



Bi-Annual Progress Report

(From July 01, 2023 to December 31, 2023)

Punjab Cities Program

Punjab Municipal Development Fund Company

www.pcp.pmdfc.punjab.gov.pk

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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 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 July 01, 2023 to Dec 31, 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 implement 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 Dec 31, 2023)

Financial Year	Window	Releases (Million)		Utilization (Million)	
		PKR	USD	PKR	USD
2019-20	IPF-PMDFC	185.11	1.20	17.47	0.11
	PBGs-MCs	1,442.41	9.52	0.18	-
	Sub-Total	1,627.53	10.72	17.65	0.11
2020-21	IPF-PMDFC	160.00	0.99	289.36	1.84
	PBGs-MCs	7,065.05	42.64	960.79	6.35
	Sub-Total	7,225.05	43.64	1,250.16	8.18
2021-22	IPF-PMDFC	651.49	3.65	341.85	2.03
	PBGs-MCs	8,504.96	53.93	1,116.56	6.96
	Sub-Total	9,156.45	57.59	1,458.42	8.99
2022-23	IPF-PMDFC	907.94	3.481	590.52	3.09
	PBGs-MCs	14,473.44	50.56	2445.33	14.81
	Sub-Total	15381.39	54.05	3035.85	17.90
2023-24 (till Dec 31, 2023)	IPF-PMDFC	-	-	388.34	1.49
	IPF-FD Unit	62.26	0.20	24.10	0.08
	PBGs-MCs	-	-	2575.03	15.54
	Sub-Total	62.26	0.20	2987.47	17.11
Total (2019 to 2023-24)	IPF-PMDFC	1,904.54	9.33	1,627.55	8.56
	IPF-FD Unit	62.26	0.20	24.10	0.08
	Total IPF	1,966.80	9.53	1,651.65	8.63
	PBGs-MCs	31,485.87	156.67	7097.90	43.66
	Grand Total	33,452.67	166.20	8749.55	52.30

*As per the Bank Statement for the period ending December 31, 2023.

3. Various Meetings and Visits related to implementation of PCP

i. Secretary LG & CDD - visits to various sub-project sites

Dr. Irshad Ahmad, Secretary LG & CD Department Punjab, and Syed Zahid Aziz, MD PMDFC, visited various PCP subproject sites in Burewala. They visited sites including roads, Parking Shed and Solid Waste Machinery. Notably, a substantial budget of PKR 1250 Million has been approved for the enhancement and rehabilitation of 19.46 km of urban asphalt roads.

Dr. Irshad also inspected Solid Waste Machinery (SWM) and visited the site of Parking Shed being constructed with PKR 32 Million for this machinery provided under PCP. Secretary LG&CDD emphasized the paramount importance of ensuring top-notch quality in the construction process. He urged the acceleration of progress while maintaining rigorous quality control measures.

During visit Mr. Abdul Basit Siddiqui, Assistant Commissioner, Mr. Imtiaz Ahmed Joya, Chief Officer MC Burewala, Engineer Hafiz Muhammad Wasim MO (I&S) while from PMDFC/PCP Mr. Iftikhar Rasool, Mr. Zahid Kareem, SPO ID, Ms. Rizwana Anjum, SPO ESM, and Mr. Salman Ahmad, PO ID were also present.



Visit to Gojra

Dr. Irshad Ahmad, Secretary, LG & CD Department, Punjab undertook another visit to MC Gojra on Nov 20, 2023 to assess the advancement of various PCP subprojects. Accompanied by Syed Zahid Aziz, MD PMDFC, and his team alongside representatives from consulting firms. Sec LG & CDD initiated the visit by convening a meeting at the MC office. During this session, Mr. Shah Rukh, MO (I & S), provided an overview of the ongoing PCP subprojects in MC Gojra. Their inspection covered diverse areas including different roads and the parking shed for Solid Waste Machinery, a part of the PCP initiative aimed at enhancing the Municipal Committee's ability to handle solid waste effectively. Additionally, they visited a site in Hasnia Colony where tough pavers were being installed. Sec LG & CD Department emphasized the importance of quality and timely completion & directed the team to adhere to the highest standards. During the visit, Mr. Noman Ali, Administrator/AC Gojra, Mr. Ishtiaq Ahmad, Chief Officer MC

Gojra, Mr. Shah Rukh, Municipal Officer (I&S), and Mr. Tauseef Ul Rehman, Municipal Officer (Regulations), was also present.



Visit to Kamoki and Hafizabad

Dr. Irshad Ahmad, Secretary LG & CD Department, visited several Punjab Cities Program sub-project sites on July 22, 2023, in Kamoki and Hafizabad. The Assistant Commissioner of Kamoki briefed him on the ongoing development schemes, including water supply, sewerage, solid waste machinery, parking sheds, and roads, with a total budget of 2.393 billion, undertaken by MC Kamoki as part of the PCP projects. During his visit to Hafizabad, he was also accompanied by, Naveed Haider Shirazi, Commissioner Gujranwala to visit various development projects under the Punjab Cities\ Program, costing a total of 2142 million. Accompanying the Secretary during the visit were Umar Farooq Warraich, DC Hafizabad, Dr. Fahad Ahmed, DPO Hafizabad, Imtiaz Ali Baig, ADCR, Munawar Hussain, AC, and from PMDFC Syed Zahid Aziz, MD PMDFC, Iftikhar Rasool, GM Engineering, and Mahmood Masood Tamana, GM ID.



ii. Progress review meeting of various PCP subprojects

A session convened at PMDFC head office, on Nov 17, 2023, led by Syed Zahid Aziz, MD PMDFC to discuss and review the progress of various PCP subprojects. Attendees included contractors overseeing projects such as the development of roads and parking sheds in various PCP cities including Kot Addu, Hafizabad, and Wazirabad. MD PMDFC directed to expedite the work pace to complete the projects within the timeline ensuring the best quality standards. Mr. Iftikhar Rasool, DPD, Mr. Mahmood Masood Tamana, GM ID, and Mr. Zohaib Butt, SPO Procurement also attended the meeting.



iii. Field Visit of various PCP project sites

Syed Zahid Aziz, MD-PMDFC, visited various PCP project sites of MC Jhelum including Altaf Park and parking shed for SWM Machinery provided to the MC under PCP. He also had a meeting with Capt. (Retd.) Sami Ullah Farooq, DC Jhelum to discuss various PCP initiatives in Jhelum. Mr. Iftikhar Rasool, DPD-PCP, along with other team members also accompanied MD-PMDFC during the MC Jhelum visit. While Mr. Abid Ali, PO IT, Syed Aamir Mahmood Shah, PO GIS and Mr. Azeem Qadeer Hussain, RPC Gujranwala also briefed the MC Jhelum staff about an IT based App developed for water supply consumer data collection. MD-PMDFC also directed to ensure completion of consumer survey within the agreed time frame.



iv. The World Bank Technical Mission (12-18 Oct 2023)

WB session with IS and ID Section

Institutional Strengthening & Infrastructure Development sections of PMDFC held a virtual meeting on Oct 17, 2023 with The World Bank team comprising of Ms. Shahnaz Arshad (Team Task Leader) and Mr. Suhaib Rasheed (Urban Development Specialist) while from PMDFC ID and IS teams attended the meeting led by Syed Zahid Aziz, MD PMDFC. In first session Mr. Mahmood Masood Tamana GM ID shared progress of various initiatives including Grievance Redress Mechanism (GRM), Performance Management System (PMS), Integrated Development and Asset Management Plan (IDAMP), and development of dynamic Websites.

In the second session Mr. Iftikhar Rasool, DPD/GM Engineering shared progress of Infrastructure Development Section. Currently 120 sub projects worth PKR 37012 million are at various stages in 16 PCP partner cities. Under PCP complete sewerage solutions (sewerage lines, disposal stations & WWTP) are being developed in the PCP partner cities with cost of more than PKR 17000 million



The World Bank Session with Procurement Section

The PMDFC procurement team conducted a virtual meeting with The World Bank on October 12, 2023, at the PMDFC head office. During the meeting, Mr. Zohaib Butt, SPO Procurement, provided update on the progress of the Procurement section to the World Bank team, which included Ms. Shahnaz Arshad, Task Team Leader and Syed Wajahat Ali, Procurement Specialist. The World Bank team expressed their contentment with the progress achieved by the procurement team, under the leadership of Syed Zahid Aziz, MD PMDFC. Mr. Arsalan Idrees, PO Procurement, and Mr. Abdul Rehman, DPO Procurement also attended the meeting.



The World Bank Session with Financial Management Section

Financial Management and The World Bank teams held a meeting on October 12, 2023 at PMDFC Head office. Mr. Mahmood Masood Tamana, SPO IS shared a presentation on the updated performance of the FM section. Mr. Naumnan Akhter, SPO FM and Mr. Zeeshan, DPO FM also attended the meeting.



Visit to Jhang and Kamalia (WB Technical Mission)

In pursuance of PCP WB Technical Mission (12-18 Oct 2023), Syed Zahid Aziz, MD PMDFC, visited Jhang on Oct 17, 2023, to conduct a review of the ongoing PCP subprojects. During his visit, he was accompanied by The World Bank Technical Mission on E&SM, PMDFC, and other senior PMDFC officers. A meeting was also convened with DC Jhang to discuss the ESM compliance and overall progress of PCP initiatives in Jhang, including sewerage, tuff pavers, roads, and the beautification of walls and chowks. Currently, projects with a total value of more than PKR 3.7 billion are under execution in Jhang under PCP.

The Environment and Social teams of WB visited Kamalia city on the second day of field review on Oct 17, 2023. The objective of this E&S Mission is to review the compliance of environment and social mitigation and management plans at site. During this visit, the E&S team of PMDFC accompanied the WB mission. The World Bank Technical Mission on E&SM was comprised of 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. While from PMDFC, Ms. Rizwana Anjum, SPO ESM and Mr. Ghulam Shabbir, PO ID were part of the visiting team.





A training workshop was also convened on Oct 18, 2023 by E&SM section of PCP regarding E&S Monitoring & Supervision of sub-projects under PCP during the technical mission of World Bank 12-18 October, 2023.



A meeting was also convened with AC Kamalia to discuss the ESM compliance and overall progress of PCP initiatives in Kamalia in which a detailed briefing was given by the CO of MC Kamalia.

v. World Bank delegation regarding various ongoing initiatives under PCP

World Bank delegation consisting of Ms. Shahnaz Arshad and Mr. Suhaib Rasheed, visited the PMDFC Head office on July 20, 2023. The delegation received a comprehensive briefing regarding various ongoing initiatives under Punjab Cities Program from Syed Zahid Aziz, MD PMDFC, and his team members, which included Mr. Iftikhar Rasool, DPD/GM Engineering, Mr. Zohaib Butt, SPO Procurement, and Ms. Rizwana Anjum, SPO ESM.

Continuing the WB delegation session on July 21, 2023, the delegation conducted a meeting with Secretary LG & CDD and Syed Zahid Aziz, MD PMDFC/PD PCP, presented a comprehensive overview of the Punjab Cities Program (PCP) and its various initiatives, including the development of Waste Water Treatment Plants (WWTP) in different partner cities of PCP. Also in attendance were Mr. Iftikhar Rasool, GM Engineering/DPD, and Mr. Mahmood Masood Tamana, GM ID. The World Bank delegation, led by Ms. Shahnaz Arshad and Mr. Suhaib

Rasheed, visited the PMDFC head office. Syed Zahid Aziz, MD PMDFC/PD PCP, provided an in-depth briefing on the various initiatives of the Punjab Cities Program (PCP). One of the key projects discussed was the development of Waste Water Treatment Plants (WWTP) in different partner cities of PCP. Among the attendees were Mr. Mahmood Masood Tamana, GM ID, Mr. Slaman Mirza, PO ID, and Mr. Arsalan Idrees, DPO Procurement.



Visit to Hafizabad

GM-ID/ SPO-IS(PCP) Mr. Mahmood Masood Tamana, RPC Gujranwala and DPO-ID visited MC Hafizabad. The issues related to sewerage, roads and land availability for WWTP & Disposals, under PCP Subprojects, were discussed with Deputy Commissioner, and ADCR Hafizabad. GM-ID Mr. Mahmood Masood Tamana gave a detailed briefing to DC regarding PCP Subprojects. It was also requested by GM-ID/SPO-IS to DC to support in providing land for WWTP to increase the pace of PCP. Parking Shed Area, three Roads were also visited along with Chief Officer and Sub Engineer of concerned MC.



4. Environment and Social Safeguards

Trainings

The detail of training sessions conducted by ESM Wing are as given below:

Sr#	Date	Training Details	Objectives
1.	17 th -18 th July 2023	E & S Considerations in wastewater reuse and treatment options and technologies	<ul style="list-style-type: none"> • Awareness about upcoming water scarcity issues, promoting sustainable practices, and • Developing the necessary expertise to address the challenges and opportunities associated with wastewater reuse and treatment.
2.	18 th October 2023	E&S Monitoring & Supervision of sub-projects under PCP	<ul style="list-style-type: none"> • Requirement of Environmental and social monitoring of development projects during execution phase • Aimed at creating awareness about use of personal Protective equipment's • Potential Environmental & Social Impacts on Construction Site • Developing the necessary expertise to address the challenges and opportunities associated with Environmental Monitoring
3.	4 th Dec 2023	One Day Training Workshop on Environment and Social Management Framework -PCP	<ul style="list-style-type: none"> • Provide Knowledge about ESMF and its implementation • Develop expertise in regulatory compliance for environmental and social aspects in construction projects • Integrate environmental and social considerations effectively into the overall project planning process.

E & S Considerations in wastewater reuse and treatment options and technologies





E&S Monitoring & Supervision of sub-projects under PCP



Training Workshop on Environment and Social Management Framework -PCP





EHS Training of contractor

Ensuring safety and sustainability, comprehensive Environment, Health and Safety SOPs for Construction Labor/workers including Women Workers are developed by PMDFC in the preview of ILO Standards, IFC and World Bank Guidelines and local legal perspectives. EHS SOPs developed by PMDFC cover Environmental & Social Instruments Implementation, health and Safety of labor and local communities and site-specific mitigation measures. MC staff, resident supervision engineers, contractors, and labor in 16 cities underwent impactful trainings, solidifying commitment to responsible practices.



Implementation of ARAP Gojra Toba Road

Payment of Compensation to the APs as per approved ARAP of “Rehabilitation of Gojra Toa Road. Compensation cost: PKR 548,847/-.

Compensation was ensured to be paid to the APs by MC Gojra in lieu of loss of partial structures (footsteps/ramps/stairs etc.) due to Rehabilitation Jaswant Nagar Road as per the WB safeguards policies and Entitlement Matrix of ESMF of PCP.



The Punjab Cities Program has taken proactive steps in engaging youth and empowering girls through its initiatives. As part of its Gender Action Plan aimed at empowering both genders in 16 cities across Punjab, the program has actively included talented female students from the Fine Arts Department at the University of Jhang. Committed young women are tirelessly contributing their time to embellish the walls of Jhang city. Their objective is to highlight and celebrate the city's vibrant culture, literature, and artistic expressions.



5. Institutional Strengthening

Major Activities - Institutional Strengthening Section (PCP)

- 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
- Coordination with MC staff for data collection against MACs & PMs
- Provision of training to MC staff for functionality of already implemented e-governance initiatives.
- Back stopping support/ Handholding of MCs staff to ensure functionality of systems
- Coordination with all sections of PMDFC regarding overall DLIs (MACs & PMs) accomplishment at MCs and fulfillment of documented evidences for Annual Performance Assessment.
- Developed DLI process and planned activity sheet with timelines and coordination with all sections of PMDFC to complete their activities as per targeted dates
- Prepared 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).
- Close liaison with MC staff, IT Officers to ensure functionality of PMS, GRM and updation of MCs dynamic website
- PMS Data analysis, cross tabulation and correlation analysis regarding monitoring of service delivery and improved decision making for better utilization of resources
- GRM data analysis to determine the problem areas where it needs immediate attention for improved service delivery
- Review MC’s dynamic websites to keep them updated
- 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

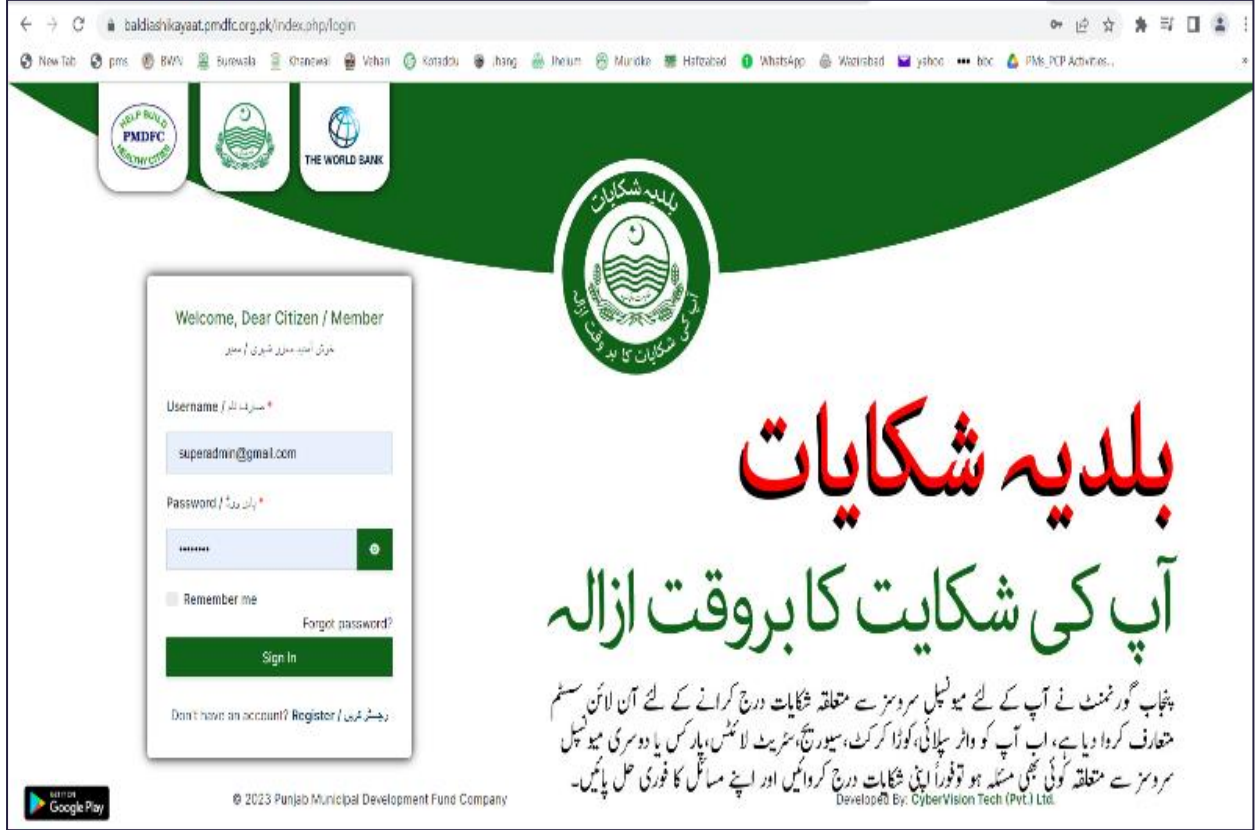
Other Activities

- 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 Biannual Progress Reports
- Establish liaison with the Consulting Firm M/s EY Ford Rhodes for developing Integrated Development Asset Management Plan (IDAMP) in 16 PCP Cities
- Preparation of Proposal for PLGB & LG&CDD Activities under PCP
- Establishment of Technical Support Unit (Three Support Units) of LG&CDD under PCP i.e., Strategic Policy and Planning Unit, Municipal Finance Unit and Public Private Property Unit.
- Developing presentation/ agenda items/ discussion points for Program Executive Committee (PEC) Meeting and Program Steering Committee (PSC) Meeting

6. Upgradation of PMS, CTS transformed Into GRM, & MCs' Websites

i. Grievance Redress Management System (GRM)

www.baldiaShikayaat.pmdfc.org.pk



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

GRM Features

- Three channels have been developed for registration of citizens' complaints i.e. GRM app (Baldia Shikayaat App), GRM dashboard and MC's website.
- The citizens can register their complaints even through voice message
- After a particular time the complaint not resolved turned into escalation mode
- Management can access all the process of handling the complaint by using their cell phone
- Citizens can provide their feedback, suggestions and satisfaction level towards municipal service delivery

GRM Benefits

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

ii. 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

PUNJAB MUNICIPAL DEVELOPMENT FUND COMPANY
Government of The Punjab

Performance Indicator | Services Reports | Super User Administrator

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Performance Management System (PMS)

Water Supply	Solid Waste	Street Lights
<ul style="list-style-type: none"> → Water Supply Scheme → Water Source Category → Water Source → Water Source O&M → Water Supply Connection → Water Supply Scheme Income → Filter Plant → Filter Plant O&M → Filter Plant Operation Hours → Recovery Staff → Served Localities → Tubewell Operations → Water Supply Management → Water O&M Survey 	<ul style="list-style-type: none"> → Machinery Type → Machinery / Vehicle → Pick Up Point → Dumping Point → Routes → Solid Waste → Solid Waste Coverage 	<ul style="list-style-type: none"> → Type → Light → Light Meters
		Sewerage
		<ul style="list-style-type: none"> → Sewerage Scheme → Connection Type → Sewerage Connections → Disposal Station
Roads	Parks	Facilities
<ul style="list-style-type: none"> → Road Type → Roads → Road Material → Road Operation 	<ul style="list-style-type: none"> → Activity Type → Parks → Park Operation 	<ul style="list-style-type: none"> → Facility Type → Activity Type → General Bus Stand → Graveyards → Graveyard operation → Billboards → Campaign

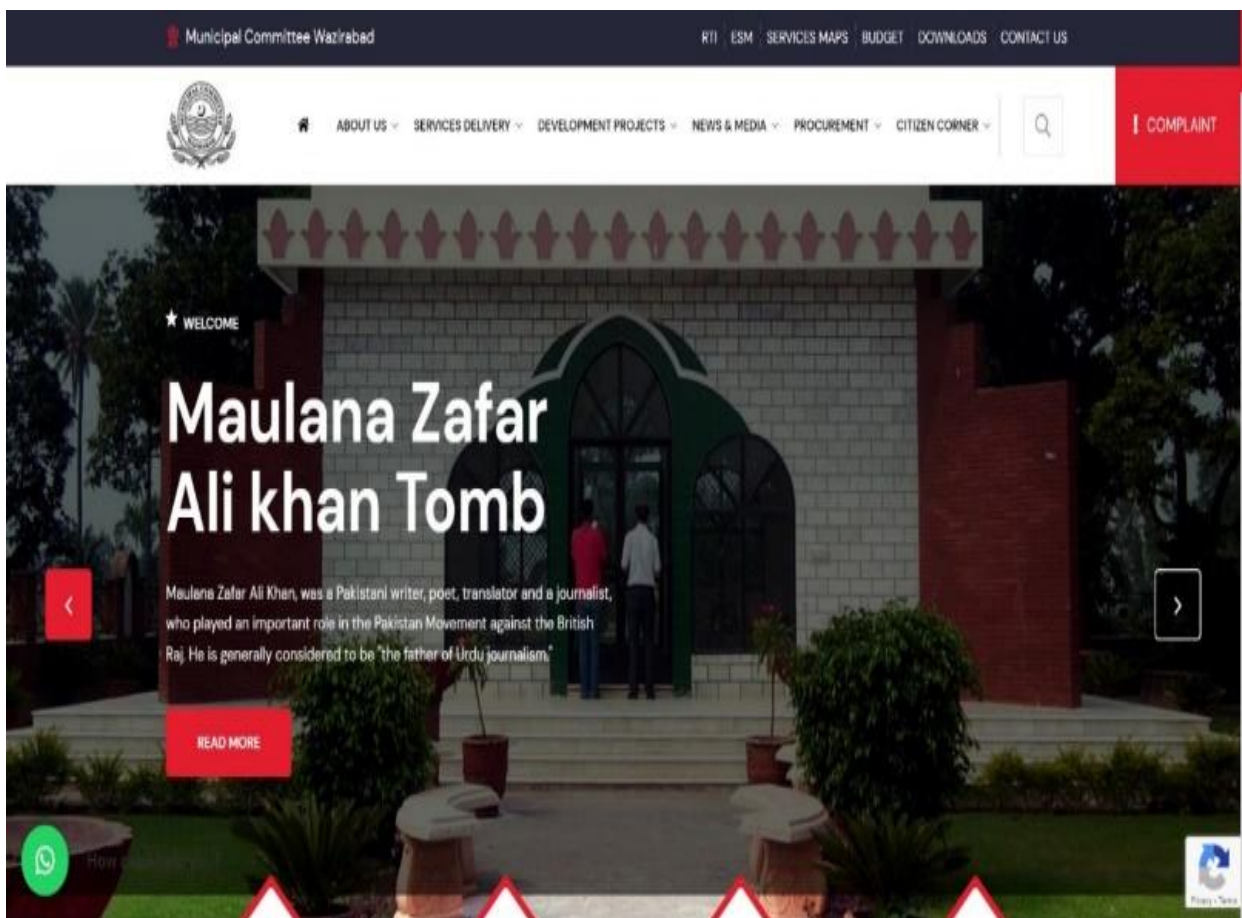
iii. Websites Upgradation

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.



Way Forward

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

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

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

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

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

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

For Sustainability

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

For Upscaling

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

Refresher/ Training on Implementation of Right to Information Act 2013 (RTI) & MCs Website

One day Refresher/ Training on Implementation of Right to Information Act 2013 (RTI) & MCs Website was convened on July 11, 2023 at PMDFC office Lahore.

Chairman Board (PMDFC) expressed the importance of implementation of RTI Act. GM-ID presented the introduction on MACs & PMs on Result Area: Transparency & Accountability under Punjab Cities Program (PCP) and sensitized the importance of RTI Act 2013 in MCs in context of addressing citizen's requests.

A detailed discussion was held on preparation of documented evidences required to achieve the targeted scores during Annual Performance Assessment (APA). Descriptive presentation was also delivered on MC Website as a tool of transparency & an outreach medium and proactive disclosure of information.



7. 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.

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

Hiring Of Consultants

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

i. Hiring of Consulting (firm) for Annual Performance Audit (APA) of 16 MCs for the year 2023-2024 Under Punjab Cities Program (PCP)

The procurement section initiated the procedure for hiring of Consulting firm for Annual Performance Audit of 16 MCs. Procurement Section followed the guidelines provided by the World Bank for hiring of consultancy firm due to which Six consulting firms have participated in the said project. Evaluation of Firms is under process.

ii. Hiring of Consultants (firm) for Third Party Validation (TPV) of Environmental and Social Management Framework

The procurement section of PMDFC performed hiring of Third-Party Validation of Environmental and Social Management Framework. The criteria and instructions of World Procurement Policy was duly followed due to which good competition is ensured. Four firms are invited to submit their Expression of Interest (EOI) for Third Party Validation of Environmental and Social Management Framework. Evaluation of consultants is in process.

iii. 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.

Trainings

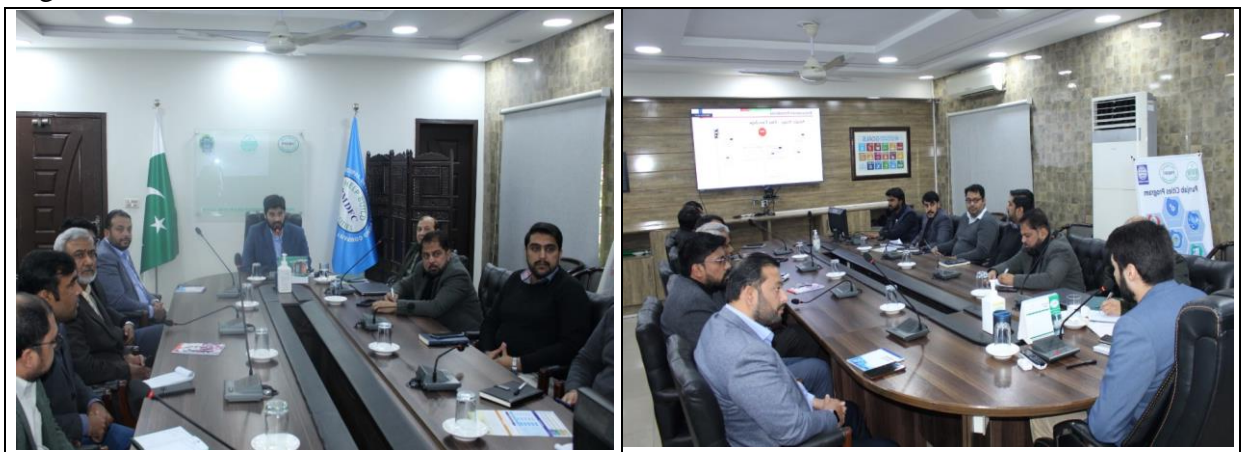
i. Training Session on Appropriate Procedure (Series of Steps) for Approval of Funds, Procurement and Billing

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



ii. Training Session on Bid Opening and Evaluation

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



Bidding Documents Training Session of 16 PCP Partner Cities



Contract Management



Annual Procurement Planning Training of 16 PCP Partner Cities



Miscellaneous Procurements

i. 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.

ii. Procurement for PLGB

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

iii. Hiring of Rental Vehicles

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

iv. Hiring of Laboratory for water, sewerage and environment testing

Procurement wing of PMDFC hired the laboratory for water, sewerage and environment testing of water supply, sewerage and environment testing of different sites where sub-projects are to be carried out in 16 partner MCs.

Support to Partner MCs in Tendering

i. 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.

ii. 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.

8. Infrastructure Development

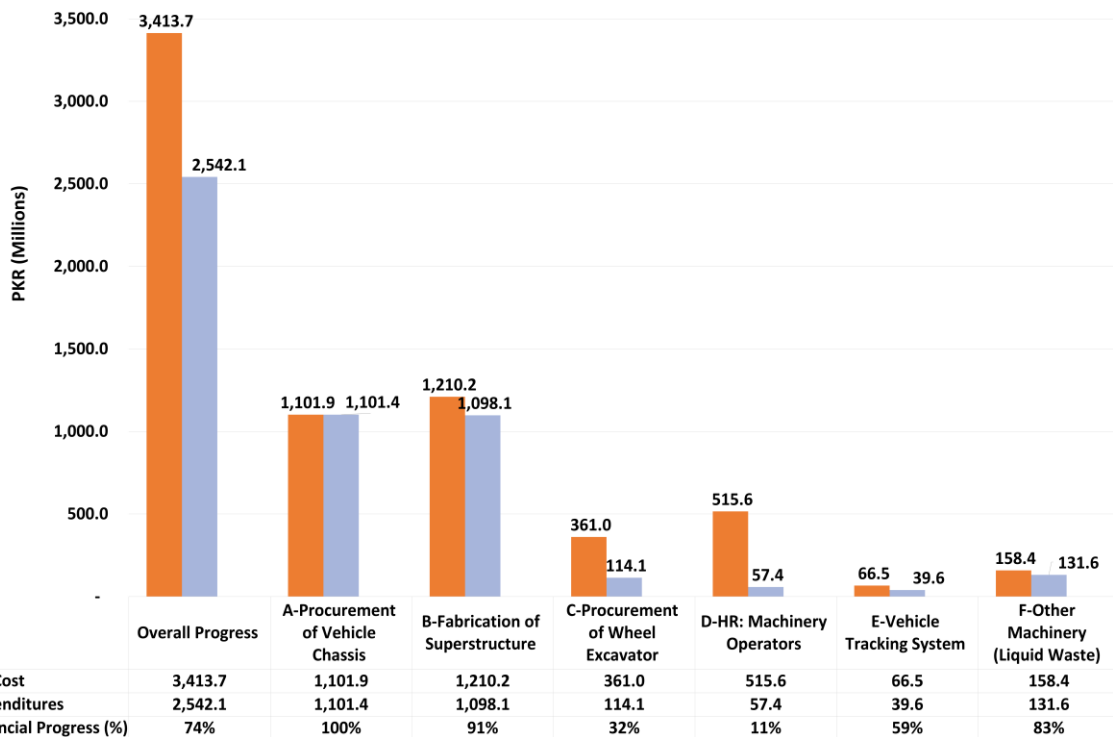
Provision of Machinery & Equipment for SWM

Table 6: Progress Summary

Update (till Dec 31, 2023)

Group	Description	Total Sub-Project Nos.	Million PKR				Physical Progress %age	Financial Progress %age
			AA Cost (Million PKR)	TS Cost (Million PKR)	Contract Cost (Million PKR)	Expenditure Incurred (Million PKR)		
A	Procurement of Vehicle Chassis	16	1,101.9	1,118.6	1,128.1	1,101.4	99.7%	99.9%
B	Fabrication of Superstructure		1,210.2	1,235.2	1,235.8	1,098.1	97.5%	90.7%
C	Procurement of Wheel Excavator		361.0	379.5	377.9	156.7	77.0%	43.4%
D	Others (HR-Drivers, Operators Cost etc)		515.6	540.1	540.1	57.4	88.6%	11.1%
E	Vehicle Tracking System		66.5	43.1	42.5	39.6	99.0%	59.5%
F	Other Machinery (liquid waste etc.)		158.4	158.4	158.4	131.6	93.8%	83.1%
Grand Total		16	3,413.7	3,474.9	3,482.8	2,584.7	93.5%	75.7%

Group Wise Progress
Solid Waste Management Machinery



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				
<p>Salient Features of the Consultancy Services for each MC</p> <ol style="list-style-type: none"> 1. Prioritization of the subprojects through stakeholder’s consultative sessions 2. Preparation of the Sectoral Plans for below given services with planning horizon of year 2050. 3. Preparation of Detailed Design of the projects in the determined priority 4. Preparation of the priority lists of the projects for year 2030, 2040 and 2050 5. Resident supervision of execution of the projects 					
Services included in the consultancy	<ul style="list-style-type: none"> • Water Supply • Sewerage • 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>				

PROGRESS OF INFRASTRUCTURE SUB-PROJECTS IN 16 MCs (till Dec 31, 2023)

Sr. No.	Category	No. of Sub-Projects	Total Project Amount (Million PKR)	Expenditure Amount (Million PKR)
1	Rehabilitation Of Municipal Services Infrastructure Sub-Projects (2020-2021)	45	1,548.5	1,489.9
2	Solid Waste Management System (2021-Todate)	16	3,479.8	2,584.4
Sub-Total (A)		61	5,028.4	4,074.3
1	Completed	8	779.0	752.3
2	Under Implementation	48	9,309.5	3,342.5
3	TS/Bidding Stage	34	11,911.9	-
4	PC-1s Under Approval	12	7,231.8	-
5	Under Review Of TSC/MC	10	4,171.7	-
6	PC-1s Under Finalization	1	270.2	-
Sub-Total (B)		113	33,674.2	4,094.8
Grand Total (A+B)		174	38,702.5	8,169.1

MC WISE STATUS OF SUB-PROJECTS (till Dec 31, 2023)

Sr. No	MC Name	Total Sub-Projects	Total Committed Amount	Completed		Under Implementation		TS/Bidding Stage		PC-1s Under Approval		Under Review Of Tsc/Mc		PC-1s Under Finalization	
				No.	Amount (PKR Mil.)	No.	Amount (PKR Mil.)	No.	Amount (PKR Mil.)	No.	Amount (PKR Mil.)	No.	Amount (PKR Mil.)	No.	Amount (PKR Mil.)
1	Jhelum	7	7736.54	-	-	1	101.18	5	578.57	-	-	1	56.79	-	-
2	Wazirabad	6	2,151.65	-	-	2	321.63	2	90.40	-	-	2	1,739.62	-	-
3	Daska	7	1,802.21	-	-	5	1,271.05	1	157.70	-	-	1	373.46	-	-
4	Hafizabad	3	2,709.18	-	-	2	393.18	-	-	1	2,316.00	-	-	-	-
5	Kamoke	8	1,430.12	-	-	3	818.42	3	330.30	2	281.41	-	-	-	-
6	Muridke	7	1,208.15	2	311.28	1	254.02	1	288.00	2	84.65	-	-	1	270.20
7	Jaranwala	8	2,806.47	1	25.90	1	295.00	6	2,485.57	-	-	-	-	-	-
8	Gojra	9	2,104.89	1	57.86	5	1,019.81	3	1,027.22	-	-	-	-	-	-
9	Jhang	12	2,927.10	-	-	9	1,685.97	3	1,241.13	-	-	-	-	-	-
10	Kamalia	6	1,830.08	1	55.57	3	248.91	1	1,483.61	-	-	1	41.99	-	-
11	Okara	10	2,979.91	1	81.50	6	731.81	3	2,166.60	-	-	-	-	-	-
12	Burewala	7	3,044.17	-	-	2	1,281.34	1	133.85	2	1,352.32	2	276.66	-	-
13	Bahawalnagr	6	2,555.32	1	15.00	-	-	2	373.64	2	873.68	1	1,293.00	-	-
14	Khanewal	5	1,968.50	1	231.90	1	166.98	2	1,372.62	1	197.00	-	-	-	-
15	Vehari	9	2,024.49	-	-	5	537.44	1	182.66	1	914.19	2	390.20	-	-
16	Kot Addu	3	1,395.35	-	-	2	182.77	-	-	1	1,212.58	-	-	-	-
Grand Total		113	33,674.15	8	779.01	48	9,309.52	34	11,911.87	12	7,231.83	10	4,171.72	1	270.20

9. 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.

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 Dec 31, 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 to PMDFC on March 21, 2023
Task 1 - Visit to all MCs to study the existing situation		100%	The Consultant visited all MCs to gather baseline data
Task 2 - Update of O&M Framework	D-2 O&M Framework for all services	100%	O&M Frameworks for all services were submitted to PMDFC on September 28, 2023
Task 3 - Development of O&M Manuals		100%	O&M Manuals completed and shared with PMDFC for review
<i>Water Supply</i>			Approved

Activity	Deliverable	Actual Implementation	Remarks
<i>Sewerage</i>			Approved
<i>Solid Waste</i>			Shared with PMDFC on 31 May 2023
<i>Roads</i>			Shared with PMDFC on 16 June 2023
<i>Parks</i>			Shared with PMDFC on 26 June 2023
<i>Slaughterhouse</i>			Shared with PMDFC on 18 July 2023
<i>Streetlights</i>			Shared with PMDFC on 21 July 2023
<i>Landfill</i>			Shared with PMDFC on 31 August 2023
<i>Wastewater Treatment</i>			Shared with PMDFC on 24 August 2023
<i>Storm Water Management</i>			Shared with PMDFC on 31 August 2023
Task 4 - Development of Standard Operating Procedures (SOPs)	D-3 SOPs for O&M of all services including Framework contracting	100%	Initial Draft of SOPs for all services was submitted to PMDFC on 31 August 2023 Revised SOPs, revised in lights of the comments received, were submitted to PMDFC from November 20 to November 24
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	100%	The deliverables under this task were submitted to PMDFC on September 28, 2023
Task 6 – Framework Contracting	Interim Deliverable: O&M Framework aligned with Framework Contracting principles	100%	Framework Contracting principle were made part of the O&M Frameworks developed under Task 2
Task 7 - Preparation of O&M Bylaws	D-5 O&M bylaws for all services for each MC	100%	By-laws for 8 Municipal Services submitted to PMDFC for review and approval on 2 June 2023 The updated version (based on comments received from PMDFC) was submitted to PMDFC on September 11, 2023.
Task 8 - Preparation of Guidelines for Annual O&M Plans and Budgets	To be incorporated in the O&M Framework Documents	100%	The guidelines were made part of the O&M Frameworks developed under Task 2
Task 9 - Training of MCs	D-6 Training Modules for all Services	17%	Training of MCs in the North Region on Water Infrastructure Services, Landfills, and Solid Waste Management was

Activity	Deliverable	Actual Implementation	Remarks
	D-7 Report on imparting training to all MCs		conducted on December 30, 2023. The trainings for the remaining regions as well the remaining services have been convened in January 2024.

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 Dec 31, 2023):

Activity	Deliverable	Progress	Remarks
Task 0 - Project Inception: Development of Workplan	D-1 Mobilization, Inception report, Methodology and Work Plan	100%	Inception report submitted to PMDFC on March 21, 2023
Task 1 - Updating the inventory of Assets consuming energy	D-2 Updated Inventory of Energy Consuming Assets of all 16 MCs	100%	Updated Asset Inventory Report has been submitted to PMDFC on May 29, 2023
Task 2 - Carrying out the Energy Audit	D-3 Energy Audit of all energy consuming assets of all 16 MCs	100%	Complete Energy Audit of all energy consuming assets in 16MCs was completed in the third week of May 2023.
	D-4 Draft Energy Audit Reports of all 16 MCs	100%	Draft Reports have been submitted to PMDFC in May 2023
	D-5 Final Energy Audit Reports of all 16 MCs	100%	Final Energy Reports have been submitted to PMDFC on June 22, 2023

Task 3 - Training of the MC's and PMDFC staff	D-8 Report on imparting Training to all MCs	100%	Training Modules and Training Schedules were prepared and shared with PMDFC on September 21, 2023
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 were submitted to PMDFC on July 11, 2023
	D-7; Inventory of Assets, Final Energy Audit Reports and Final Energy Management Plans Separately of each of the 16 MCs	100%	Updated Package of Energy Audit Reports and EMPs (revised based on the comments received by PMDFC) was submitted to PMDFC on 17 November 2023.
Task 6 - Project Finalization	N/A	100%	The final Project report was submitted to PMDFC on 20 November 2023.

10. 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
a)	Phase I - Task 1 Review and update IDAMP Manual & SOPs per PLGA 2022	The already developed IDAMP Framework under PCGIP has been updated
b)	Phase I - Task 2 Development and finalization of IDAMPs	IDAMPs have been developed for all 16 PCP MCs
c)	Phase I - Task 3 Training and Capacity Building of MCs	A training session has been planned to be convened in Lahore for all 16 PCP MCs on January 09, 2024 – the trainings at each MC level shall be convened after the completion of DSS development (i.e. after March 2024)
d)	Phase – II	Development of DSS is in progress

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.

11. Geographic Information System (GIS)

Field Attendance Application

In Punjab Cities Program, Cities have been divided into three main regions (South, Center and North) and PMDFC developed three regional offices in Khanewal, Faisalabad and Gujranwala). PMDFC hired field staff in these regions, to monitor and accurate record keeping of field staff attendance, geofenced based field attendance android application is developed which is running successfully and ensuring that employees' work hours are correctly documented and compensated.

It streamlines attendance tracking, reducing administrative workload and potential errors associated with manual record-keeping. It provides valuable insights into employee attendance patterns, aiding in workforce management and ensuring a productive work environment. Web based link is URL: http://203.128.6.241:84/field_attendance/daily_attendance.php



PCP Infrastructure Sub projects Monitoring Android Application

The Infrastructure Projects Monitoring Application is essential for ensuring sub projects stay on track, and meet quality standards. It offers real-time data and analytics to enable informed decision-making, minimizing delays and with history of each sub project.

This application enhances transparency, accountability, and efficiency in managing critical infrastructure projects, ultimately benefiting both the public and private sectors.

Web based link is URL: http://203.128.6.241:84/pcp_monitoring/user/

Project Monitoring Application

Welcome Admin
Admin

VISIT/MONITORING SURVEY

VISIT HISTORY

UPLOAD

CLOSE

Program Monitoring Application

LOCATION No Location! No Location!

Select LG Name

Select Municipal Sector Name

Select Sub-Project Name

Add Caption

ADD PICTURES PICTURE COUNT:0

SAVE

Powered by: LGC & CDD - PMDFC

Punjab Cities Program - Monitoring Dashboard

List View

- Select LG Name - - Select Sector Name - - Select Project Name - Search From Date To Date Filter

Excel PDF Copy Search

#	LG Name	Sector Name	Project Name	Caption	Date	Survey By	Picture 1	Picture 2	Picture 3	History
1	Municipal Corporation Kamoke	Parking Shed	Parking Shed for SWM Machinery	Boundary wall, Parking Shed Kamoke	2023-10-23 13:31:37	Usman DPO DPO Infra RO(Guj)				History
2	Municipal Corporation Kamoke	Parking Shed	Parking Shed for SWM Machinery	Parking shed, Kamoke	2023-10-23 13:36:52	Usman DPO DPO Infra RO(Guj)				History
3	Municipal Corporation Kamoke	Roads	P-1 Mari Road	Drain, Mari road, Kamoke	2023-10-23 13:46:30	Usman DPO DPO Infra RO(Guj)				History
4	Municipal Corporation Kamoke	Roads	P-1 Mari Road	Drain, Mari road, Kamoke	2023-10-23 13:53:48	Usman DPO DPO Infra RO(Guj)				History
5	Municipal Corporation Kamoke	Roads	P-3 Eminabad Road & Godown Road	Tuff tile, Godam road P3, Kamoke	2023-10-23 14:20:55	Usman DPO DPO Infra RO(Guj)				History
6	Municipal Corporation Kamoke	Roads	P-3 Eminabad Road & Godown Road	P3, Godam road, Kamoke	2023-10-23 14:24:17	Usman DPO DPO Infra RO(Guj)				History

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Water Supply Connection Application.

LG&CDD desired to conduct fresh water supply survey in Punjab Cities Program (PCP), upon compliance, PMDFC decided to conduct the survey to ensure Water Supply Connection fulfill the community's demand for potable water and identify areas lacking access to a reliable water source. It helps local authorities plan infrastructure development and allocate resources efficiently to expand water supply networks and reach underserved regions.

A comprehensive survey ensures that water resources are utilized effectively, water leakage areas, Govt connection and private connection and public willingness for Govt water connection.

For that purpose, PMDFC – GIS developed android application for Water supply survey connections. For implemented the applications, training session was conducted and monitored the survey thoroughly and complete the task within timeline period.

This application will also use in other cities of Punjab Cities Program.

Website link is : <http://203.128.6.241:84/WaterSupply/user/index.php>

The image displays two screenshots of the 'Water Supply Connection Survey' mobile application. The left screenshot shows the 'Start Survey' form with fields for Location, Resident Status (Owner/Tenant), Resident Name, House No / Address, No of House Hold, House Area, CNIC, and WS Connection Availability (Yes/No/Dead). It also includes a Sewerage System section with 'Sewerage Connection Availability' (Yes/No/Dead) and 'Remarks Sewerage System'. The right screenshot shows the 'Dashboard' with 'Start Survey' and 'Survey History' buttons, an 'UPLOAD' button, and a 'CLOSE' button. At the bottom, there are statistics for 'Total:0', 'Upload:0', and 'Pending:0'. The footer of the application includes the PMDFC logo, 'Punjab Cities Program - Water Supply & Sewerage System (MC Jhelum)', and navigation links for 'DASHBAORD', 'DETAIL MODULE', and 'User Summery'.

Water Supply Section			
Total Survey 15871			
Connection Available	2795	Connection Not Available	8083
Dead Connection	4993		
Govt Connections	2497	Willing for WSS	214
• Domestic	2416	Willing to Pay Fee (Avg.)	Rs.145
• Commercial	81		
Illegal Connections	298		

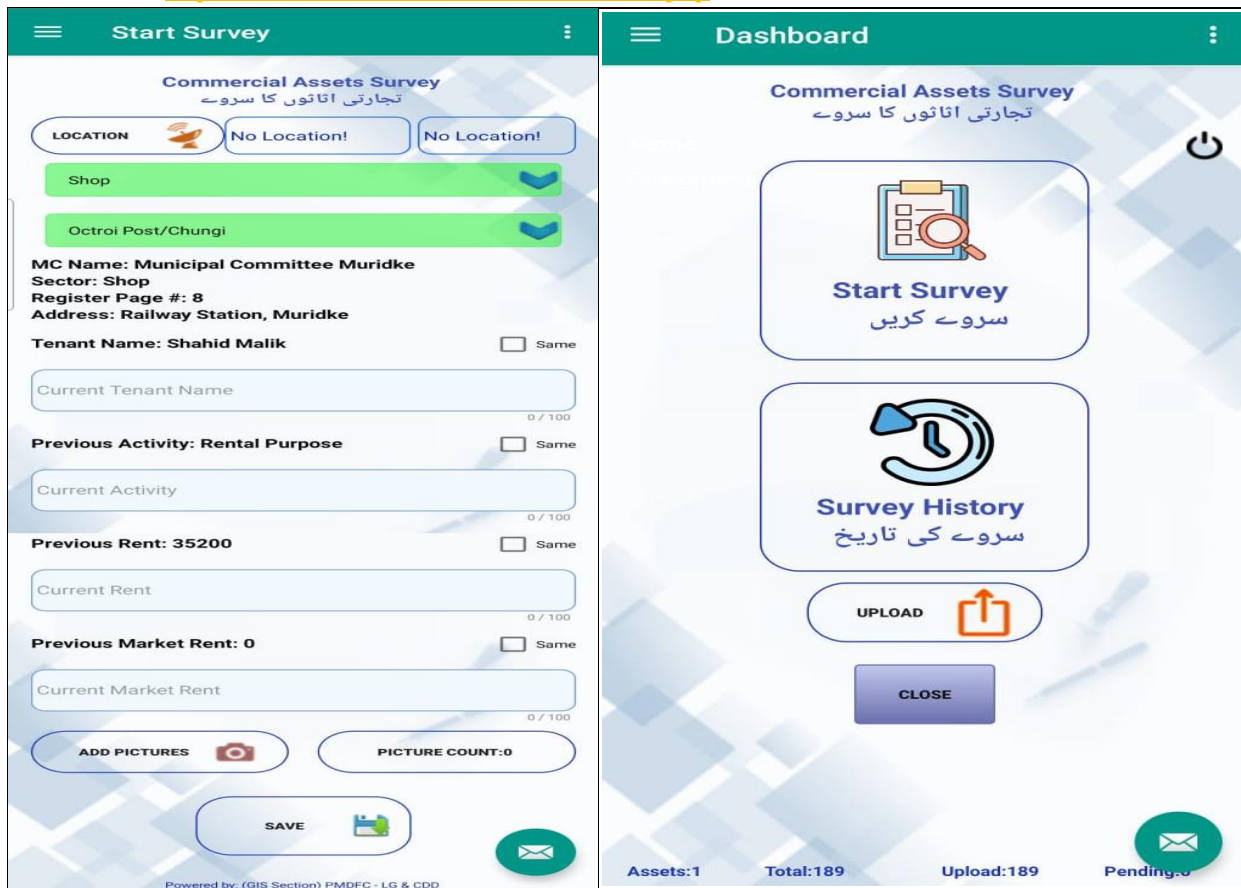
Sewerage Section			
Total Survey 15871			
Connection Available	78	Connection Not Available	361
Dead Connection	15432		
• Domestic	77	Willing for Sewerage	2
• Commercial	1	Willing to Pay Fee (Avg.)	Rs.522
Sewerage Bill Paid (Avg.)	Rs.2499		



Municipal Immovable Assets Verification Application

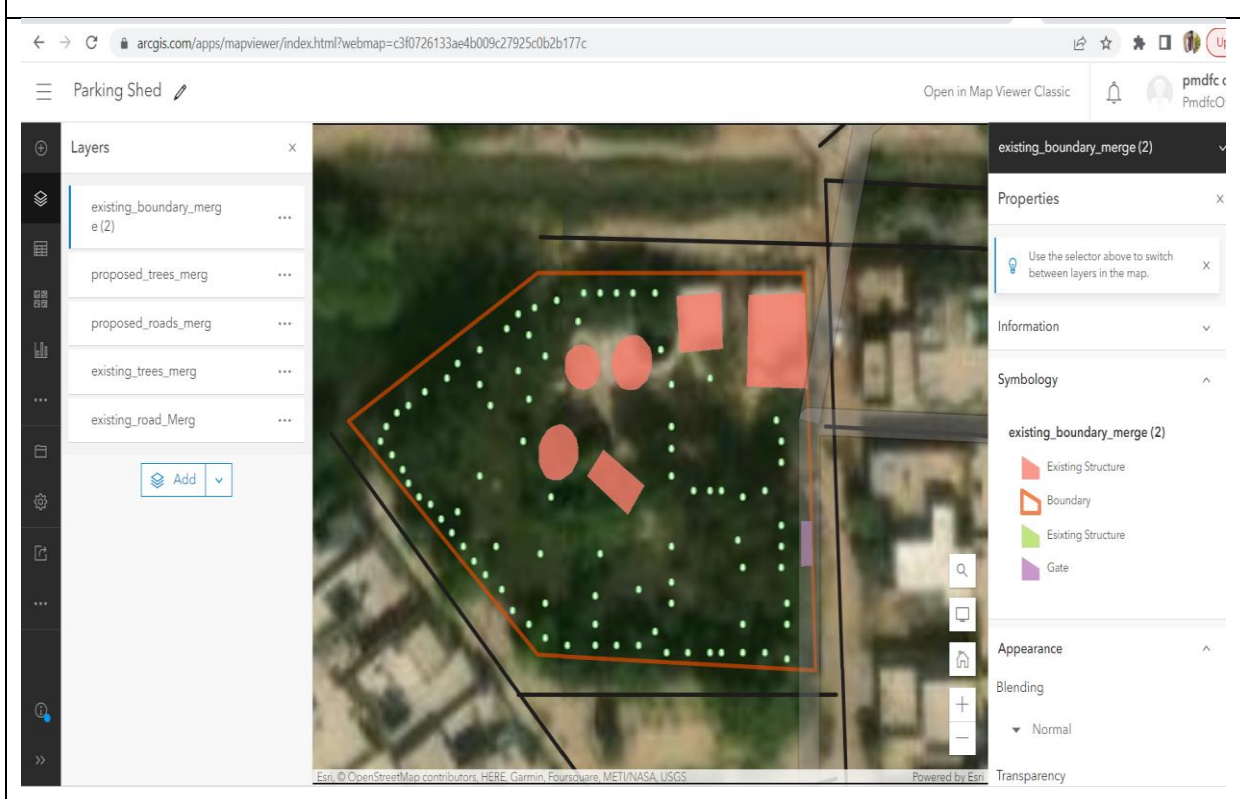
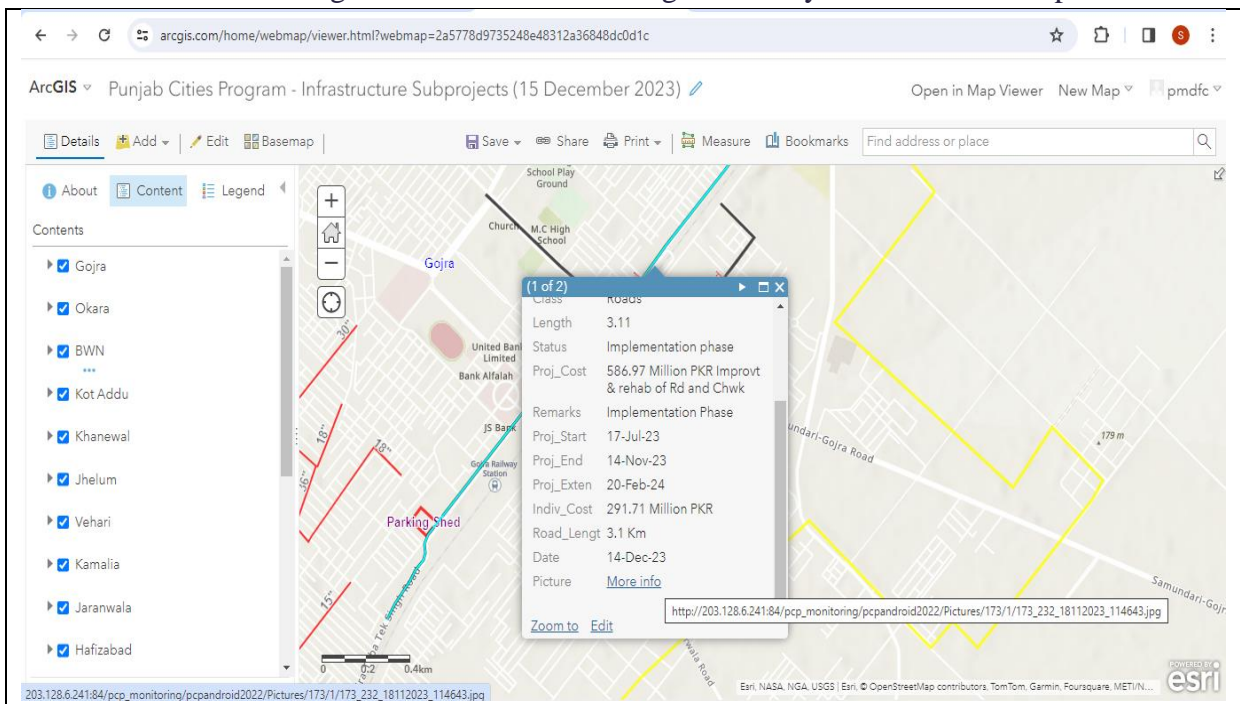
LG&CDD instructed PMDFC to verify the commercial assets of 16 PCP cities. PMDFC decided to conduct android based survey. For that purpose, Municipal Immovable Assets Verification Android application is developed by PMDFC – GIS team and successfully completed the survey through PCP field team e.g. IT and GIS Officers. Reports was also shared with office of Secretary Local Government and Office of Secretary LG&CDD appreciated the effort of PMDFC and instructed to implement all local governments in the Punjab.

Web link is : <http://203.128.6.241:84/mamis/user/detail.php>

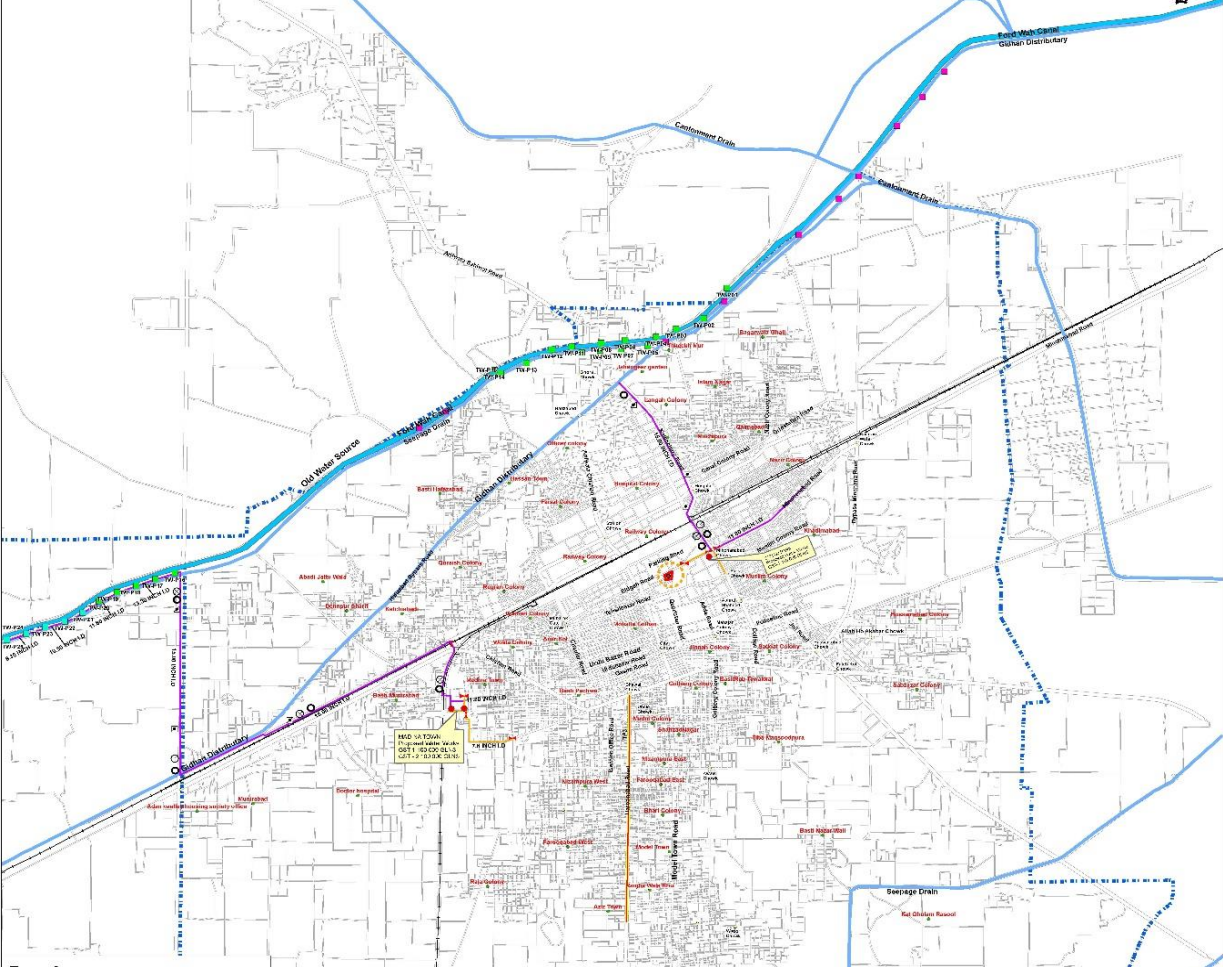


Web base interface for Sectoral Boundary of PCP Cities

GIS section of PMDFC play a leading role and supervise the Sectoral Planning activities of Punjab Cities Program (PCP) and all deliverables regarding sectoral planning exercise as per contract was submitted by consultants and shared with 16 local governments and instructed to approve these sectoral plans from District Planning and Design Committee (DPDC) headed by Deputy Commissioner (DC). For instant view of sectoral boundary and status of ongoing subprojects online web-based interface was developed which is effective to present the database on one click. Coordinating with ID and E&SM wings on timely review the sector plans.



Approved PC-1's / Ongoing Infrastructure Sub Projects Map - Bahawalnagar City (2023-24)



- Road**
- Chowk
 - △ Mohallas
 - Proposed GST
 - Wash out Valve
 - ⊙ Air Release Valve
 - ⊞ Non Return Valve
 - Proposed Tube Well
 - Future Proposed Tube Well
 - Repairable Tube Well
 - Proposed Transmission Main
 - Proposed Distribution Line
 - Road
 - Railway Line
 - Minor
 - Parking Shed
 - Canal
 - Road Boundary
 - MC Boundary Under PLGA 2019

Priority Project Transmission Main	
Diameter (mm)	Length (Feet)
355	3800
400	1000
450	20500
Distribution Network	
Diameter (mm)	Length (Feet)
355	2400
225	2425
Tubewells	
Proposed Tubewells	20 Nos.
Rehabilitation of Existing Tubewells	15 Nos.
Proposed GST 100000 Gallons	2 Nos.
Proposed GST 50000 Gallons	1 Nos.
External Electrification for Proposed Tubewells and GSTs	
Rehabilitation of Existing Transmission	
Provision of Air Valve	23 Nos.
Provision of Washout Valve	20 Nos.
Provision of Non-Return Valve	21 Nos.
Provision of Pipe Support at Drain Crossing	
Provision of House Connection	8000 No.s



Note: Parking Shed is in Implementation Phase where as Water Supply Scheme and Haroonabad Road are on approval & under bidding phase.

Sr.No	Road Name	From	To	Length_km
TP3	Haroonabad Road	Bahawal Chowk	Model Town Entrance	2



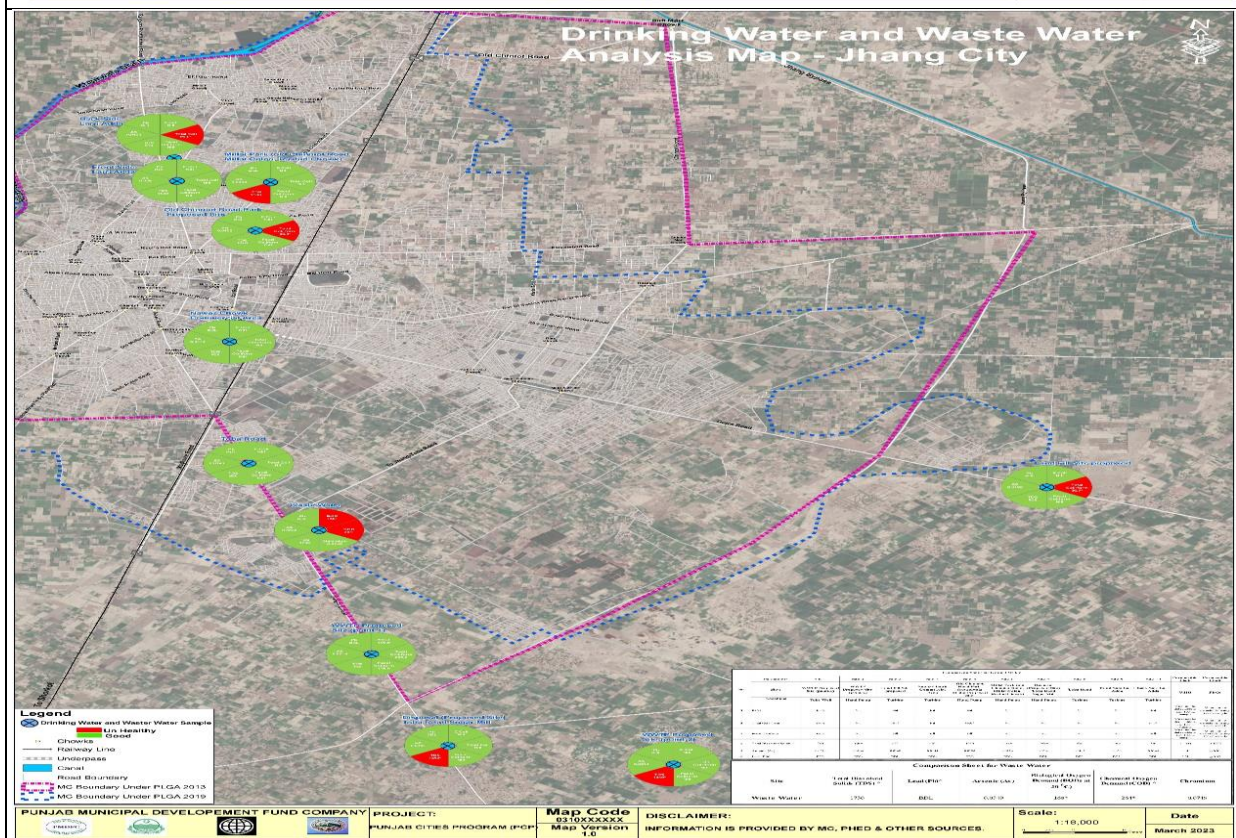
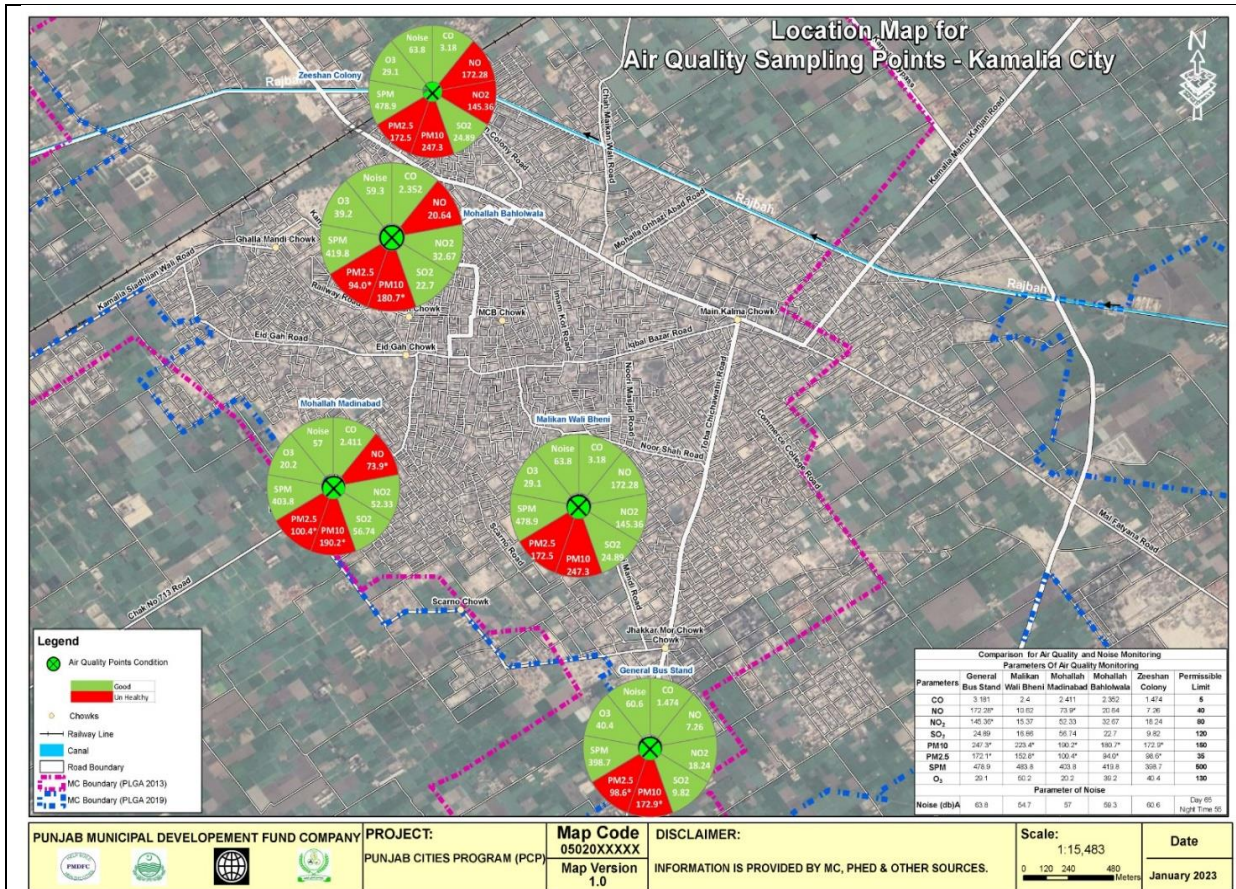
PROJECT: PUNJAB CITIES PROGRAM (PCP)
Map Code: XXX010823
Map Version: 1.4

DISCLAIMER: INFORMATION PROVIDED BY MC, PHED & OTHER SOURCES.

Scale: 1:18,000
Date: 18 September 2023

Air, Noise, mitigation and Water Analysis mapping

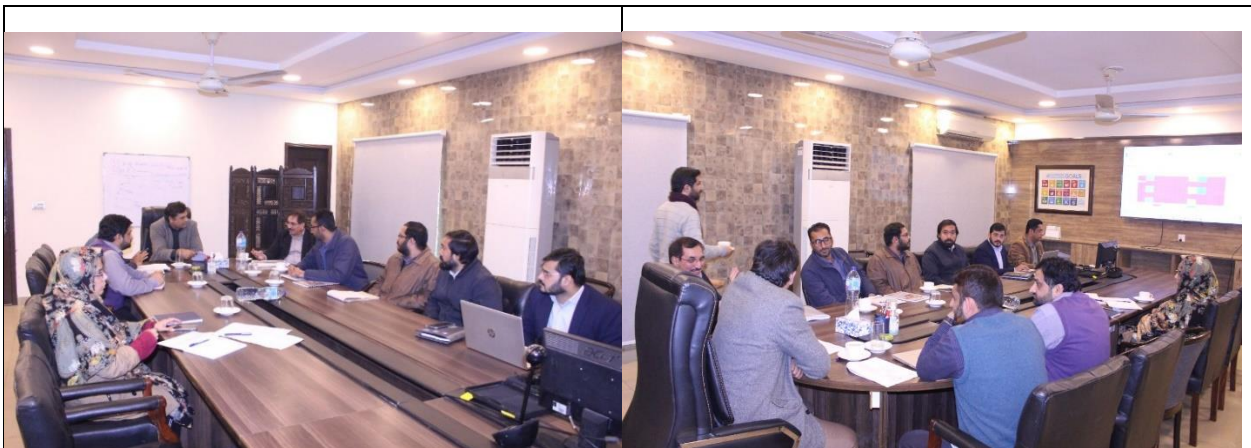
GIS team prepared the air, noise, mitigation and water analysis mapping of PCP cities.



Miscellaneous GIS Activities

- Preparation of Solid Waste Management mapping of Kamoke and Muridke
- Water Supply connection survey android Application for MC Burewala
- Preparation of Comprehensive Sewerage Plan of MC Jhang & MC Gojra for PC-I
- Region wise refresher training of MC Staff, GIS officers, IT Officers and regional office team for accomplishment of DLIs
- Collection of SOE Data of MC Staff for online payroll through CFMS
- Coordination with consultants for preparation of Integrated development Asset Management Plan (IDAMP). Review all submitted IDAMPs
- Review of Own Source Revenue (OSR)report prepared by FAME consultant under PCP
- Exercise Integration of IDAMP reports with all sector plans. Review and compare IDAMP report with PCP Approved Sub-project list
- Supervise sector plan committee constituted three members from GIS, Environment and ID section formed by authority
- Daily reporting of field staff attendance under PCP
- Completed 1st draft municipal infrastructure mapping for DLI completion and uploaded on MC's websites
- Attended various workshops, meetings & training conducted by consultants under PCP
- Digitization and preparing GIS mapping of various sub-projects under PCP
- Fortnightly field survey of under executed subprojects of PCP
- Updated Assets Management Information System (Immovable & Movable)
- Generated e-billing of through CFMS
- Supervise and coordinated with GIS Officers on various assignments assigned by center management team of PCP

Pictorial View



Meeting with MMP on the Compliance review of Sectoral Boundary with Access Routes and Proposed Roads



Meeting with Asian Consultant on the Compliance review of Sectoral Boundary with Access Routes and Proposed Roads



Zoom session for online training for field monitoring application

Meeting with MMP Officials



Visit MC Wazirabad - Roads Verification

Review road map at Regional Office Faisalabad before site visit to Jaranwala



Visit MC Jaranwala - Roads Verification

Meeting with NESPAK on Gap Analysis report



Meeting with NESPAK Team Lead on Gap Analysis report (PKG – II)



Meeting with MMP on Sectoral Boundary report (PKG – I)




Meeting with IDAMP consultant on GIS based system and data discussion



Sectoral planning of Roads and street light Kamonke with NesPak Team

12. Communication

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.	Brief Details
1.	<p>Media Coverage of Various Activities</p>
2.	<ul style="list-style-type: none"> ▪ Newsletter July- Dec 2023 Printing & Distribution to all Stakeholders ▪ Wrote and published articles highlighting PCP activities along with media coverage of various initiatives of PCP ▪ Arrangements of All Events: Designing of Banners/Standees and other Training Material & Pictures & Videos Recording of events for social Media Uploads on YouTube & Other PMDFC Social Media Handles. ▪ Preparation Of Video Documentaries and recording, editing and dissemination of Management messages on special days (EID, 14 Aug etc.) ▪ Routine Meeting in office & outside office Pictures & Clip Shoots for uploading on Social Media & PMDFC website ▪ Preparation of PR material (Calendars/souvenirs etc.) ▪ Preparation of Grievance Redressal Management Awareness Campaign for 16 PCP Cities under PCP
3.	<p>Newsletter Apr-June 2023 & July-Dec 2023 (Vol-10 Issue 02 & 03)</p>
	
4.	<p>Use Of social media for projection activities (PMDFC Website, Twitter, Instagram, YouTube & Facebook) PMDFC Website: (www.pmdfc.Punjab.gov.pk) Facebook: (www.facebook.com/pmdfc) Twitter: (www.twitter.com/pmdfc Official) Instagram: (www.instagram.com/pmdfc1) YouTube: (www.youtube.com/@pmdfc_official)</p>

Annexures

Annex – B

Table; 07 Summary - Posting/ Transfer Status of MC Officers in 16 PCP Cities (till Dec 31, 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	40	36	30	44	150
2	Chief Officer	48	13	21	16	98
2	Municipal Officer (Finance)	31	12	14	20	77
3	Municipal Officer (Infrastructure & Services)	42	19	21	9	91
4	Municipal Officer (Regulation)	59	10	23	10	102
5	Municipal Officer (Planning)	32	17	40	21	110
Grand Total		252	107	149	120	628

Table; 08 Detail - Posting/ Transfer Status of MC Officers in 16 PCP Cities (Upto Dec 31, 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 Date	July 2019 to June 2021	July 2021 to Dec 2021	January 2022 to Sep 2022	Oct 2022 to Date	July 2019 to June 2021	July 2021 to Dec 2021	January 2022 to Sep 2022	Oct 2022 to Date	July 2019 to June 2021	July 2021 to Dec 2021	January 2022 to Sep 2022	Oct 2022 to Date	July 2019 to June 2021	July 2021 to Dec 2021	January 2022 to Sep 2022	Oct 2022 to Date	July 2019 to June 2021	July 2021 to Dec 2021	January 2022 to Sep 2022	Oct 2022 to Date	
1	Bahawalnagar	3	2	1	2	5	3	0	0	4	2	0	3	1	0	2	1	5	1	2	0	3	1	2	2	37
2	Burewala	2	7	2	2	3	0	0	2	2	1	2	1	4	2	2	1	3	0	1	0	5	1	3	0	33
3	Daska	1	3	3	5	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	3	6	1	2	0	0	1	0	2	3	1	3	0	4	1	3	0	1	1	3	1	33
5	Hafizabad	1	2	0	3	3	0	2	2	1	0	1	3	1	1	2	2	5	0	1	1	0	1	2	2	30
6	Jaranwala	4	2	0	4	2	1	0	1	1	1	1	4	4	4	0	0	3	1	1	1	1	3	4	0	33
7	Jhang	1	3	3	4	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	3	4	2	1	0	3	1	2	2	4	1	1	0	3	2	3	2	39
9	Kamalia	3	0	1	4	5	0	1	0	1	1	2	1	5	1	1	0	3	0	1	1	0	1	1	3	28
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	2	0	1	1	0	2	0	0	0	2	0	1	1	1	0	1	4	18
12	Kot Addu	2	1	3	2	5	0	3	6	1	0	1	0	4	0	2	1	2	0	1	2	2	1	1	0	32
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	4	35
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	5	1	0	2	0	2	0	2	0	1	1	0	0	4	1	3	1	0	0	0	0	18
Total		40	36	30	44	48	13	21	16	31	12	14	20	42	19	21	9	59	10	23	10	32	17	40	21	628

Table 09: Posting/ Transfer Status of MC Officers in 16 PCP Cities (January 01, 2022 to Dec 31, 2023)

District	Sr #	City	Status	Administrator	Chief Officer	MO (F)	MO (I&S)	MO (R)	MO (P)
Bahalnagar	1	Bhawalnagar	Municipal Committee	M. Qayyum Qudrat	Muhammad Shafique	Rana Ijaz	Abdul Razzaq	Muhammad Shafique, CO	Mirza Khursheed
				(2nd Change)		(3rd Change)		(2nd Change)	(3rd 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	Ali Raza	Muhammad Waseem	Ghulam Jillani	Mian Ejaz Iqbal
				(4th Change)	(2nd Change)	(1st Change)	(3rd Change)	(2nd Change)	(2nd Change)
Sialkot	4	Daska	Municipal Committee	Anwar Ali Kanju	Abdul Hayee	Muhammad Usman	Uzair Arshad	Fahad Butt	Ms. Maryam Siddiq
				(5th Change)	(1st Change)		(2nd Change)	(1st Change)	(2nd Change)
Toba Tek Singh	5	Gojra	Municipal Committee	Nauman Ali	Ishtiaq Ahmed Gondal	Muhammad Rauf Gujjar	Shahrukh Tahir	Touseef-ur-Rehman	Asad Ali
				(4th Change)	(2nd Change)	(2nd Change)	(3rd Change)	(3rd Change)	(3rd Change)
	6	Kamalia	Municipal Committee	Ms. Ghazla Yasin	Tahir Farooq	Hafiz Masood Jillani	Umer Nawaz	Muhammad Zuhair	Muhammad Aslam
				(4th Change)	(1st Change)	(3rd Change)	(1st Change)	(2nd Change)	(4th Change)
Hafizabad	7	Hafizabad	Municipal Committee	Imtiaz Ali Baig	Ansar Mahmood Sahi	Ms. Aqsa Rasheed	Hamid Nawaz	Ms. Farwa Yousaf	Muhammad Tehsin
				(3rd Change)	(4th Change)	(4th Change)	(2nd Change)	(2nd Change)	(3rd Change)
Faisalabad	8	Jaranwala	Municipal Committee	Abdul Hannan Khan	Syed Yasir Ali	Javed Aslam	Saddam Hussain	Syed Yasir Ali	Shireen Newton
				(4th Change)	(1st Change)	(4th Change)		(2nd Change)	(1st Change)
Jhang	9	Jhang	Municipal Committee	Abu Bakar	Adil Shahzad Ranjha	Shakeel Ahmad	Faraz Ahwaz	Khalid Mahmood	Masroor Tayyab Khan
				(4th Change)	(5th Change)		(4th Change)	(1st Change)	(5th Change)
Jhelum	10	Jhelum	Municipal Committee	Hassan Tariq	Mubarak Ali Khan	Muhammad Abid	Hafiz Zeeshan	Tariq Javed	Hafiz Shoab Ahmad
				(3rd Change)	(5th Change)	(1st Change)	(4th 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	Vacant	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	Mahar Awais Iqbal	Ibrar Ahmed	Zain Ali	Vacant	Ejaz Hussain Bohar
				(2nd Change)	(2nd Change)	(1st Change)		(1st Change)	(4th Change)
Muzaffargarh	14	KotAddu	Municipal Committee	Asghar Iqbal	Imran Watoo	Khalid Mehmood	Hafiz Usman Aslam	Vacant	Malik Mahboob Alam
				(4th Change)	(6th 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	Hussain Liaqat
				(7th Change)		(4th Change)	(1st Change)	(1st Change)	(4th Change)
		Green	Permanently posted & having no additional charge including Administrator				Red	01 or more changes occurred in Nos. of MCs (Jan 2022 to date):	
		Yellow	Additional charge (within MC or from other MCs)				Blue	Post Vacant: 03	
			71 Posts						
			22 Posts						

Table 10: Posting/ Transfer Status of MC Officers in 16 PCP Cities (July 01, 2019 to Dec 31, 2023)

District	Sr #	City	Status	Administrator	Chief Officer	MO(F)	MO (I&S)	MO (R)	MO (P)
Bahalnagar	1	Bhawalnagar	Municipal Committee	M. Qayyum Qudrat	Muhammad Shafique	Rana Ijaz	Abdul Razzaq	Muhammad Shafique, CO	Mirza Khursheed
				(8th Change)	(8th Change)	(9th Change)	(5th Change)	(7th Change)	(7th 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	Ali Raza	Muhammad Waseem	Ghulam Jillani	Mian Ejaz Iqbal
				(12th Change)	(5th Change)	(6th Change)	(9th Change)	(4th Change)	(8th Change)
Sialkot	4	Daska	Municipal Committee	Anwar Ali Kanju	Abdul Hayee	Muhammad Usman	Uzair Arshad	Fahad Butt	Ms. Maryam Siddiqa
				(9th Change)	(3rd Change)	(3rd Change)	(6th Change)	(7th Change)	(2nd Change)
Toba Tek Singh	5	Gojra	Municipal Committee	Nauman Ali	Ishtiaq Ahmed	Muhammad Rauf	Shahrukh Tahir	Touseef-ur-Rehman	Asad Ali
				(13th Change)	(9th Change)	(3rd Change)	(7th Change)	(8th Change)	(5th Change)
	6	Kamalia	Municipal Committee	Ms. Ghazla Yasin	Tahir Farooq	Hafiz Masood Jillani	Umer Nawaz	Muhammad Zuhair	Muhammad Aslam
				(8th Change)	(6th Change)	(5th Change)	(7th Change)	(5th Change)	(5th Change)
Hafizabad	7	Hafizabad	Municipal Committee	Imtiaz Ali Baig	Ansar Mahmood Sahi	Ms. Aqsa Rasheed	Hamid Nawaz	Ms. Farwa Yousaf	Muhammad Tehsin
				(6th Change)	(6th Change)	(5th Change)	(5th Change)	(7th Change)	(5th Change)
Faisalabad	8	Jaranwala	Municipal Committee	Abdul Hannan Khan	Syed Yasir Ali	Javed Aslam	Saddam Hussain	Syed Yasir Ali	Shireen Newton
				(10th Change)	(4th Change)	(7th Change)	(8th Change)	(6th Change)	(5th Change)
Jhang	9	Jhang	Municipal Committee	Abu Bakar	Adil Shahzad Ranjha	Shakeel Ahmad	Faraz Ahwaz	Khalid Mahmood	Masroor Tayyab Khan
				(11th Change)	(12th Change)	(3rd Change)	(8th Change)	(9th Change)	(10th Change)
Jhelum	10	Jhelum	Municipal Committee	Hassan Tariq	Mubarak Ali Khan	Muhammad Abid	Hafiz Zeeshan	Tariq Javed	Hafiz Shoaib Ahmad
				(7th Change)	(8th Change)	(8th Change)	(9th 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	Vacant	Gulraiz Afzal Waraich	Maryam Iqbal	Waqar Ahmad	Ms. Sumaira Sami Ullah	Syed Imran Ali
				(9th Change)	(2nd Change)	(3rd Change)		(9th Change)	
Khanewal	13	Khanewal	Municipal Committee	Azubah Azim	Mahar Awais Iqbal	Ibrar Ahmed	Zain Ali	Vacant	Ejaz Hussain Bohar
				(5th Change)	(4th Change)	(2nd Change)		(4th Change)	(6th Change)
Muzaffargarh	14	KotAddu	Municipal Committee	Asgar Iqbal	Imran Watoo	Khalid Mehmood	Hafiz Usman Aslam	Vacant	Malik Mahboob Alam
				(7th Change)	(12th 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	Hussain Liaqat
				(15th Change)	(3rd Change)	(10th Change)	(6th Change)	(5th Change)	(11th Change)
		Green	Permanently posted & having no additional charge including Administrator				Red		
		Yellow	Additional charge (within MC or from other MCs)				Blue	Post Vacant: 03	
			22 Posts						



PUNJAB MUNICIPAL DEVELOPMENT FUND COMPANY

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