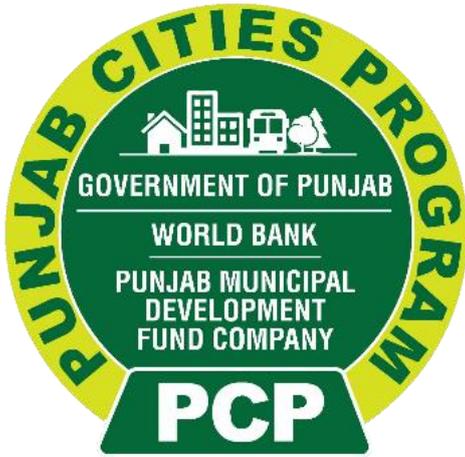




THE WORLD BANK
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Bi-Annual Progress Report (From January 01, 2023 to June 30, 2023) Punjab Cities Program

Punjab Municipal Development Fund Company

www.pcp.pmdfc.punjab.gov.pk

TABLE OF CONTENTS

1. Introduction	1
2. Summary of Activities /Achievements by Program Component	2
2.1. Highlights of Key Accomplishments	2
2.2. Funds Allocation and Utilization	3
3. Assessment of DLRs	4
4. Various Meetings, Visits and Progress Review Sessions - DLRs	6
5. Environment and Social Safeguards	11
6. Institutional Strengthening	17
7. Upgradation of PMS, CTS Transformed Into GRM, & MCs' Websites	19
8. Determining Economic Potential of 16 Cities PCP	26
9. Three-Year, Rolling, Integrated Development And Asset Management Plans (IDAMP) for 16 Program MCs Under PCP	29
10. Procurement	32
11. Infrastructure Development	38
12. Energy Management And Operation & Maintenance	43
13. Geographic Information System (GIS)	48
14. Communication	50
Annexure	53

ACRONYMS

APA	Annual Performance Assessment
ADP	Annual Development Program
CFMS	Computerized Financial Management System
CTS	Complaint Tracking System
DLI	Disbursement Linked Indicator
DLR	Disbursement Linked Results
EHS	Environment Health & Safety
ESFPs	Environment & Social Focal Persons
ESMF	Environment and Social Management Framework
ESSA	Environment & Social Systems Assessment
FABS	Financial Accounting & Budgeting System
FD	Finance Department
FY	Financial Year
GDP	Gross Domestic Product
GIS	Geographical Information System
GoPb	Government of Punjab
IDAMP	Integrated Development and Asset Management Plan
IPC	Interim Payment Certificate
IPF	Investment Project Financing
IS	Institutional Strengthening
LG & CDD	Local Government and Community Development Department
M&R	Maintenance & Rehabilitation
MACs	Minimum Access Conditions
MC	Municipal Corporation/Committee
MO (F)	Municipal Officer (Finance)
MO (I)	Municipal Officer (Infrastructure)
MO (P)	Municipal Officer (Planning)
MO (R)	Municipal Officer (Regulation)
NOC	No Objection Certificate
OSR	Own Source Revenue
O&M	Operations & Maintenance
P for R	Program for Results
PAD	Program Appraisal Document
PBG	Performance-Based Grants
PCP	Punjab Cities Program
PCRs	Polymerase Chain Reactions
PLGB	Punjab Local Government Board
PLGA	Punjab Local Government Act
PM	Performance Measure
PMDFC	Punjab Municipal Development Fund Company
PMS	Performance Management System
PPRA	Public Procurement Regulatory Authority
PURR	Punjab Urban Reform Roadmap
SLG	Secretary Local Government
SOPs	Standard Operating Procedures
TOR	Terms of Reference
ULGs	Urban Local Governments
VO	Variation Order
WB	World Bank

1. Introduction

Government of Punjab prepared “Punjab Cities Program” with the assistance of the World Bank (WB) by analyzing the economic activities in the main cities of Punjab. For exploiting the economic growth potential of the cities some policy reforms have been proposed in the Punjab Cities Program, which are in line with Vision 2025 & Punjab Growth Strategy.

To fulfill DLIs, a comprehensive framework is developed encompassing the process activities, roles & responsibilities of the stakeholders and documentation required as per the agreed Means of Verification. PMDFC is continuously monitoring construction activities through its field teams and supervision consultants. PMDFC teams are also providing requisite backstopping support to MCs staff in building the capacity of MCs to handle such kind of donor-funded projects. This report (developed by Kiran Saba, DPO-IS under the esteemed supervision of Syed Zahid Aziz, MD-PMDFC and guidance from Mahmood Masood Tamana, GM-ID) provides a glimpse of efforts accomplished by PMDFC Team from time to time. Moreover, the team is also putting its best efforts to accomplish the specific requirements to fulfill DLIs for subsequent releases. The report encompasses activities majorly carried out during the time period from January 01, 2023 to June 30, 2023.

1.1 Program Development Objective

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

1.2 Program Cost

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

Share	USD (Million)	PKR. (Million)
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 Corporations/ Committees) included in the Program

North Punjab	Projected Population 2022	Centre Punjab	Projected Population 2022	South Punjab	Projected Population 2022
Daska	218,767	Gojra	194,393	Bahawalnagar	215,408
Hafizabad	306,194	Jarranwala	247,332	Burewala	316,035
Jhelum	278,538	Jhang	530,206	Khanewal	246,447
Kamoke	292,900	Kamalia	156,245	Kotaddu	198,621
Muridke	280,859	Okara	521,123	Vehari	191,785
Wazirabad	149,023				

2. Summary Of Activities /Achievements by Program Component

2.1. 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)
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 and 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

2.2. Funds Allocation and Utilization

Components' Allocation

Table 4: Program 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

Table 5: Actual Releases and Utilization (*upto June 30, 2023)

Financial Year	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	-	-
	Sub-Total	1,627.53	10.72	17.47	0.11
2020-21	IPF-PMDFC	160.00	0.99	289.36	1.84
	PBGs-MCs	7,065.05	42.64	960.96	6.35
	Sub-Total	7,225.05	43.64	1,250.33	8.18
2021-22	IPF-PMDFC	651.49	3.65	341.85	2.03
	PBGs-MCs	8,504.96	53.93	1,116.56	7.01
	Sub-Total	9,156.45	57.59	1,458.42	9.04
2022-23 (till June 30, 2023)	IPF-PMDFC	907.94	3.481	590.52	3.088
	PBGs-MCs	14,473.44	50.56	2432.2	14.68
	Sub-Total	15381.38	54.04	3022.72	17.76
Total (2019 to 2022-23)	IPF-PMDFC	996.60	5.85	822.10	4.91
	PBGs-MCs	17,012.43	106.10	2,830.78	17.90
	Grand Total	18,009.03	111.95	3,652.88	22.81

*As per the Bank Statement for the period ending June 30, 2023.

3. Assessment of DLRs

MACs & PMs together enable all 16 MCs to access the full Performance Based Grants (PBGs) allocation. Compliance with MACs is a pre-condition to access the PBGs, and failure to satisfy any MAC disqualifies an MC from accessing its PBG for that year. The PMs build on the foundations laid by MACs and challenge the MCs to raise their performance to achieve incremental targets. MCs have been assessed against a set of MACs to access the DLI-1 grants (25% of total PBG envelope) & PMs to access the DLI – 2 grants (75% of total PBG envelope).

Targets for the Financial Year 2022-23 have been delineated and requisite backstopping support to MCs' staff has been provided to obtain targeted score for an independent assessment. Contextually, the set targets for FY 2022-23 have been achieved and DLRs have been confirmed by the WB for subsequent release of funds.

Annual Performance Assessment (APA) for Performance Based Grants (PBGs) in 16 Partner Cities under PCP – FY 2022 - 23

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 2022-23. 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 2023-24. The firm mobilized in the field in the month of June 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 Executive Committee (PEC) of PCP chaired by the Secretary LG&CDD during meeting held on 15-06-2023. Subsequently the final report has also been verified and validated by Program Steering Committee (PSC) meeting held on 16-06-2023 under chairmanship of Chairman P&D Board. Subsequently the APA final report has also been verified by the World Bank and confirmation of results achievement has been received. APA report stands approved at highest fora. Subsequently, USD 50.57 Million released in result of DLIs complied with Disbursement Linked Indicators in 2022-23.

Targeted Scores for FY 2022-23

The disbursement has been calculated on the basis of performance scores achieved by MCs. Minimum Targeted scores set for FY 2022-23, for all 16 MCs, to be achieved are given below;

Table 6: Target Scores

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

Achieved Scores by 16 PCP MCs

The detail of scoring achieved by the 16 PCP MCs (DLI-2; Performance Measures) after the Annual Performance Assessment is given below;

Table 7: Achieved Scores by 16 PCP MCs – FY 2022-23

	Investment Planning & Budgeting <i>(24 points)</i>	Own Source Revenues <i>(18 points)</i>	Procurement <i>(08 points)</i>	Financial Management & Audit <i>(12 points)</i>	Environment and Social Management <i>(10 points)</i>	Transparency and Accountability <i>(08 points)</i>	Urban Infrastructure <i>(20 points)</i>	Total Score of MC <i>(100 points)</i>
Bahawalnagar	16	16	8	12	10	6	11	79
Burewala	16	16	3	12	10	8	0	65
Daska	16	16	3	12	10	8	0	65
Gojra	16	16	3	12	10	8	13	78
Hafizabad	16	16	3	12	10	8	3	68
Jaranwala	14	16	3	12	10	8	7	70
Jhang	16	16	3	12	10	8	0	65
Jhelum	16	16	3	12	10	8	0	65
Kamalia	16	16	3	12	10	8	11	76
Kamoke	16	16	3	12	10	7	13	77
Khanewal	16	16	3	12	10	6	10	73
Kot Addu	16	16	3	12	10	8	3	68
Muridke	16	16	3	12	10	8	15	80
Okara	16	16	8	12	10	8	13	83
Vehari	14	16	3	12	10	8	0	63
Wazirabad	16	16	8	12	10	8	0	70
Average Score	16	16	4	12	10	8	6	72

4. Various Meetings, Visits and Progress Review Sessions - DLRs

i) The World Bank Delegation - Visits to MCs (08 – 09 June, 2023)

Senior officials from the World Bank convened two days visit to Punjab Municipal Development Fund Company (PMDFC), focusing on the ongoing development projects under the Punjab Cities Program (PCP). The delegation, consisting of Mr. Abedalrazq Khalil, Ms. Shalmaz Arshad, and Mr. Suhaib Rasheed, engaged in fruitful discussions and site visits to gain insights into the progress and impact of the projects.

On **June 08, 2023** the World Bank delegation visited the Punjab Municipal Development Fund Company (PMDFC) and held a meeting with Syed Zahid Aziz, MD-PMDFC, and Parvez Iqbal, Chairman, PMDFC Board. During the meeting, Mr. Aziz provided a comprehensive briefing on the various projects implemented under the PCP. The delegation then proceeded to the Municipal Committee Muridke, where they toured several project sites under the PCP. Syed Zahid Aziz, MD-PMDFC, Dr. Zainab Tahir, Administrator, MC Muridke, and other officials accompanied the delegation during the visit.

Continuing their visit on **June 09, 2023** the World Bank delegation arrived at the Municipal Committee Okara. They were warmly welcomed by Mr. Malik Ahmed Faraz Awan, ADCR/Administrator, MC Okara. Mr. Awan provided an overview of the ongoing projects valued at PKR 3200 million under the PCP during a meeting held at the Deputy Commissioner's office, followed by a field visit to various PCP sub-project sites. Syed Zahid Aziz, MD of PMDFC, and other senior officers of PMDFC were also present during the visit.



ii) Secretary LG & CDD - visits to various sub-project sites

On **June 03, 2023**, Dr. Irshad Ahmad, Secretary, LG & CD Department visited various sub-project sites in Gojra, Syed Zahid Aziz, the Managing Director of PMDFC, provided a detailed briefing to the Secretary about the updated progress on the ongoing projects under Punjab Cities Program in PCP partner city, Gojra.

On Feb 18, 2023 Dr. Irshad Ahmad, Secretary LG & CDD visited various sub-project sites, being carried out under PCP in Jhang. Syed Zahid Aziz, MD PMDFC briefed the Secretary about the updated progress on these initiatives, DC Jhang was also present during the visit. (<https://www.youtube.com/watch?v=kc-g-u3uikl>)

Pictorial View



iii) Additional Secretary LG & CDD - Progress Review of various initiatives under PCP

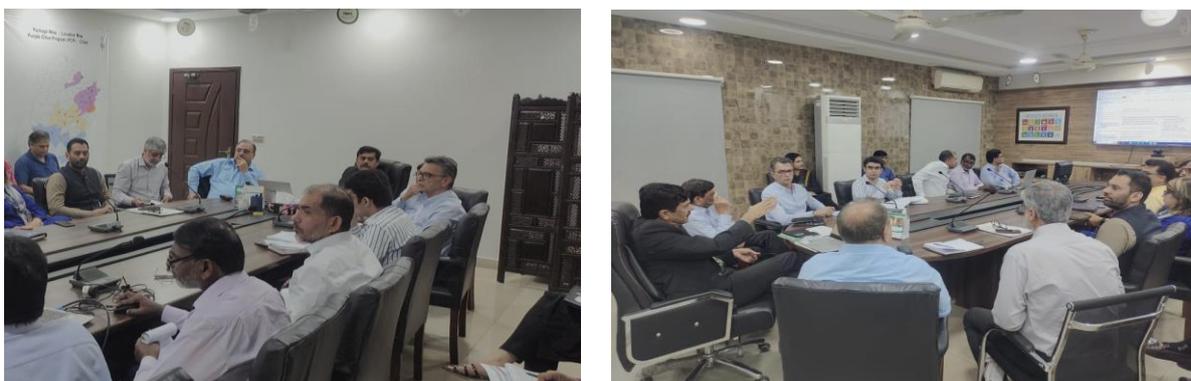
A meeting to review the progress of various initiatives being implemented under PCP was held on March 01, 2023 at PMDFC under the chairmanship of Additional Secretary LG&CDD. Syed Zahid Aziz, MD PMDFC shared updated progress of ongoing sub-projects and procurement of Solid Waste Machinery under PCP with Additional Secretary (Development), LG&CDD. Mr. Mahmood Masood Tamanna, GM(ID), Ms. Rizwana Anjum, SPO ESM, ID Team, Chief Officer & MO-IS of 08 PCP Partner MCs marked their attendance.



iv) Progress Discussion with APA Firm

A session was held with UHY Hassan Naem Consultant Firm to initiate discussions on the progress towards meeting the Disbursement Linked Indicators (DLIs) for the Annual Performance Assessment (APA). The session was convened under the chairmanship of MD-PMDFC, Syed Zahid Aziz. GM – ID Mr. Mahmood Masood Tamana, SPO – Procurement Mr. Zohaib Butt, SPO – ESM Ms. Rizwana Anjum, GM-Engg/DPD Mr. Iftikhar Rasool, SPO-ID Mr. Ashiq Ch. also discussed the major process activities related to concerned DLIs. Another Progress Review Meeting with M/s UHY-APA Consultants was held on June 02, 2023 under the chairmanship of MD-PMDFC regarding Annual Performance Assessment of 16 PCP Cities.

Pictorial View



v) Visits of APA Firm

On May 20, 2023 the consultancy firm UHY Hassan Naeem and Co (hired for conducting Annual Performance Assessment of 16 PCP Cities for FY 2022-23) visited the Municipal Committee (MC) Muridke for the Annual Performance Assessment for the year 2022-23. During the assessment several components including the MC Muridke website, Baldia Shikayat Dashboard, online and manual RTI system, and other features were thoroughly evaluated. Contextually, the firm conducted field visits in all 16 PCP Cities in order to conduct performance audit.

Visit of APA Firm - MC Muridke



Visit of APA Firm - MC Kamoke



Visit of APA Firm - MC Jhelum



vi) Progress Review Meetings – Preparation for DLIs Achievement for APA

A meeting to review progress on DLIs was held on April 03, 2023 at PMDFC head office. The meeting was presided by Syed Zahid Aziz, MD-PMDFC. The staff briefed MD, on the updated progress of DLIs, and MD, gave directions to accomplish the task within the stipulated time. Mahmood Masood Tamana, (GM - ID), Iftikhar Rasool, (DPD), Ashiq Ch, SPO ID, Rizwana Anjum, SPO-ESM, Zohaib Butt, SPO Procurement and POs (Program Officers), & DPOs (Deputy Program Officers) from PMDFC attended the meeting.

Another meeting was held on Feb 06, 2023 to review progress on DLIs and uploading of data on Google monitoring sheet. Syed Zahid Aziz, MD-PMDFC presided the meeting, he was briefed by the staff on updated progress of DLIs, MD directed staff to accomplish the task within the stipulated time. Mahmood Masood Tamana, GM-ID, Iftikhar Rasool, DPD and other officers from PMDFC attended the meeting. Various periodic meetings under the chairmanship of MD PMDFC have been convened during the APA activities.

DLIs' Progress Review Session held on April 03, 2023



DLIs' Progress Review Session held on May 13, 2023



5. Environment and Social Safeguards

Visit of APA Firm for E&S components of PCP

Annual Performance Assessment visit for E&S components of PCP, carried out by UHY Hassan Naeem & CO on 24.5.2023 of MC Kamoke and on 25.5.2023 of MC Okara to verify the Environment and Social compliance in field. The visit was led by Environmental Specialist Dr. Sidra from UHY consultants accompanied by SPO ESM, Rizwana Anjum and PO ESM Tehmina Kiran from PMDFC. Objective of visit was to verify E&S instruments documentation and site-specific implementation of E&S instruments of subprojects being executed under PCP.

Visit of APA Firm for E&S components of PCP (May 24, 2023)



The World Bank sessions - Environment and Social Management

The World Bank Team comprising Mr. Imran Ul Haq, Mr. Abdul Hafeez Buzdar & Ms. Nida Asif participated in two distinct discussion sessions today (20-06-2023) at the PMDFC Head office with the ESM and IS teams. Ms. Rizwana Anjum, SPO ESM, presented the progress of various initiatives being implemented by the Environment and Social Management Section. Meanwhile, Mr. Mahmood Masood Tamana, GM ID, provided detailed insights into Grievance Redress Management (GRM-Baldiya Shikyaat) & Awareness Campaign Strategy. The meeting was also attended by officers from the ESM & IS Sections.



Consultative session - Environmental and Social Assessment of Waste Water Treatment Plants (WWTP)

The PMDFC Head Office hosted a consultative session on June 19, 2023, to discuss the Environmental and Social Assessment of Waste Water Treatment Plants (WWTP) being developed under Punjab Cities Program (PCP). Chaired by Syed Zahid Aziz, MD PMDFC, the session was attended by Mr. Imran Ul Haq, Mr. Azhar Ud Din, Mr. Hafeez Buzdar, Ms. Nida Asif from The World Bank's Environmental and Social (E&S) Team, Ms. Rizwana Anjum, SPO ESM, other PMDFC team members, and consultant firms working on various projects. The primary focus of the meeting was to analyze different aspects of the WWTP design in accordance with the E&S Management guidelines.



Training workshop on compliance of ESMF

A training workshop on compliance of ESMF in PCP subprojects was held on April 11, 2023 at PCOM. The objective of the training was to enhance the skills of participating Staff (Chief Officer, Municipal Officer Planning) from 16 partner MCs for compliance with ESMF in upcoming subprojects under PCP. Mr. Parvez Iqbal, Chairman-BOD-PMDFC, and Syed Zahid Aziz, MD PMDFC also graced the occasion and shared their thoughts with the participants. 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, from The World Bank, Ms. Rizwana Anjum SPO ESM, Mr. Noor Ahmad, DD EIA @ EPA Punjab, Mr. Zohaib Butt, SPO Procurement moderated their relevant training sessions. Participating MC staff officials interacted through Group Activities and with resource persons to share their feedback/queries, admiring the learning opportunity.



3rd progress review meeting on (ESM) was held with MM Pakistan, NESPAK and Asian Consultants at PMDFC office.

3rd progress review meeting on Environment and Social Management (ESM) was held on January 09, 2023 with MM Pakistan, NESPAK and Asian Consultants at PMDFC office. Ms. Rizwana Anjum, SPO ESM, chaired the meeting, ESM specialist of consultant firms briefed the chair on status of E&S Screening & IRS Screening Checklists and other ESM components of Punjab Cities Program (PCP) subprojects being executed in 16 PCP partner MCs. Ms. Tehmina, PO - ESM and Mr. Waqas Anjum, DPO - ID also attended the meeting.

3rd progress review meeting on (ESM)



Meeting with E&S consultants

On April 17, 2023 a meeting was organized with E&S consultants to discuss the roles and responsibilities of supervision consultants during execution of civil works. Ms. Rizwana Anjum, SPO ESM chaired the meeting and instructed the consultants for site supervision in accordance with the E&S mitigation and management plans and Environment Health and Safety SOPs. Modalities of E&S supervision and monitoring and timelines were discussed in detail during the meeting.



Public Hearing for Environment and Social Impact Assessment of PCP Sub Projects

Public Hearing for Environment and Social Impact Assessment of "Rehabilitation and Improvement of Water Supply System in MC Bahwalanagar" held on 9th May 2023 at Administrator Office, Municipal Committee Bahawalnagar. A large number of people from local communities attended the public hearing in which a detailed presentation on the key features of ESIA report was delivered by the consultant team. Syed Asif Gillani, DPO Environment, Hassan Ali, DPO Social and Salman Mirza, PO ID responded to the questions raised by the participants.



ESM Mission of World Bank – visit to various PCP subproject sites in Jhang

The World Bank ESM team including, 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 visited PMDFC on 16-17 Mar. ESM Mission of World Bank visited various PCP subproject sites in Jhang followed by meetings with PCP/PMDFC ESM team, ID team and consultant firms working in PCP cities. Syed Zahid Aziz, MD PMDFC, Mr. Mahmood Masood Tamana, GM ID, Mr. Ashiq Ch, SPO ID and Ms. Rizwana Anjum, SPO ESM accompanied the Mission during visit and also attended the meeting.



6. Institutional Strengthening

Major Activities - Institutional Strengthening Section (PCP)

- Coordination with **M/s UHY Hassan Naeem & Co.**, Annual Performance Assessment Firm for DLI scoring and accomplished the assignment for withdrawal of PBGs for the year 2022-23
- 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 to fulfill
 - Coordination with MC staff for data collection against MACs & PMs
 - Provision of training to MC staff for functionality of already implemented e-governance initiatives.
 - Development /modification of reporting formats on data gathering related to PMS, GRM, Website & Right to Information (RTI) Act
 - Handholding of MCs staff to ensure functionality of systems
- Carried out review of the systems on periodic basis to estimate MC readiness for next steps towards improvement in systems
- Coordination with all sections of PMDFC regarding overall DLIs MACs & PMs accomplishment at MCs and fulfillment of documented evidences for Annual Performance Assessment.
- Development of 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 Google Active Sheet for monitoring of MACs and PMs under PCP DLI result areas and coordination with all sections of PMDFC and MCs for completion of documented evidences.
- Preparation of MC’s Staffing update on weekly basis
 - Collection of information about current staffing positions at MCs
 - HR Analysis of filled and vacant positions at MCs (Detail Given at Annex B).
- Upgraded Performance Management System (PMS), Complaint Tracking System (CTS) transformed in to Grievance Redress Mechanism (GRM) & update MCs’ Website for 16 Participating Cities by hiring Consulting Firm **M/S CyberVision Pvt. Ltd.**
 - Coordination with the Consulting firm in developing android applications/ dashboard/ systems to upgrade of Performance Management System (PMS), Complaint Tracking System (CTS) transform to Grievance Redress Management (GRM) & MCs Website Update for 16 Participating Cities.
 - Coordination with MCs for gathering requirements, feedback and suggestions on the upgraded systems.
 - Review of systems, giving feedback and incorporation for improvement
 - Coordination with MCs for their maximum participation in the training/ orientation sessions organized by the Consulting Firm
 - Close liaison with MCs in implementation of developed applications/ systems

- Organizing 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
 - Coordination with MCs staff for their maximum participation in trainings

Other Activities

- Development of PCP brief/ updates as and when required for onward sharing to World Bank, P&D Board & LG&CD Department
- Preparation & dissemination of PCP monthly & quarterly progress reports
- Preparation of Plans/ activities for MACs & PMs for year 2023-24
- Establish liaison with the Consulting Firm M/s EY Ford Rhodes for developing Integrated Development Asset Management Plan (IDAMP) in 16 PCP Cities
- Establish liaison with the Consulting Firm M/s FAME Education Consultants for determining Economic Potential of 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 are under progress.
 - Prepared proposals with cost estimate
 - Prepared detailed Job Description of 9 experts and 7 Support Staff of Support Units under PCP
 - Conduct interviews, shortlisting and offer call letters against vacant posts
 - Capacity Building of Punjab Local Government Board is under progress
 - For SPPU; Key experts have been hired and equipment and furniture has been procured.
- Revised Costing of Support Units of LG&CDD under PCP
- Revised Costing of the Support Units due to Price Escalation
- Revised Proposal of capacity building of PLGB under PCP
- Developing presentation/ agenda items/ discussion points for **Program Executive Committee (PEC)** Meeting and **Program Steering Committee (PSC)** Meeting

World Bank Mission Visit

- Developed MC Brief for the World Bank Team and other stakeholders
- Coordination and support provided to MC management (Okara & Muridke) in making presentations and briefing to World Bank Team
- Periodic presentation preparation on PCP

7. Upgradation Of PMS, CTS Transformed Into GRM, & MCs' Websites

PMDFC hired a consultancy firm, M/S CyberVision Tech. (Pvt.) Ltd.) under Punjab Cities Program (PCP) for upgradation of Performance Management System (PMS), Upgrade the existing complaint Tracking System (CTS) into Grievance Redress Mechanism (GRM) and MC websites.

Objectives of Consultancy Services

- Up-grade the existing Performance Management System (PMS) to include additional municipal service indicators for improved performance by MCs;
- Upgrade the existing complaint Tracking System (CTS) into Grievance Redress Mechanism (GRM) by developing database for citizens' complaints to operate systematically, and complaints registration and redress for enhancing the efficiency of MCs
- Upgrade the existing MC's websites to make them more interactive and dynamic to enable better information dissemination amongst stakeholders.
- Integrate the GRM system with MCs websites to disseminate information amongst stakeholders and encourage citizens' engagement to improve the efficiency of MCs towards improved service delivery

Under the said Program, various development initiatives regarding infrastructure sub projects, capacity building and certain e-governance initiatives have been introduced/ initiated for institutional strengthening of PCP participating 16 MCs. As these systems were developed as per IT technology available during 2010 therefore, it was needed to upgrade the systems. In order to achieve the said target, PMDFC hired the services of M/s CyberVision Tech (Pvt.) Ltd. for upgradation of Performance Management System, transforming Complaint Tracking System (CTS) in to Grievance Redress Mechanism (GRM) and turning static MC's website into dynamic ones. The key objectives of these systems are the monitoring the status of municipal service delivery, streamlining the complaint registration and redress process identification of problem areas and dissemination of information to citizens, in resulting improved service delivery. The detail regarding the upgradation of systems is as under:

CTS/ GRIEVANCE REDRESS MECHANISM (GRM)

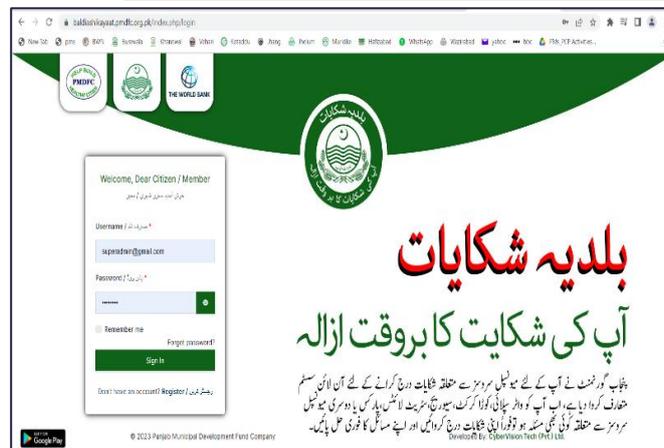
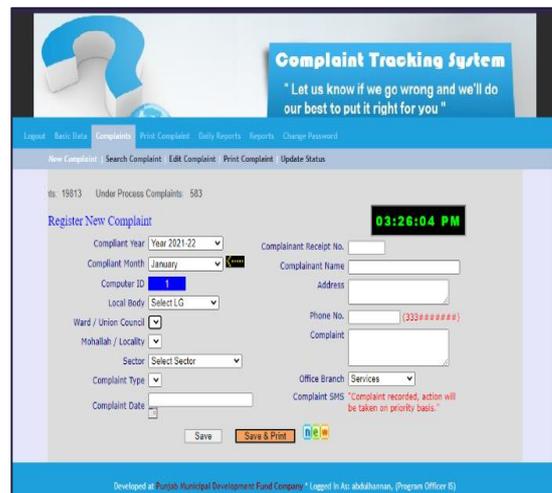
The Complaint Tracking System (CTS) was introduced in 104 TMAs (defunct) during World Bank funded Punjab Municipal Services Improvement Project (PMSIP) through the Punjab Municipal Development Fund Company (PMDFC) under Institutional Development (ID) interventions. The purpose of the developed system was to address public grievances through streamlining registrations, tracking and resolution of the complaints regarding municipal services. Prior to introduction of CTS, local governments did have the culture of entertaining citizens' complaints however, the process was informal and unstructured. Mostly complaints were requested to relevant officials through informal means. Most of the complaints were received verbally and entered into the complaints register afterward. The complaint registration and redress process needed to be streamlined because local government staff had no structured way to gauge

the performance on the redress of complaint as there was no record of complaints registration and their respective resolution.

For this reason, centralized complaint cell was established in the TMAs (defunct) Complaint Cell In charge were designated, provided with desktop and CTS software to streamline the process of complaints registration and redress process. With awareness campaign (hoisting banners, cable advertisements) accordingly the citizens were engaged.

Grievance Redress Management System (GRM)

Under PCP, the Complaint Tracking System (CTS) which has already been implemented in MCs has been transformed into Grievance Redress Management System (GRM) and implemented in PCP Cities i.e., GRM app (Baldia Shikayat 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 Shikayat App) for android and iOS users, GRM dashboard and MC's website.
- The citizens can register their complaints even through voice message
- After lapse of particular time the complaint not resolved turned into escalation mode
- Management can also 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
- Video tutorial has been added to facilitate the citizens for downloading the app and registration of complaints
- Customer registration and sign-in using the CNIC and phone number verified by a one-time password (OTP).
- Android/ iOS application for the citizen to register complaints.
- Alert upon complaints' status update via Email/SMS to the complainant

- Feature has been created in the app for discouraging fake complaints i.e., a person would attach pictures after registration of more than three complaints from same location
- Complaint tracking through live dashboard to show new and open complaints' status
- Generate daily, weekly and customized performance reports of MCs' on the dashboard.
- GRM portal facilitates the MCs' employees to add Surveys for the Citizen
- The citizens can submit their request under RTI act 2013 through GRM app and dashboard.
- Surveys questions have been added to the citizen Application
- Complaint Tracking ID is generated for the citizens through the App and SMS/Email Notification of Walk-in, Online Complaints registration through MCs' Website, Phone calls, and Emails.
- Complaint status will be tracked automatically on the citizen app.
- The type of complaints/ grievances under GRM have been reflected under the type Environment, Social management, Occupational safety and Regulation etc.
- The grievances resolution timelines have been added by the backend portal user according to the procedure defined by the Municipal Committees.
- A notification alert is generated to the Grievance Redress Committee and all MC staff as per roles assigned.

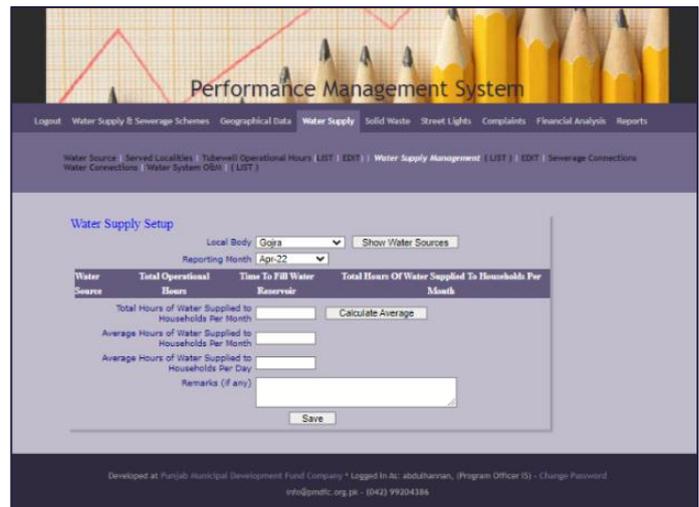
Tracking Id	Nature of Complaint	Complaint Title	Complainant Name	Phone Number	District	Date	Resolved Date	Status	Action
Sewerage-6397452	Other	Audio Complaint...	Amir Ali	0333-8207979	Jhang	16-03-2023 15:48:50	-	IN REVIEW	👁️ 🔄 🗑️
Sewerage-8397451	Other	Audio Complaint...	Amir Ali	0333-8207979	Jhang	16-03-2023 15:47:40	-	IN REVIEW	👁️ 🔄 🗑️
Sewerage-2397396	Cleanliness of Sewerage Lines	Sewerage Blockage & Water Removal...	Muhammad Iqbal	0344-7956878	Jhang	16-03-2023 00:00:00	16-03-2023 10:34:16	IN PROCESS	👁️ 🔄 🗑️
Sewerage-2397432	Cleanliness of Sewerage Lines	Sewerage Blockage & Water Removal...	Sheikh Umar	0313-7508373	Jhang	16-03-2023 00:00:00	16-03-2023 13:40:54	IN PROCESS	👁️ 🔄 🗑️
Sewerage-5397393	Cleanliness of Sewerage Lines	Sewerage Blockage & Water Removal...	Baba Saeed	0345-7988145	Jhang	16-03-2023 00:00:00	16-03-2023 10:27:28	IN PROCESS	👁️ 🔄 🗑️

GRM Benefits

- Smooth mechanism for registration of complaint
- Efficient Redress of complaints
- Effective tracking of complaints
- Citizen Feedback
- Enhanced citizen satisfaction
- Identification of problem areas
- Help to make bottom-up planning

PERFORMANCE MANAGEMENT SYSTEM (PMS)

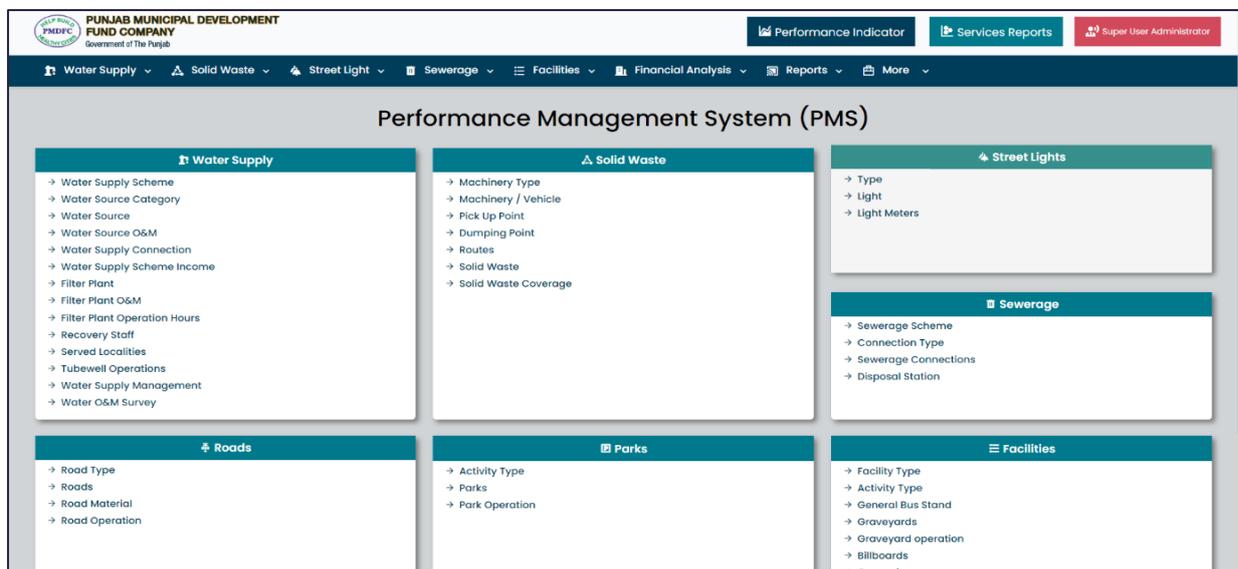
Performance Management System (PMS) at local governments was introduced during World Bank funded Punjab Municipal Services Improvement Project (PMSIP) through the Punjab Municipal Development Fund Company (PMDFC) under Institutional Development (ID) Interventions. PMS was introduced as an effective approach to improve performance through an ongoing process of collecting, analysing, reviewing and reporting performance data and then using that data to track the status of municipal services.



The PMS is web-based software, for tracking & gauging the municipal services being provided by MCs’

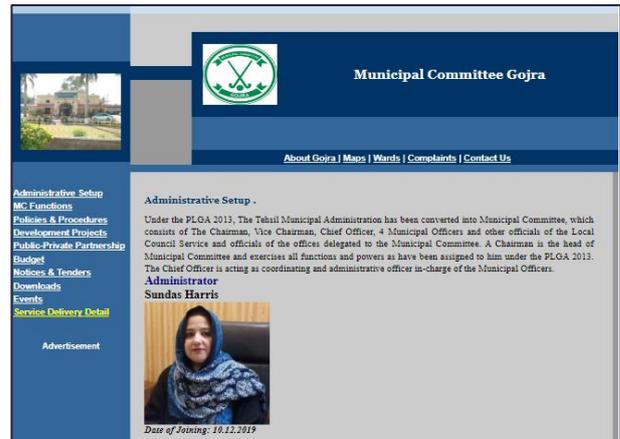
Features of Upgraded PMS:

- 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
- Additional performance indicators (like %age of O&M budget consumed on O&M of municipal services in the previous financial year and No. of complaints received and resolved against each service etc.) has been added in the system to enhance its effectiveness
- 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”.
- The reporting section has been strengthened in the upgraded system
- Certain reports developed will be integrated with MC’s website



WEBSITES UPGRADATION (16 PCP MCs)

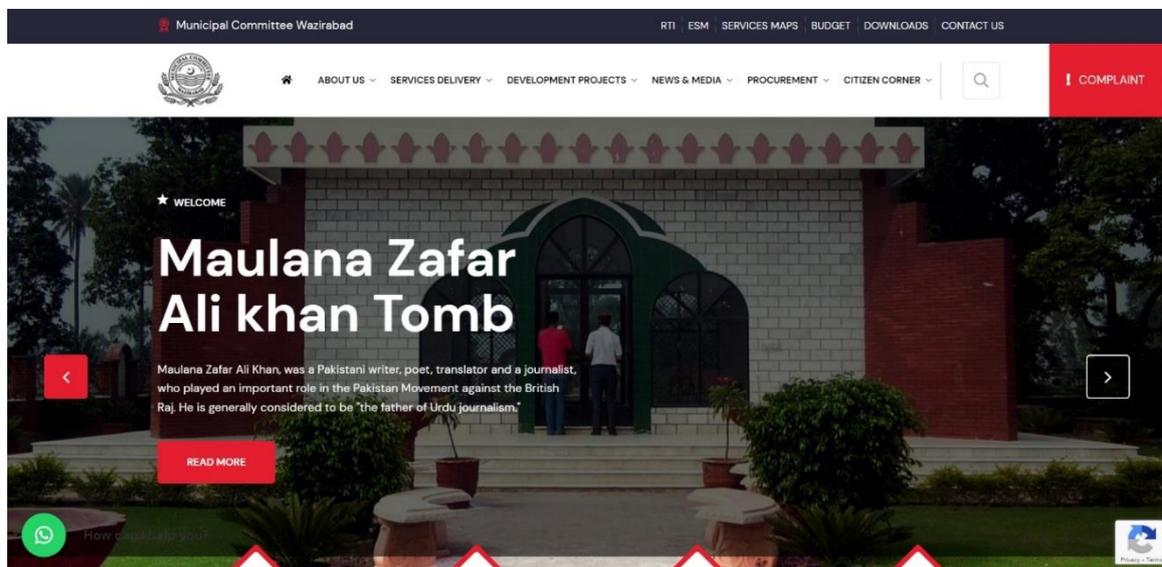
Websites for local governments was developed during World Bank funded Punjab Municipal Services Improvement Project (PMSIP) through the Punjab Municipal Development Fund Company (PMDFC) under Institutional Development (ID) Interventions. These websites were developed for 102 TMAs (defunct). This intervention helped to enhance the accountability and transparency of MCs towards provision of improved municipal service delivery



These already developed MC's websites have been upgraded into dynamic websites

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.
- Standardized templates for websites are working in nominated MCs’ with the trained IT staff by PMDFC.
- 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.

★ MUNICIPAL COMMITTEE SUMMARY OF COMPLAINTS ★

Complaint Summary Report (May,2023)

No	Name of Services	Received	Resolved	In-Process
1	Water Supply	2	2	0
2	Solid Waste	30	23	7
3	Sewerage	31	27	4
4	Environmental	1	1	0
Total Complaints		64	53	11

Complaint Summary Report (Apr,2023)

No	Name of Services	Received	Resolved	In-Process
1	Water Supply	2	2	0
2	Regulation	1	1	0
3	Solid Waste	16	16	0
4	Sewerage	48	48	0
5	Street Lights	2	2	0
6	Roads	1	1	0
Total Complaints		70	70	0

Training Workshop organized for officers and officials of 16 PCP MCs on the upgraded PMS, “Baldia Shikyaat ” APP & dynamic website

A training workshop was organized on **March 08, 2023** for Chief Officer, Municipal Infrastructure Officer and Computer Operator from the Municipal Committees of 16 PCP cities. The participants were trained on the upgraded Performance Management System, “Baldia Shikyaat” app and dynamic website. Parvez Iqbal, Chairman BOD, PMDFC graced the occasion as chief guest while Syed Zahid Aziz, MD PMDFC, Mr. Mahmood Masood Tamana, GM ID and senior officers from PMDFC participated in the event. Institutional Strengthening Section coordinated for overall management of session.

Pictorial View

Workshop - Upgraded PMS, “Baldia Shikyaat APP” & dynamic MCs websites



8. Determining Of Economic Potential of 16 Cities PCP

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 is 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 will include;

- Develop a demographic 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 and productivity relative to national, international, and regional benchmarks;
- 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;
- Develop a provincial level plan to integrate the economies of the 16 PCP cities with adjoining cities with the aim to benefit from growing multi-city agglomerations;
- 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.

The FAME team in consultation with PMDFC is designing specific surveys for adopting 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. Letters have been written in this regard, to various departments for providing necessary facilitation to the Consultant's team in collecting secondary and primary data/ information (quantitative and qualitative) on various attributes/ parameters for gathering requisite data for the study to accomplish the assignment within prescribed timelines as mentioned in Contract Agreement.

Progress Update:

Sr. #	Tasks	Status - Tasks
a)	<p>Phase I – 04 Months (120 Days)</p> <p>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 	Completed
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 	<p>In Progress</p> <ul style="list-style-type: none"> • Primary data collection Plan is yet to start by the firm 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 • Letters have been written to various departments for providing necessary facilitation to the Consultant's team in collecting secondary <i>and primary data/information (quantitative and qualitative) on various attributes/parameters</i> for gathering requisite data for the subject study
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. 	Economic profiles (initial stage) developed but will be updated after primary data collection plan and survey results
	Phase-II – 06 Months (180 Days)	Yet to be started

Pictorial View

Meeting with FAME Consultants – May 09, 2023



Meeting with FAME Consultants – Feb 03, 2023



Progress Review session with FAME Consultants – Jan 2023



9. Three-Year, Rolling, Integrated Development And Asset Management Plans (IDAMP) For 16 Program MCs Under PCP

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

Total Contract Cost: PKR 82,113,048

Progress Update:

Sr. #	Tasks under Phase - 1	Tasks - Completed	Tasks – In Progress
a)	Phase I - Task 1 Review and update IDAMP Manual & SOPs per PLGA 2022	The already developed IDAMP Framework under PCGIP 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	Draft IDAMPs have been developed and submitted by consultants for all 16 PCP MCs	Final versions of IDAMPs are in progress
c)	Phase I - Task 3 Training and Capacity Building of MCs	yet to be done	
d)	Phase – II is yet to be started after the successful completion of Phase – 1.	-	-

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

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

Consultative sessions – 16 PCP MCs

An extensive series of consultation sessions were conducted with stakeholders across all 16 Partner Municipal Corporations (MCs) to develop the Integrated Development and Asset Management Plan (IDAMP). The primary objective of this initiative was to establish a robust and comprehensive IDAMP that encompassed intricate procedures for resource planning and investment. Through the implementation of efficient planning, meticulous management, precise record-keeping, and dependable reporting, the IDAMP aimed to ensure optimized service delivery to the public throughout the entire life cycle of assets. The consultation sessions provided a platform for stakeholders to contribute their valuable insights and perspectives, enabling the development of a plan that aligned with the diverse needs and requirements of each MC.

The IDAMP, would serve as a vital strategic tool for the effective management of infrastructure assets, facilitating informed decision-making processes and resource allocation. By incorporating best practices and leveraging technology, the IDAMP sought to enhance the overall governance and performance of the Partner MCs, fostering sustainable development and improving the quality of services provided to the public.



Progress Review Sessions conducted with IDAMP Consultants

Meeting with IDAMP Consultants (EY Ford Rhodes) – May 04, 2023



Progress Review Meeting – March 13, 2023



Progress Review Meeting with IDAMP Consultants (EY Ford Rhodes) – Jan 12, 2023



10. Procurement

Over the past six months, Procurement Section PCP - PMDFC has consistently demonstrated its commitment to excellence, efficiency and value-driven procurement practices. Through diligent efforts, the Procurement Section has played a pivotal role in optimizing sourcing strategies, driving cost savings and fostering strong supplier relationships within PMDFC and at the same time complete capacity building of MCs at every step of procurement process in P4R.

Hiring of consultants

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

i) Hiring of consultants (firm) for preparation of feasibility studies and design of rainwater underground storage facilities

The procurement section of PMDFC hired consultant for preparation of feasibility studies and design of rainwater underground storage facilities. Consultant will prepare Feasibility and Detailed Design of the evidence-based, priority municipal infrastructure sub-projects for provision of Rain Water Storage in selected 11 Program Municipal Units (MU) in Punjab after due deliberations with PMDFC, MCs, WASA Lahore where these have already been constructed and other probable stakeholders. The selection of 11 cities has been made due to much more rainfall intensity in these cities particularly in storm season (July to September) as compared to cities of Southern Punjab.

ii) Hiring of firm for energy management and operation & maintenance of 16 selected MCs services infrastructure assets.

The procurement section of PMDFC hired consultant for energy management and operation & maintenance of 16 selected MCs services infrastructure assets.

The objectives of hiring the Consultancy Services are following:

- a) Heavy capital is being invested through Provincial and Donor funding to improve the physical infrastructure of Municipal Services for raising the service delivery level for satisfactory delivery of the basic services to the inhabitants of the cities. Unfortunately, due heed is not being paid to the operation & Maintenance of this infrastructure which is resulting in degradation of service delivery level in most of the cities resulting in:
 - Dissatisfaction of the consumers
 - Reduction in the collection of user charges as dissatisfied users refuse to pay the user charges.
 - Creation of a vicious circle as due to less revenue the O&M of the services are further degraded and the service delivery level further falls down.

iii) Hiring of individual consultant for improvement in accounting, auditing & taxation management.

The procurement section of PMDFC hired consultant for improvement in accounting, auditing & taxation management.

- The objective of this assignment will be to build the capacity of 16 MCs in the preparation of the financial statements in line with the public sector auditing standards
- The books of accounts of LGs provide the basis for preparation of the LGs Financial Statements. It is to ensure that proper books of accounts as required by law (PLGA 2019, PLGA 2017, and PLGBR 2017) have been maintained by LGs with adequate internal controls and supporting documentation for the transactions as per standard financial system.
- To develop templates of the MCs financial statements and get them approved with the auditor general of Pakistan
- To strengthen the capacity of district audit offices to perform the financial audit of MCs as per public sector auditing standards
- In addition to this, the consultant will assist the MC staff in improving the internal controls particularly in light of the audit observations and liaison with AGP on the audit matters of PCP.

iv) Hiring of a firm (non-consulting services) preparation of documentary on PCP

The procurement section of PMDFC 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.

v) Hiring of individual consultant/specialist for fire, occupational and community health safety system.

The procurement section of PMDFC hired consultant for fire, occupational and community health safety system

The primary objective of the assignment is to capacitate MCs to effectively prevent and manage the system for fire safety and occupational and community health hazards to avoid human and physical losses in case of accidents.

- Supports MCs to develop, adopt, and implement comprehensive fire safety and OCHS systems to address fire safety and occupational and community health hazards.
- Ensure that fire safety and occupational and community health and safety (also including emergency response system) operations manual is available with each MC according to the local conditions of each MC.
- MCs are effectively capacitated to prevent and manage fire and occupational health incidents and accidents.

vi) Hiring of Financial Management Expert for Audit PARAs

Procurement wing hired the financial management expert for generating the reply of audit paras in 16 partner MCs and aiding them with compliance to audit.

Annual Performance Assessment

Procurement Section aided in hiring of an independent consulting firm M/S UHY Hassan Naeem & Co. chartered accountant to conduct Annual Performance Assessment (APA) of Performance Measures under PCP for the year 2022-2023. The consulting firm made performance assessment of Disbursement Linked Indicators (DLIs) achieved for the subsequent release of Performance-Based Grants (PBGs) for the next year 2023-2024. The firm visited all the 16 partner MCs and collected the documentary evidences by using means of verification specified in Program Operations Manual (POM).

Procurement section of PMDFC worked hard for annual performance assessment of 16 partner MCs by providing APA consultant a detail procurement process of previous year and also accompanied them in a field visit for documents verification.

Progress Review meeting pertaining to Infrastructure Development and Procurement Plans

A meeting was held on April 17, 2023 at PMDFC Head office to review the progress on DLIs pertaining to Infrastructure Development and Procurement Plans. MC staff from PCP Partner Cities of North Region (Jhelum, Wazirabad, Daska, Hafizabad, Kamoke & Muridke) attended the meeting and shared their updated progress with Ashiq Ch, SPO ID, and Zohaib Butt, SPO Procurement.

Progress Review meeting pertaining to Infrastructure Development and Procurement Plans - April 17, 2023



Miscellaneous Procurements

Procurement of Goods for LGCDD

Procurement wing of PMDFC has facilitated the Local Government and Community development department for procurement of various goods as per their approved PC-1.

Procurement for PLGB

Procurement wing of PMDFC has facilitated the Punjab Local Government Board for procurement of various goods/items and works

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

Drafting of Bidding Documents:

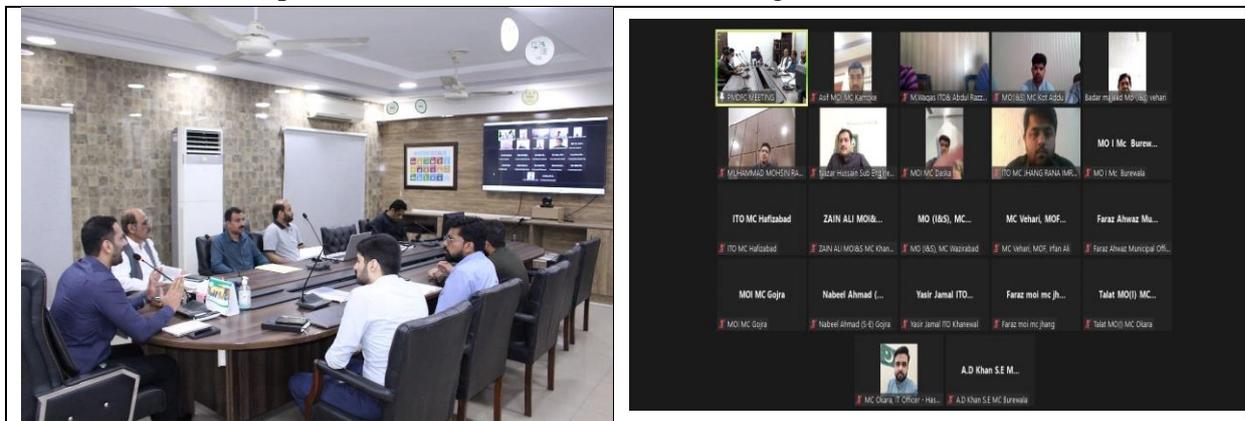
Procurement section of PMDFC has helped PCP Consultants in formulating precise and unambiguous bidding documents ensuring healthy competition and value for money. Bidding Documents are in line with PPRAs' Standard Bidding Documents.

Participation in Bidding process

Procurement Section (SPO, PO and DPO) attends as an observer and participate 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.

Trainings

Mr. Zohaib Butt, Senior Program Officer (Procurement) presided a meeting on (17-04-2023) at PMDFC head office. Various agenda items including TS, ECE, Work Layout Cost and Setting of criteria in the Bidding Document were discussed during the meeting. All MOs (I&S) of 16 PCP Partner MCs and the procurement team attended the meeting.



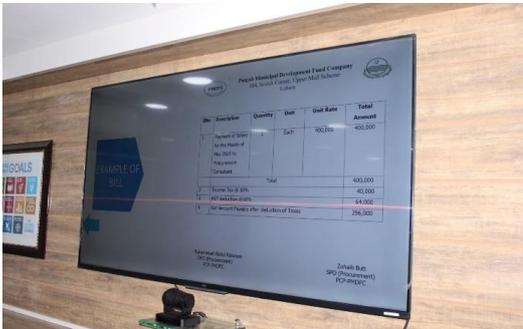
Training workshop on Updation of Standard Operating Procedures (SOPs), Public Procurement Regulatory Authority (PPRA) under PCP.

Workshop was conducted on Saturday January 21, 2023. As enshrined in the Project Appraisal Document (PAD) agreed with the World Bank, one of the foremost activities was to update the PPRA SOPs in order to facilitate the MCs to implement the PPRA Rules while undertaking the project to ensure transparent procurement for all activities. Participants were invited from 16 partner MCs including Chief Officers, Municipal Officers Finance, Municipal Officers Planning and Municipal Officer (I&S). Resource Persons from PPRA and World Bank were invited to share their knowledge and experience. Officials from PMDFC also provided trainings.



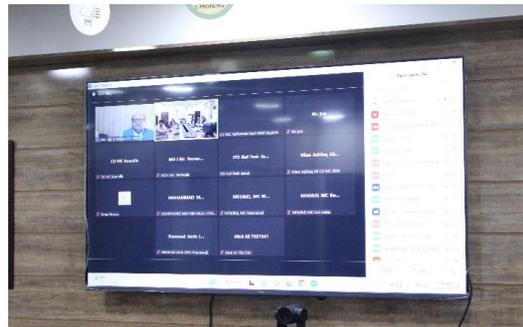
Training on Invoice Processing:

A training session was held on (07-06-2023) at PMDFC for streamlining of invoice processing. Mr. Zohaib Butt, SPO (Procurement), delivered a detailed presentation, and relevant officials from PMDFC were in attendance. The meeting was productive and helpful in furthering the goals of the invoice and bill processing.



Training on Procurement Plan & preparation of Bidding Documents:

An important meeting was held on March 31, 2023 at PMDFC to discuss the MCs Annual Procurement Plan and Procurement Committees under PPRA. Mr. Zohaib Butt, SPO (Procurement), delivered a detailed presentation. Syed Zahid Aziz, MD PMDFC, Mr. Mahmood Masood Tamana, GM ID, Mr. Iftikhar Rasool, GM Engineering, & relevant officials from MC and PMDFC were in attendance. The meeting was productive and helpful in furthering the goals of the MCs Annual Procurement Plan.

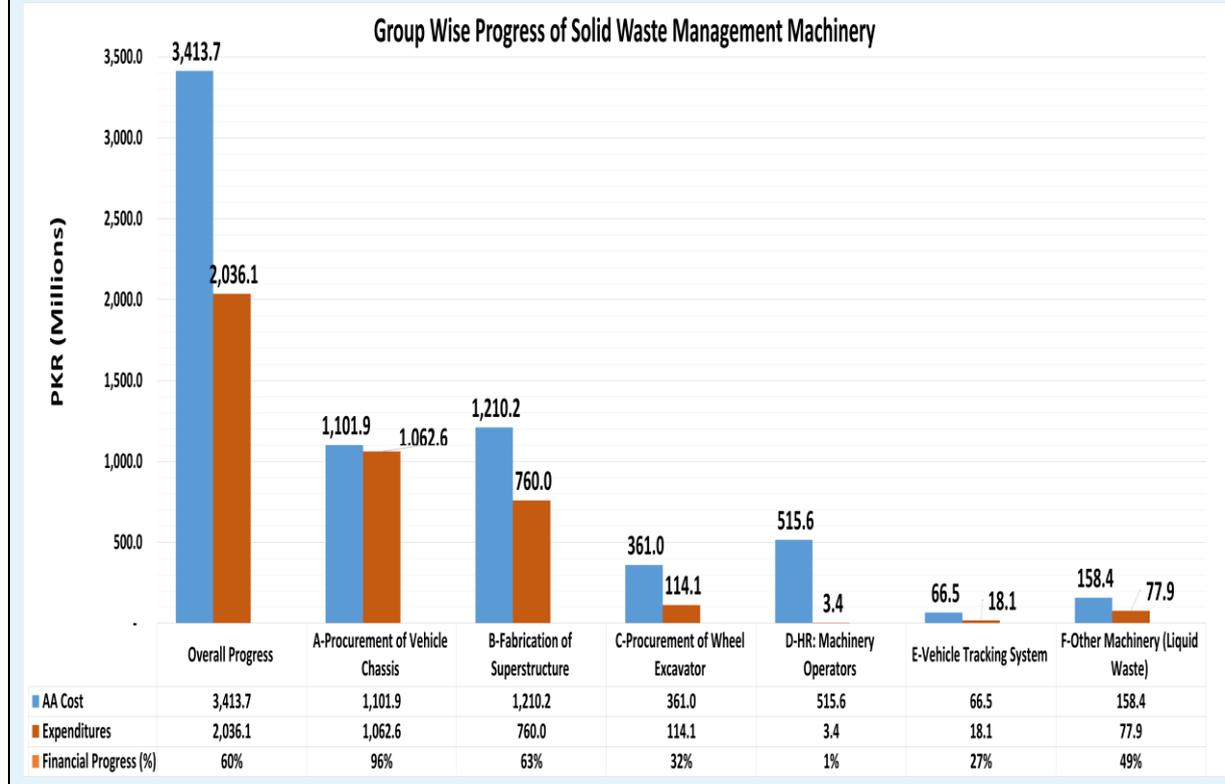


11. Infrastructure Development

Provision of Machinery & Equipment for SWM

Table 8: Progress Summary

Update (till June 30, 2023)								
Group	Description	Total Sub-Project	AA Cost (Million PKR)	TS Cost (Million PKR)	Contract Cost (Million PKR)	Expenditure Incurred (Million PKR)	Physical Progress %age	Financial Progress %age
		Nos.	Million PKR					
A	Procurement of Vehicle Chassis	16	1,101.9	1,118.6	1,128.1	1,062.6	97.4%	96.4%
B	Fabrication of Superstructure		1,210.2	1,235.2	1,235.8	760.0	82.8%	62.8%
C	Procurement of Wheel Excavator		361.0	379.5	377.9	114.1	30.0%	31.6%
D	Others (HR-Drivers, Operators Cost etc)		515.6	540.1	540.1	3.4	53.4%	0.7%
E	Vehicle Tracking System		66.5	43.1	42.5	18.1	67.7%	27.2%
F	Other Machinery (liquid waste etc.)		158.4	158.4	158.4	77.9	63.8%	49.2%
Grand Total		16	3,413.7	3,474.9	3,482.8	2,036.1	68.1%	59.6%



Consultancy Services for Sectoral Planning, Detailed Design and Construction Supervision

Number of Packages of Consultancy Services		5 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				
Salient Features of the Consultancy Services for each MC					
<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 • Storm Drainage • Solid Waste Management • Waste Water Treatment Plants • Urban Roads • Parks • Street Lights. 				
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> 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>				

List of Projects under Implementation Phase

<u>Sr No</u>	<u>MC Name</u>	<u>Sub-Projects</u>	<u>Cost in Millions</u>
1	Daska	SWM Parking Shed	36
		Tuff Pavers	64
2	Wazirabad	Parking Shed	121
3	Hafizabad	Roads (3 PC-I's)	346
4	Kamoke	Imp and Rehab of Roads	381
		SWM Parking Shed	53
		Water Supply	368
5	Muridke	Roads	258
		SWM Parking Shed	53
6	Gojra	Road (P3 and P4)	132
		SWM Parking Shed	58
7	Jaranwala	Parking Shed	26
		07 Roads + Chowks	295
8	Kamalia	01 Road + 3 Chowks	93
		General Bus Stand	113
		Parking Shed	43
		Roads (02x Tuff Pavers)	56
9	Okara	Construction of Park Chak No.5/4-L	138
		Improvement and Rehab of Parks (Govt Colony & Fatima Jinnah)	107
		Parking Shed	82
		Imp, widening & raising of Road (Tank Chowk to Akbar Chowk)	98
		Roads (MA Jinnah Rd)	198
		Roads (Benazir Avenue)	69
10	Khanewal	Jaswant Nagar Chowk to SP Chowk & SP Chowk to Underpass Road	232
		Jaswant Nagar Chowk to Tea factory Road	167
11	Bahawalnagar	Parking Shed	15
12	Vehari	Improvement/Rehab of Roads 02 (Jinah + Zoo)	151
		Improvement/Rehab of Roads 02 (Sharqi Colony + Seed farm)	131
		Improvement/Rehab of Roads 03 (Canal + Railway + Colony)	159
		Improvement/Rehab of Muhammadi Bakery Road	60
13	Kot Addu	Roads (Tuff Pavers)	134
Total Cost (Millions Pkr)			4,236

List of Projects under Bidding Process

Sr No	MC Name	Sub-Projects	Cost in Millions
1	Jhelum	Rehab of 01 Existing Parks (Altaf Park)	101
2	Daska	Trunk Sewer 36"	80
		Strom Drainage System	1003
3	Wazirabad	Roads	201
4	Muridke	Canal Road	254
5	Jhang	Improvement and Beautification of 07 Chowks	47
		Improvement and Beautification of Walls	30
		Rehab of existing sewerage system in Jhang city Part-IA	74
		Rehab of existing disposal station in Jhang city Part-IB	183
		Rehabilitation of 5 Existing Green Belts	18
		Rehab Dhaji Park	22
		Laying of sewerage scheme (Zone 1)	1081
		Construction of disposal station (Zone-1)	294
		Laying of sewerage scheme (Zone 1) and WWTP	898
6	Khanewal	Park (Fazal)	132
7	Okara	Repair of 12 Roads	48
		Road (Akbar Chowk to Fsd Road)	166
		Roads (65 Tuff Pavers)	175
8	Bahawalnagar	Water Supply	541
9	Burewala	Roads (18 roads)	1250
10	Kot Addu	SWM Parking Shed	49
		Total Cost (Million Pkr)	

(Site Visits during execution and pictorial view are given in Annex A1)

List of Projects Awaiting Approval from Competent Forum

Sr No	MC Name	Sub-Projects	Cost in Millions
1	Jhelum	Water Supply	300
		Street Lights	134
2	Daska	Street Lights	137
3	Gojra	Comprehensive Sewerage Scheme	1222
4	Muridke	Sewerage Scheme	306
5	Jaranwala	Comprehensive Sewerage Scheme	2146
6	Bahawalnagar	TP-3 (Haroonabad road)	224
		Total Cost (Millions Pkr)	

List of Projects under Design Phase

Sr No	MC Name	Sub-Projects	Cost in Millions
1	Jhelum	Comprehensive Sewerage Scheme	1338
2	Wazirabad	Water Supply	560
		Roads (Tuff Pavers)	239
3	Hafizabad	Sewerage Scheme	1002
4	Gojra	Water Supply	1472
5	Kamalia	Parks (02 New)	79
6	Bahawalnagar	Roads and Chowks (DC Office Road)	366
		TP-2 (Main Road via Bahawali, Karmanwala chowk to Chishtian Phatak)	199
		Rehab of 03 Parks	359
7	Burewala	Water supply	472
Total Cost (Millions Pkr)			3,950

(List of upcoming projects is given in Annex A2)

12. Energy Management and Operation & Maintenance

(of 16 selected MCs services infrastructure assets project)

PMDFC hired the services of Consulting Firm “M/s PITCO (Pvt.) Ltd. for conducting energy audit of municipal assets namely Water Supply, Disposal Works, Vehicles, Buildings and Streetlight. The consulting firm has completed the energy audit of 16 PCP MCs and developed reports. Moreover, M/s PITCO Firm has planned to convene training sessions in the month of August, 2023 for concerned MC officers and supervisory staff on implementation of Energy Management Plans (EMPs) in MCs.

Scope of work (Assignment 1)

As per the scope of work specified in the Terms of Reference of the project, the Consultant was required to:

- a) Study of existing situation of the following services area of MCs:
 1. Water supply system
 2. Sewerage systems
 3. Waste water treatment plants
 4. Storm water drainage
 5. Solid waste management
 6. Operation & closing of Landfill
 7. Urban roads
 8. Street lights
 9. Public parks
 10. Slaughter houses
- b) Update of O&M Frameworks for Municipal Services
- c) Preparation of O&M Manuals
- d) Development of Standard Operating Procedures (SOPs)
- e) Development of Operation & Maintenance Bylaws
- f) Development of O&M Planning and Budgeting Guidelines
- g) Training of MC Staff on O&M of Services

Deliverable Progress: Assignment 1 (as of June 30, 2023):

Activity	Deliverable	Actual Implementation	Remarks
Task 0 - Project Inception: Development of Workplan	D-1 Mobilization, Inception report, Methodology and Work Plan	100%	Inception Report Submitted and Approved
Task 1 - Visit to all MCs to study the existing situation	N/A	100%	Baseline Analysis Completed. Response received from all 16 MCs. All 16MCs have been visited by the experts.
Task 2 - Update of O&M Framework	D-2 O&M Framework for all services		Review in progress

Task 3 - Development of O&M Manuals		60%	6 O&M Manuals completed and shared with PMDFC for review, 4 are under development
<i>Water Supply</i>			Approved
<i>Sewerage</i>			Approved
<i>Solid Waste</i>			Shared with PMDFC for review and approval in 31 May 2023
<i>Roads</i>			Shared with PMDFC for review and approval on 16 June 2023
<i>Parks</i>			Shared with PMDFC for review and approval on 26 June 2023
<i>Slaughterhouse</i>			Shared with PMDFC for review and approval in 31 May 2023
<i>Streetlights</i>			Under development
<i>Landfill</i>			Under development
<i>Wastewater Treatment</i>			Under development
<i>Storm Water Management</i>			Under development
Task 4 - Development of Standard Operating Procedures (SOPs)	D-3 SOPs for O&M of all services including Framework contracting		Experts are working on development of formats/templates regarding SOPs Draft SOPS will be shared once the work on the O&M manuals has been completed
Task 5 - Dissemination of O&M Documents and SOPs	D-4 O&M Manuals for all services including updated O&M Framework, SOPs and Framework Contracting in one volume	50%	O&M Manuals for 2 Services Completed
Task 6 – Framework Contracting	Interim Deliverable: O&M Framework aligned with Framework Contracting principles		Review under Progress
Task 7 - Preparation of O&M Bylaws	D-5 O&M bylaws for all services for each MC		By-laws for 8 Municipal Services submitted to PMDFC for review and approval on 2 June 2023
Task 8 - Preparation of Guidelines for Annual O&M Plans and Budgets	To be incorporated in the O&M Framework Documents		Feedback from 16MCs incorporated into the guidelines. Currently under development

Scope of work - Assignment 2

As per the scope of work specified in the Terms of Reference of the project, the Consultant was required to:

- develop a detailed work program for carrying out the works immediately after mobilizing
- prepare an inventory of relevant assets owned/operated by the MC, including municipal buildings, vehicles, streetlights, and water-supply/wastewater disposal pumps
- collect additional information on location (where applicable), performance and energy consumption analysis, estimation of expenditure incurred
- provide detailed information for each asset, and an overall inventory and analytical report discussing key performance indicators
- identify energy saving opportunities, and provide saving potential (in energy and monetary terms) for each opportunity, estimated investment costs and return on investments, engineering plans, and Bill of Quantities, as needed.

Deliverable Progress; Assignment 2 (as of June 30, 2023):

Activity	Deliverable	Percentage Progress	Remarks
Task 0 - Project Inception: Development of Workplan	D-1 Mobilization, Inception report, Methodology and Work Plan	100%	Inception report submitted
Task 1 - Updating the inventory of Assets consuming energy	D-2 Updated Inventory of Energy Consuming Assets of all 16 MCs	100%	Water Supply audit of all 16 MCs completed.
Task 2 - Carrying out the Energy Audit	D-3 Energy Audit of all energy consuming assets of all 16 MCs	100%	Water Supply audit of 16MCs completed. Disposal Audit of 16MCs Completed. Building Audit of 16MCs Completed. Streetlight Audit of 16MCs Completed.
	D-4 Draft Energy Audit Reports of all 16 MCs	100%	Draft Reports have been submitted to PMDFC
	D-5 Final Energy Audit Reports of all 16 MCs	100%	Final Energy Reports have been submitted to PMDFC
Task 3 - Training of the MC's and PMDFC staff	D-8 Report on imparting Training to all MCs	10%	Training Modules and Training Schedules have been prepared for PMDFC
Task 4 - Sectors for Energy Audit	N/A	100%	
Task 5 - Preparation of the Energy Management Plan	D-6 Energy Management Plans of all 16 MCs	100%	Draft EMPs have been submitted
	D-7; Inventory of Assets, Final Energy Audit Reports and Final Energy Management Plans Separately of each of the 16 MCs	100%	Package will be submitted after the approval for the EMPs

Sessions held with PITCO Team

Progress Review Session under Chairmanship of Chairman PMDFC Board-April 03, 2023



Discussion on Deliverables – April 06, 2023



Progress Review Session - May 05, 2023



Startup session held on Feb 23, 2023



13. Geographic Information System (GIS)

GIS team perform various activities and support different wings of PCP like Infrastructure Development (ID), Environment & Social Safe Guards (E&SS) and Institutional Strengthening (IS). GIS section of PCP supervise the Sectoral Planning activities. Overall progress of Sectoral Planning reports submitted by consultants is 90%. The activities performed by GIS section during the period 1st January – 30th June, 2023 are described below;

Accomplishment of Disbursement Linked Indicators (DLIs) Tasks

- Follow up DLIs accomplishment trainings provided to MC Officials (Municipal Officers -I&S, Sub engineers)) & GIS Officers conducted in December, 2022 at Regional Offices of PCP (Faisalabad, Khanewal & Gujranwala)
- No. of zoom sessions conducted with GIS Officers to update infrastructure mapping
- Close coordination with Municipal Officers - I&S, ID - Section and GIS officers for accomplishment of Investment Planning & Budgeting DLI “Infrastructure mapping used as planning tool (3pts) and target achieved for all MCs
- Updated infrastructure mapping which showed eligible investment for ongoing projects and up - coming projects
- Provided all relevant mapping data to UHY – consultant for Annual Assessment Performance (APA) and visited all MCs and achieved 100 % score against infrastructure mapping used as planning tools
- Updated mapping provided to IS-Section for timely uploaded on websites
- Meeting with EY- Consultant joint venture with JERs for preparation of Integrated Development Assets Management Plans (IDAMP) framework and IDAMP of each city
- Numerous meetings attended at PMDFC office with IDAMP consultant to achieve the DLIs
- Visited JERs office for timely accomplishment of Assets Inventory with Book value of assets, age and condition of assets attribute that was one of the DLI of Investment Planning & Budgeting and contained 03 pts and verified asset register in field to APA consultant achieved full marks for all MCs
- Timely review the 16 IDAMP reports for DLI accomplishment
- Close coordination with Regional Planning Coordinators (RPCs) for conducting consultative session on IDAMP which had 02 pts and that DLI was also achieved for 16 MCs
- Support Environment & Social Safeguard team for making numerous mapping
- Support ID-Section for accomplishment of urban infrastructure DLI

Review/Comments

- Sectoral Planning reports and gap analysis reports prepared by consultants
- IDAMP Frame wok and IDAMP reports
- FAME consultant prepared reports
- Amendment in TORs for hiring services of a Lab for Environmental Quality Analysis of Subprojects Sites in 16 Cities Under Punjab Cities Program (PCP)
- Amendment in TORs Rainwater Storage Tanks of Lahore
- Attended Progress review meeting with consultants
- Review revitalization of ponds

Other than Infrastructure Mapping

- Comparison mapping - Pre & Post Mid Term Review (MTR) of World Bank Water supply, Sewerage and all projects
- 100 Km radius of within and outside PCP cities mapping
- Existing and Proposed Tree plantation mapping - Muridke & Khanewal
- General Bus Stand mapping for calculated the minimum distances of different features like residentials, Industry agricultural etc. (Kamalia)
- Air Monitoring and Noise mapping of different cities of PCP
- Water Quality mapping of different cities of PCP
- Punjab level Water Quality mapping
- Location mapping of Arazi Centers (Repair & Maintenance / Renovation of Arazi Record Centers of PLRA)
- Existing Situation mapping of Govt. Colony Park - Okara
- Proposed vendors Site for relocation of Landa bazar - Okara
- Location Map of Kala Gujran Park - Jhelum

Presentations

- Progress review of PCP for Honorable Minister LG&CDD
- Progress review of PCP for Chairman (P&D)
- Progress review of PCP of MC Kamoke & Daska for Commissioner Gujranwala
- Periodically progress review of PCP both for consolidated and individual MCs
- Presentations for PDWP and DDSC meetings
- World Bank visited presentations
- Progress review presentations for SLG, SSLG & AS (Dev)
- Prepared presentations for BODs and different committees of PMDFC

PMDFC Tasks

- Prepared draft Concept Paper for Repair & Maintenance / Renovation of Arazi Record Centers of PLRA
- One Pager draft concept paper on Control of Building Management Plans
- Prepared draft notes Grand in Aid for PMDFC
- Coordination with individual consultants of Study of vacant plots in Multan, Lahore and Sargodha
- Meeting with SLG, SSLG & DS(Reg) on Municipal Boundary Limits and provided KMZs and presentations
- Filled proforma for assessment of efficiency of Pre-qualification of consulting firms/companies by directorate general monitoring and evaluation under PPRA Rules 2014, Rule 16

Continuous Activities

- Coordinating with GIS officers appointed at partner's MCs of PCP on day-to-day activities
- Daily reporting on field staff attendance
- Resolution of PD/DPD daak on routine matter
- Liaison with consultants on sectoral planning exercise and Gap analysis reports
- Overall reporting and management of Leave Management Application
- Maintain PCP filed attendance android application
- Uploading PC-I on SMDP (P&D) website and coordinate LG&CDD focal person and provided training to ID section on SMDP

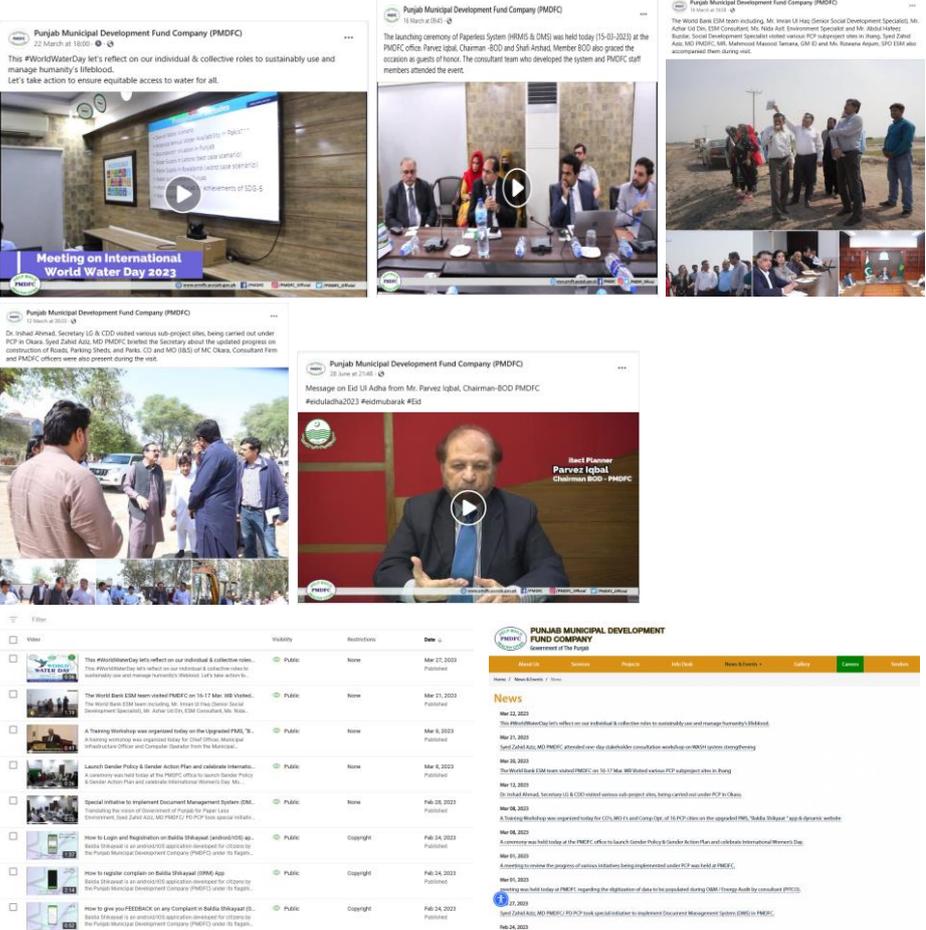
14. Communication

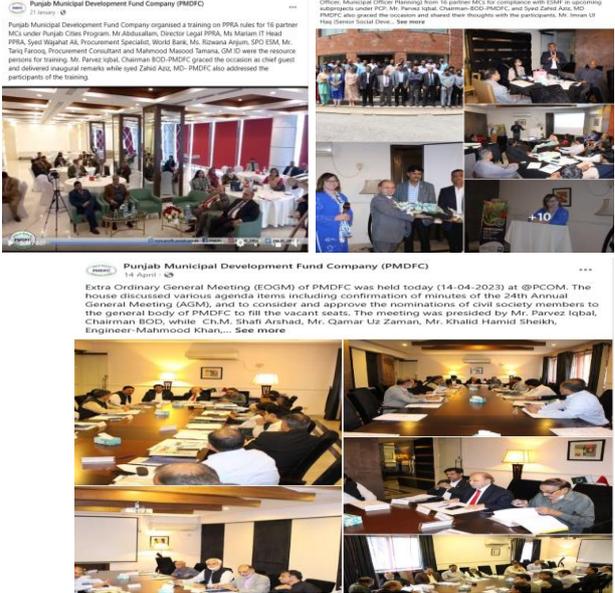
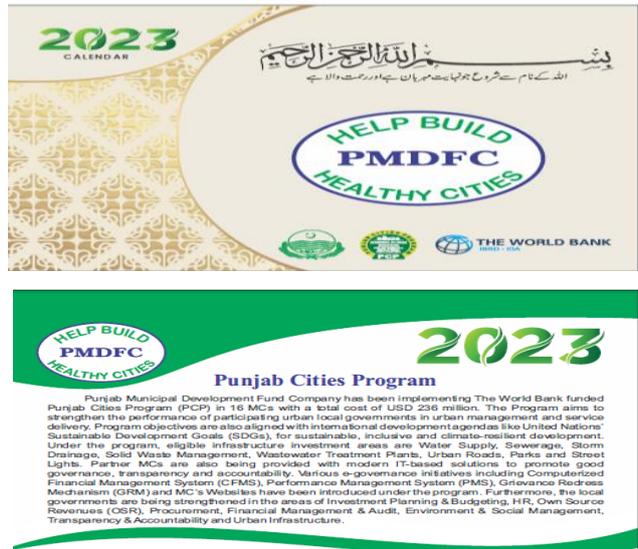
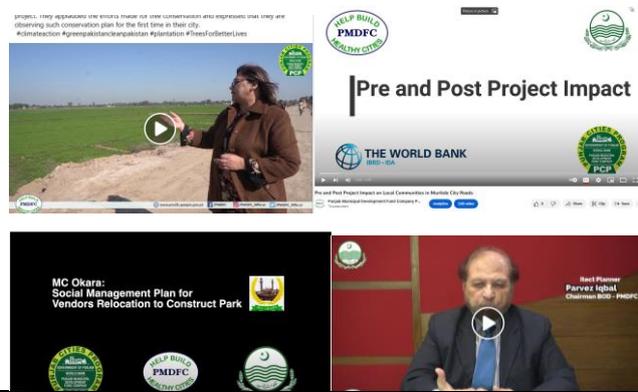
Punjab Cities Program is the flagship program of Punjab Municipal Fund Development Company. To project the milestones achieved by PCP team, communication section is playing a major role. During the time period of Oct to Dec 2022, following activities were completed successfully.

Table: 07 Communication Activities

Punjab Cities Program is the flagship program of Punjab Municipal Fund Development Company. To project the milestones achieved by PCP team communication department is playing a major role. Highlights of different activities successfully completed by Communication department are as below:

Sr.	Activity	Brief Details
1	<p>Media Coverage of Various Activities</p> <p>Also an exclusive article on PCP written by Idrees Haider, PO Communication was published in The News</p>	
	<p>World Bank to provide Rs16bn more funds</p> <p>LAHORE: Punjab's Provincial Government Minister Ibrahim Murad has said that development schemes worth Rs16 billion are planned to be launched in various cities and towns under the Punjab Cities Programme (PCM) during the upcoming fiscal year starting from July.</p> <p>On the other hand, work on several development projects being executed currently under the PCM in collaboration with the WB has entered the final stage, according to Punjab's Provincial Minister for Local Government and Community Development Department Ibrahim Murad.</p> <p>"At present, the schemes worth Rs4bn are underway on an advanced stage under the PCM in various cities of Punjab in collaboration with the World Bank. In the next fiscal year (2023-24), more schemes are set to be included under the PCM which the bank will provide Rs16bn," the minister said in a meeting on Tuesday.</p>	
	<p>Floating wetlands pilot project to be launched in Sheikhpura village</p> <p>LAHORE: Punjab's Provincial Government Minister Ibrahim Murad has said that development schemes worth Rs16 billion are planned to be launched in various cities and towns under the Punjab Cities Programme (PCM) during the upcoming fiscal year starting from July.</p> <p>On the other hand, work on several development projects being executed currently under the PCM in collaboration with the WB has entered the final stage, according to Punjab's Provincial Minister for Local Government and Community Development Department Ibrahim Murad.</p> <p>"At present, the schemes worth Rs4bn are underway on an advanced stage under the PCM in various cities of Punjab in collaboration with the World Bank. In the next fiscal year (2023-24), more schemes are set to be included under the PCM which the bank will provide Rs16bn," the minister said in a meeting on Tuesday.</p>	

<p>2</p>	<p>Newsletter Published & Disseminated</p> <ul style="list-style-type: none"> • Newsletter for Oct – Dec 2022 has been Published & Disseminated. • Newsletter for Jan-March 2023 has been Published & Disseminated. • Newsletter for Apr-Jun-2023 Draft Prepared 	<p>Oct – Dec 2022 Jan-March 2023 Apr-Jun-2023</p> 
<p>3</p>	<p>Use Of social media for projection activities</p>	<p>Social Media Accounts are also being operated in addition for projection of program achievements</p> <p>PMDFC Website: (www.pmdfc.Punjab.gov.pk)</p> <p>Facebook: (www.facebook.com/pmdfc)</p> <p>Twitter: (www.twitter.com/PMDFC_Official)</p> <p>Instagram: (www.instagram.com/pmdfc1)</p> <p>YouTube: (www.youtube.com/@pmdfc_official)</p> 
<p>4</p>	<p>Provided Communication Support for Meetings/Trainings/Visits and other activities <i>Pictures, Banners, Standee's design & Video Shoots</i></p>	

	<ol style="list-style-type: none"> 1. Training on PPRA rules for 16 partner MCs 21 Jan 2023 at Avari Express, Lahore. 2. Training Workshop on Upgraded PMS, GRM & Website for PCP Cities 08 March 2023 at Flatties Lahore. 3. Extra Ordinary General Meeting (EOGM) of PMDFC on (14-04-2023) at PCOM. 4. Training workshop on compliance of ESMF in PCP subprojects on 11-04-2023) at PCOM. 5. Capture all Meeting in PMDFC 	 <p>Punjab Municipal Development Fund Company (PMDFC) organized a training on PPRA rules for 16 partner MCs under Punjab Cities Program. Mr. Jibakul Khan, Director Legal PPRA, Mr. Muzamir Iqbal, PPRA, Syed Waqar Ali, Procurement Specialist, World Bank, Mr. Rizwan Anjum, SPO ESM, Mr. Tariq Farooq, Procurement Consultant and Mahmood Masood Tanwar, GM ID were the resource persons for training. Mr. Parvez Iqbal, Chairman BOD PMDFC, presided the occasion as chief guest and delivered inaugural remarks while Syed Zahid Asif, MD, PMDFC also addressed the participants of the training.</p> <p>Extra Ordinary General Meeting (EOGM) of PMDFC was held today (14-04-2023) at @PCOM. The House discussed various agenda items including confirmation of minutes of the 24th Annual General Meeting (AGM), and to consider and approve the nomination of civil society members to the general body of PMDFC to fill the vacant seats. The meeting was presided by Mr. Parvez Iqbal, Chairman BOD, while Ch.M. Shaif Anshad, Mr. Qamar Uz Zaman, Mr. Khalid Hamid Sheikh, Engineer/Mahmood Khan... See more</p>
<p>6</p>	<p>Print Material</p> <p>Calendar 2023 Printed & distributed to all Stakeholders</p>	 <p>2023 CALENDAR</p> <p>بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ اللّٰهُمَّ صَلِّ وَسَلِّمْ وَارْحَمْ عَلٰى سَيِّدِنَا مُحَمَّدٍ وَعَلٰى اٰلِهِ وَاصْحَابِهِ وَسَلَّمَ</p> <p>HELP BUILD PMDFC HEALTHY CITIES</p> <p>2023 Punjab Cities Program</p> <p>Punjab Municipal Development Fund Company has been implementing The World Bank funded Punjab Cities Program (PCP) in 16 MCs with a total cost of USD 236 million. The Program aims to strengthen the performance of participating urban local governments in urban management and service delivery. Program objectives are also aligned with international development agendas like United Nations' Sustainable Development Goals (SDGs), for sustainable, inclusive and climate-resilient development. Under the program, eligible infrastructure investment areas are Water Supply, Sewerage, Storm Drainage, Solid Waste Management, Wastewater Treatment Plants, Urban Roads, Parks and Street Lights. Partner MCs are also being provided with modern IT-based solutions to promote good governance, transparency and accountability. Various e-governance initiatives including Computerized Financial Management System (CFMS), Performance Management System (PMS), Grievance Redress Mechanism (GRM) and MC's Websites have been introduced under the program. Furthermore, the local governments are being strengthened in the areas of Investment Planning & Budgeting, HR, Own Source Revenues (OSR), Procurement, Financial Management & Audit, Environment & Social Management, Transparency & Accountability and Urban Infrastructure.</p>
<p>7</p>	<p>Video Documentaries</p> <ul style="list-style-type: none"> • Tree Conservation and Relocation Plan is being executed in MC Muridke. • Muridke Roads Drone Shoots • Documentary before & after Park Okara. • Pre & Post Project Impact - Roads Muridke ESM • EID Message Recorded Chairman & MD PMDFC 	 <p>projects, they appreciate one another's hard work and express their joy as they are observing both conservation plan for the first time in their city. #climateaction #greenpakistan #pakistan #plantation #treesforallthebest</p> <p>Pre and Post Project Impact</p> <p>MC Okara: Social Management Plan for Vendors Relocation to Construct Park</p> <p>Chief Planner Parvez Iqbal, Chairman BOD - PMDFC</p>
<p>9</p>	<p>Upcoming Activities.</p>	<p>Upcoming Activities under PCP Communication Activities for Balida Shakayat application to be launched</p>

Annexure

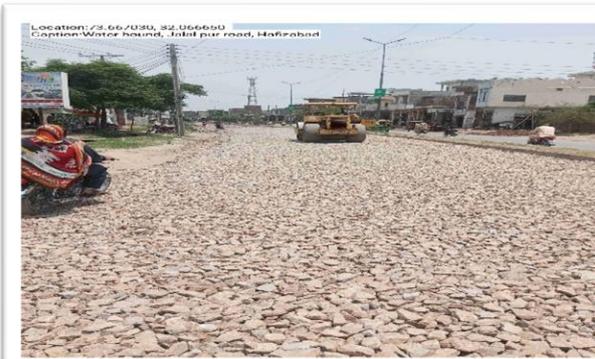
Annex A1

Site Visits by PCP Infrastructure Team (from January 2023 to June 2023)

Sr No	Name of City	Date	Agenda
01	Wazirabad	19/01/2023	Visit of MC Wazirabad with consultant was convened to finalize the design proposal for comprehensive sewerage scheme for Wazirabad City.
02	Gojra	24/02/2023 25/02/2023	Visit of Secretary LG&CDD; to monitor progress of Subprojects, afterwards site visit to collect data of water supply & comprehensive Sewerage scheme for Gojra City.
03	Faisalabad	15/03/2023	DDWP Meeting was held in Commissioner office Faisalabad for following 4-Sub-Projects of Punjab cities program <ol style="list-style-type: none"> 1. Sewerage Jhang part-I 2. Sewerage Jhang part-II 3. Concrete pavers 4. SWM Parking Shed Concrete pavers and SWM Parking Shed approved and remaining 02 is deferred.
04	Gojra	01/04/2023	A meeting was called for planning of ongoing and upcoming PCP projects in Gojra city, all the stakeholders are keen towards implementation of the Comprehensive Sewerage Scheme for Gojra City.
05	Jhang	03/05/2023	A progress review meeting was called by DC Jhang for upcoming PCP projects in Jhang city (Sewerage, Parks & General Bus Stand)
06	Kamoke	15-05-2023	Deputy Program Director Visited MC Kamoke along with infrastructure team, to review progress of ongoing projects and give briefing to MC about upcoming projects for MC Kamoke.
07	Muridke	25-05-2023	Program Director and Deputy Program Director Visited MC Muridke along with infrastructure team, to review progress of ongoing projects and give briefing to MC about upcoming projects for MC Muridke.
08	Gojra	02/06/2023 03/06/2023	Visit of Secretary LG & CDD; to monitor progress of Punjab Cities Program Sub-projects in Gojra City.

09	Jhelum	11-06-2023	Deputy Program Director visited MC Jhelum, to review progress of ongoing projects and gave briefing to MC about upcoming projects for MC Jhelum.
10	Daska	19/06/2023	Meeting with Municipal Committee Management was convened for Site Inspection of road and parking shed and to resolve all the issues against quality control and material submittals.
11	Khanewal	16/02/2023	Briefing to Deputy Commissioner Khanewal; on Punjab Cities Program & Review & monitor the progress of projects-PCP
12	Okara	22/02/2023	Contract Management training & Site visit to monitor the progress of Roads, Parks and Parking Sheds.
13	Kamalia	24/02/2023	Visit of Secretary LG&CDD to monitor progress of Sub-Projects & site visit to collect data for Comprehensive Sewerage Scheme and other upcoming projects
14	Bahawalnagar	20/05/2023	Site visit to verify the design requirements of Roads and data collection for water supply and comprehensive sewerage scheme.
15	Multan	06/03/2023	DDWP Meeting was held in Commissioner office Multan for Vehari Roads, all roads approved from the committee.
16	Okara	11/03/2023	Visit of Secretary LG&CDD to monitor progress of Sub-Projects & site visit to collect data for Comprehensive Sewerage Scheme and other upcoming projects
17	Khanewal	20/06/2023	Meeting with Municipal Committee Management, Site Inspection for roads and resolve all the issues against quality control and material submittals.
18	Kot Addu	05/06/2023	Deputy Program Director visited MC Kot Addu, to review progress of ongoing projects and gave briefing to MC about upcoming projects for MC Kot Addu.
19	Vehari	06/06/2023	Deputy Program Director visited MC Vehari, to review progress of ongoing projects and gave briefing to MC about upcoming projects for MC Vehari.

Pictorial View - Project under Execution





Location:72.691433, 31.143795
Caption:Summumari Road Hussain Ansari Colony



Location:72.640610, 30.727467
Caption:water bound



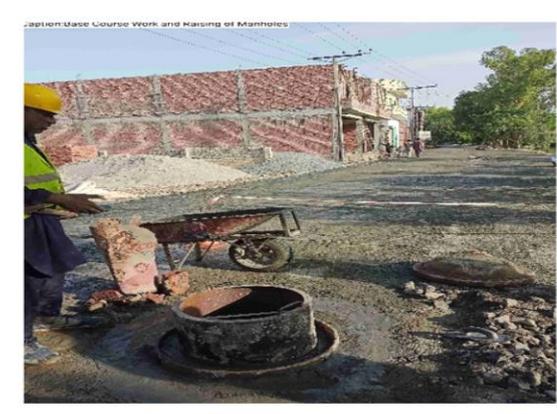
Location:73.450996, 30.790258
Caption:Construction of parking sheds



Date:23-06-2023 04:32 pm
Location:74.245419, 31.614444
Caption:In progress



Location:73.450996, 30.790258
Caption:Construction of parking sheds



Caption:Base Course Work and Raising of Manholes

Annex – A2**List of Upcoming Projects.**

Sr. No	Region	MC Name	Project Name	Cost in Millions	Consultant	Forum
1	North	Jehlum	Rainwater underground storage tanks	600.00	ENVIRO	PDWP
2			Comprehensive Sewerage Scheme	1,338.10	MMP	PDWP
3			Street Lights	133.60	MMP	DDWP
4			Solarization of water pumps	150.00	MMP	PDWP
5		Daska	Roads	1,500.00	MMP	PDWP
6		Wazirabad	Comprehensive sewerage system	2,400.00	MMP	PDWP
7			Rainwater underground storage tanks	500.00	MMP	PDWP
8			Solarization of water pumps	150.00	MMP	PDWP
9		Hafizabad	Comprehensive sewerage system	1,510.00	NESPAK	PDWP
10		Kamoke	Rainwater underground storage tanks	500.00	ENVIRO	PDWP
11			Comprehensive sewerage system	1,500.00	JERS	PDWP
Sub-Total				10,281.70		
1	Centre	Jhang	General Bus Stand	800.00	JERS	PDWP
2		Kamalia	Comprehensive Sewerage Scheme	1,900.00	MMP	PDWP
3		Okara	Comprehensive sewerage system	1,600.00	JERS	PDWP
Sub-Total				4,300.00		
1	South	Khanewal	Solarization of water pumps	124.14	MMP	PDWP
2		Bahawalnagar	Sewerage Comprehensive	970.20	ASIAN	PDWP
3			Rehab of 01 Park & 01 Playground	358.98	ASIAN	PDWP
4		Burewala	Comprehensive sewerage system	1,600.00	JERS	PDWP
5			Solarization of water pumps	165.00	ASIAN	PDWP
6			Water supply	472.12	ASIAN	PDWP
7		Vehari	Comprehensive sewerage system	1,500.00	JERS	PDWP
8			Water Supply	788.52	ASIAN	PDWP
9			Solarization of water pumps	175.00	ASIAN	PDWP
10		Kot Addu	Comprehensive sewerage system	800.00	JERS	PDWP
11			Roads	200.00	JERS	DDSC
Sub-Total				7,153.96		
Total Cost				21,735.66		

Annex – B

Table; 09 Summary - Posting/ Transfer Status of MC Officers in 16 PCP Cities (till June 30, 2023)

Sr. No.	MC Officers	Changes Occurred				Total
		July 2019 to June 2021	July 2021 to Dec 2021	January 2022 to Sep 2022	Oct 2022 to June 30, 2023 (Ban Imposed)	
1	Administrator	47	37	30	32	146
2	Chief Officer	48	13	21	8	90
2	Municipal Officer (Finance)	31	12	14	14	71
3	Municipal Officer (Infrastructure & Services)	42	19	20	7	88
4	Municipal Officer (Regulation)	59	10	23	7	99
5	Municipal Officer (Planning)	32	17	40	14	103
Grand Total		259	108	148	82	597

Table; 10 Detail - Posting/ Transfer Status of MC Officers in 16 PCP Cities (Upto June 30, 2023)

Sr. #	Municipal Committee	Administrator				Chief Officer				MO (F)				MO (I&S)				MO (R)				MO (P)				Total
		July 2019 to June 2021	July 2021 to Dec 2021	January 2022 to Sep 2022	Oct 2022 to June 2023	July 2019 to June 2021	July 2021 to Dec 2021	January 2022 to Sep 2022	Oct 2022 to June 2023	July 2019 to June 2021	July 2021 to Dec 2021	January 2022 to Sep 2022	Oct 2022 to June 2023	July 2019 to June 2021	July 2021 to Dec 2021	January 2022 to Sep 2022	Oct 2022 to June 2023	July 2019 to June 2021	July 2021 to Dec 2021	January 2022 to Sep 2022	Oct 2022 to June 2023	July 2019 to June 2021	July 2021 to Dec 2021	January 2022 to Sep 2022	Oct 2022 to June 2023	
1	Bahawalnagar	3	2	1	1	5	3	0	0	4	2	0	2	1	0	2	1	5	1	2	0	3	1	2	1	35
2	Burewala	2	7	2	2	3	0	0	2	2	1	2	0	4	2	2	1	3	0	1	0	5	1	3	0	32
3	Daska	1	3	3	1	1	1	1	0	3	0	0	0	3	1	2	0	4	2	2	0	0	0	2	0	22
4	Gojra	5	4	1	2	6	1	2	0	0	1	0	1	3	1	3	0	4	1	3	0	1	1	3	1	32
5	Hafizabad	1	2	0	3	3	0	2	1	1	0	1	2	1	1	1	1	5	0	1	1	0	1	2	1	25
6	Jaranwala	4	2	0	2	2	1	0	0	1	1	1	2	4	4	0	0	3	1	1	0	1	3	4	0	29
7	Jhang	8	4	3	2	6	1	5	0	3	0	0	0	3	1	3	1	6	2	1	0	4	1	4	2	43
8	Jhelum	1	3	2	1	1	2	2	2	4	2	1	0	3	1	2	1	4	1	1	0	3	2	3	2	37
9	Kamalia	3	0	1	3	5	0	1	0	1	1	2	1	5	1	1	0	3	0	1	1	0	1	1	1	26
10	Kamoke	2	1	2	1	3	2	1	0	0	1	1	0	1	0	0	0	4	1	2	0	2	1	4	0	23
11	Khanewal	2	1	1	1	2	0	0	1	0	1	1	0	2	0	0	0	2	0	1	0	1	0	1	2	14
12	Kot Addu	2	1	3	2	5	0	3	2	1	0	1	0	4	0	2	1	2	0	1	1	2	1	1	0	27
13	Muridke	2	1	2	2	1	1	1	0	3	0	1	2	1	2	0	0	3	0	2	1	2	1	3	0	24
14	Okara	6	2	4	3	2	1	0	0	5	1	1	3	4	1	0	1	3	0	0	1	4	1	3	3	34
15	Vehari	4	2	5	2	2	0	1	0	1	1	0	1	2	3	2	0	4	0	1	1	4	2	4	1	30
16	Wazirabad	1	2	0	4	1	0	2	0	2	0	2	0	1	1	0	0	4	1	3	1	0	0	0	0	18
Total		47	37	30	32	48	13	21	8	31	12	14	14	42	19	20	7	59	10	23	7	32	17	40	14	597

Table 11: Posting/ Transfer Status of MC Officers in 16 PCP Cities (January 01, 2022 to June 30, 2023)

District	Sr #	City	Status	Administrator	Chief Officer	MO (F)	MO (I&S)	MO (R)	MO (P)
Bahalnagar	1	Bhawalnagar	Municipal Committee	M. Yousaf Cheena	Muhammad Shafique	Muhammad Ahmad	Abdul Razzaq	Muhammad Shafique, CO	Usman Akram
				(2nd Change)		(2nd Change)	(3rd Change)	(2nd Change)	(2nd Change)
Vehari	2	Vehari	Municipal Committee	M.Tayyab Khan	Ali Ahmed Sabir	Irfan Ali	Badar Majeed	Ali Ahmed Sabir, CO	Fouzia Aslam
				(7th Change)	(1st Change)	(1st Change)	(2nd Change)	(3rd Change)	(3rd Change)
	3	Burewala	Municipal Committee	Abdul Basit	Imtiaz Ahmed Joiya	Amjad Hussain	Muhammad Waseem	Ghulam Jillani	Mian Ejaz Iqbal
				(4th Change)	(2nd Change)	(2nd Change)	(3rd Change)	(2nd Change)	(2nd Change)
Sialkot	4	Daska	Municipal Committee	Faisal Ahmad	Abdul Hayee	Muhammad Usman	Uzair Arshad	Fahad Butt	Ms. Maryam Siddiqa
				(4th Change)	(1st Change)		(2nd Change)	(1st Change)	(2nd Change)
Toba Tek Singh	5	Gojra	Municipal Committee	Dr. Rizwan Ashraf	Ishtiaq Ahmed Gondal	Touseef-ur-Rehman	Shahrukh Tahir	Touseef-ur-Rehman	Asad Ali
				(3rd Change)	(2nd Change)	(1st Change)	(3rd Change)	(3rd Change)	(3rd Change)
	6	Kamalia	Municipal Committee	Abdul Hannan Khan	Tahir Farooq	Hafiz Masood Jillani	Umer Nawaz	Muhammad Zuhair	Asad Ali
				(3rd Change)	(1st Change)	(3rd Change)	(1st Change)	(2nd Change)	(2nd Change)
Hafizabad	7	Hafizabad	Municipal Committee	Imtiaz Ali Baig	Qazi Abid Qayyum	Muhammad Akram	Muhammad Amin Toor	Ms. Farwa Yousaf	Muhammad Nadeem
				(3rd Change)	(3rd Change)	(3rd Change)	(2nd Change)	(2nd Change)	(2nd Change)
Faisalabad	8	Jaranwala	Municipal Committee	Shoukat Masih	Mian Ishfaq Ali	Javed Aslam	Saddam Hussain	Mian Ishfaq Ali, CO	Shireen Newton
				(2nd Change)		(3rd Change)		(1st Change)	(1st Change)
Jhang	9	Jhang	Municipal Committee	Ahmed Raza Sura	Adil Shahzad Ranjha	Shakeel Ahmad	Faraz Ahwaz	Khalid Mahmood	Masroor Tayyab Khan
				(5th Change)	(5th Change)		(4th Change)	(1st Change)	(5th Change)
Jhelum	10	Jhelum	Municipal Committee	Hassan Tariq	Usman Gondal	Muhammad Abid	Ahmed Ali	Tariq Javed	Hafiz Shoaib Ahmad
				(3rd Change)	(4th Change)	(1st Change)	(3rd Change)	(1st Change)	(3rd Change)
Gujranwala	11	Kamoke	Municipal Committee	Khurram Mukhtar	Ms. Sofia Ashiq	Ms. Asma Azeem	Asif Farzand	Mudasar Hassan Khan	Qamar-ul-Islam
				(3rd Change)	(1st Change)	(1st Change)		(1st Change)	(2nd Change)
	12	Wazirabad	Municipal Committee	Mujtaba Arfat Khan	Gulraiz Afzal Waraich	Maryam Iqbal	Waqar Ahmad	Ms. Sumaira Sami Ullah	Syed Imran Ali
				(5th Change)	(2nd Change)	(2nd Change)		(4th Change)	(1st Change)
Khanewal	13	Khanewal	Municipal Committee	Azubah Azim	Qasim Shakeel	Ibrar Ahmed	Zain Ali	Rehman Latif	Waqar-ul-Hassan
				(2nd Change)	(1st Change)	(1st Change)		(1st Change)	(3rd Change)
Muzaffargarh	14	KotAddu	Municipal Committee	Asghar Iqbal	Muhammad Arshad	Khalid Mehmood	Hafiz Usman Aslam	Ms. Shabana Rasheed	Malik Mahboob Alam
				(4th Change)	(5th Change)	(1st Change)	(3rd Change)	(2nd Change)	
Sheikhupura	15	Muridke	Municipal Committee	Dr. Zainab Tahir	Shehryar Khalid	Muhammad Iqbal	Hasnain Hafeez	Tariq Mehmood	Ms. Masooma Akram
				(3rd Change)	(1st Change)	(2nd Change)		(3rd Change)	(2nd Change)
Okara	16	Okara	Municipal Committee	Kamran Bashir	Umer Nasim	Muhammad Mahboob	Hafiz Tallat Mahmood	Umer Nasim, CO	Asim Shad
				(7th Change)		(4th Change)		(1st Change)	(1st Change)
		Green	Permanently posted & having no additional charge including Administrator				Red	01 or more changes occurred in Nos. of MCs (Jan 2022 to date): 195 Posts	
		Yellow	Additional charge (within MC or from other MCs)				Blue	Post Vacant: Nil	
			28 Posts						

Table 12: Posting/ Transfer Status of MC Officers in 16 PCP Cities (July 01, 2019 to June 30, 2023)

District	Sr #	City	Status	Administrator	Chief Officer	MO(F)	MO (I&S)	MO (R)	MO (P)
Bahalnagar	1	Bhawalnagar	Municipal Committee	M. Yousaf Cheena	Muhammad Shafique	Muhammad Ahmad	Abdul Razzaq	Muhammad Shafique, CO	Usman Akram
				(7th Change)	(8th Change)	(8th Change)	(5th Change)	(7th Change)	(6th Change)
Vehari	2	Vehari	Municipal Committee	M.Tayyab Khan	Ali Ahmed Sabir	Irfan Ali	Badar Majeed	Ali Ahmed Sabir, CO	Fouzia Aslam
				(13th Change)		(3rd Change)	(7th Change)	(5th Change)	(9th Change)
	3	Burewala	Municipal Committee	Abdul Basit	Imtiaz Ahmed Joiya	Amjad Hussain	Muhammad Waseem	Ghulam Jillani	Mian Ejaz Iqbal
				(12th Change)	(5th Change)	(3rd Change)	(9th Change)	(4th Change)	(8th Change)
Sialkot	4	Daska	Municipal Committee	Faisal Ahmad	Abdul Hayee	Muhammad Usman	Uzair Arshad	Fahad Butt	Ms. Maryam Siddiqi
				(8th Change)	(3rd Change)	(3rd Change)	(6th Change)	(7th Change)	(2nd Change)
Toba Tek Singh	5	Gojra	Municipal Committee	Dr. Rizwan Ashraf	Ishtiaq Ahmed Gondal	Touseef-ur-Rehman	Shahrukh Tahir	Touseef-ur-Rehman	Asad Ali
				(12th Change)	(9th Change)	(1st Change)	(7th Change)	(8th Change)	(5th Change)
	6	Kamalia	Municipal Committee	Abdul Hannan Khan	Tahir Farooq	Hafiz Masood Jillani	Umer Nawaz	Muhammad Zuhair	Asad Ali
				(7th Change)	(6th Change)	(5th Change)	(7th Change)	(5th Change)	(3rd Change)
Hafizabad	7	Hafizabad	Municipal Committee	Imtiaz Ali Baig	Qazi Abid Qayyum	Muhammad Akram	Muhammad Amin Toor	Ms. Farwa Yousaf	Muhammad Nadeem
				(6th Change)	(6th Change)	(4th Change)	(4th Change)	(7th Change)	(3rd Change)
Faisalabad	8	Jaranwala	Municipal Committee	Shoukat Masih	Mian Ishfaq Ali	Javed Aslam	Saddam Hussain	Mian Ishfaq Ali, CO	Shireen Newton
				(8th Change)	(3rd Change)	(5th Change)	(8th Change)	(5th Change)	(5th Change)
Jhang	9	Jhang	Municipal Committee	Ahmed Raza Sura	Adil Shahzad Ranjha	Shakeel Ahmad	Faraz Ahwaz	Khalid Mahmood	Masroor Tayyab Khan
				(9th Change)	(12th Change)	(3rd Change)	(8th Change)	(9th Change)	(10th Change)
Jhelum	10	Jhelum	Municipal Committee	Hassan Tariq	Usman Gondal	Muhammad Abid	Ahmed Ali	Tariq Javed	Hafiz Shoaib Ahmad
				(7th Change)	(7th Change)	(8th Change)	(7th Change)	(6th Change)	(8th Change)
Gujranwala	11	Kamoke	Municipal Committee	Khurram Mukhtar	Ms. Sofia Ashiq	Ms. Asma Azeem	Asif Farzand	Mudasar Hassan Khan	Qamar-ul-Islam
				(6th Change)	(5th Change)	(2nd Change)		(6th Change)	(6th Change)
	12	Wazirabad	Municipal Committee	Mujtaba Arfat Khan	Gulraiz Afzal Waraich	Maryam Iqbal	Waqar Ahmad	Ms. Sumaira Sami Ullah	Syed Imran Ali
				(8th Change)	(2nd Change)	(3rd Change)		(9th Change)	
Khanewal	13	Khanewal	Municipal Committee	Azubah Azim	Qasim Shakeel	Ibrar Ahmed	Zain Ali	Rehman Latif	Waqar-ul-Hassan
				(5th Change)	(3rd Change)	(2nd Change)		(3rd Change)	(4th Change)
Muzaffargarh	14	KotAddu	Municipal Committee	Asghar Iqbal	Muhammad Arshad	Khalid Mehmood	Hafiz Usman Aslam	Ms. Shabana Rasheed	Malik Mahboob Alam
				(7th Change)	(11th Change)		(7th Change)	(5th Change)	(3rd Change)
Sheikhupura	15	Muridke	Municipal Committee	Dr. Zainab Tahir	Shehryar Khalid	Muhammad Iqbal	Hasnain Hafeez	Tariq Mehmood	Ms. Masooma Akram
				(7th Change)	(3rd Change)	(6th Change)	(3rd Change)	(5th Change)	(5th Change)
Okara	16	Okara	Municipal Committee	Kamran Bashir	Umer Nasim	Muhammad Mahboob	Hafiz Tallat Mahmood	Umer Nasim, CO	Asim Shad
				(15th Change)	(3rd Change)	(10th Change)	(6th Change)	(5th Change)	(10th Change)
		Green	Permanently posted & having no additional charge including Administrator				Red	01 or more changes occurred in Nos. of MCs:	
			69 Posts					195 Posts	
		Yellow	Additional charge (within MC or from other MCs)				Blue	Post Vacant: Nil	
			28 Posts						



PUNJAB MUNICIPAL DEVELOPMENT FUND COMPANY

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