

# **Report on Annual Performance Assessment (APA) 2022-2023 of Punjab Cities Program**

**Municipal Committee  
Daska**

---

**Final Report**  
*June 15, 2023*



# Caveats & Restrictions

## Caveats

“A caveat is a warning of a specific limitation of something such as information or an agreement.” (Collins Dictionary)

Please note the following caveat that applies to this report:

1. Although, the material included in this document is based on data / information gathered from various reliable sources, however, it is based upon certain assumptions which may differ from case to case. The information has been provided on, as is where is basis without any warranties or assertions as to the correctness or soundness thereof. Although, due care and diligence have been exercised to compile this document, the contained information may vary due to any change in any of the concerned factors, and the actual results may differ substantially from the presented information.

## Restrictions

The report is prepared on the basis that it is solely for the use of the Local Government and Community Development Department. Any person who is not an addressee of this report or who has not requested UHY Hassan Naeem & Co. Chartered Accountants for its use, is not authorized to use this report. Should any unauthorized person(s) use and read this report, by reading this report such person accepts and agrees to the following terms:

1. The reader of this report understands that the work performed by UHY Hassan Naeem & Co. Chartered Accountants was in accordance with instructions provided by our client and was performed exclusively for our client's sole benefit and use.
2. The reader of this report acknowledges that this report was prepared at the direction of our client and may not include all procedures deemed necessary for the purposes of the reader.
3. The reader agrees that UHY Hassan Naeem & Co. Chartered Accountants, its owners, partners, employees and agents neither owe nor accept any duty or responsibility to it, whether in 'contract' or in 'tort' (including without limitation, negligence and breach of statutory duty), and shall not be liable in respect of any loss, damage or expense of whatsoever nature which is caused by any use the reader may choose to make of this report, or which is otherwise consequent upon the gaining of access to the report by the reader.

Further, the reader agrees that this report is not to be referred to or quoted, in whole or in part, in any prospectus, registration statement, offering circular, public filing, loan, agreement or any other document and not to distribute the report without UHY Hassan Naeem & Co. Chartered Accountants' prior written consent. UHY Hassan Naeem & Co. will not be bound to discuss, explain or reply to queries raised by any agency other than the intended recipients of this report. Also, UHY Hassan Naeem & Co. disclaims any liability to any third party who may place reliance on this report and therefore, does not assume responsibility for any loss or damage suffered by any such third party in reliance thereon.



# Acronyms and Abbreviations

ADP	Annual Development Plan
APA	Annual Performance Assessment
CFMS	Computerized Financial Management System
CTS	Complaint Tracking System
DLI	Disbursement Linked Indicator
E&S	Environmental and Social
ESSA	Environmental and Social Safeguard Assessment
FD	Finance Department
FY	Financial Year
GIS	Geographic Information System
GRMS	Grievance Redressal Management System
IDAMPs	Integrated Development and Asset Management Plan
IPF	Investment Project Financing
KPIs	Key Performance Indicators
LG&CD	Local Government & Community Development Department
MACs	Minimum Access Conditions
MCs	Municipal Committee
O&M	Operations and Maintenance
OSR	Own Source Revenue
P for R	Program for Result
PBGs	Performance Based Grants
PC-I	Planning Commission Form 1
PCP	Punjab Cities Program
PLGB	Punjab Local Government Board
PMDFC	Punjab Municipal Development Fund Company
PMs	Performance Measures
PPRA	Public Procurement Regulatory Authority
RTI	Right to Information
TORs	Terms of Reference



# Preamble

This report has been prepared as part of the "Annual Performance Assessment (2022-2023) of Punjab Cities Program (PCP)". It specifically covers the assessment of MC Daska. The purpose of this report is to report the assessment of MC Daska based on the DLIs and related factors defined by the World Bank. This report is part of a series of reports on the performance of each MCs separately. It should be read in conjunction with the Consolidated Report to understand the background of the assignment, DLIs and the basis of their assessment, and the approach and methodology adopted for the conduct of the assignment.





# Contents

Objectives of this assessment report are to provide a comprehensive evaluation of the performance of the MC against the DLIs, identify key findings, draw conclusions based on the analysis.

## 1 Highlights

A brief overview of the assessment, highlighting key findings, and conclusions

6

## 2 Assignment

Introduction to the purpose, objectives, and scope of the assessment and criteria.

8

## 3 Assessment Outcome

This section presents the main findings of the assessment

12

## 4 Comparative Analysis

Comparison of assessment scores with previous APA results

25

## 5 Conclusion

The assessment report presents conclusions drawn from the findings

27




# Highlights

---

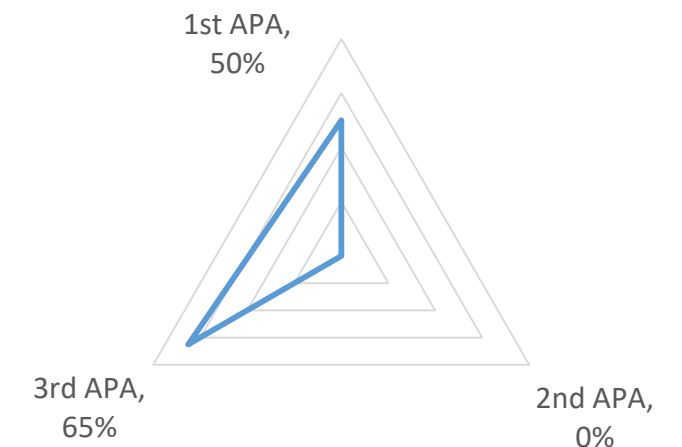


# Highlights

	
<b>Aggregate Score (Average)</b>	<b>65</b>
Investment Planning & Budgeting <i>(24 points)</i>	16
Own Source Revenue <i>(18 points)</i>	16
Procurement <i>(08 points)</i>	3
Financial Management & Audit <i>(12 points)</i>	12
Environment & Social Management <i>(10 points)</i>	10
Transparency & Accountability <i>(08 points)</i>	8
Urban Infrastructure <i>(20 points)</i>	0


**Disbursement**      **US\$ 2.55 Mn**

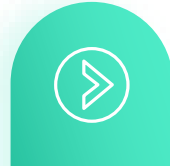

**Comparative Analysis**





# Assignment

---



The Project

---



Assessment Areas

---



Assessment Criteria

---








# The Project

## Factsheet



<b>North Punjab</b>	<ul style="list-style-type: none"> <li>▪Daska</li> <li>▪Hafizabad</li> <li>▪Jhelum</li> </ul>	<ul style="list-style-type: none"> <li>▪Kamoke</li> <li>▪Muridke</li> <li>▪Wazirabad</li> </ul>
<b>Central Punjab</b>	<ul style="list-style-type: none"> <li>▪Gojra</li> <li>▪Jaranwala</li> <li>▪Jhang</li> </ul>	<ul style="list-style-type: none"> <li>▪Kamalia</li> <li>▪Okara.</li> </ul>
<b>South Punjab</b>	<ul style="list-style-type: none"> <li>▪Bahawalnagar</li> <li>▪Burewala</li> <li>▪Khanewal</li> </ul>	<ul style="list-style-type: none"> <li>▪Kot Addu</li> <li>▪Vehari</li> </ul>

	<b>FUNDED BY</b>	World Bank-funded hybrid PforR and IPF operation
	<b>TOTAL COST</b>	USD 200 million
	<b>TENURE</b>	5 years (2018 -2023)* <i>* The Project has been extended for 18 months till 2025</i>
	<b>PROGRAM DEVELOPMENT OBJECTIVES</b>	To strengthen the performance of participating MCs, focusing on urban management and improvement of municipal infrastructure for satisfactory service delivery.
	<b>PROGRAM FUNDING</b>	<p><b>Window 1:</b> the PBGs were provided to the MCs of the 16 selected cities for investments in municipal infrastructure and services</p> <p><b>Window 2:</b> Provided support to provincial government agencies i.e. LG&amp;CDD, PLGB, PMDFC and FD.</p>

## Brief on MC Daska

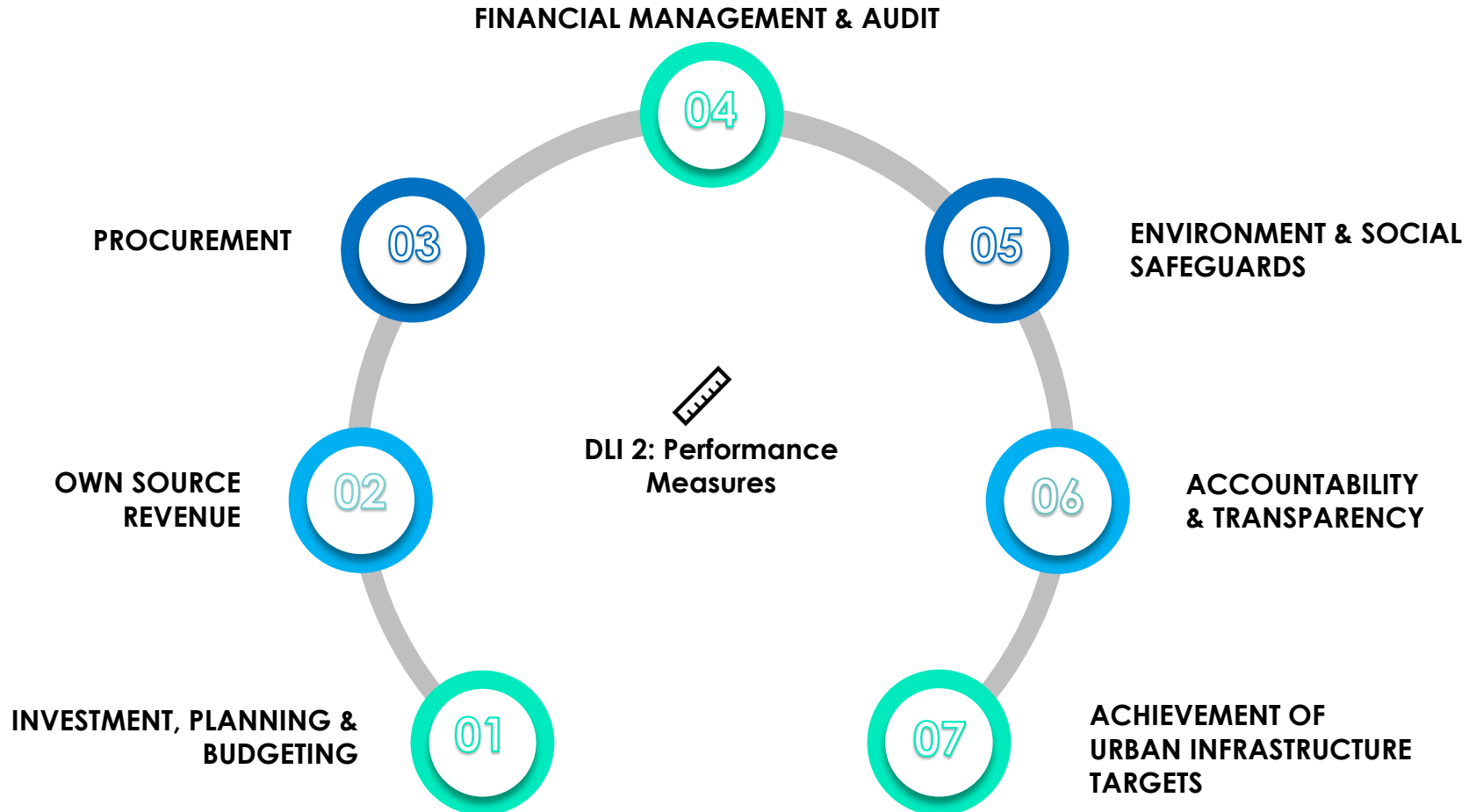
- During the reign of Shah Jahan (1592–1666) of the Mughal Empire, the settlement of Daska was established. The tax records show that the city was first known as Shah Jahanabad. The Das family originally settled in the area, and their name stuck since they controlled so much of the land there. Similar to the English preposition "of," "ka" designates possession, origin, and affiliation. Another common belief is that the town was given its name because of the fact that it is exactly 24 kilometers (or "Das Koh") away from each of the other settlements in the area. 'Das' indicates ten, while 'Koh' is the local system of measurement for distance.
- MC Daska consists of Chief Officer, four (4) Municipal Officers, and IT Officer. The Chief Officer is the coordinating and administrative officer in charge of all Municipal Officers.










# Assessment Areas – DLI 2

All of the 16 MCs met the MACs and have thus qualified for the allocation of PBGs based on PMs. The World Bank has expressed its satisfaction with the achievement of MACs through its letter dated March 3, 2023. Thereby, the focus of the assignment was the evaluation of PMs for the MCs.

The PMs for DLI 2 were built on the foundations laid by MACs. It challenged the MCs to raise their performance to achieve incremental targets. Qualified MCs were able to access PBGs (75% of total PBG envelope) every year, based on scores obtained in the APA. PBGs were allocated to the MCs proportionate to their performance scores (weighted with the APA score).



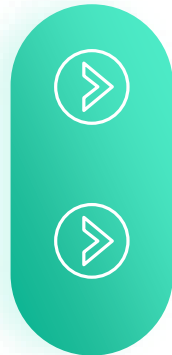
# Assessment Criteria

Performance Area	Performance Indicators	Maximum Score
 <b>1. Investment Planning &amp; Budgeting (24 points)</b>	O&M budgeting and planning done for major infrastructure services	3
	Infrastructure Maps used as a planning tool	3
	Expenditure control of fuel and energy	10
	Asset inventory prepared and updated	3
	Three-year rolling IDAMP prepared and updated	5
 <b>2. Own Source Revenues (18 points)</b>	Revenue Enhancement Plan prepared	3
	Own-source revenue increased	15
 <b>3. Procurement (08 points)</b>	Adherence to PPRA rules	8
 <b>4. Financial Management &amp; Audit (12 points)</b>	Functionality of the CFMS	12
 <b>5. Environment and Social Management (10 points)</b>	Annual targets set for incremental application of environmental and social screening on all infrastructure investments	2
	Eligible investments screened for potential environmental and social safeguard impacts	3
	Environmental and Social Assessments/ Action Plans prepared and implemented	5
 <b>6. Transparency and Accountability (08 points)</b>	Information available to citizens on MC's website	4
	CTS transformed into GRMS for MC	2
	MC responds to citizens' requests per Right-to-Information Act	2
 <b>7. Urban Infrastructure (20 points)</b>	Urban infrastructure targets achieved	20
<b>Total Score</b>		<b>100</b>



# Assessment Outcome

---



Scoring

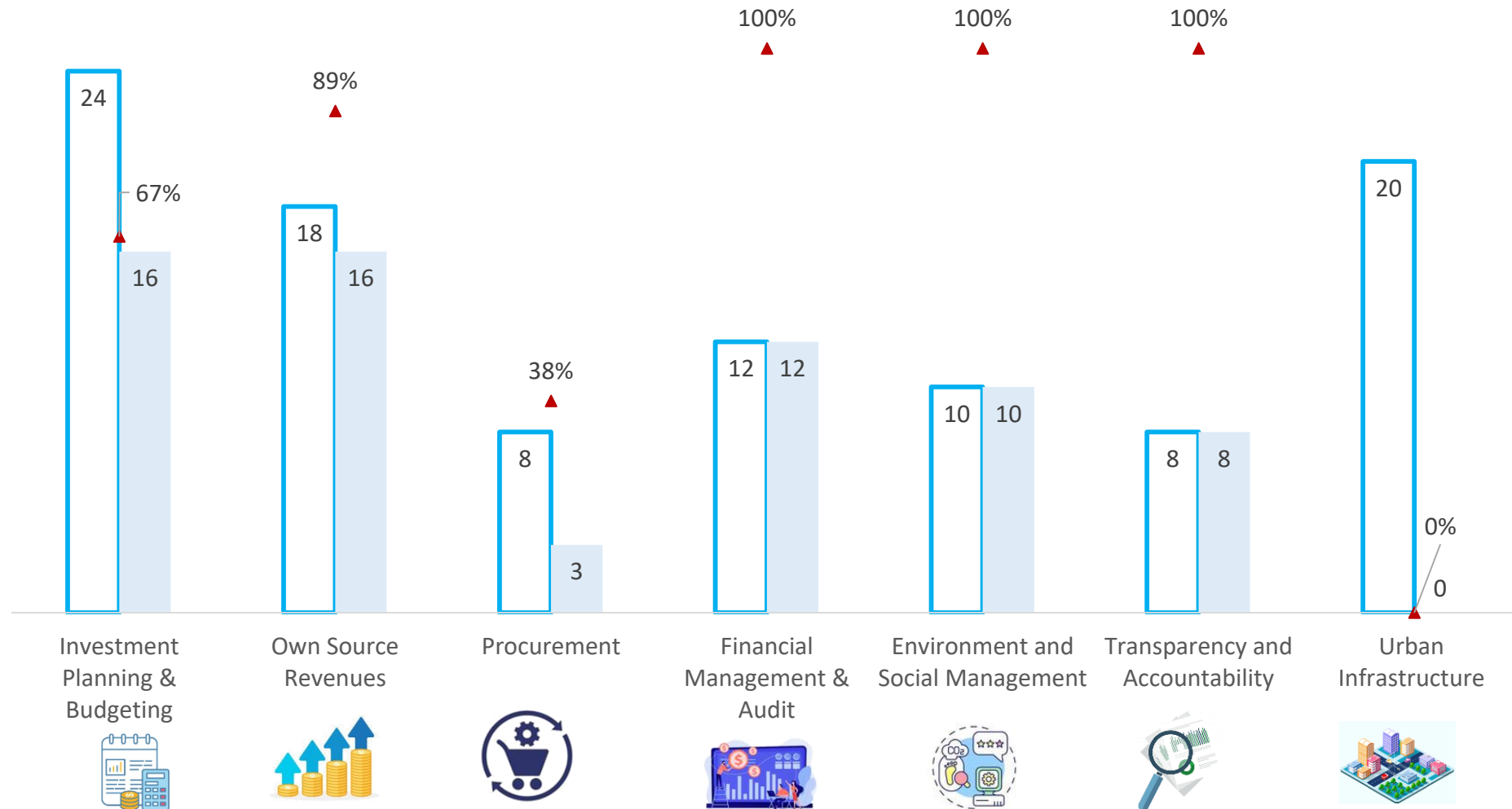
---

Aggregate Assessment (DLI-Basis)

---

# Scoring

■ Max. Score   
 ■ Assigned Score   
 ▲ % Achieved



**Maximum Score**  
**100**

**Achieved Score**  
**65**

# Aggregate Assessment (DLI Basis)

## Performance Measure 1: Investment Planning and Budgeting (24 points)

Performance Area	Performance Indicators	Means of Verification	Maximum Score	Assigned Score
1. Investment Planning & Budgeting (24 points)	O&M budgeting and planning done for major infrastructure services	<ul style="list-style-type: none"> <li>Obtain from Municipal Officer (Infrastructure) a copy of ADP, and from Municipal Officer (Finance) a copy of annual budget, and confirm adherence to O&amp;M Manuals.</li> <li>Obtain from the Municipal Officer (Finance), evidence that over 80% of allocated O&amp;M budget has been spent through cash book and vouchers for previous FY</li> </ul>	3	0
	Infrastructure Maps used as a planning tool	<ul style="list-style-type: none"> <li>Obtain from Municipal Officer (Infrastructure) evidence that PBGs have been spent on priority investments based on infrastructure maps</li> </ul>	3	3
	Expenditure control of fuel and energy	<ul style="list-style-type: none"> <li>Obtain from the Municipal Officer (Infrastructure), energy and fuel audit reports and verify completion/ update for previous FY</li> </ul>	10	8
	Asset inventory prepared and updated	<ul style="list-style-type: none"> <li>Obtain from the Municipal Officer (Infrastructure) a copy of asset inventory and confirm information is updated up to previous FY</li> </ul>	3	3
	Three-year rolling IDAMP prepared and updated	<ul style="list-style-type: none"> <li>Obtain from the Municipal Officer (Planning) evidence of consultations held, and extent of women representation.</li> <li>Obtain from the Chief Officer a copy of the IDAMP and confirm that it conforms to IDAMP guidelines</li> <li>Obtain from the Chief Officer evidence that capital and O&amp;M expenditures during the current FY are based on approved and updated IDAMP.</li> </ul>	5	2
<b>Total</b>			<b>24</b>	<b>16</b>



## Findings

### A: O&M Planning & Budgeting

- i. O&M manuals were being updated. Therefore, O&M plan and budget preparation as per desired manuals was not possible. Accordingly, no score has been assigned to this PM.
- ii. As elaborated in the "Limitations & Clarifications" section of the Final Consolidated Report, the MC was unable to provide financial records for a period of six months, from January 2022 to June 2022. Record for the remaining six months was available for the verification of the expenditures by examining the cash book and vouchers on sample basis. Due to non-availability of the record for the complete year (2021-22) we were unable to assess whether 80% of the O&M expenditure was incurred to meet the requirement of DLI assessment. Resultantly, no score was awarded.

### B: Infrastructure maps used as planning tools

- i. We reviewed the GIS infrastructure maps of the MC and the priority interventions list. We found that the maps were effectively utilized as evidence-based planning tools for identifying priority investments.

### C: Expenditure Control of Fuel & Energy

- i. Energy and fuel audit report till 2023 was in process of finalization. The scores were thus assigned in proportion to the stages achieved.

### D: Asset Inventory Prepared and Updated

- i. The asset inventory register as per IDAMP was prepared by the MC. To confirm its completeness, we verified few transactions on sample basis and found it updated.
- ii. The asset inventory register contained detailed information regarding asset, including its age, condition, and book value, and served as a comprehensive record of all assets held by the MC.

### E: Three-year Rolling IDAMP Prepared and Updated

- i. The minutes of the consultative sessions were provided for assessment purposes. To evaluate female representation, we checked the session attendance list, which was duly signed by all the participants. Additionally, we confirmed women's representation through pictorial evidence of the sessions attached to the minutes. Based on our review, it was observed that MC Daska ensured adequate women representation in the consultative sessions.
- iii. Three years rolling IDAMP was prepared for the MC in accordance with the IDAMP guidelines except for the GIS based asset inventory and Asset Management System, resultantly no score was assigned.
- iv. Since the work on the IDAMP was still in progress at the time of compiling this report, no score was assigned to the MC against the operationalization of IDAMP.





# Aggregate Assessment (DLI Basis)

## Performance Measure 2: Own Source Revenue (18 points)

Performance Area	Performance Indicators	Means of Verification	Maximum Score	Assigned Score
2. Own Source Revenues (18 points)	Revenue Enhancement Plan prepared	<ul style="list-style-type: none"> <li>Obtain from Municipal Officer (Finance) a copy of the Revenue Enhancement Plan, and verify that it includes:                             <ol style="list-style-type: none"> <li>analysis of previous FY 's revenue performance; and</li> <li>revenue enhancement strategies for previous FY</li> </ol> </li> </ul>	3	1
	Own-source revenues increased	<ul style="list-style-type: none"> <li>Obtain from Municipal Officer (Finance) the annual financial accounts for the previous two FYs to calculate and confirm percentage increase on OSR collection.</li> </ul>	15	15
<b>Total</b>			<b>18</b>	<b>16</b>

## Findings

- The revenue enhancement plan, coupled with the analysis of revenue growth from the previous financial year, demonstrated commitment to maximizing Own Source Revenue. But detailed analysis and strategy was missing from the proposed revenue enhancement plan. It is pertinent to highlight that the effectiveness of revenue enhancement initiatives are ultimately measured by the increase in revenue and the financial outcomes achieved.

Although management maintained ancillary record, but the specific detailed strategy linked analysis was not available.

- The comparison of the period 2020-2021 with 2019-2020 yielded an overall increase of 52% in OSR in MC Daska as detailed in the next page. While determining these figures, as per directions of the World Bank, revenue pertaining to Urban Immovable Property Tax was not considered from the figures reported in the MC's audited financial statements.



Main Heads of OSR	Sources of OSR	2020-2021	2019-2020	Percentage Increase
Taxation	Tax on transfer of immovable property	60,719,872	38,107,648	59%
	General administration receipts (2.1)	81,646,309	49,581,415	65%
Non tax revenue and other receipts	Fine for encroachments	694,300	955,350	-27%
	Profit on deposits with banks (2.2)	39,204,907	31,260,606	25%
	Rent from municipal property	4,806,037	3,609,140	33%
	Others (2.3)	3,452,343	2,114,061	63%
<b>Total</b>		<b>190,523,768</b>	<b>125,628,220</b>	<b>52%</b>

Details:

### 2.1. General Administration Receipts

Particulars	2020-2021	2019-2020
Fee for approval/conversion of buildings	63,735,261	30,234,885
General bus stand fee	6,155,540	9,358,000
Advertisement fee on bill/shops boards	4,620,200	2,330,840
Water connections fee	3,808,162	3,591,940
License and permit fee	1,101,100	2,424,100
Fee for slaughtering of animals	996,546	1,203,650
Enlistment of Contractors	834,000	435,000
Rickshaw/motorcycle/bicycle stand fee	290,000	-
Tender Fee	105,500	3,000
<b>Total</b>	<b>81,646,309</b>	<b>49,581,415</b>

### 2.2. Profit on Deposits with Banks

#### Local Fund Accounts:

Particulars	2020-2021	2019-2020
General fund accounts	26,145,886	27,242,791
PCP fund account	11,839,965	2,142,957
Development fund accounts	1,219,056	1,874,858
<b>Total</b>	<b>39,204,907</b>	<b>31,260,606</b>

### 2.3. Others

Particulars	2020-2021	2019-2020
Miscellaneous income	2,060,393	1,086,411
Birth/Death/Marriage certificate	1,014,800	722,050
Marriage Registration Fee	373,150	305,600
Copying fee	4,000	0
<b>Total</b>	<b>3,452,343</b>	<b>2,114,061</b>



# Aggregate Assessment (DLI Basis)

## Performance Measure 3 – Procurement (8 points)

Performance Area	Performance Indicators	Means of Verification	Maximum Score	Assigned Score
3. Procurement (08 points)	Adherence to PPRA rules	<ul style="list-style-type: none"> <li>Obtain from the Municipal Officer (Infrastructure) the Procurement Plan, and ensure that it includes all major procurements of previous FY</li> </ul>	2	2
	Records pertaining to procurements include the following information:	<ul style="list-style-type: none"> <li>Obtain from Chief Officer, the procurement records of a sample of 3 procurements from previous FY to confirm adherence to PPRA rules</li> </ul>		
	a) Adequate relevant auditable record on procurement process		1	0
	b) Bidding documents drawn up in accordance with PPRA rule 25 and 38		1	0
	c) Procurement Grievance Redressal Committee formed		1	1
	d) Tender advertised on appropriate medium		1	0
	e) Tenders evaluated per criteria in bidding documents and recommendation to award made accordingly		1	0
	f) Public disclosure of Contract Award		1	0
<b>Total</b>			<b>08</b>	<b>03</b>

## Findings

- i. The procurements pertaining to the period 2021-2022 were considered for evaluation.
- ii. As per TORs we were required to confirm adherence of PPRA rules for at least three procurements of each MC in the previous financial year.
- iii. After conducting a review on the basis of record made available, we found that procurements completed by MC Daska were less than 3, accordingly no score was assigned except for procurement plan and grievance committee notification.



# Aggregate Assessment (DLI Basis)

## Performance Measure 4: Financial Management and Audit (12 points)

Performance Area	Performance Indicators	Means of Verification	Maximum Score	Assigned Score
4. Financial Management & Audit (12 points)	Functionality of the CFMS	<ul style="list-style-type: none"> <li>Obtain from the Municipal Officer (Finance), CFMS generated reports from current FY as confirmation.</li> </ul>		
	• Cash Book		2	2
	• Classified Abstract		1	1
	• Contingency Check Register		1	1
	• Establishment Check Register		1	1
	• Water Consumer Demand & Collection Record		1	1
	• Shop Demand & Collection Register		2	2
	• Bank Reconciliation		3	3
	• Water & Shops Arrears List		1	1
<b>Total</b>			<b>12</b>	<b>12</b>

### Findings

- i. The financial reports for the year 2022-2023 were extracted from CFMS to assess the functionality. It was noted that all reports available in the system did not specify the financial year to which they pertain.
- ii. Further, we could not confirm the accuracy of the system generated reports in the absence of availability of the related data/information.



# Aggregate Assessment (DLI Basis)

## Performance Measure 5- Environmental and Social Safeguards (10 points)

Performance Area	Performance Indicators	Means of Verification	Maximum Score	Assigned Score
5. Environment and Social Management (10 points)	Annual targets set for incremental application of environmental and social screening on all infrastructure investments	<ul style="list-style-type: none"> <li>Obtain from Municipal Officer (Planning), evidence of meeting annual targets for:                             <ol style="list-style-type: none"> <li>environmental and social screening (including gender considerations) of rehabilitation and repair of existing assets; and</li> <li>annual targets for environmental and social screening, assessment, and mitigation of new capital investments from Year-2 onwards.</li> </ol> </li> </ul>	2	2
	Eligible investments screened for potential environmental and social safeguard impacts	<ul style="list-style-type: none"> <li>Obtain from Municipal Officer (Infrastructure) and Municipal Officer (Planning), evidence that capital investments have been screened per ESSA requirements</li> </ul>	3	3
	Environmental and Social Assessments/ Action Plans prepared and implemented	<ul style="list-style-type: none"> <li>Obtain from Municipal Officer (Infrastructure) and Municipal Officer (Planning), evidence that E&amp;S management plans for all capital investments in the previous FY (2021-2022) were prepared and implemented per ESSA</li> </ul>	5	5
<b>Total</b>			<b>10</b>	<b>10</b>

### Findings

- Annual targets set for incremental application of environmental and social screening including gender consideration were achieved for all capital investments i.e. rehabilitation/ repair of existing assets as well as for new capital investments projects and scores were assigned accordingly.

Comprehensive gender action plans were available at the MC to address gender issues in infrastructure projects. These plans considered the specific needs of workers, including men, women, and girls, and aimed to ensure equal opportunities for all. The examination of relevant documents indicated that both men and women were given representation and work opportunities within the projects.



- ii. Furthermore, detailed environmental and social screening was conducted for all projects, and records of these screenings were maintained as environmental profiling. This screening process helped assess the potential environmental and social impacts of the projects and identify necessary mitigation measures.
- iii. Based on the screening results, the projects were categorized according to the guidelines of the Environmental and Social Safeguard Assessment (ESSA). This categorization enabled the MC to appropriately address the environmental and social aspects of each project, ensuring compliance with relevant standards and regulations.
- iv. In line with the requirements of the ESSA and Environmental and Social Management Framework (ESMF), E&S instruments and plans were prepared by the MC. These instruments and plans provided guidelines and strategies for managing and mitigating environmental and social risks associated with the projects.



# Aggregate Assessment (DLI Basis)

## Performance Measure 6: Accountability & Transparency (8 points)

Performance Area	Performance Indicators	Means of Verification	Maximum Score	Assigned Score
6. Transparency and Accountability (08 points)	Information available to citizens on MC's website	<ul style="list-style-type: none"> <li>Verify from MC website that information is available for annual budgets, sub-projects (investments), and expenditures in relation to ADP budget categories.</li> <li>Verify from MC website that relevant information is available for CTS and PMS.</li> <li>Obtain evidence from Chief Officer of number of procurement complaints raised and addressed relevant to their mandate for previous FY (2021-2022) , and verify from MC Website</li> </ul>	4	4
	CTS transformed into Grievance Redress Management (GRM) system for MC	<ul style="list-style-type: none"> <li>Obtain from Chief Officer evidence of implementation of system upgrade, including capability of CTS to acknowledge complaint receipt and report complaint resolution to complainant.</li> </ul>	2	2
	MC responds to citizens' requests per Right-to-Information Act	<ul style="list-style-type: none"> <li>Obtain from Chief Officer evidence that MC has responded to requests for access to information for previous FY</li> </ul>	2	2
<b>Total</b>			<b>08</b>	<b>08</b>

### Findings

- i. Evaluation of this performance measure required us to evaluate publicly available information on respective MC websites which included CTS and PMS. GRM was updated by the MC. We noted that a separate register for citizen request was maintained, but it did not specify requirement to obtain signatures of the citizen who made the information request as an acknowledgement of the receipt of information.



# Aggregate Assessment (DLI Basis)

## Performance Measure 7: Urban Infrastructure (20 points)

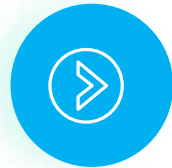
Performance Area	Performance Indicators	Means of Verification	Maximum Score	Assigned Score
7. Urban Infrastructure (20 points)	a) Sub-projects are implemented as per Work plan	<ul style="list-style-type: none"> <li>Obtain from Chief Officer evidence on work plan; technical design documents; investment contracts awarded; supervision contract (where applicable); payment certificates, estimated, contract, and completion costs, and financial reports capturing receipts and expenditure on PBGs</li> </ul>	4	0
	b) Sub-projects are implemented per Technical Sanction		3	0
	c) Infrastructure contracts include gender responsive working conditions for workers		3	0
	d) Adequate construction supervision is undertaken		3	0
	e) All payments are made as per certificates (interim and/or completion)		4	0
	f) Deviations are minimal between estimated, contract, and completion costs (variation under 10%)		3	0
<b>Total</b>			<b>20</b>	<b>0</b>

### Findings

- i. The contracts pertaining to infrastructure projects were executed after our team visit so on-site verification was not performed. Therefore, no score was awarded to MC Daska.







# Comparative Analysis

---










# Comparison with Past Assessment (DLI Basis)

1<sup>st</sup> APA2<sup>nd</sup> APA3<sup>rd</sup> APA

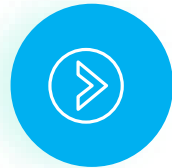
2019

2022

2023

Performance Area	Performance Indicators	Maximum Score	Scores Assigned (Avg.)		
			1 <sup>st</sup> APA	2 <sup>nd</sup> APA	3 <sup>rd</sup> APA
 <b>1. Investment Planning &amp; Budgeting (24 points)</b>	O&M budgeting and planning done for major infrastructure services	3	0	0	
	Infrastructure Maps used as a planning tool	3	3	3	
	Expenditure control of fuel and energy	10	4	8	
	Asset inventory prepared and updated	3	0	3	
	Three-year rolling IDAMP prepared and updated	5	0	2	
 <b>2. Own Source Revenues (18 points)</b>	Revenue Enhancement Plan prepared	3	3	1	
	Own-source revenue increased	15	0	15	
 <b>3. Procurement (08 points)</b>	Adherence to PPRA rules	8	8	3	
 <b>4. Financial Management &amp; Audit (12 points)</b>	Functionality of the CFMS	12	12	12	
 <b>5. Environment and Social Management (10 points)</b>	Annual targets set for incremental application of environmental and social screening on all infrastructure investments	2	1	2	
	Eligible investments screened for potential environmental and social safeguard impacts	3	3	3	
	Environmental and Social Assessments/ Action Plans prepared and implemented	5	0	5	
 <b>6. Transparency and Accountability (08 points)</b>	Information available to citizens on MC's website	4	4	4	
	CTS transformed into GRMS for MC	2	0	2	
	MC responds to citizens' requests per Right-to-Information Act	2	2	2	
 <b>7. Urban Infrastructure (20 points)</b>	Urban infrastructure targets achieved	20	10	0	
<b>Total Score</b>		<b>100</b>	<b>50</b>	<b>0</b>	<b>65</b>





# Conclusion

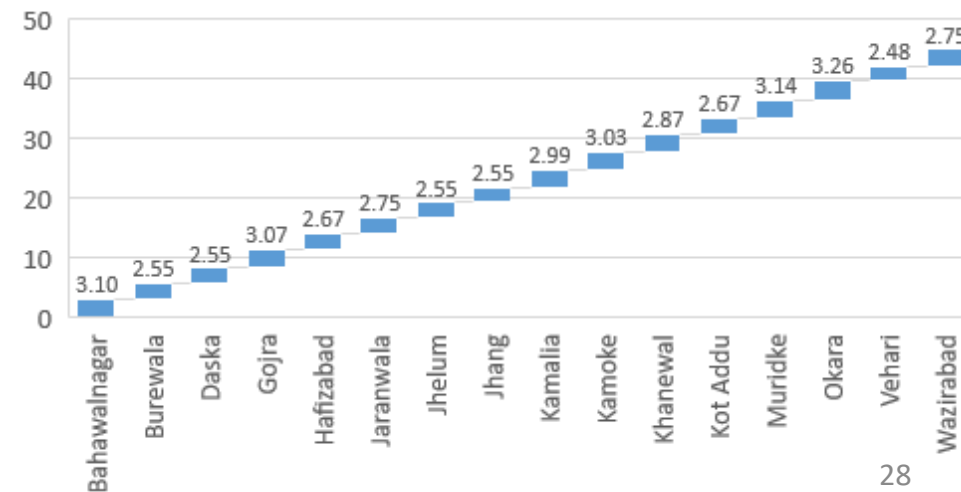
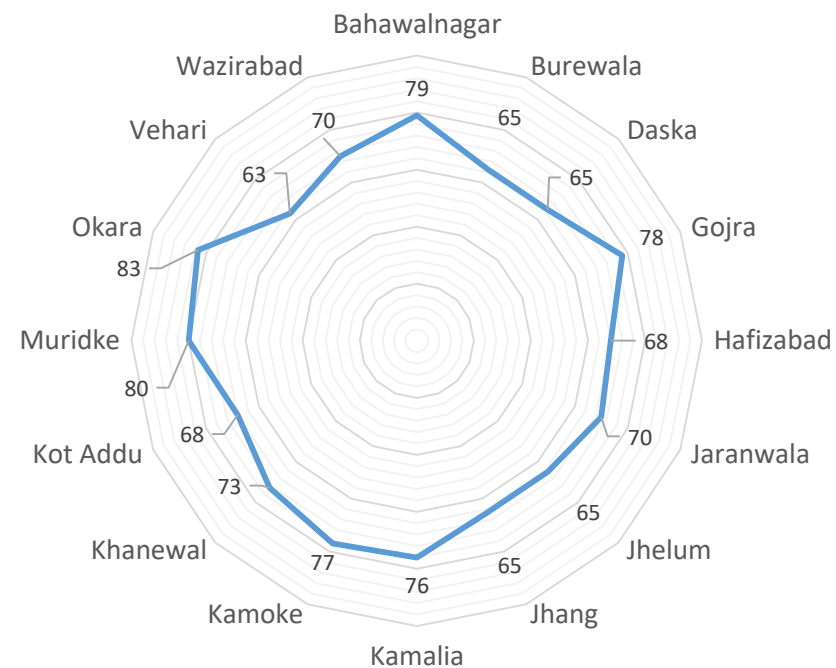
---

MC	Achieved Score	Weighted Scores	Disbursement Allocation (USD Millions)
Bahawalnagar	79	6.90%	3.10
Burewala	65	5.68%	2.55
Daska	65	5.68%	2.55
Gojra	78	6.81%	3.07
Hafizabad	68	5.94%	2.67
Jaranwala	70	6.11%	2.75
Jhelum	65	5.68%	2.55
Jhang	65	5.68%	2.55
Kamalia	76	6.64%	2.99
Kamoke	77	6.72%	3.03
Khanewal	73	6.38%	2.87
Kot Addu	68	5.94%	2.67
Muridke	80	6.99%	3.14
Okara	83	7.25%	3.26
Vehari	63	5.50%	2.48
Wazirabad	70	6.11%	2.75

The disbursement allocation amongst each MC is based on their respective weighted scores. The computation formulas are as follows:

$$\text{Weighted score} = \frac{\text{Achieved score}}{\text{Total Score of all MCs}}$$

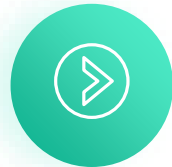
$$\text{Disbursement allocation} = \frac{\text{Achieved score}}{\text{Total Score of all MCs}} \times \text{USD 45 Million}$$





# Appendices

---



List of Documents Examined

---

## Annexure A: List of Documents

Performance Areas	Documents Examination
<p><b>1. Investment Planning and Budgeting (maximum 24 points)</b></p>	<ul style="list-style-type: none"> <li>▪ O&amp;M Manual</li> <li>▪ O&amp;M Plan</li> <li>▪ ADP</li> <li>▪ Approved Budget</li> <li>▪ Expenditure Statement of previous FY – July 2022 to Jan 2023</li> <li>▪ O&amp;M Budgetary Comparison of previous FY</li> <li>▪ Expenditure detail and selected vouchers for previous year – July 2022 to Jan 2023</li> <li>▪ Updated Infrastructure related GIS maps</li> <li>▪ PBGs utilization project wise data</li> <li>▪ Evidence of utilization of maps for selection of eligible investments</li> <li>▪ Record of prioritization workshops and approved priority list of infrastructure investments</li> <li>▪ Energy and Fuel Audit Reports of year 2019 and 2023</li> <li>▪ Energy and fuel utilization/cost saving report (monthly/annually)</li> <li>▪ Updated asset inventory registers</li> <li>▪ Purchase invoices of assets added during the last FY</li> <li>▪ Evidence of stakeholders consultative session and list of participants</li> <li>▪ Integrated Development and Assets Management Plan (IDAMP)</li> <li>▪ IDAMP guidelines</li> <li>▪ Evidence of Capital and O&amp;M Expenditure as per approved IDAMP</li> </ul>
<p><b>2. Own Source Revenues (maximum 18 points)</b></p>	<ul style="list-style-type: none"> <li>▪ OSR Enhancement Plan showing revenue performance analysis and OSR Strategy for previous FY</li> <li>▪ Signed Annual Financial statements of previous two FYs with breakup of OSR</li> <li>▪ Working of increase in OSR</li> </ul>

## Annexure A: List of Documents

Performance Areas	Documents Examination
<p><b>3. Procurement (Maximum 08 points)</b></p>	<ul style="list-style-type: none"> <li>▪ Procurement Plan of previous FY</li> <li>▪ List of procurements of last FY</li> <li>▪ Complete procurement record of selected sample</li> <li>▪ Bid Documents</li> <li>▪ Notification of GRM committee</li> <li>▪ Evidence of advertisements (newspaper cuttings, PPRA website, MC own website)</li> <li>▪ Bid evaluation report of selected sample</li> <li>▪ Evidence of notification of award correspondence with bidders and uploading on PPRA's and MC's website</li> <li>▪ Record of grievances raised during the previous FY and related documentation</li> </ul>
<p><b>4. Financial Management and Audit (maximum 12 points)</b></p>	<ul style="list-style-type: none"> <li>▪ Internal and External Audit reports</li> <li>▪ CFMS generated reports, as mentioned in the PM, of FY 2022-2023               <ul style="list-style-type: none"> <li>○ Cash Book</li> <li>○ Classified Abstract</li> <li>○ Contingency Check Register</li> <li>○ Establishment Check Register</li> <li>○ Water Consumer Demand &amp; Collection Record</li> <li>○ Shop Demand &amp; Collection Register</li> <li>○ Bank Reconciliation supported by Bank Statements</li> <li>○ Water &amp; Shops Arrears List</li> </ul> </li> </ul>
<p><b>5. Environment and Social Safeguards (maximum 10 points)</b></p>	<ul style="list-style-type: none"> <li>• Screening check list for projects</li> <li>• Social &amp; Environmental screening check list has defined the E&amp;S categories as per ESSA and ESMF</li> <li>• E&amp;S instruments as per the defined categories</li> <li>• Documentation of IEE/EIA</li> <li>• Environmental approvals from EPA</li> </ul>

## Annexure A: List of Documents

Performance Areas	Documents Examination
<p><b>6. Accountability and Transparency (maximum 08 points)</b></p>	<ul style="list-style-type: none"> <li>• MC website links</li> <li>• Approved summary of Annual Budgets, Approved Sub-Projects, Expenditures on website</li> <li>• CTS updates on the website</li> <li>• PMS updates on the website for major services of MCs</li> <li>• Minutes of Procurement Grievance redressal meetings of last FY</li> <li>• Evidence of system upgrade/ system upgradation report from PMDFC</li> <li>• List of complaints received post system upgrade</li> <li>• Report showing redressal of complaints/ complaints status</li> <li>• Evidence of RTI System in place</li> <li>• RTI Register</li> <li>• Report on trainings/ Refreshers conducted</li> </ul>
<p><b>7. Achievement of Urban Infrastructure Targets (maximum 20 points)</b></p>	<ul style="list-style-type: none"> <li>• List of projects awarded and in progress</li> <li>• Admin approval and technically sanction estimates</li> <li>• Infrastructure contracts</li> <li>• Approved work plans</li> <li>• Revised work plans for awarded contracts</li> <li>• Progress reports</li> <li>• Technical design documents as per contract,</li> <li>• Contract clauses pertaining to gender responsive working conditions</li> <li>• Supervision framework for all contracts</li> <li>• Supervision contracts (amendments, variations, addendums)</li> <li>• Time extension awarded to infrastructure contracts</li> <li>• Periodic supervision reports of projects under development</li> <li>• Payments vouchers supported by interim/payment certificates</li> <li>• List of project payments made</li> <li>• Project completion report showing variation of costs</li> </ul>