographic Information System (GIS) Progress

1. Memorandum of Understanding (MoU) between PMDFC & SNG

Memorandum of Understanding (MoU) signed between PMDFC and Sub - National Governance Programme (SNG) to promote research & development in sustainable urban development with the focus on e-governance initiatives in the local government of province Punjab and KPK. The collaboration aims to address the capacity building of local governments, improve own source revenue (OSR) and planning systems.

Under this MoU, GIS team developed Android Application for the field survey of **"Building Survey Plans"** of Municipal Committee Rahim Yar Khan and also developed a dashboard to provide centralized platform for viewing and managing survey data. The dashboard offers quick access to real-time reports, analytics, and insights derived from the collected data. It enables supervisors and decision-makers to monitor progress, identify trends, and make informed decisions promptly. Web based link is URL: <http://203.128.6.241:84/sng/user/index.php>

Property Type	Residential	Commercial	Ind-Comm	Govt/Public	Total
Approved Construction Plan	Yes	No	18		19
Plan Available at first	Yes	No	18	I Don't know	19
Notice Issued	Yes	No	18		19

Plan Shared Yes	WhatsApp pictures	CC office receipt	Total
0	0	0	0
Plan Shared No	Notice Served Yes	Notice Served No	0

Plan Shared Yes	WhatsApp pictures	CC office receipt	Total
0	0	0	0
Plan Shared No	Notice Served Yes	Notice Served No	0

Survey Stage	Total	Upload	Pending
1st Survey	1	1	0
2nd Survey	0	0	0
3rd Survey	0	0	0

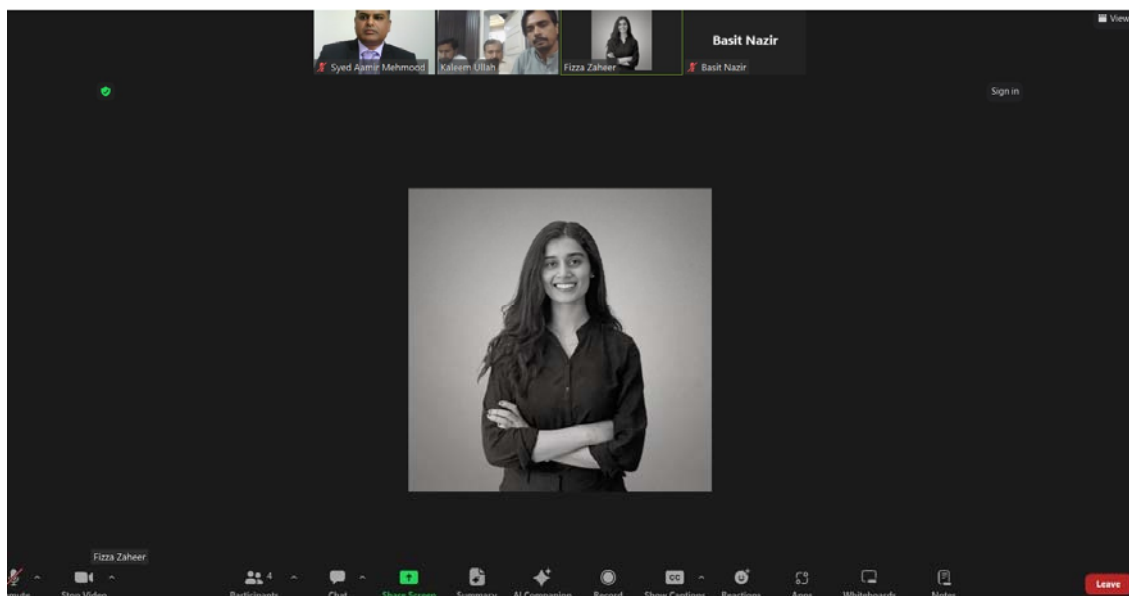


Meeting with SNG

Meeting with SNG

Provision of Training to MC Officials of Rahim Yar Khan

An online training session was organized for the staff of (MC) Rahim Yar Khan. The session, conducted by **Syed Aamir Mehmood Shah – Manager/Program Officer GIS**, focused on imparting practical knowledge and skills required for utilizing the Android application in the field. During the training, MC Rahim Yar Khan staff members were equipped with the necessary expertise to effectively conduct field surveys of building plans using the Android application.



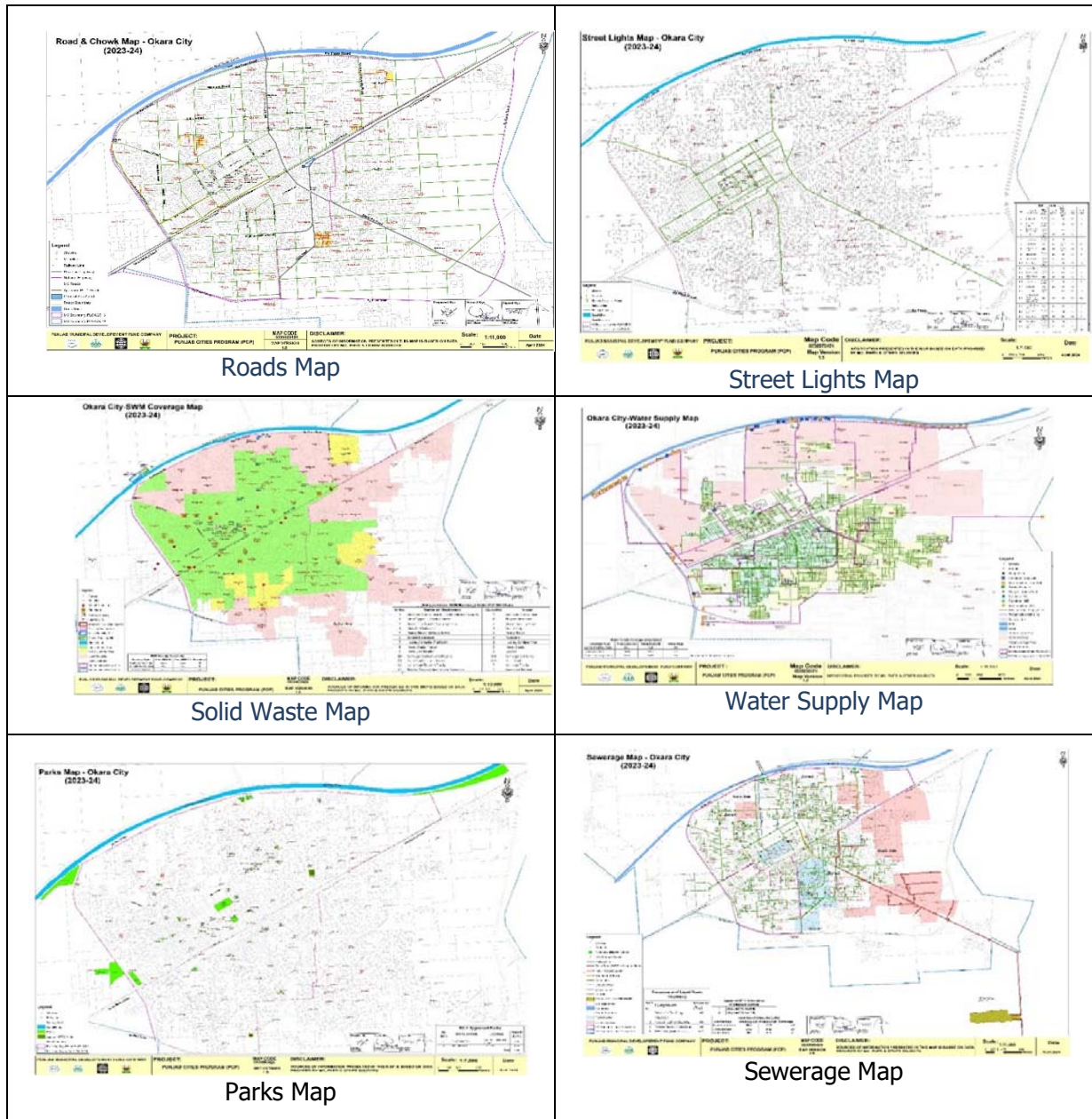
2. Accomplishment of DLIs

GIS team actively participated in accomplishment of Disbursements Linked Indicators of Punjab Cities Program (PCP)

2.1 Minimum Access Conditions (MACs)

MAC: MCs has updated Infrastructure maps

Municipal Infrastructure mapping including Roads, Street Light, Solid Waste Management, Parks, Water Supply and Sewerage for the year of 2023-24 have been updated and completed one of the minimum access conditions.

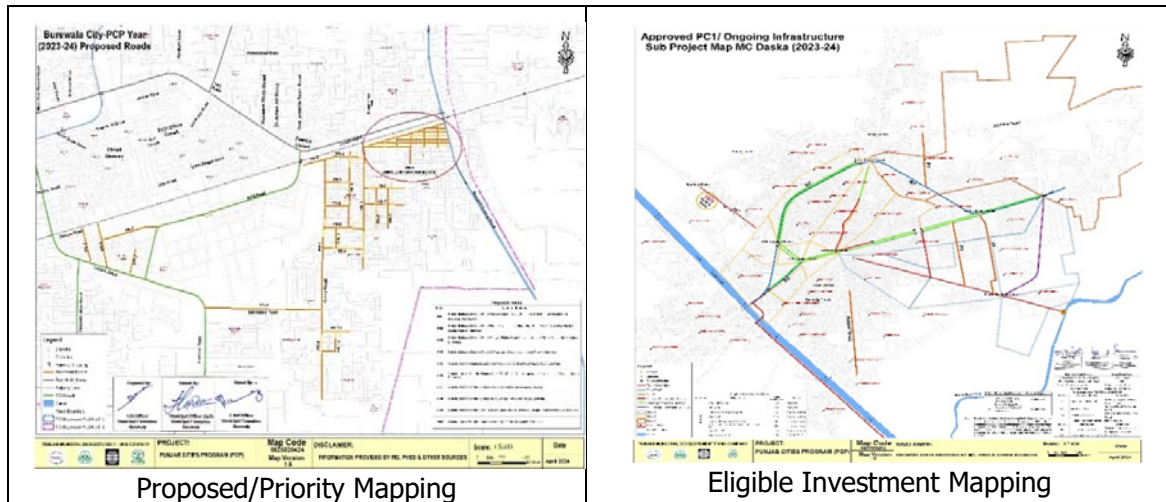


2.2 Performance Measures (PMs)

PM: 1.2 Infrastructure maps used as planning tools (03 scores)

The following steps taken by GIS section to use and monitor the eligible investments;

- Consolidated eligible investment mapping produced
- Developed priority list-based mapping
- Utilization of infrastructure mapping for eligible investment
- Developed android application with dashboard to monitor the ongoing sub project



Proposed/Priority Mapping

Eligible Investment Mapping

PM: 1.4 Asset Inventory Prepared and Updated (03 Scores)

- Both Immovable and movable assets have been updated according to Integrated Development and Assets Management Plans (IDAMP) e.g. Condition, age and book value of assets

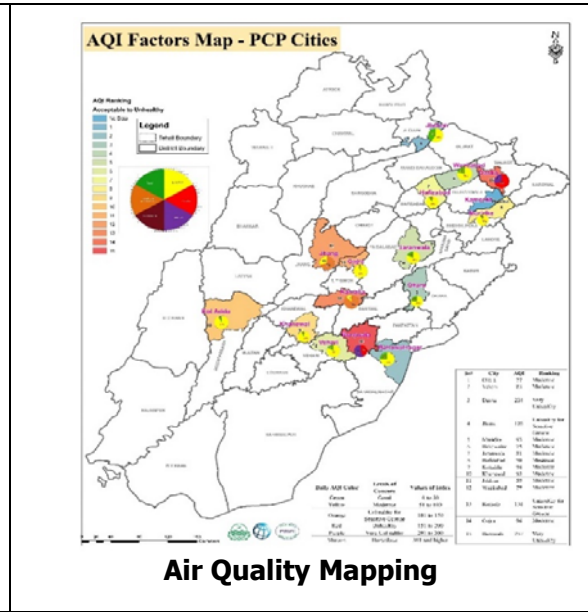
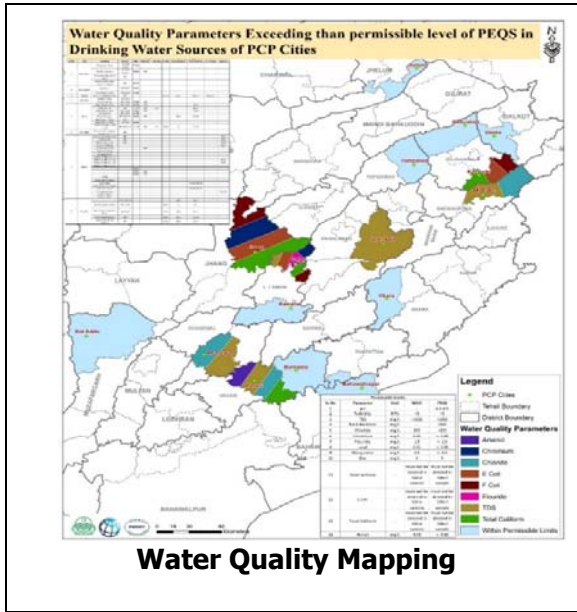
PM: 1.5 Three-year rolling IDAMP prepared and updated (05)

- Consultative Sessions
- Three years rolling IDAMP
- IDAMPs operationalized and are basis of all capital and O&M expenditures

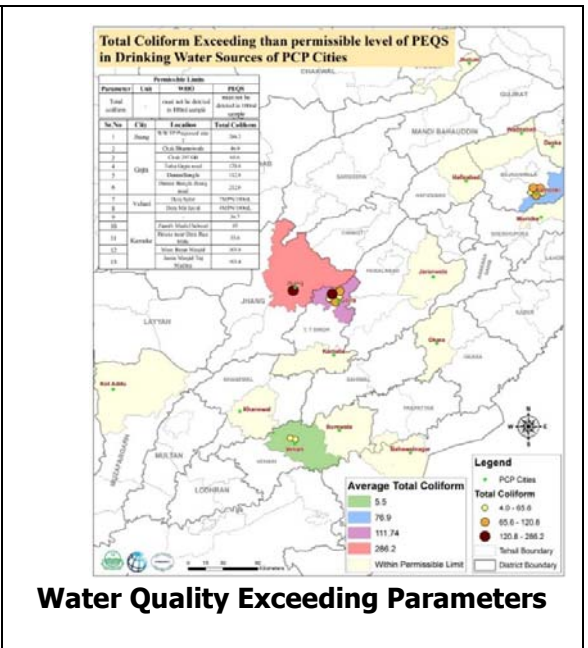
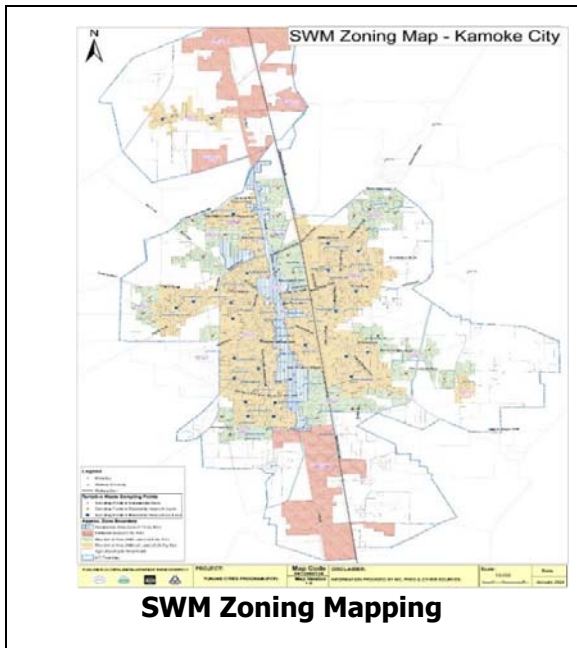
3. Support to other wing of PMDFC/PCP & LG&CDD

GIS team support to the other wing of PMDFC in the following manners;

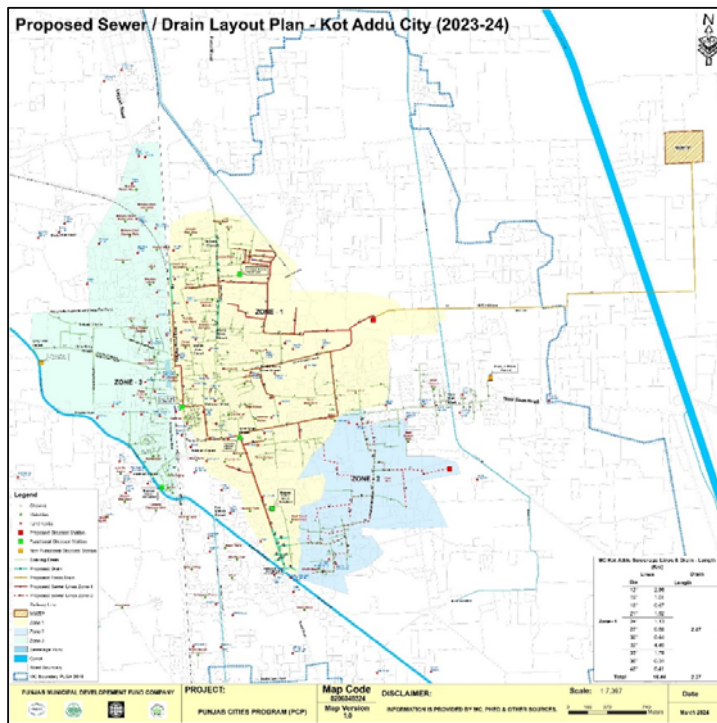
- Produced Air Quality, Noise Pollution, Mitigation and Water Quality analysis mapping for Environment and Social Management (E&SM) wing



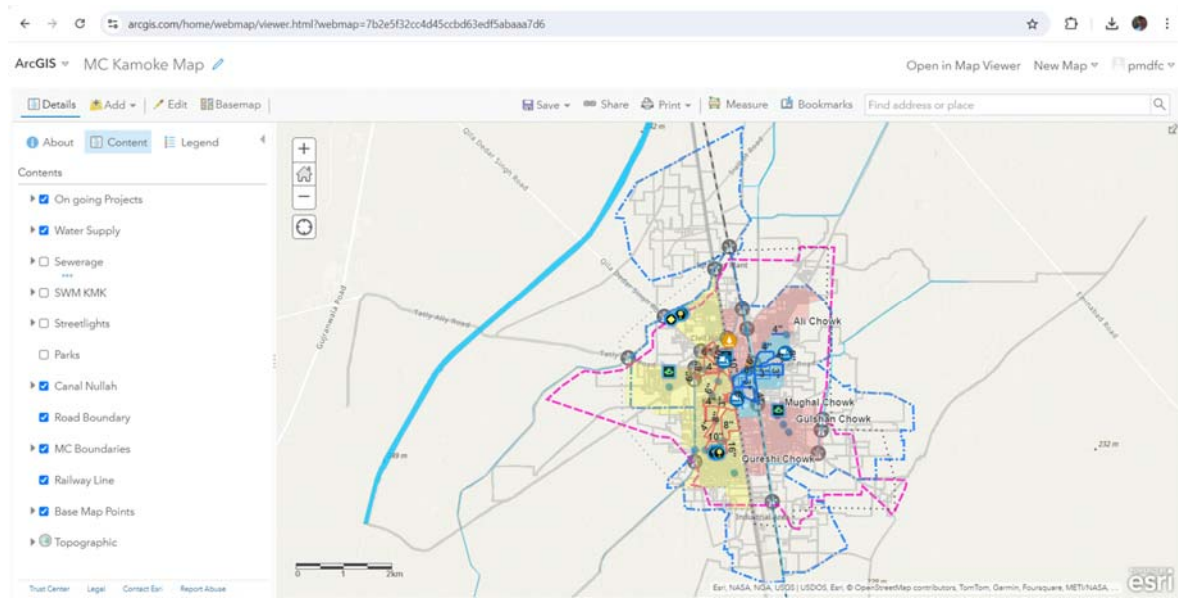
- Produced Solid Waste Zoning, Waste Collection Sample mapping for Muridke, Kamoke, Hafizabad, Burewala, Bahawalnagar & Vehari for SWM Expert of **Spatial Strategy Planning Unit (SSPU)**



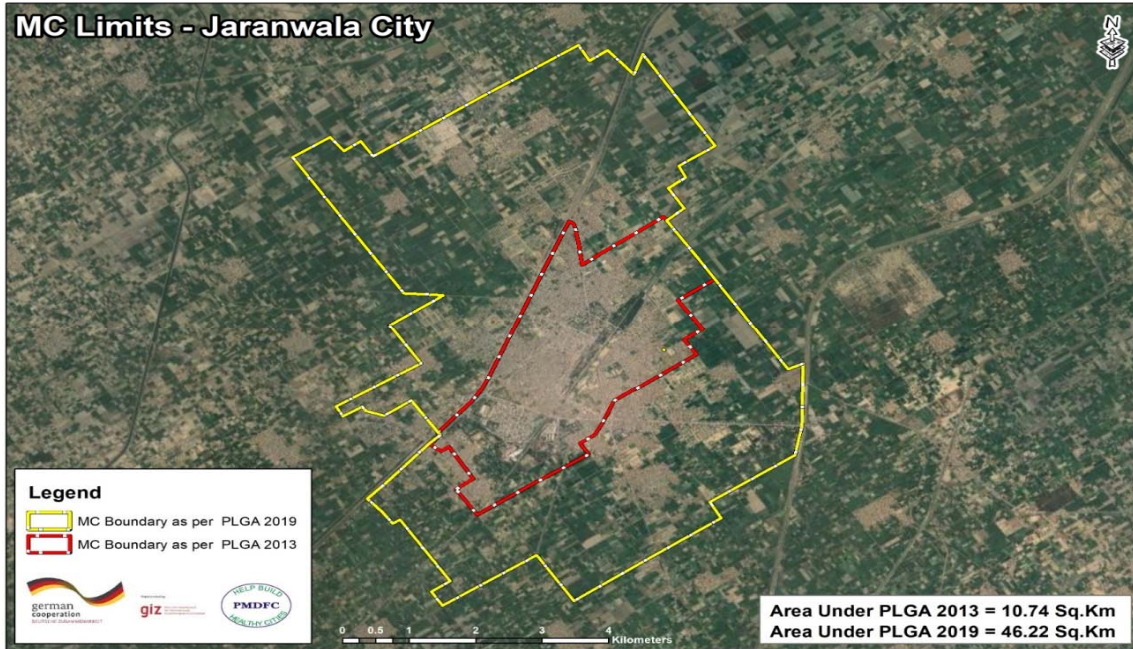
- Developed Sewerage Layout Plan with WWTP for Program Officer ID-III



Online Portal for GIS Layers Publication



Comparison Mapping



Commercial Assets Survey Application

Start Survey
Dashboard

Commercial Assets Survey
تجارتی اثاثوں کا سروے

LOCATION No Location! No Location!

Shop

Octroi Post/Chungi

MC Name: Municipal Committee Muridke
Sector: Shop
Register Page #: 8
Address: Railway Station, Muridke

Tenant Name: Shahid Malik Same

Current Tenant Name 0 / 100

Previous Activity: Rental Purpose Same

Current Activity 0 / 100

Previous Rent: 35200 Same

Current Rent 0 / 100

Previous Market Rent: 0 Same

Current Market Rent 0 / 100

ADD PICTURES PICTURE COUNT: 0

SAVE

Powered by: (GIS Section) PMDFC - LG & CDD

Commercial Assets Survey
تجارتی اثاثوں کا سروے

Start Survey
سروے کریں

Survey History
سروے کی تاریخ

UPLOAD

CLOSE

Assets: 1 Total: 189 Upload: 189 Pending: 0

Commercial Assets Survey Dashboard

Total Assets		South Region Survey				Pending	
		2872				0	
MC Name	Total	Surveyed	Pending	Change in Tenant	Change in Business Activity	Change in Rent	Change in Market Rent
MC Bahawalnagar	577	577	0	80 (14%)	230 (40%)	10 (2%)	238 (41%)
MC KotAdu	216	216	0	57 (26%)	125 (58%)	3 (1%)	27 (13%)
MC Vehari	993	993	0	59 (6%)	254 (26%)	19 (2%)	103 (10%)
MC Burewala	1086	1086	0	590 (54%)	1084 (54%)	115 (54%)	1085 (54%)

Total Assets		Center Region Survey				Pending	
		1931				0	
MC Name	Total	Surveyed	Pending	Change in Tenant	Change in Business Activity	Change in Rent	Change in Market Rent
MC Jaranwala	145	145	0	45 (31%)	65 (45%)	17 (12%)	44 (30%)
MC Jhang	318	318	0	122 (38%)	170 (53%)	14 (4%)	315 (99%)
MC Gojra	983	983	0	449 (46%)	394 (40%)	4 (0%)	74 (8%)
MC Kamalia	119	119	0	7 (6%)	36 (30%)	119 (100%)	17 (14%)
MC Okara	366	366	0	299 (82%)	110 (30%)	0 (0%)	343 (94%)

Total Assets		North Region Survey				Pending	
		739				0	
MC Name	Total	Surveyed	Pending	Change in Tenant	Change in Business Activity	Change in Rent	Change in Market Rent
MC Wazirabad	236	236	0	106 (45%)	48 (20%)	3 (1%)	139 (59%)
MC Kamoke	59	59	0	49 (83%)	37 (63%)	44 (75%)	0 (0%)
MC Hafizabad	93	93	0	59 (63%)	57 (61%)	4 (4%)	93 (100%)
MC Jhelum	329	329	0	14 (4%)	108 (33%)	2 (1%)	266 (81%)
MC Muridke	1	1	0	0 (0%)	0 (0%)	0 (0%)	1 (100%)
MC Daska	21	21	0	0 (0%)	7 (33%)	0 (0%)	1 (5%)

MAMIS Survey Map



Water Supply Connections Survey Application

☰ Start Survey
☰ Dashboard

Water Supply Connection Survey
 واٹر سپلائی کنکشن سروے

LOCATION No Location! No Location!

Resident Status

Owner Tenant

Resident Name 0 / 50

House No / Address 0 / 50

No of House Hold 0 / 2

House Area 0 / 50

CNIC 00000-0000000-0 0 / 15

03xx1234567 0 / 11

WS Connection Availability

Yes No Dead

Water Supply Remarks 0 / 50

Sewerage System

Sewerage Connection Availability

Yes No Dead

Remarks Sewerage System 0 / 50

ADD PICTURES
PICTURE COUNT:0

SAVE

Water Supply Connection Survey
 واٹر سپلائی کنکشن سروے

Start Survey
سروے کریں

Survey History
سروے کی تاریخ

UPLOAD

CLOSE

Total:0

Upload:0

Pending:0

Powered by: (GIS Section) PMDFC - LG & CDD

Water Supply Connections Survey Application Dashboard


Punjab Cities Program - Water Supply & Sewerage System (MC Jhelum)
DASHBOARD DETAIL MODULE User Summary

Water Supply Section Total Survey 15871

Connection Available	2795	Connection Not Available	8083	Dead Connection	4993
Govt Connections	2497	Willing for WSS	214		
• Domestic	2416	Willing to Pay Fee (Avg.)	Rs.145		
• Commercial	81				
Illegal Connections	298				

Sewerage Section Total Survey 15871

Connection Available	78	Connection Not Available	361	Dead Connection	15432
• Domestic	77	Willing for Sewerage	2		
• Commercial	1	Willing to Pay Fee (Avg.)	Rs.522		
Sewerage Bill Paid (Avg.)	Rs.2499				

WS & Sewerage System Connections Survey Map



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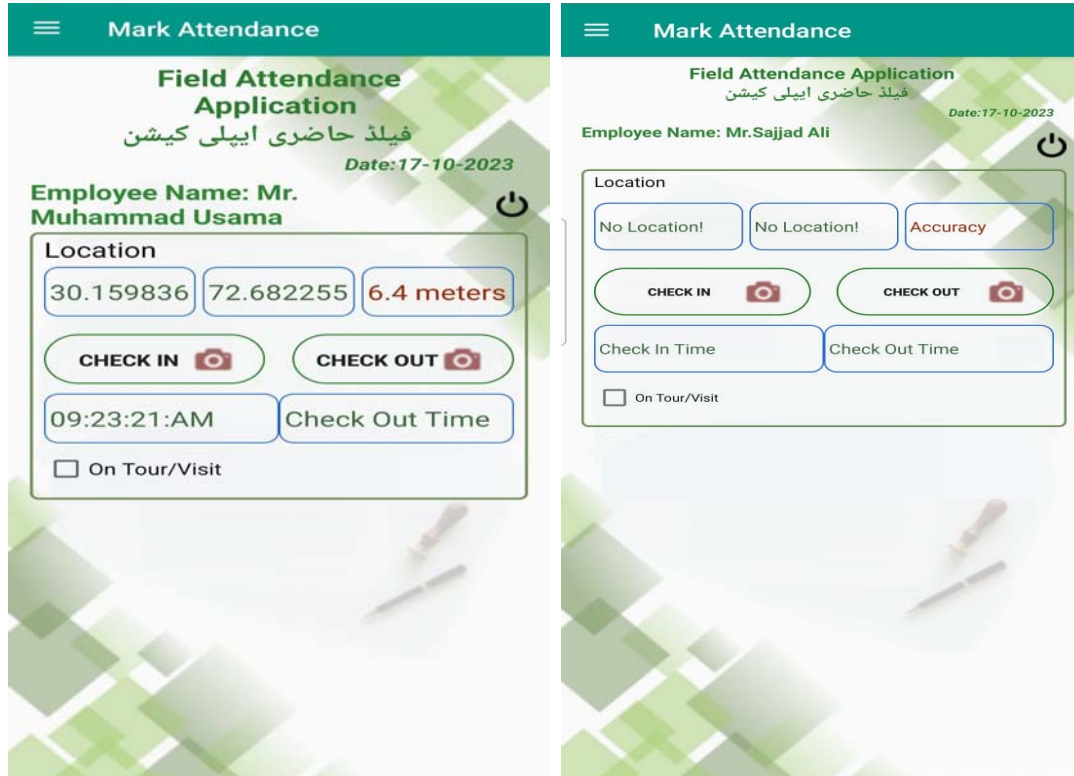
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PCP Monitoring Application & PCP Monitoring Dashboard

#	LG Name	Sector Name	Project Name	Caption	Date	Survey By	Picture 1	Picture 2	Picture 3	History
1	Municipal Corporation Kamoke	Parking Shed	Parking Shed for SWM Machinery	Damantling of O H R	2023-06-07 15:14:38	Naveed Ahmad Sub Engineer Kamonke				History
2	Municipal Corporation Kamoke	Parking Shed	Parking Shed for SWM Machinery	constt of Admin Block	2023-06-07 15:16:30	Naveed Ahmad Sub Engineer Kamonke				History
3	Municipal Corporation Muridke	Roads	8 Hussain Town Road	r	2023-06-07 15:37:20	Mr. Waqar Subengineer				History
4	Municipal Corporation Muridke	Roads	8 Hussain Town Road	core cutter and paint work	2023-06-07 15:42:58	Mr. Waqar Subengineer				History
5	Municipal Committee Khanewal	Roads	R1 chak 88 to jaswant nager chowk	manholes rising Rd 6000	2023-06-07 16:04:10	Mr. Ubaidullah Site Inspector of Consultant				History

PCP Field Attendance Application



PCP Field Attendance Desktop Dashboard

Punjab Municipal Development Fund Company					
Attendance of Field Staff - Region/GIS/IT Officers - Dated: 2023-10-17					
#	Employee Name	Designation	Region/MC	Check Out 16-10-2023	Check In 17-10-2023
1	Mr Muhammad Siddique Shahid	DPO (ESM)	Faisalabad		05:31:06 am
2	Mr Hassan Ali	DPO (E&SM)	Faisalabad		Tour
3	Muhammad Mudaur Ahsraf	DPO (ID) (RO-FSD)	Faisalabad	07:12:52 PM	09:03:40 AM
4	Yasir Ali	DPO (PM)	Faisalabad	05:03:25 pm	Tour
5	Awasar Yousef	RPC (RO-FSD)	Faisalabad		Absent
6	Mr Ghulam Shabbir	PO(ID)	Faisalabad		Absent
7	Muhammad Bilal	Office Boy (RO-FSD)	Faisalabad	09:18:34 PM	07:43:10 AM
8	Mr. Muhammad Usama	GIS Officer - Burewala	GIS Officer	04:02:39 PM	09:23:21 AM
9	Anna Sarwar	GIS Officer - Hafizabad	GIS Officer		09:55:00 am
10	Mr Waqas Shafi	GIS Officer - Kot Addu	GIS Officer	03:33:11 PM	09:13:49 AM
11	Amir Jawad	GIS Officer - Gojra	GIS Officer		Absent
12	Azra Manzoor	GIS Officer - Okara	GIS Officer	04:02:09 pm	09:49:12 am
13	Muhammad Bilal Sabir	GIS Officer - Wazirabad	GIS Officer	04:25:43 PM	09:27:27 AM
14	Zia Ur Rehman	GIS Officer - Jaranwala	GIS Officer		Absent
15	Muhammad Qasim	PO (IS) (RO-GWJ)	Gujranwala	04:54:30 pm	10:15:17 am
16	Mr. Jawwad Shafiq	DPO (E&SM)	Gujranwala	05:00:39 PM	09:57:03 am
17	Adeel Ahmad	Admin Assistant (RO-OWJ)	Gujranwala		08:38:01 am
18	Usman Manzoor	DPO (infra) (RO-GWJ)	Gujranwala	05:02:31 PM	09:44:25 AM
19	Mr. Athar Khalid	PO-ID	Gujranwala	05:02:34 pm	09:30:22 am
20	Mr Abdul Rasid Nabeel	DPO ID	Gujranwala		10:16:46 am

Trainings

Attended four days training workshop on Geo-Enabling for Monitoring and Supervision (GEMS).

The GEMS Team provides trainings on open-source platforms for remote supervision and real-time monitoring of projects. This is accomplished by building the capacity of world Bank counterparts, partners and local stakeholders to leverage field appropriate technology for digital data collection and analysis. Utilizing these tools and methods allows operations to improve the transparency and accuracy of Monitoring and Evaluation (M&E) and increase the accountability of third-party monitoring.



Summer School on Remote Sensing (RS) and Geographic Information System (GIS), June 19-23, 2023 at Institute of Space Technology (IST), Islamabad

The 05 days well-disciplined and organized session were arranged by IST. Resource persons having immense expertise in their field. International resource persons were also provided useful material.



Other Activities

- Developed Route mapping of election centers of MC Hafizabad
- "Manager / Program Officer GIS" is nominated as focal person for producing presentations on Punjab Cities Program (PCP) progress and any other PMDFC progress for World Bank delegations, Minister of LG&CDD, Secretaries of LG&CDD and Planning and Development department (P&D).
- Producing regularly "One-Pager Brief" on Subprojects of PCP partners cities
- Developed web-based dashboard, android application and image map viewer for Commercial Municipal Assets Survey of 16 PCP cities
<http://203.128.6.241:84/mamis/user/index.php>
- Developed web-based dashboard, android application and image map viewer for Water supply connection survey for MC Jhelum & MC Burewala
<http://203.128.6.241:84/WaterSupply/user/index.php>
- Working on ArcGIS online portal for publication of infrastructure layers
- Consultative Session to formalize the Action Plan on Sustainability and Scaling Up of Initiatives supported by the Punjab Cities Program (PCP)
- Attended E&SM workshops
- Meetings with consultants on sectoral planning and IDAMPs
- Comparison mapping of MC boundaries 2013 and 2019 for GIZ
- Resolve day to day query on PCP field staff, LG&CDD Connecting and ITBMS Dashboard
- Developed field staff attendance both android and web based for PCP staff (ongoing)
- Developed PMDFC leave management system application (ongoing)
- Developed PCP monitoring android application and dashboard (ongoing)

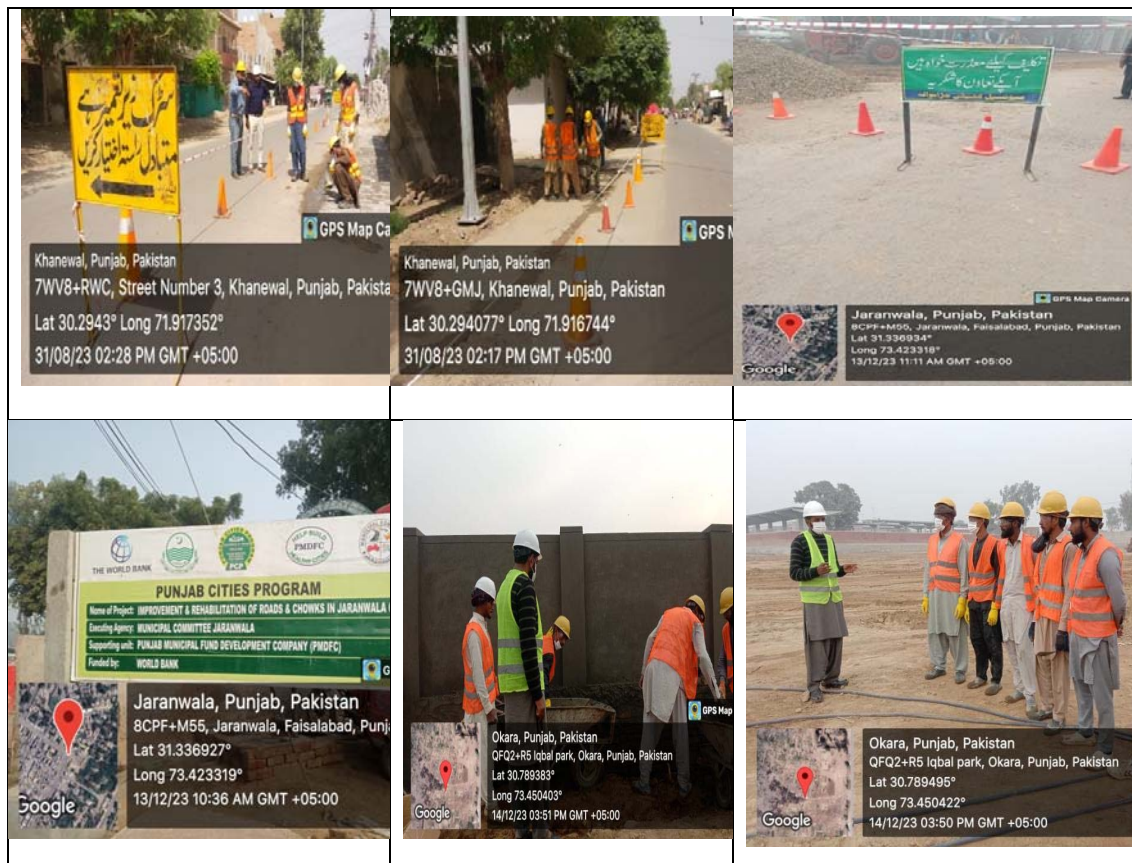
1.8 Environment & Social Safeguards

Environment & Social Monitoring of Ongoing Infrastructure Subprojects

The various training sessions were held for different sub projects under the "Punjab Cities Program funded by The World Bank. The primary focus of these trainings was Environmental and Social Management Plan (ESMP) implementation and Health and Safety (HSE) protocols. These training were given to the contractors as they play the pivot role in the project ESMP implementation. Providing Health, Safety, and Environmental (HSE) as well as Environmental and Social Management Plan (ESMP) training to project contractors is paramount for ensuring the overall success and sustainability of a project

The SPO ESM have also created a platform i.e. WhatsApp Group named "E&S Monitoring PCP" for the assurance of compliance with the ESMP. The participants are instructed to send the daily basis report of the HSE and ESMP compliance. Followings were the participants of the group:

- ID PO
- ID DPO
- ARE
- RE
- Contractors
- E&S Consultant (JERS, MMP and Asian)



PMDFC Subprojects Achieve Key Environmental Approvals

- Nineteen (19) ESMPs cleared from World Bank for Parking Shed, Roads, Parks, and Sewerage
- Six (06) Environmental Impact Assessments (EIAs)/Initial Environmental Examination (IEE) for Roads, GBS, Sewerage, and Water Supply Get World Bank Nod
- 19 NOCs obtained from Environment Protection Agency (EPA) for Sewerage, Water Supply, Roads, and GBS Projects

Gender Engagement through Participation in PCP interventions

The Punjab cities program has proactively involved the talented female students from the fine Arts Departments at the University of Jhang as part of its Gender Action Plan, designed to empower genders across 16 cities in Punjab. Over 35 dedicated young women are tirelessly dedicating their time to adorn the walls of Jhang city. Their mission is to showcase and celebrate the city's rich culture, literature, and artistry.

These passionate students are not merely painting murals; they are illuminating the city with vibrant depictions that pay homage to the illustrious women of Pakistan. Through these stunning wall paintings, they are awakening the community to the remarkable achievements of distinguished Pakistani women in education, healthcare, sports, architecture, science, art, and literature. These images serve as a source of inspiration, encouraging more women and girls to aspire and achieve greatness in their respective fields.



Promoting Gender Inclusivity through Practical Empowerment Initiatives

Under the Punjab Cities Program, a strategic initiative was implemented to actively involve female students in paid internships, aimed at honing practical skills and fostering hands-on training experiences. By providing a platform for female interns to engage in meaningful projects, PCP not only prioritized gender inclusivity but also demonstrated commitment to empower the next generation of female professionals. The successful integration of these interns into various facets of the program underscores the positive impact of gender-sensitive strategies in enhancing both individual capabilities and collaborative teamwork within the framework of the PCP.



World Bank Missions

Technical Mission of WB On Environment & Social Management of PCP

This Technical mission held on 16th Oct – 18th Oct 2023 on following agenda

- (i) Progress against actions agreed during mission in March 2023;
- (ii) Implementation of E&S aspects in sub-projects in Jhang and Kamalia Municipal Committees (MCs);
- (iii) Workshop on E&S Monitoring & Supervision under PCP.

- **October 16**-Visit to MC Jhang

- **October 17**-Visit to MC Kamalia
- **October 18**-E&S Progress Review Meeting
- **October 18**-E&S Monitoring and Supervision Workshop



Virtual World Bank Mission: Comprehensive Status Update on ESM- PCP Implementation

On January 24, 2024, the Punjab Municipal Development Fund Company (PMDFC) hosted a comprehensive status update session on the implementation of the Punjab Cities Program (PCP) at their office. The session was conducted virtually, with the World Bank team participating via video link.

The World Bank delegation was led by Ms. Shahnaz Arshad (Task Team Leader) and included key members such as Mr. Imran Ul Haq (Senior Social Development Specialist), Mr. Azhar Ud Din (ESM Consultant), Ms. Nida Asif (Environment Specialist), and Mr. Abdul Hafeez Buzdar (Social Development Specialist).

The session covered various critical aspects of the PCP implementation. The first segment was dedicated to Environment & Social Management, where Rizwana Anjum, Senior Program Officer for Environment & Social Management (SPO ESM), provided an elaborate update on the progress of ESM initiatives. Her presentation highlighted significant advancements and ongoing efforts in ensuring that environmental and social safeguards are effectively integrated into the project.

This collaborative session underscored the commitment of both PMDFC and the World Bank to the successful and sustainable implementation of the PCP, reflecting a shared dedication to improving municipal infrastructure and services across Punjab.

World Bank Implementation Support Mission

World Bank Mission on Environment and Social Management comprising Mr. Imran-UI-Haq, Senior Social Development Specialist, Mr. Azhar Ud Din, Social Development Specialist, Mr. Abdul Hafeez Buzdar, Urban Specialist and Ms. Nida Asif, Environment Specialist visited Municipal Committee Gojra (08th May 2024). The visit was focused on the implementation progress of PCP projects being carried out in MC Gojra and to monitor environmental and social safeguard aspects and management practices adopted during work. Mr. Ishtiaq Ahmad Gondal, Chief Officer MC Gojra shared insights on ongoing projects, including construction sites of the disposal Station and sewerage & wastewater treatment plants. The team also visited the Chokera Wastewater Treatment Plant in Faisalabad. During the visit, Mission also reviewed the working of E-Governance systems (GRM, PMS, LGFMIS) developed under PCP for institutional strengthening. From PMDFC, Ms. Rizwana Anjum, SPO ESM, and other officers



accompanied in the meeting and site visits.

Environment and Social teams from the World Bank at PMDFC office as part of the PCP WB Mission (06-09 May 2024). Their visit aimed to review our environmental and social safeguards, aspects and management practices, aligning with our commitment to sustainable development.

The World Bank Technical Mission on E&S Management, led by experts like Mr. Imran Ul Haq, Mr. Azhar Ud Din, Ms. Nida Asif, and Mr. Abdul Hafeez Buzdar, engaged in insightful discussions with our team. From PMDFC, our Managing Director Mr. Zahid Aziz, SPO ESM, SPO Procurement, and ESM team were present, demonstrating our collective dedication to environmental and social responsibility. The second session of the meeting was particularly fruitful, where we collaborated with E&S consultants to explore strategies for enhancing our environmental and social compliance.



Virtual Meeting on Status of Land Acquisition

An online meeting on "PCP Update on Land Acquisition for WWTP" was held on 7th September 2023 with the Environment & Social Team of the World Bank. The meeting was chaired by Syed Zahid Aziz, MD-PMDFC. Ms. Rizwana Anjum, SPO ESM presented the status of land Acquisition of



WWTP sites under PCP. Mr. Zahid Kareem, SPO ID, Ghulam Shabbir PO-ID, Ms. Tehmina Kiran, PO ESM, and Mr. Waqas, DPO ID attended the meeting.

Trainings

TRAINING WORKSHOP ON "ENVIRONMENT & SOCIAL CONSIDERATIONS IN WASTEWATER REUSE AND TREATMENT OPTIONS/TECHNOLOGIES"

A training workshop on "Environment & Social Considerations in Wastewater Reuse and Treatment Options/Technologies" was conducted today (17-07-2023) in Lahore. The workshop aimed to enhance knowledge and skills related to wastewater management and treatment among the Municipal Committees (MCs) staff from Punjab Cities Program (PCP) partner cities. The event was organized by the Punjab Municipal Development Fund Company (PMDFC) and witnessed active participation from 16 MCs staff members.

The training workshop commenced with an inaugural address by Mr. Parvez Iqbal, Chairman BOD PMDFC, who expressed the importance of sustainable wastewater management and the need for responsible treatment options. Following this, Syed Zahid Aziz, Managing Director of PMDFC, welcomed the attendees and highlighted the significance of collaborative efforts to address wastewater challenges in urban settings.



Ms. Rizwana Anjum, SPO ESM, presented an introduction to the training workshop, providing an overview of the key topics that would be covered throughout the day.

The first session of the workshop was led by the MD PMDFC, who addressed the topic "Urban Drainage and Flooding" in detail and also shed light on the pressing issue of water supply in Punjab, along with potential challenges and plausible solutions for the future.



Subsequently, SPO ESM discussed the Environment and Social (E&S) considerations in Wastewater Treatment Plants (WWTP). This segment aimed to promote a deeper understanding of the ecological and social implications of wastewater treatment processes.

During the next segment of the workshop, Mr. Hafeez shared detailed insights into various Wastewater Treatment Plant (WWTP) technologies. The attendees gained valuable knowledge about modern and sustainable treatment options available for effective wastewater management.

Mr. Zohaib Butt, SPO Procurement, also facilitated one of the sessions as a resource person. Through his session, the attendees gained a comprehensive understanding of the entire process from planning to execution in their endeavors towards better wastewater treatment and reuse options. During his session, SPO Procurement, Mr. Zohaib Butt, also addressed critical issues related to procurement, including challenges faced during Bid Opening and other tender processes.



Training Workshop on E&S Monitoring & Supervision of sub-projects under PCP

18th October 2023

One day training workshop on "Environment and Social Monitoring & Supervision of Subprojects under PCP" was designed to provide the information on Environmental & Social Monitoring of projects which are in execution stage. This training aims to equip participants with the knowledge and skills required for carrying systematic and ongoing process of assessing, managing, and mitigating the potential environmental and social impacts that may arise as a result of construction activities.

The major objectives of training related to "Environment and Social Monitoring & Supervision of Subprojects under PCP" were:

- Requirement of Environmental and social monitoring of development projects during execution phase
- Aimed at creating awareness about use of personal Protective equipment's
- Potential Environmental & Social Impacts on Construction Site
- Developing the necessary expertise to address the challenges and opportunities associated with Environmental Monitoring



As part of a two-day training workshop on "Environment & Social Considerations in Wastewater Reuse and Treatment Options/Technologies," Municipal Officers and Chief Officers from 16 partner MCs of the Punjab Cities Program and E&S consultants and design engineers of lead consultancy firms of Pakistan had the opportunity to visit the Wastewater and Surface Water Treatment Plants at WASA (Water and Sanitation Agency) and NIBGE (National Institute for Biotechnology and Genetic Engineering) Faisalabad.

During this field study, participants received informative briefings on various aspects of the facilities from WASA Faisalabad and NIBGE. Mr. Hammad Afzal, the Director Construction, briefed them through the site of the Chokera Wastewater Treatment Plant (WWTP), providing insights into its design and operation while Dr. Roohan Javed, Director Water Resource WASA Faisalabad provided insight about the Surface Water Treatment plant at Sukh Branch Canal, Faisalabad which is an innovative project of one of its own kind in Pakistan.

At NIBGE, Dr. M. Afzal, Deputy Chief Scientist, Soil and Environmental Biotechnology Division, shared in-depth details about the innovative Floating Wetlands and wastewater treatment through bioremediation which showcased a sustainable approach to wastewater treatment and the ecological benefits it offers.

Participants applauded this field study organized by PMDFC and requested to continue it in future too.

A dialogue on Climate Water Food Nexus Need for Integrated Approach was organized by NDRMF in collaboration of WWF Pakistan in Serena Hotel, Islamabad.

SPO ESM Ms.Rizwana Anjum participated in the event on behalf of PMDFC. She briefed the audience about nature-based solutions of climate change mitigation and adaptation being carried out by PMDFC in their recent interventions related to infrastructure development projects.



PMDFC Hosts Successful Brainstorming Session on Climate Resilient Infrastructure and Building Codes

In a significant step towards enhancing municipal infrastructure and ensuring climate resilience, the Punjab Municipal Development Fund Company (PMDFC) successfully hosted a dynamic brainstorming session on January 11, 2024. This session marked a major achievement in the ongoing efforts to refine existing specifications and standards for municipal infrastructure and services, as well as to develop robust building codes and construction standards tailored for climate resilience.

The event brought together representatives from government departments, civil society, and private organizations, fostering a collaborative environment where diverse perspectives and expertise were shared. Key participants provided valuable recommendations on building codes, contributing to the development of climate-resilient standards.

Following the session, PMDFC is working on drafting new climate-resilient building codes. This successful brainstorming session underscores PMDFC's dedication to proactive and inclusive approaches in addressing climate challenges, setting a benchmark for future initiatives in municipal infrastructure and resilience planning.



Two-Day Training Workshop on Environmental and Social Monitoring under the Punjab Cities Program

The Punjab Municipal Development Fund Company (PMDFC) successfully conducted a two-day training workshop on Environmental and Social Monitoring and Supervision of ongoing infrastructure subprojects under the Punjab Cities Program (PCP). Held on June 25-26, 2024, the workshop catered to the Gujranwala and Khanewal regions on the first day and the Faisalabad region on the second day.

This training aimed to equip consultants, contractors, and Municipal Committees (MC) officials with the necessary skills for effective environmental and social monitoring of ongoing projects. Additionally, it sought to clearly define their roles in complying with the Environmental and Social Management and Monitoring Plans (ESMMPs).

Syed Zahid Aziz, Managing Director of PMDFC and Program Director of PCP, warmly welcomed the participants and set the tone for the workshop with his opening remarks. The training featured comprehensive presentations from key experts:

Ms. Rizwana Anjum, Senior Program Officer (SPO) for Environment & Social Management, delivered an insightful presentation on the environmental and social monitoring of subprojects under PCP.

Ms. Tehmina Kiran, Program Officer (PO) for ESM, provided an in-depth presentation on the Standard Operating Procedures (SOPs) for Environmental and Social Monitoring and Supervision.

To enhance the learning experience and engagement, the workshop included group activities featuring model demonstrations and mock exercises. These activities allowed participants to apply the concepts discussed and gain hands-on experience.

The workshop concluded with remarks from our esteemed Chairman PMDFC, Mr. Parvez Iqbal, who highlighted the importance of effective monitoring and supervision in ensuring project success. Additionally, Imran-ul-Haq from the World Bank shared his feedback on the training, emphasizing its significance and the value it brings to the ongoing projects.

This successful workshop underscores PMDFC's commitment to ensuring the highest standards of environmental and social compliance in the implementation of infrastructure projects, contributing to the sustainable development of urban areas in Punjab.





Punjab Cities Program (PCP) is strictly following the compliance of local legal Framework and World bank Environment & Social safeguards Policies.

Mobilizing Academia for Wastewater Pond Revival Research through Bioremediation

April 3rd, 2024

In a landmark initiative aimed at advancing environmental sustainability, leading academic institutions and environmental organizations have joined forces to tackle the critical issue of wastewater pond revival through bioremediation techniques. This collaborative effort seeks to deepen the understanding and practical application of bioremediation methods to mitigate environmental pollution effectively.

This significant initiative has attracted participation from several prestigious institutions, including Government College University, Lahore; University of The Punjab, Lahore; Forman Christian College (A Chartered University), Lahore College for Women University; University

of Engineering and Technology (UET), Lahore; University of Lahore; and the Environment Protection & Climate Change Department.

The primary goal of this initiative is to facilitate the exchange of knowledge, experiences, and research findings among academia and youth participants. By fostering collaboration and encouraging innovation, the project aims to advance the science and practical application of bioremediation strategies for the revival of wastewater ponds.

This collective effort underscores a shared commitment to environmental protection and sustainable development, highlighting the crucial role of academia in driving research and innovation for ecological restoration. Through this partnership, the participating institutions and organizations are poised to make significant strides in improving wastewater management and environmental health.



SPAR6C UNEP, GGGI, and GFA Lead Groundbreaking Workshop on Decarbonizing Pakistan's Waste Sector

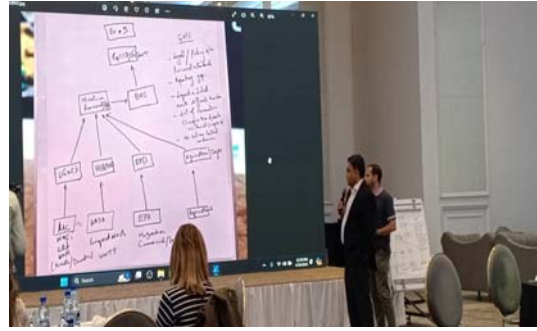
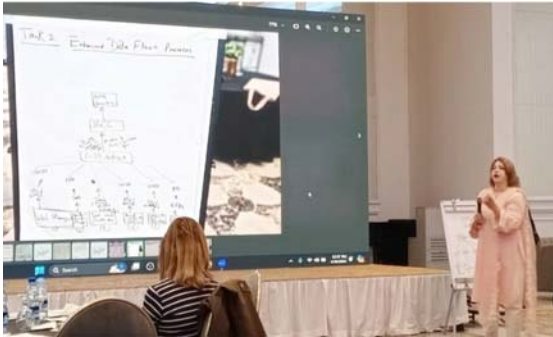
In a landmark event for Pakistan's sustainable waste management efforts, SPAR6C UNEP, the Global Green Growth Institute (GGGI), and GFA Consulting Group spearheaded a groundbreaking two-day capacity-building workshop on decarbonizing the waste sector. Held on April 29-30, 2024, this workshop marked a pivotal moment in Pakistan's journey towards more sustainable and efficient waste management practices.

The primary focus of the workshop was to foster stakeholder engagement and enhance capabilities in carbon finance and sustainable waste management within Pakistan's waste sector. The comprehensive agenda spanned two days, covering critical aspects of decarbonization and waste management.

Day 1: Unlocking Carbon Finance Potential Through Article 6 The first day was dedicated to exploring innovative strategies to leverage carbon finance for environmental sustainability. Participants gained insights into the mechanisms of Article 6 of the Paris Agreement and its potential to unlock new avenues for financing climate initiatives in the waste sector.

Day 2: Data-Driven Solid Waste Management The second day delved into practical approaches for efficient waste management, emphasizing the importance of data-driven decision-making. This session featured valuable insights from the Punjab Municipal Development Fund Company (PMDFC), highlighting successful case studies and best practices.

Representing the PMDFC on behalf of the Local Government & Community Development Department (LG&CDD), Adnan Khan (Deputy Program Director), Rizwana Anjum (Senior Program Officer, Environment & Social Management), and Tehmina Kiran (Program Officer, Environment & Social Management) actively participated in the workshop. Their expertise and contributions enriched the discussions, providing practical perspectives on implementing sustainable waste management practices.



Punjab Cities Program Showcases Environmental and Social Achievements in World Bank High-Level ESF Forum:

The World Bank's High-Level Environmental and Social Framework (ESF) Forum commenced in Islamabad on May 23, 2024, drawing together experts and stakeholders to address critical environmental and social issues. **The forum, which highlights the importance of sustainable development, selected the Punjab Cities Program (PCP) as one of the few World Bank-financed projects to showcase its success in environmental and social achievements and best practices.**

The Punjab Municipal Development Fund Company (PMDFC) team, comprising Syed Zahid Aziz (MD PMDFC/PD PCP), Rizwana Anjum (SPO Environment & Social Management), and

Tehmina Kiran (PO Environment & Social Management), actively participated in these discussions. Their enthusiasm and commitment to showcasing PCP's accomplishments were evident. The forum continued with engaging panel discussions and poster presentations. These sessions delved deeper into the techniques and good practices of environmental and social programs. Syed Zahid Aziz took part in a panel discussion, sharing valuable insights into the PCP's successful environmental and social compliance. His contributions highlighted the program's best practices and the positive impact on sustainable urban development in Punjab. Meanwhile, Rizwana Anjum and Tehmina Kiran presented a comprehensive poster detailing the various themes of the PCP. Their presentation sparked lively discussions and knowledge sharing among participants, emphasizing the importance of environmental and social sustainability in development projects.





PMDFC and NDRMF Sign Historic MOU!

May 24th, 2024, marked a significant milestone in the journey towards resilience in Punjab! PMDFC and National Disaster Risk Management Fund (NDRMF) have signed a Memorandum of Understanding (MOU), paving the way for groundbreaking collaborations and opportunities. This strategic partnership will harness the expertise and resources of both departments, destined to strengthen Punjab's resilience and disaster management, climate change and adaptation, Carbon Financing and making the collaboration towards making cities climate resilient. We're thrilled to embark on this exciting journey with NDRMF, working together towards a safer and more sustainable future for all.

CEO NDRMF, Dr. Bilal Anwar and MD PMDFC, Syed Zahid Aziz signed the MoU. SPO E&S Ms. Rizwana Anjum and PO E&S Ms. Tehmina Kiran were also present.



Ms. Rizwana Anjum, SPO Environment and Social Management participated in the USAID's Voluntary Carbon Markets Accelerators in Pakistan on behalf of PMDFC.

USAID and Climate Focus shortlisted Ms. Rizwana Anjum for this opportunities was a very insightful training workshop particularly developing an ERPA.

Ms. Rizwana Anjum presented the potential projects of Punjab Cities Program for which PMDFC is seeking to register for carbon credits and gold standards certification in resilient carbon markets.



6th Progress Review Meeting on Environmental & Social Management

6th Progress Review Meeting on Environmental & Social Management held on 9th August 2023 chaired by Rizwana Anjum (SPO ESM). The main objective of meeting was to assess the current status of Implementation of Environmental & Social safeguards in subprojects under PCP by Consultants. The participants were Environmental Specialist and Social Safeguards Specialist/ Resettlement Specialist of consultants. In a meeting the progress was tracked and timelines for submission of deliverables were agreed.



Tasks Performed by ESM Team other than PCP

Ms. Rizwana Anjum Senior Program Officer ESM, has been appointed as a Technical Specialist to represent the Local Government and Community Development Department, Punjab, in an inter-departmental working group tasked with implementing the Punjab Clean Air Policy 2023.

The ESM team frequently receives correspondence from Planning & Development Boards (P&D) and the Local Government & Community Development Department (LG&CDD), seeking comments or input on environmental / climate initiatives, laws, and regulations.

ESM team of PCP is continuously supporting the LG&CDD by providing their technical input and so far have reviewed and provided feedback/comments/suggestions on following policy documents:

- Draft Policy on "Pakistan Policy Guidelines for Trading in Carbon Markets 2023.
- Integrating Women with Disabilities into Mainstream
- Establishment Of Day Care Centers and Provisions of Separate Washrooms for Females' Employees
- PRIDE Program-Implementation Partners "Feedback Form
- Progress Report on Action Items Under ESCP And ESSA Pride Program

- Knowledge and Support Technical Assistance for sustainable safeguards Application in the central & West Asia Region (TA 10110-Reg)
- Preparation of Integrated Analysis of GHG, SLCP and Air Pollutant Emission reduction potential in Pakistan using LEAP.
- Preparation of Green Financing Strategy (GFS) under Punjab Green Development Program
- Environment & Social Safeguards Framework Asian Development Bank.

1.9 Procurement Activities

Implemented plans and provided employee training to enhance the procurement process. Improved the accuracy of procurement procedures, ensuring better financial planning and resource allocation. Developed strong working relationships with clients, fostering trust and effective collaboration. Established and implemented new quality standards, resulting in better quality performance and reliability. Increased support service levels, contributing to overall operational efficiency.

Spotlight Work:

Punjab Municipal Development Fund Company completes Floating Wetlands for Wastewater Pond Revitalization. This ambitious Rs. 10 million project aimed to restore and enhance the ecological health of a pond through the introduction of floating wetlands at Manawala, Sheikhpura. Implementation of floating wetlands has been successfully completed. Floating wetlands play a crucial role in improving water quality, enhancing biodiversity and creating a sustainable ecosystem within the pond. Civil work for fencing of pond and creation of children park on solid waste dumping site has also been successfully completed. The revitalized pond serve as inspiring examples of environmental conservation and sustainable urban development. The lab tests for the treatment project have been carried out and the result are promising:

Parameters	Values (Inlet)	Values (Outlet)	NEQS for wastewater
pH	8.6	8.4	6-10
TDS (mg/l)	1750	1590	3500
COD (mg/l)	546	190	150
BOD (mg/l)	210	62	80
Sulphates (mg/l)	218	130	600
Chlorides (mg/l)	465	404	1000

Partner MCs Involvement

Breaking Boundaries: A Historic Step in Punjab Cities Program

In a groundbreaking move, our partner Municipal Committees (MCs) have achieved a momentous first! For the very first time in the history of Punjab Cities Program, they have uploaded their Annual Procurement Plans for the upcoming fiscal year (2023-24) directly on the Punjab Procurement Regulatory Authorities website.

But that's not all! These dedicated MCs have also taken the initiative to notify their very own Procurement Committees and Grievance Redressal Committees, ensuring transparency, accountability, and efficiency in the procurement process.

HIRING OF CONSULTANTS

Following consultants have been hired for institutional strengthening and capacity building:

1. Hiring of individual consultant as Road Construction & Supervision Specialist under PCP.

The Procurement Section of PMDFC hired an individual consultant as per the World Bank Procurement Regulations to ensure the quality of roads under PCP for the following objectives:

- The RCSS will ensure the quality of work and report promptly to address issues and bottlenecks impeding the road development works.
- This will ultimately improve the overall site progress and quality of work and help complete the timely completion of the projects.
- Road Construction Supervision Specialist will support the Infrastructure Development Section of PCP, particularly in conflict resolutions, expediting the progress of works at the site, right time monitoring, and backstopping to MC staff.

2. Hiring of Senior Design Engineer as Short-Term Consultant (Individual Consultant) for review of Complex Sewerage Design needs for the city of Kot Addu, under the Punjab Cities Program.

The Procurement Section of PMDFC hired an individual consultant for the following objectives:

1. **Design Development:** Creating a detailed and comprehensive sewerage design plan that takes into account the complex underwater sewer requirements unique to Kot Addu and any other city co-opted by the client.
2. **Design Review:** Critically reviewing the existing design proposals and providing valuable insights for improvements.
3. **Design Consultancy:** Offering expert guidance and consultancy throughout the design process to ensure alignment with the city's requirements and long-term sustainability.
4. **Site Visits:** Conducting necessary site visits to assess the practical feasibility of the proposed design and making any necessary adjustments.
5. **Technical Support:** Providing ongoing technical support during the execution phase to address any challenges that may arise.

3. Hiring of Consulting (Firm) for Annual Performance Audit Of 16 MCs For the Year 2023-2024 Under Punjab Cities Program (PCP)

In order to assess the MAC, an independent annual assessment firm is required to be hired by the LG&CD Department as per agreement with the World Bank to verify Program results to provide the basis for disbursements of funds under the Program to the participating MCs. The assessment results will provide the basis to make the final decision whether a DLI has been achieved or not. The aggregate score of the MCs in the APAs will determine the size of PBG grants to be disbursed, and will be an important metric to determine progress towards the Program Development Objective.

For the purpose, a firm is required to be hired in the light of the World Bank Procurement Regulations under Least Cost Selection Method (LCS). Accordingly, TORs were drafted and shared with the World Bank for clearance. The approved TORs and draft Request for Expression of Interest (REOI) were considered by the Consultant Selection Committee (CSC) and approved. REOI inviting EOIs from the eligible firms were sent to DGPR for publication. In March 2024, a session was convened at the PMDFC to review presentations regarding the selection of a consulting firm for conducting the (APA) of 16 MCs for the year 2023-2024.

4. Hiring of Consultants (Firm) For Third Party Validation of Environmental and Social Management Framework

The procurement section of PMDFC performed hiring of Third-Party Validation of Environmental and Social Management Framework. The criteria and instructions of World Procurement Policy was duly followed due to which good competition occurred and nine consultants participated in the project. Six consultancy firms were shortlisted for submission of Request For Proposal for Third Party Validation of Environmental and Social Management Framework. Evaluation of consultants is in process.

5. Hiring of Firm (Non-Consulting Services) For Preparation of Documentary on PCP

The procurement section hired firm for preparation of documentary on PCP. The objective of the assignment is to highlight the initiatives under the PCP Program in line with the Pakistan Country Partnership Strategy (CPS) FY15–20 of the World Bank Group, for enhanced urban infrastructure inclusively and to promote economic growth and development through the programs specific infrastructure investment areas and the disbursement linked indicators result in areas. The video documentary will capture the output and short-term outcomes of the PCP components.

6. Hiring of Energy Management Consultant to Carry Out Analysis of Energy Consumption by Street Lights In 16 MCs of Punjab

The procurement section performed Hiring of Individual Consultant to review existing data on energy consumption of streetlights collected by PMDFC. Analyze data to identify trends,

patterns, and anomalies in energy consumption across 16 Municipal Committees (MCs) of Punjab. Assess current energy management practices and systems in place, including availability of energy meters and monitoring mechanisms. Develop a proposal for the implementation of a web-based Energy Management System tailored to the specific needs and requirements of the 16 MCs. Include recommendations for installing energy meters in MCs where they are lacking, and outline the process for metering energy consumption effectively. Identify instances of overbilling by electricity providers through thorough reconciliation of energy consumption data with stakeholders. Recommendations for making system efficient, cost-effective, and aligned with international best practices in energy management. Propose measures for rectifying overbilling issues and recovering overpayments made by MCs.

7. Hiring of Senior Design Engineer for Underwater Sewer Design In Kot Addu

The procurement section performed Hiring of Individual Consultant to review existing data on energy consumption of streetlights collected by PMDFC. Develop a comprehensive design for the underwater sewerage scheme in Kot Addu and any other cities co-opted by the client. Review and optimize the existing design, ensuring efficiency and functionality. Provide technical consultancy during both design and execution phases. Conduct site visits as required to ensure design alignment and project progress. Collaborate with various stakeholders, including P&D, LGCDD, PMDFC, and MCs, for seamless project delivery. Assist in conflict resolution related to design and other technical issues.

8. Hiring of Individual Consultant for Improving Fiduciary Requirements Under PMDFC

The procurement section performed Hiring of Individual Consultant to review inception report / work plan, audit paras. Develop Financial Statement templates and approval from AGP. Review of budgeting, expenditure, payments etc. of 16 MCs & pinpoint weaknesses with improvements/suggestions. Conduct of training to MCs staff for capacity building and finalize completion report along with presentation.

9. Hiring of Individual Consultant as Environment & Social Management Specialist for Development of SOPs on Environment & Social Management In Municipal Services and Organization Of Trainings Under Support To Strengthen Local Services By Local Governments – A Project Funded By GIZ

PMDFC Procurement Section performed hiring of an individual consultant under GIZ Funded project "Support to Strengthen Local Services by Local Governments" in selected local

governments of Punjab. The project aims to strengthen the local governments and improve municipal services delivery. PMDFC believes that developing capacity building instruments is as important as the capacity building trainings of the officers. Under the project, PMDFC developed SOPs/Guidelines on "Development of SOPs on "Environment & Social Management in Municipal Services" and Training of selected Municipal Committees on the SOPs to Strengthen Local Government Services.

10.Hiring of Consultancy for Development of Training Module on Public Private Partnership (PPP) and Delivery of Training under Support to Strengthen Local Services by Local Governments – A project funded by GIZ

Procurement Section performed hiring of an individual consultant under GIZ Funded Project. The consultant developed tailor made training module for local government officers on Public Private Partnerships (PPP) in local governments of Punjab. The consultant studied the dynamics of partner local governments i.e, Lahore, Sheikhpura, Jhelum & Toba Tek Singh and developed one concept paper, complete feasibility along with relevant documents for one of the partners local governments for PPP based project. The Consultant further conveyed training and developed module for local government officers and also presented the concept paper and feasibility of PPP based project developed for one of the partner local governments in training.

11.Hiring of "Public Service Ethics Specialist" Consultancy for Development of Training Module on Public Service Ethics under Support to Strengthen Local Services by Local Governments – A project funded by GIZ

Procurement section performed Hiring of "Public Service Ethics Specialist" consultant studied the nature of local government services and public service delivery in Punjab. Keeping in-view the local government services and social dynamics of Punjab, the consultant developed a training module on public service ethics. The Consultant developed pre and post training tests for the officers/ officials of local governments in Punjab. The consultant also facilitated and arranged trainers in consultation and approval of the PMDFC for imparting training on the developed module, evaluated tests and developed report accordingly for 02 Nos. of training sessions.

12.Hiring of "Occupational Health Safety Specialist" Consultancy for Development of SOPs on Occupational Health and Safety of the Sanitary Workers and Organization of Trainings under Support to Strengthen Local Services by Local Governments – A project funded by GIZ

Procurement section performed Hiring of "Occupational Health & Safety Specialist" consultant studied the nature of local government services and public service delivery in Punjab. Keeping in-view the local government services and social dynamics of Punjab, the consultant developed Standard Operating Procedures (SOPs) on Occupational Health, and Safety (OHS) for sanitary workers will serve several purposes, primarily aimed at safeguarding the well-being of workers and promoting environmentally responsible practices. These SOPs are critical in the context of maintaining sanitation and cleanliness as per the best management practices.

Procurement of Goods

1. Procurement of Goods for Punjab Local Govt Board PCP

For the procurement of the Goods & Services relating to PLGB under PCP, LG&CDD constituted/notified the Procurement Committee. For procurement of all the items as approved in the PC-1, the activities were generated on STEP for clearance by the World Bank as decided in PLGB Procurement Committee meeting. While considering the activities, the World Bank cleared the following activities:

Sr. No	Activity No	Items to be procured	Status
1	PK-PMDFC-351576-GO-RFQ	IT Server	Cleared
2	PK-PMDFC-351582-GO-RFQ	Furniture & Fixture	Cleared
3	PK-PMDFC-351365-GO-RFB	Supply, Installation, Testing & Commissioning of two Elevators at PLGB Building	Cleared

The items as given in the above cleared activities will be procured through open competition. Accordingly, Bidding Documents have been prepared and submitted to the PLGB Procurement Committee for approval. The meeting of the committee was held on September 20, 2023 under the chairmanship of Secretary, PLGB. Except IT Server, the committee approved to procure the items as per World Bank Procurement Regulations.

2. Procurement of Goods For Finance Department (FD) Under Punjab Cities Program

During the quarter Procurement Section also provide necessary support to the Finance Department for establishing of Provincial Grants Based Unit. Head of PGB Unit has been hired through open competition while hiring process for hiring of Senior Financial Analysts and Data Analysts is at final stage. Further, in order to functionalize the offices of the Unit, and in order to make the unit properly equipped with all the fixtures and functional, the goods as per PC-1 have been cleared by the World Bank:

Sr. No	Goods Required	Quantity
RFQ Lot No1	Digitalization of Office (LCD, Audio Video Conference System)	1
RFQ Lot No 2	Laptops	10
	Printers	1
	Scanners	1
	Laser Color Printer	1
	Photocopier Machine	1
RFQ Lot No. 3	Furniture & Fixtures /Cost of other Store	18
RFQ Lot No. 4	Water Dispenser	2
	Insect Killer	1
	Refrigerator	1
	Microwave Oven	1
	Fan Heater	2
	Electric Tea Kettle	1
	Air Conditioners	3
RFQ Lot No. 5	Vehicles (up to 2755 cc)	1
	Vehicles (up to 1300 cc)	1

Miscellaneous Procurements

a. Procurement for PLGB

Procurement wing of PMDFC is facilitating the Punjab Local Government Board for procurement of various consultancies for capacity building.

b. Hiring of Rental Vehicles

Procurement wing of PMDFC hired rental vehicle services for employees' field visits as per the requirement of the company.

Support to Partner MCs in Tendering

a. Formulation of Bidding Documents:

Procurement section of PMDFC has helped PCP Consultants in formulating precise and unambiguous bidding documents ensuring healthy competition and value for money. Bidding Documents are in line with PPRAs' Standard Bidding Documents.

The comprehensive bidding documents (BDs) for solarization sub-projects reviewed by Procurement Section adhered to the AEDB Regulations, ensuring they included detailed technical specifications, evaluation criteria and contractual terms.

b. Participation in Bidding process

Procurement Section aids in supervision of bidding process in partner MCs guiding them at each step to ensure concurrence to PPR-14.

Procurement wing is closely working with consultants regarding eligibility and qualification of the bidders and provide insight to current regulatory compliances.

c. Variation in Engineering Consultants

Variation in Engineering Consultant Contracts for efficient supervision. Strengthening of Consultant's supervision team was needed due to change in scope, large scale of projects and limited institutional capacity of Municipal Committees. Environmental and Social supervision staff was required as per directions of World Bank to ensure the E&S compliance during construction

Accomplishments

Feature Article: TOP THREE SAVERS (JULY – SEPTEMBER, 2023)

Sr. No	Project Name	Work Layout (Rs. Millions)	Acceptance Letter (Rs. M)	Saving Amount (Rs. M)
<u>1</u>	Rehabilitation & improvement of road and street lights in Burewala city (15-07-2023)	1,115.3	991.8	123.5
<u>2</u>	Providing & laying of sewerage network (zone-1) in Jhang city (31-07-2023)	965.01	917.88	47.13
<u>3</u>	Rehabilitation of existing disposal stations in Jhang city (03-08-2023)	166.88	149.53	17.35

TOP SAVERS OF 2024

Sr. No	Pro Project Name	Estimated Amount (Rs.)	Bid Amount (Rs.)	Total Savings (Rs.)
1.	Comprehensive sewerage system in Okara city package 2 waste water treatment plant	684,450,419	590,922,959	93,527,460
2.	Upgradation of sewerage system and construction of waste water treatment plant (WWTP) Gojra city package 4 - construction of wastewater treatment plant (WWTP))	357,939,362	298,226,489	59,712,873
3.	Gojra package-2 construction of disposal station and forcemain Gojra	443,573,360	399,244,403	44,328,957
Total Savings				197,569,290

TRAININGS

Training on Fiduciary Compliance of IPF Component

An insightful training session on "Appropriate Procedure (series of steps) for Approval of Funds, Procurement and Billing" was held at PMDFC on (15-01-2024). Chaired and delivered by Zohaib Butt, SPO (Procurement), the session trained the participants about the steps to be followed for procurement and the procedure to be followed i.e. fund approval from competent authority, provision of quotations from market, earmarking of funds in budget heads, invoicing and billing. Participants included GMs, SPOs, POs, DPOs, and RPCs. The meeting was also attended by zoom link from Gujranwala, Faisalabad and Khanewal Region.



Training Session on Bid Opening and Evaluation

A detailed training session on "Bid Opening and Evaluation" was held at PMDFC on (15-01-2024). Chaired by Zohaib Butt SPO (Procurement) and briefed by Arsalan Idrees, PO (Procurement), the session covered Bid Opening Procedure, Technical Evaluation and Financial Evaluation. The participants were briefed about the procedure and protocol to be followed while attending the Bid Opening and Evaluation meetings. Participants included POs, DPOs, and RPCs. The meeting was also attended by zoom link from Gujranwala, Faisalabad and Khanewal Region.



Training Session on Comprehensive Checklist for Bid Opening in P4R Sub-Projects

A training session on Bid Opening and Evaluation for POs, DPOs, and RPCs of the ID & IS sections was conducted at the PMDFC office. Attendees were introduced to a comprehensive checklist, common mistakes and issues were thoroughly discussed to assist with Bid Opening.

The session, chaired by Zohaib Butt, SPO Procurement, saw full attendance from all POs, DPOs, and RPCs.



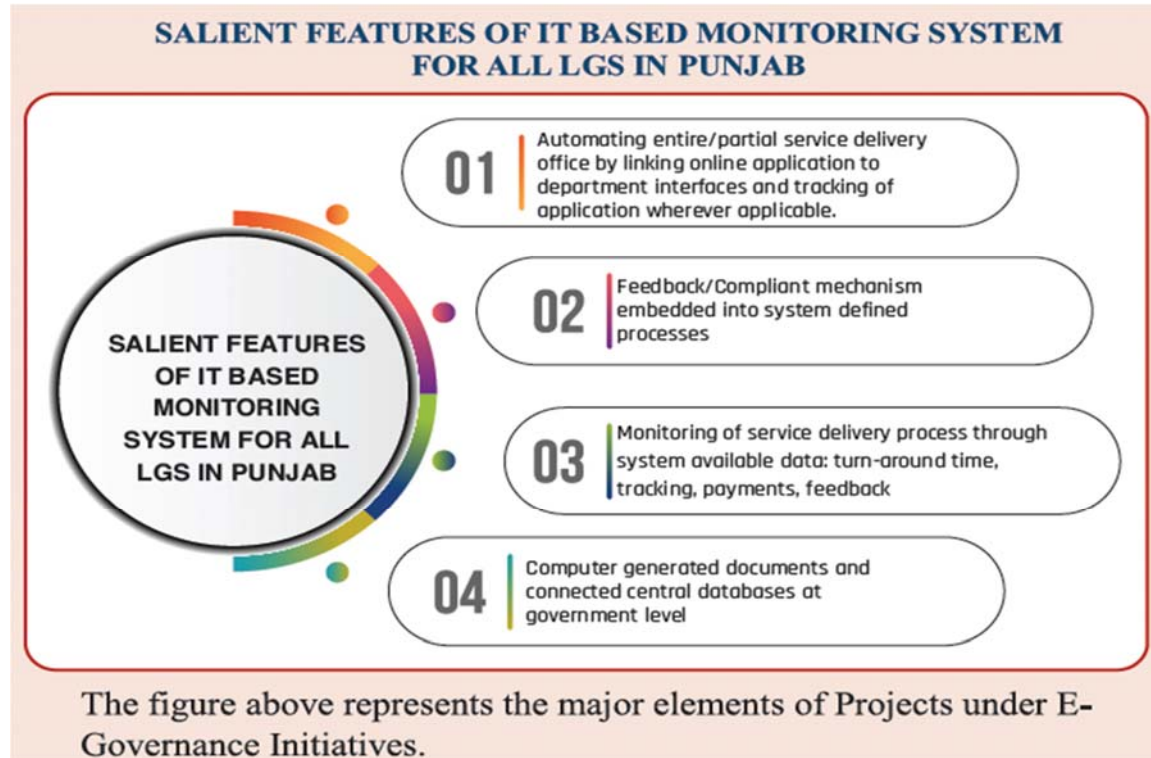
2. IT Based Monitoring System for all LGs in Punjab

Local Government & Community Development (LG&CD) department has launched a program to strengthen resource & operations management system of its LGs by undertaking several IT initiatives to improve the efficiency of service delivery, transparency & smart monitoring.

Project Area 229 Local Governments (LGs) of Punjab

Duration: 5.5 Year (FY 2019-20 - 2024-25 Till Dec 2024)

Project Cost: PKR 371.19 Million



Program Overview

LG&CD Department provides vital services to the Citizens of Punjab through its 'Local Governments (LGs). The project focuses on different functions mostly being accomplished by LGs under the supervision of LG&CD Department. The initiative is a joint venture of PMDFC & PITB under umbrella of LG&CD Department;

- **Financial Management Information System**

Salient Features:

- Preparation of Annual Budget
- Budget Utilization and revenue details of each other
- Payment & Receipt Detail
- Employees Payroll
- TA/DA & Employee Loan

- Security Receipts & Payments
- Booking Audit through Local Fund Audit (LFA)
- Budget & Cashbook Lock.
- Daily summary of all heads of income/ expenditures
- Current /available balance on a daily basis
- Payment & Receipt Detail
- Budget, Receipt, Expenditure Reports & Summary Reports

Achievements:

Financial Year 2023-24

- Estimated Income **269526.26 M**
- Estimated Expense **228824.55 M**
- Actual Income **132398.18 M**
- Actual Expense **120383.92 M**

Financial Year 2024-25

- Estimated Income **271401.38 M**
- Estimated Expense **250482.79 M**

- **Immovable Assets Management Information System**

Salient Features:

- GIS Mapping tagging of properties
- Categorization (Shops, Building, Bus Stands, Vehicle etc.)
- Rental Income (Current Rent Last Assessment, active/expire agreemer arrears)
- Ownership detail (Owned, Managed only, litigation)
- Issuance and Tracking of Assets
- Division, District, LG-Wise summary details

Achievements:

- Total Properties 61506
- Commercial Properties 50793
- Litigation 4800
- Monthly Rent 398 M
- Arrears 2439 M

- **Moveable Assets Management Information System**

Salient Features:

- Procurement Order with Suppliers, Manage Deliveries Invoice
- Categorization of Assets (Vehicles, Machinery, Furniture Fixtures, Electrical/Electronic, Office Equipment, etc.)
- Inspections Details of Assets, Generate Barcodes, Registration of all Assets, Details of each Asset

- Asset Insurance & Warranty, Asset Return
- Ownership control of each asset, Auction detail of each Asset
- Issuance and tracking of assets, HR Requirements against Each Asset

Achievements:

Categories

- | | |
|----------------|-----------------|
| • Vehicles | Cost: 1383.10 M |
| • Machinery | Cost: 5168.37 M |
| • Furniture | Cost: 1557.40 M |
| • Electronics | Cost: 359.55 M |
| • Electrical | Cost: 848.05 M |
| • IT Equipment | Cost: 99.65 M |
| • Other Assets | Cost: 734.26 M |

• **Pension Management Information System**

Salient Features:

- Profile Management of pensioner
- Checklist alert for registration of pensioner
- Categorization of pension case
- Automatic calculation of Pension, Gratuity
- Family Pension Registration
- Verification of pensioner after Six Months
- Pension Payroll (Bank Wise)
- Summary of Pension Contribution and Expenditure
- Bank wise Reports

Achievements:

- | | |
|---------------------|--------|
| • Total Pensioners | 44642 |
| • Family Pensioners | 7650 |
| • Actual Payment | 202.9M |
| • Payment LG's | 46 |
| • LCS Pensioner | 43082 |
| • LGS Pensioner | 1560 |
| • Working LG's | 156 |

• **E-Billing system for Taxation & Fees Collection (Water, Property & General Billing)**

Salient Features:

- User Profile Management
- System Generated Bills for each category.

- Digitalization of Fine, Taxation & Fee collection through Bank / Application & linking with the Bank of Punjab.
- Online Payments, Real-time reporting system.
- Track Revenue generated, Payments received/pending
- Message delivered to consumer for information of bill generation and due date for payment.
- E-Payment system launched in MC Sargodha for online billing receipts through different mode of payments.

Achievements:

• Commercial Properties	50792
• Working Property Billing LG's	98
• E-Billing Properties	37687
• Water Connection	432863
• Water E-Billing LG's	48
• Water Scheme	125

- LG's Residential Management Information System
- Sanitation & Solid Waste Management
- Human Resource Management Information System
- E-Tendering (previously E-Bidding) & E-Auctioning
- Building Control Management System
- Water Supply & Disposal System
- Annual Development Plan
- Daak Management System (E-FOAS)
- Complaint Redressal System
- Litigation Management Information System
- Performance Management by Monitoring of KPIs
- Suthra Punjab Program, Shehr – E – Khamoshan & UC Inspection

Progress to date

PMDFC developed and launched following modules in 229 Local Governments (LGs) of Punjab.

1. Local Government Financial Management System (LGFMS)
2. Immovable Assets Management Information System
3. Movable Assets Management Information System
4. Pension Management Information System
5. E-Billing system for Taxation & Fees Collection (Water, Property & General Billing)

3. Support To Strengthen the Local Services by Local Governments– GIZ Funded

Project Title	Support to strengthen the local services by local governments
Duration	20 th Sep 2023 to 31 st Oct 2024)
Approved Cost	€ 350,009
Target Areas	Selected Local Government in pre identified districts of Punjab includes (Sheikhupura, Toba Tek Singh, Jhelum & Lahore)
Project Objectives	<ul style="list-style-type: none"> • Development of regulatory framework such as bylaws, SOPs, guidelines, compendium of laws for the strengthening of local government services. • Capacity building of LG officials/officers and anticipated elected reps. • Strengthening/institutionalization of Punjab Local Government Academy (PLGA) Lalamusa
Output	The capacities of local government administration and elected representatives for the delivery of municipal services, taking into account the needs of vulnerable groups, are improved.
Output indicator	70 % of the 600 local government officials of the partner local governments of Punjab i.e., Jhelum, Sheikhupura, Toba Tek Singh & Lahore who participated in training demonstrated their expertise in implementing standard operating procedures or bylaws for municipal services that include quality standards, with 80% correct answers in post-training knowledge tests, of which 15% were female officials.

Activities Status:

Sr. No.	Activity	Status	Benefits/ impact
	Development of Compendium of Local Government Law, Rules, Bye-Laws, Instructions,	PMDFC has Developed Compendium of Local Government Laws, Rules, Bye-Laws, Instructions, Directions and Important Court Decisions.	<ul style="list-style-type: none"> • The initiative has enhanced local government officers' understanding of their roles and responsibilities, promoting effective service delivery. • The comprehensive compendium, aided local government officers in

	<p>Directions and Important Court Decisions</p>		<p>navigating legal frameworks and making informed decisions.</p> <ul style="list-style-type: none"> • This resource facilitated more responsive local governments and improve municipal service efficiency, ultimately benefiting communities.
	<p>Support to Minorities for Registration of Marriage and Divorce in Punjab</p>	<p>Through stakeholder consultations, draft rules for Hindu marriage and divorce registration were developed and submitted for approval to LG&CDD and subsequently to Cabinet. The process involved engagement with minority representatives and relevant government departments, facilitating consensus-building and ensuring the rules align with community needs and legal requirements.</p>	<ul style="list-style-type: none"> • The activity's impact is twofold: it addresses the specific needs of minority communities regarding marriage and divorce registration while also enhancing collaboration between government departments and stakeholders. By identifying and addressing bottlenecks in the registration process, the initiative promotes inclusivity and equal access to legal services for minority groups, contributing to social justice and cultural recognition. • Furthermore, the collaborative approach adopted in developing the draft rules fosters trust and cooperation between minority representatives and government agencies. This not only ensures that the rules are culturally sensitive and practical but also strengthens the relationship between local governments and minority communities. • The forwarding of finalized rules for approval signifies progress towards institutionalizing more inclusive and responsive governance practices. Once approved, these rules will streamline the marriage and divorce

			<p>registration process for Hindu and Sikh communities, potentially serving as a model for similar initiatives in other regions.</p> <ul style="list-style-type: none"> • Overall, the activity demonstrates a commitment to improving municipal service delivery and ensuring equitable access to legal services for all citizens, regardless of their religious or cultural backgrounds. It represents a significant step towards fostering social cohesion and advancing minority rights within the framework of local governance in Punjab.
	<p>Development of Training Module and Provision of Training on Public Service Ethics</p>	<p>A comprehensive training program was conducted in two sessions (on January 4, & April 25, 2024) to enhance the ethical conduct, empathy, and communication skills of 154 local government officers across all levels, including Deputy Directors, Assistant Directors, Chief Officers, Municipal Officers and other professionals involved in municipal service delivery. 20% of them were women officers.</p>	<ul style="list-style-type: none"> • The training program's impact is multifaceted, fostering a culture of ethical conduct, empathy, and professionalism within local government institutions. By equipping officers with the necessary skills and knowledge, the program enhances the quality of municipal service delivery and strengthens public trust in municipal governance. • The program will instill principles of ethics, empathy, and effective communication to improve public relations and satisfaction within municipalities. • Participants acquired effective communication techniques, leading to improved handling of local inquiries, complaints, and crisis situations.

			<ul style="list-style-type: none"> • Overall, the training program not only enhances the capacity of individual officers but also strengthens the institutional framework of local governance. By promoting ethical behavior, empathy, and effective communication, the program contributes to building more responsive, transparent, and accountable local government institutions that prioritize the well-being and satisfaction of citizens.
	<p>Exposure Visit for officers of LG&CDD to Khyber Pakhtunkhwa (KP)</p>	<p>An exposure visit to Khyber Pakhtunkhwa (KP) aimed to foster collaboration and knowledge exchange between KP and Punjab's local governance institutions, focusing on water, sanitation, and solid waste management. Delegates engaged in meetings and site visits to learn about ongoing projects and innovative practices.</p> <p>18 Delegates comprised 17 Men officers and 01 Woman officer gained into efficient insights sanitation services and innovative practices, including SCADA systems and waste segregation facilities. They visited water supply tanks and treatment</p>	<ul style="list-style-type: none"> • The exposure visit facilitated collaboration and knowledge exchange, enhancing understanding and cooperation between KP and Punjab's local governance institutions. • Delegates learned from successful models and innovative practices, identifying actionable steps to address shared challenges in water, sanitation, and solid waste management. • Mayor Swat, Shahid Ali Khan's proactive leadership exemplifies effective municipal administration, inspiring delegates and setting a benchmark for proactive planning and sustainable development. Discussions emphasized the critical role of elected representatives and the potential of e-governance tools in enhancing efficiency and service delivery.

		<p>plants, witnessing firsthand the strides made by WSSC Mingora, Swat.</p>	<ul style="list-style-type: none"> • Recommendations for tariff revisions, networking, and operational contracts aim to improve service standards and financial sustainability. Successful models, such as proactive engagement with local bodies and disaster risk reduction efforts, offer valuable insights for replication in Punjab. • Overall, the visit fostered meaningful dialogue and identified actionable steps for continued collaboration, laying the groundwork for improved water, sanitation, and solid waste management practices across KP and Punjab. The exchange of ideas and best practices will contribute to building more resilient and sustainable local governance institutions, benefiting communities in both regions.
	<p>Peer to Peer learning program for women officers of LG&CDD Punjab</p>	<p>PMDFC organized a peer-to-peer learning visit for over 20 women officers from Punjab's Local Government Department to Khyber Pakhtunkhwa (KP). Led by Special Secretary LG&CDD Asia Gul, the delegation engaged in discussions and site visits to understand KP's municipal service delivery dynamics and governance initiatives. Delegates gained insights into KP's effective municipal</p>	<ul style="list-style-type: none"> • The visit empowered women officers and enriched their understanding of innovative governance practices. • This exposure broadened their perspectives and instilled confidence in implementing similar initiatives back in Punjab. • It also fostered inter-provincial collaboration, strengthening partnerships between Punjab and KP. • The insights gleaned have informed decision-making processes, guiding the formulation of initiatives aimed at enhancing municipal service

	<p>service delivery mechanisms, including waste management models and infrastructure development projects. They explored strategies for economic empowerment, women's participation, and environmental conservation, identifying areas for improvement and potential replication in Punjab.</p>	<p>delivery, promoting gender inclusion, and fostering environmental sustainability within Punjab's local governance framework.</p> <ul style="list-style-type: none"> • The visit's recommendations are poised to drive tangible improvements in municipal service delivery and governance efficiency, contributing to the collective progress and prosperity of both provinces.
<p>Development of SOPs & Provision of Training on Environment and Social Management (E&SM)</p>	<p>To enhance municipal service delivery, GIZ & PMDFC has developed Standard Operating Procedures (SOPs) for Environment and Social Management at the local level. These SOPs are designed to ensure a holistic and integrated approach that considers the long-term sustainability of the municipality and the well-being of its residents. By incorporating environmental and social aspects into municipal operations, PMDFC aims to promote responsible and sustainable development practices. Furthermore, collaborative efforts between municipal authorities, community</p>	<ul style="list-style-type: none"> • The Training and implementation of SOPs for Environment and Social Management holds the potential to significantly impact municipal service delivery in Punjab. By integrating environmental and social considerations into local governance practices, • PMDFC aims to foster responsible and sustainable development. This could lead to improved environmental stewardship, heightened community engagement, and enhanced service delivery outcomes for residents. • Collaborative efforts between municipal authorities, community organizations, and stakeholders may strengthen partnerships and promote collective action toward common goals. • Through effective training, LG officers could gain the capacity to implement SOPs, resulting in more

		<p>organizations, and other stakeholders are emphasized to effectively implement these SOPs and achieve the desired objectives.</p> <p>As a result of implementing the SOPs for Environment and Social Management, 50 no. of LG officers in Punjab will receive training on these procedures.</p> <p>Additionally, post-training knowledge tests will indicate the improvement in understanding and implementing environmental and social management practices in municipal service delivery.</p>	<p>informed decision-making and improved service delivery practices.</p> <ul style="list-style-type: none"> • Ultimately, this initiative could contribute to building resilient and inclusive municipalities capable of addressing environmental challenges and promoting community well-being.
	<p>Development of SOPs & Provision of Training on Gender-Responsive Municipal Service Delivery at the local level</p>	<p>Under the project PMDFC has formulated Standard Operating Procedures (SOPs) for Gender-Responsive Municipal Service Delivery, aiming to foster inclusivity and equity in local governance. These SOPs are meticulously designed to address the specific needs and concerns of diverse genders within the community. By integrating gender-responsive practices into municipal service delivery,</p>	<ul style="list-style-type: none"> • The implementation of SOPs for Gender-Responsive Municipal Service Delivery holds the potential to catalyze transformative change within local governance structures and communities. • By institutionalizing gender-responsive practices, PMDFC not only ensures compliance with legal requirements but also fosters a culture of inclusivity and empowerment. • Through targeted training and capacity building, local government officers gain the necessary skills and awareness to address gender

		<p>PMDFC seeks to promote social justice and empower marginalized groups. Through proactive measures and adherence to legal mandates, PMDFC ensures that local services cater to the needs of all individuals, irrespective of gender, fostering a more cohesive and progressive society.</p> <p>Training and Implementation of SOPs for Gender-Responsive Municipal Service Delivery enhances service effectiveness, compliance with legal frameworks, and community engagement. It facilitates the provision of services tailored to the diverse needs of individuals, promoting inclusivity and equitable access to municipal services.</p>	<p>disparities effectively. This leads to improved service delivery, as municipal services become more responsive to the unique needs of women, men, and gender-diverse individuals.</p> <ul style="list-style-type: none"> • Moreover, by encouraging community participation and engagement, these SOPs pave the way for more democratic decision-making processes, where all voices are heard and considered. • The possible impact extends beyond service delivery, influencing broader societal norms and attitudes towards gender equality. As communities witness tangible improvements in service accessibility and responsiveness, trust in local governance institutions grows. This, in turn, fosters social cohesion and strengthens the social contract between citizens and local authorities. Ultimately, the adoption of SOPs for Gender-Responsive Municipal Service Delivery contributes to the creation of a more inclusive, just, and resilient society, where every individual, regardless of gender, has equal opportunities to thrive and participate in local development initiatives.
	<p>Development of SOPs & Provision of</p>	<p>PMDFC with assistance of GIZ has formulated Standard Operating</p>	<ul style="list-style-type: none"> • The key result achieved will be the improved adherence to safety protocols and the adoption of

	<p>Training on Occupational Health, and Safety (OHS) for Sanitary Workers</p>	<p>Procedures (SOPs) focusing on Occupational Health and Safety (OHS) specifically tailored for sanitary workers. These SOPs aim to ensure the protection and welfare of workers while also advocating for environmentally sustainable practices. The development of these SOPs underscores commitment of PMDFC to promoting safe working conditions and upholding sanitation standards in line with best management practices. Moreover, PMDFC plans to conduct training sessions in collaboration with local governments to facilitate the effective implementation of these SOPs, further emphasizing its dedication to enhancing worker safety and fostering responsible sanitation practices.</p> <p>Through the formulation and dissemination of SOPs for OHS among sanitary workers, PMDFC aims to enhance workplace safety standards and promote environmentally responsible sanitation practices.</p>	<p>sustainable sanitation practices among sanitary workers, contributing to a safer and healthier work environment.</p> <ul style="list-style-type: none"> • The implementation of SOPs for Occupational Health and Safety (OHS) for sanitary workers is poised to have a multifaceted impact. • Firstly, it will lead to a significant improvement in the working conditions of sanitary workers, reducing the risk of workplace accidents and occupational hazards. By prioritizing worker safety, PMDFC not only demonstrates its commitment to human welfare but also fosters a culture of respect and dignity for these essential frontline workers. • Secondly, the adoption of environmentally responsible practices outlined in the SOPs will have a positive impact on the surrounding ecosystem. By promoting proper waste management techniques and minimizing environmental pollution, PMDFC contributes to the preservation of public health and ecological balance in communities where sanitation workers operate. • Furthermore, the provision of training sessions in partner local governments facilitates knowledge transfer and capacity building, empowering local authorities to enforce safety standards effectively.
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			<p>This collaborative approach strengthens institutional capacity and fosters a culture of compliance with OHS regulations, thereby enhancing the overall effectiveness of sanitation services delivery.</p> <ul style="list-style-type: none"> Overall, the development and implementation of SOPs for OHS among sanitary workers not only safeguard worker well-being and promote sustainable practices but also exemplify GIZ's & PMDFC's commitment to advancing social equity, environmental stewardship, and effective governance in the sanitation sector.
	<p>Development of Training Module & Provision of Training on Public Private Partnerships for better municipal services</p>	<p>Under the GIZ funded project "Support to Strengthen Local Services by Local Governments," PMDFC has developed a comprehensive training module on public-private partnerships (PPPs) tailored for local government officers. This initiative aims to enhance the capacity of 100 officers in municipal governments by imparting knowledge on PPP models for improved municipal service delivery. The training will cover various aspects of PPPs, including conceptual frameworks, legal frameworks, risk</p>	<ul style="list-style-type: none"> The development and delivery of training on PPPs to local government officers under the GIZ funded project "Support to Strengthen Local Services by Local Governments" hold significant potential for catalyzing positive change in municipal service delivery. By equipping officers with knowledge of PPP models, PMDFC enables them to explore innovative solutions for addressing infrastructure gaps and improving municipal service provision in their respective localities. One potential impact is the enhancement of municipal service delivery efficiency and effectiveness. Through the adoption of PPP models, local governments can leverage private sector expertise and

		<p>assessment, financing mechanisms, and case studies illustrating successful PPP models in municipal service delivery. By equipping officers with this specialized training, PMDFC seeks to empower them to effectively engage in PPP projects, thereby enhancing service delivery and infrastructure development in their respective localities. Following the development of the training module, PMDFC will conduct training sessions for 100 local government officers. These officers will gain a comprehensive understanding of PPP concepts and models, enabling them to explore innovative approaches to municipal service delivery. Through case studies and practical examples, participants will learn how PPPs can be leveraged to address infrastructure challenges and improve municipal service quality in their communities.</p>	<p>resources to deliver services more efficiently, ensuring better outcomes for residents while optimizing the use of public funds. Additionally, by showcasing successful PPP case studies, the training module inspires officers to explore new approaches and collaborate with private partners to overcome service delivery challenges.</p> <ul style="list-style-type: none"> • Furthermore, the training on PPPs fosters a culture of innovation and collaboration among local government officers. By exposing them to diverse PPP models and best practices, PMDFC empowers officers to think creatively and develop customized solutions tailored to the unique needs of their communities. This fosters a conducive environment for experimentation and learning, driving continuous improvement in municipal service delivery. • Overall, the training initiative on PPPs not only builds the capacity of local government officers but also lays the foundation for sustainable and inclusive development by promoting effective public-private collaboration in municipal service delivery. Through enhanced knowledge and skills, officers are better equipped to navigate the complexities of PPP projects and drive positive change in their communities.
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4. Revitalization of Sewage Pond at Rajanpur

Project Area:	Rajanpur
Duration:	3 - months
Project Cost:	PKR 13 Million

Objectives

- Revitalization of wastewater pond at Rajanpur to cater and treat the wastewater
- Improvement in quality of wastewater which can be used for irrigation without further treatment

Salient Features

- Provide wastewater treatment facility for the domestic sewage to improve the environment and water quality
- Treat the domestic wastewater so as to meet the National Environmental Quality Standards (NEQS)
- Helps in improvement of Groundwater Quality
- Improves air quality in its vicinity
- Facilitates good conditions / environment for aquatic life
- Improves ecology and quality of civic life
- Provides recreational site for the village.

Progress to date

- Project approved from UNICEF
- Civil works to start by end of July

A comprehensive visit to Rajanpur was undertaken to assess the revitalization of the sewage pond at Haji Pur, with a diverse team led by Arsalan Idrees, PO Procurement, and Salman Ahmad, PO Infrastructure Development from PMDFC under the directions of PMDFC. The delegation included Dr. Muhammad Afzal from NIBGE, Mr. Abdur Rehman and Mr. Nisaar Salahudin, DPOs from the regional office, UET Environmental Internees, a Civil Contractor, PR team and the Chairman of UC Haji Pur. Additionally, the team evaluated a prospective project at Bukhara Sharif and engaged in productive discussions with representatives from the District Council, underscoring the collaborative efforts towards sustainable rural development.



5. Cities Stunting Reduction (CSR) Program - World Bank Funded

Cities Stunting Reduction (CSR) Program/ Punjab Inclusive Cities program

1. **Name of the Project** Cities Stunting Reduction (CSR) Program
2. **Sponsoring Agency** World Bank through LG & CD Department
3. **Executing Agency** Punjab Municipal Development Fund Company
4. **Location** Punjab Province (Intermediate Cities of the Punjab)
5. **Targeted Population** 6 million
 - Clean Drinking Water Networks (**USD 100 million**)
 - Comprehensive Sewerage Systems (**USD 200 million**)
 - Development Pilot Sanitary Landfill Site for Solid Waste Management (**USD 100 million**)
6. **Cost**

80% cost share will be financed by **World Bank** in the form of longer tenor loan in accordance with policy parameters for borrowing from multilateral donors

20% cost share will be borne by the partner agencies
7. **Period of Implementation**

Planned Commencement date: **June 2025**

Expected Completion date: **June 2030**
8. **Approving Forum** **Provincial External Financing Assessment Committee (PEFAC)/SCCFD**

9. Brief Description:

Forty percent (40%) of children under five suffer from stunted growth in Pakistan with little progress in reducing child stunting over recent decades. The crippling impacts of stunting are irreversible and lead to lowering educational attainment, economic productivity, and income earning potential. The levels of stunting and the prevalence of diarrhea are high in urban as well as rural areas. A systematic review of extant literature shows strong evidence that sanitation and solid waste are critical environmental factors for stunting incidence in children. Due to poor sanitation, raw sewage is routinely mixed with ground and surface water resulting

in contamination of water with fecal pathogens like E. coli bacteria. The bacteria can permanently damage the intestinal villi of young children making it difficult for them to absorb nutrients leading to both stunting and a compromised immune system, with lifelong health challenges. Similarly, solid waste products remaining in domestic environments and consumption of leachate-contaminated water is associated with childhood stunting.

The Government of the Punjab is committed to improve the Urban Environment in the province. Key sectors contributing to high incidence of stunting and GHG emissions include low quality and coverage of wastewater and solid waste collection systems and their inadequate disposal. Moreover, in many areas, the quality of water available to citizens is contaminated, particularly when it gets mixed with wastewater due to old or sub-standard networks. The World Bank's concessional financing needs to thus be requested to create physical assets that will contribute towards the welfare of the population of Punjab.

PMDFC as the implementing agency of World Bank-funded projects since its establishment has the experience and expertise in these sectors, and is well poised to implement the CSR Program in selected intermediate cities of Punjab by delivering water supply networks, comprehensive sewerage systems including construction of wastewater treatment plants, and development of landfill sites.

10. Program Benefits:

- Provision of clean drinking water
- Provision of comprehensive sewerage system
- Treat the wastewater to meet the Provincial Environmental Quality Standards (PEQs)
- Improvement of food chain quality by safe irrigation
- Safe management of solid waste
- Improve quality of life
- Minimize waste generation and maximize resource efficiency
- Stunting Reduction, Air Quality Improvement etc.
- Achieved Sustainable Development Goals (SDGs)
- Reduction in GHG emissions
- To create economic opportunities
- Poverty alleviation by job creation, new economic activities, and improving equity
- Creation of Physical Assets (Water Supply, Sewerage & Storm Water Drainage Network)

- Contribution towards welfare of the population
- Contribution towards Economic growth of the Province
- Concessional Financing/low interest loan (to be further negotiated with WB)

11. Scope of Proposed Program:

- Comprehensive Sewerage networks with Wastewater Treatment;
- Expansion & improvement of Water Supply networks/Drinking water supply;
- Storm water drainage networks, local drainage, & water conservation solutions;
- Infrastructure for solid waste diversion (material recovery) & disposal (landfill possibly through PPPs);
- Revenue Enhancement for sustainability of interventions

Status of PC-I/ PC-II:

The feasibility study shall be carried out upon the clearance of the proposal. PC-I/ PC-II will be prepared upon the clearance of the concept proposal by the Competent Forum.

6. PMDFC's Support as Technical Arm of LG&CDD

1. Centralized Dashboard for LGs to Steer and Monitor LG&CD Initiative & Guidelines

- Development of data acquisition proformas required by LG&CD Department
- Successful execution of Eid-ul-Adha Monitoring Dashboard appreciated by (CM Punjab and Minister LG&CDD)
 - Cattle Markets & Inspection of Cattle Markets
 - Eid Contingency Plans
 - Footfall of Animal in Markets
 - Actual Waste Lifting, disposal and dumping Sites
 - Eid-ul-Adha Complaints
 - Awareness campaign and Pana flexes installed
- Data of Sanitary Staff Deputed on Eid-ul-Adha Activities
- Data Collection and Analysis of Financial health of LGs and future targets for CM Punjab
 - 7 years Income and Expenditure with next year targets
 - 7 years PFC data with next year targets
 - 7 years TTIP and UIPT data with next year targets
 - 7 years Water Connections and Water Rate Income with next year targets
 - 7 years Properties and Rent Collection with next year targets
 - 7 years Building Plans Approval Cases and Fee Collection with next year targets
- Daily activities monitoring on
 - Anti-Smog, Encroachment Removal, Stray Dogs & Garbage Fine
- Monsoon Monitoring Dashboard
 - Desilting of Drains
 - Establishment of Relief Camps
 - Rain water Measurement and dewatering arrangements
- Street Lights Metered and Un-metered connections
- Solid Waste Generation, Disposal and related Expenditure
- Making Repository of Private Housing Schemes in Punjab
 - Approved and Legal Schemes and Illegal Schemes
- Tree Plantation during Spring Season 2024 by local governments and union councils
- Details of Roads in Punjab for base line working to support CM Punjab Roads Development and maintenance Project
- Dashboard to monitor Punjab Sanitation Campaign 2024
- Collection of Ten Years Data for Income and Expenditure 2013-2023
- TTIP quarterly performance by local governments in Punjab

- Details of all Litigations in local governments
- Collection of LG's liabilities, Income and Expenditure data for Finance Department
- Street Lights Electricity Units Consumptions month wise, for Energy Department
- Monitoring of [Encroachment removal activities - Roads, Streets, Drains](#)
- LG Regularization Orders of Daily Wagers
- Elected Representatives
 - LG wise
 - UC Wise
- Optical Fiber Detail in LGs and Optical Fiber Detail in Housing Schemes
- Data of Electrician Staff in LGs
- BTS Towers Details in LGs
- LG Slaughter Houses
- LG Daily Wages Employees
- LG Commercial Properties Detail
- Head of Accounts of Fees in LGs
- Private Housing Schemes Graveyards Area
- Immoveable Properties Proformas
 - Chief Officers and MO/DO (R) Details
 - Proforma 1 - LGs Commercial Properties
 - Proforma 2 - Property Rent Collection
 - Proforma 3 - Property Rent Assessment
 - Proforma 4 - Property Rent Agreements
 - Proforma 5 - Illegal Occupants
 - Proforma 6 - Court Cases
- Commercial Properties Litigations in LGs
- Street Lights and Electricity Connections in LGs
- Illegal Buildings Details in LGs
- MnR Budget of District Councils & Corporations in Punjab
- SWM & Disposal Details
- On-going Schemes Details FY 2023-24
- ADP Schemes 2023-24 and Funds Detail
- Punjab Dengue / Sanitation Week - August 2023
- Electric Meters with LGs
- Upload ADP Schemes Certificates

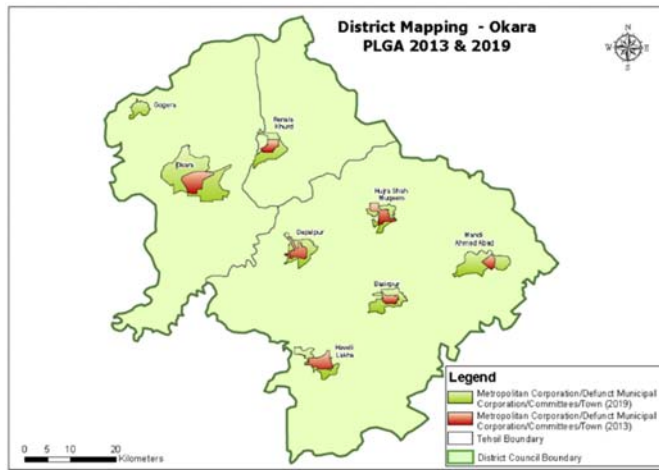
B. Punjab Resource Improvement & Digital Effectiveness (PRIDE)

- Rolling out Financial Management System (FMS) to entire 229 Local Governments of the Punjab

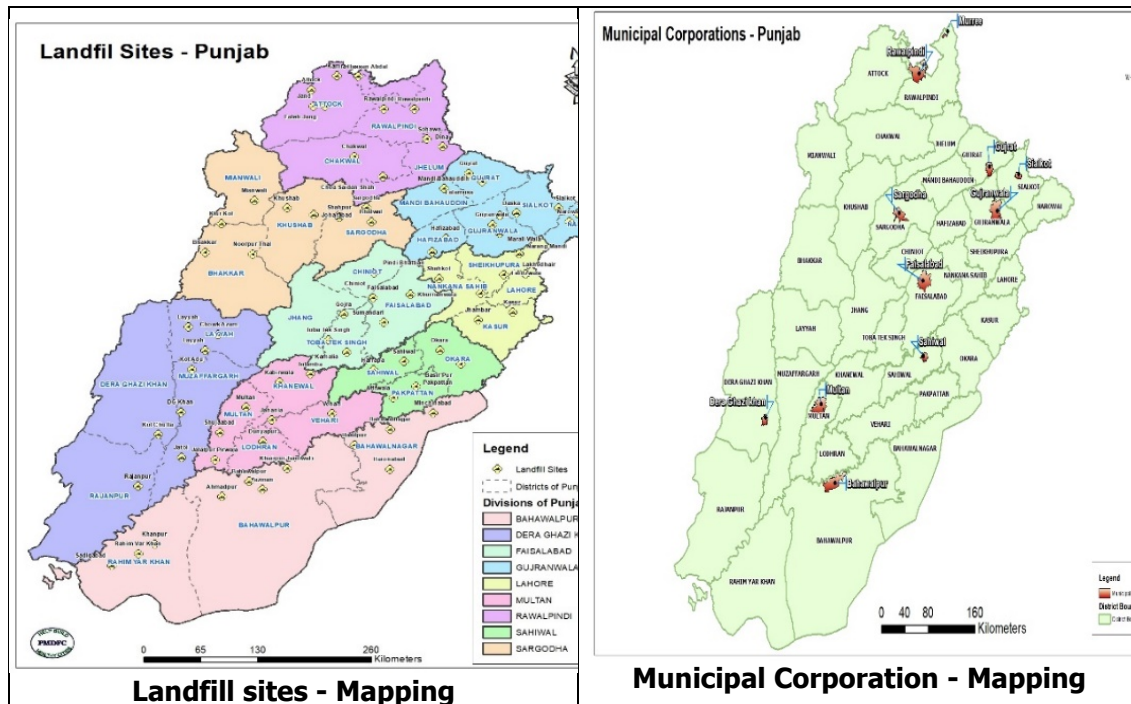
C. Daily reporting on Anti-Smog activities

- PMDFC GIS Section daily reporting on Anti-Smog activities by Municipal Committees of the Punjab to DG Office - LG&CDD and Environment Protection Department through LG&CDD connecting dashboard

D. Prepared District mapping for LG&CDD



- Developed Landfill site's location mapping of the Punjab, District Sahiwal mapping with Municipal Committees and Municipal Corporation mapping for LG&CDD



Landfill sites - Mapping

Municipal Corporation - Mapping