



LOCAL GOVERNMENT & COMMUNITY DEVELOPMENT DEPARTMENT

**TORs FOR
HIRING OF CONSULTANCY FIRM FOR
INDEPENDENT VERIFICATION OF DLIs for 16 MCs
& THIRD PARTY MONITORING AGENCY for
ENVIRONMENT & SOCIAL MANAGEMENT UNDER
“PUNJAB INCLUSIVE CITIES PROGRAM (PICP)”**

LOCAL GOVERNMENT & COMMUNITY DEVELOPMENT DEPARTMENT
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QUALIFICATION CRITERIA

Shortlisting of the consultants will be based on the criteria given below regarding applicant's Mandatory Documents, General & Relevant Experience & Managerial Capabilities as demonstrated by the Applicant's responses. EOI applications will be evaluated based on the following criteria.

A. Mandatory Documents for Prequalification

Description	Requirements
Certificate of Company / Firm Registration / Incorporation under the Laws of Pakistan.	Mandatory
Valid Income Tax registration.	Mandatory
Valid General Sales Tax Registration (Status = Active with PRA)	Mandatory
Submission of undertakings on legal valid and attested stamp paper that the firm is not blacklisted and has no conflict of interest.	Mandatory

B. Firm Experience

Experience shall be evaluated based on the following parameters:

Sr. No.	Description	Maximum Marks
1	Experience in the relevant field since establishment & registration of firm with the relevant professional body. <ul style="list-style-type: none">• For 15 Years Experience = 30 Marks• For 10 Years Experience = 15 Marks• No marks for less than 10 years of firm establishment	30
2	Ten (10) scores will be awarded for each assignment costing at least Rs. 4.00 million pertaining to Performance Assessments / Third Party Verification and other related assignments completed during last 10 years. Evidence of completion of assignments should be attached with the application. No marks will be given if the number of assignments are Two (02) or less.	50
3	Working experience of 02 similar assignments with the donor agencies.	10
4	Working experience of 02 similar assignments with the Public Sector.	10
Total Marks		100

Note: The firm scoring 70 or more marks will be declared as eligible for further procurement process.

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TERMS OF REFERENCE

HIRING OF CONSULTANCY FIRM FOR INDEPENDENT VERIFICATION OF DLIs for 16 MCs & THIRD PARTY MONITORING AGENCY for ENVIRONMENT & SOCIAL MANAGEMENT UNDER “PUNJAB INCLUSIVE CITIES PROGRAM (PICP)”

1 Brief Background

Punjab's Urban Local Governments (ULGs) face a complex web of interconnected challenges that the Punjab Inclusive Cities Program (PICP) aims to address. These include deteriorating infrastructure with significant gaps in water supply, sanitation, and waste management systems; severe financial constraints characterized by limited revenue generation, weak collection systems, and high dependence on provincial transfers; institutional weaknesses including fragmented governance structures, limited technical capacity, and inadequate planning capabilities; increasing climate vulnerabilities manifested through urban flooding, water scarcity, and heat stress; and the relentless pressures of rapid urbanization that outpaces infrastructure development and service delivery capacity. These challenges collectively undermine the ability of local governments to deliver essential services, threatening both quality of life for urban residents and the long-term sustainability of Punjab's cities.

The PICP aims to address these interconnected challenges through its hybrid financing approach, combining performance-based incentives with targeted capacity development and technical support. By strengthening municipal service delivery systems, enhancing financial sustainability, and building institutional capacity, the program seeks to transform urban governance in Punjab and improve the quality of life for millions of urban residents.

The Punjab Inclusive Cities Program (PICP), is a World Bank-funded hybrid of Program for Results (PforR) and Investment Project Financing (IPF) operation, with total cost of USD 400 million over 5 years (2026 -2031) supporting 16 cities in Punjab. The list of the cities is given below:

1.	Ahmedpur East	9	Kasur (PPP Mode)
2.	Arifwala	10	Khanpur
3.	Chakwal (PPP Mode)	11	Mandi Bahauddin
4.	Chiniot	12	Pakpattan,
5.	Chishtian	13	Rajanpur,
6.	Haroonabad	14	Sadiqabad
7.	Jampur	15	Samundri
8.	Jatoi	16	Shujabad

The Program Development Objective is to provide safely managed water, sanitation and basic hygiene services and to improve the institutional and financial performance of selected urban

local governments in Punjab

The PforR instrument will provide a clear set of incentives to help orient focus towards critical water supply sanitation and hygiene (WASH), solid waste management (SWM) and revenue outcomes, and will be complemented by an IPF window for targeted institutional strengthening and capacity development of implementing agencies.

The IPF component will be financing for capacity development, feasibility studies, and independent verification of results. It is designed to complement the PforR by providing institutional and technical support needed to sustain province-wide reforms. The combination of PforR and IPF balances results-based incentives with essential institutional strengthening, ensuring sustainable improvements in municipal service delivery systems.

The PICP is strategically aligned with major Government initiatives by supporting (i) a defined geographic and thematic segment of the Punjab Development Program (PDP) focused on upgrading sanitation, and drainage services; and (ii) select interventions under the Suthra Punjab Program, which aims at improving environmental cleanliness and SWM Under these umbrellas, PICP financing will be directed toward high-impact municipal infrastructure and service delivery improvements. The eligible investment areas will include:

Infrastructure Development

A. Water Supply Systems:

- Development and rehabilitation of potable water production facilities;
- Expansion and modernization of water distribution networks to improve access, reliability, and operational efficiency.

B. Sanitation and Wastewater Management:

- Laying and upgrading of sewerage networks to expand household connectivity;
- Construction or enhancement of wastewater treatment plants;
- Implementation of hygiene promotion and behavior change communication to ensure safe sanitation practices and public health outcomes.

C. Solid Waste Management (SWM):

- Installation of infrastructure for collection, transfer, sorting, and recycling to promote value recovery;
- Development of controlled or sanitary landfill sites to replace open dumping and mitigate environmental hazards.

D. Stormwater and Urban Flood Management:

- Establishment of stormwater drainage systems, including rehabilitation of existing channels;
- Adoption of nature-based solutions such as wetlands, retention ponds, and permeable surfaces to enhance resilience against urban flooding;
- Development of stormwater storage structures for groundwater recharge or controlled discharge.

Institutional and financial strengthening

Under the Punjab Inclusive Cities Program (PICP), the Municipal Committees (MCs) will be receiving

support for a range of soft interventions aimed at strengthening institutional systems, financial management, community engagement, gender responsiveness and transparency. These interventions contribute directly to the achievement of the Program’s Minimum Access Conditions (MACs) and Performance Measures (PMs):

- Operationalization of e-LGMIS, including generation of cash books and financial statements.
- Submission of annual financial statements as per the approved framework, with no adverse or disclaimed audit opinions.
- Ensuring the entire urban built-up area is declared as non-zero-rated for UIPT collection.
- Preparation and updating of Revenue Development Plans, including WSS cost-recovery components, informed by stakeholder consultations.
- Ensuring budget allocation for annual O&M of WSS services.
- Tracking and reporting of cost centers for water, sewerage, and drainage expenditures.
- Achievement of the operating ratio target defined in the PAP through WSS cost-recovery measures.
- Increase in MC's own-source revenue (OSR) via revenue enhancement plan, strategies and tariff rationalization.
- Establishment of a fully functional MIS for WASH services, including modules for operations, energy, FM/tariffs, consumer satisfaction, and a geo-referenced asset management system for WSS assets.
- Conducting capacity-building activities for WATSAN staff according to the annual Program training plan.
- Institutionalization and implementation of the Harassment of Women at the Workplace Act and related by-laws.
- Provision of gender-responsive facilities for female staff at the ULG level.
- Conducting citizen consultations on proposed investments, including at least one dedicated consultation with women.
- Establishment and maintenance of a functional Grievance Redress Mechanism (GRM) and a female complaint desk.
- Ensuring ULG operational websites remain active and regularly updated with GRM information, MIS data, Right to Information disclosures, annual budgets, procurement information, and other mandatory publications.
- Development and implementation of a Behavior Change Communication (BCC) campaign plan for the duration of the Program.
- Establishment of a functional procurement committee and procurement cell in accordance with Punjab Public Procurement Rules, and support for transitioning to e-procurement.

2 Objectives of the Assignment

2.1 Independent Verification Agency (IVA)

The objective of hiring an Independent Verification Agency (IVA) is to assess the achievement of Disbursement Linked Indicators (DLIs) for the full duration of the Program except for the first year. The IVA shall be responsible for independently verifying, on annual basis, the achievement of results under all six Disbursement-Linked Indicators (DLIs), in accordance with the verification protocols and procedures defined in the Program Operations Manual (POM). The verification shall be evidence-based

and conducted in line with the approved documentation standards and methodologies outlined in the POM. The details of these is provided in annex (A)

The core objective of the consultancy is to assess the annual performance of participating local governments against the requisite DLIs. This is being done to incentivize the better performing with local governments to have access to larger amounts of program funding, and to encourage the less performing local governments to improve their compliance of Minimum Access Conditions (MACs) and earn higher scores in the Performance Measures to enable receiving larger amount of program funding.

2.2 E&S Third Party Monitoring

The overall objective of the Environmental and Social (E&S) Third-Party Monitoring is to evaluate the adequacy and effectiveness of the environmental and social management of the program under both the IPF and P4R components, review the progress in the preparation and implementation of E&S safeguard instruments, assess compliance with the World Bank’s guidelines, identify gaps, and provide recommendations for improvements and corrective actions where necessary.

The Independent Verification Agency (IVA) and Third Party Monitoring Agency (TPMA) will be hired by the Local Government & Community Development Department (LG&CDD) from 2nd year onward of the Program. *(The consultants will be engaged initially on two-year contract, which will be extendable based on satisfactory performance).*

3 Disbursement Linked Indicators (DLIs)

The program establishes clear performance metrics through Disbursement-Linked Indicators (DLIs) with specific targets including new or improved safely managed water and sanitation connections, enhanced solid waste management systems with revenue recovery targets, and ULGs meeting mandatory service delivery conditions. Success is measured through annual performance assessments as per Methodology given in the following section.

Table 1: Disbursement Linked Indicators (DLIs) of PICP

Purpose of DLI	DLI
Results Area 1: Safely managed water, sanitation and drainage and basic hygiene services	
Provide safely managed water, sanitation and drainage and basic hygiene services in ULGs	DLI 1: Safely managed water and sanitation connections provided in eligible ULGs (Number)
Support to the Suthra Punjab provincial program to improve SWM services	DLI 2: Improved performance of solid waste management systems in Punjab (Yes/No)
Results Area 2: Institutional strengthening and financial sustainability	
Ensure that the WATSAN units in the Program ULGs fulfil minimum necessary conditions to provide services in a sustainable manner.	DLI 3: Participating ULGs (other than Chakwal and Kasur ULGs) meeting Minimum Access Conditions for WSS service delivery
Ensure that the governance, institutional and financing mechanisms for service delivery and	DLI 4: Eligible ULGs have improved scores on Institutional Performance Indicators

cost recovery in Program ULGs are adequate to support sustained service delivery	
Incentivize increased revenue collection in Program ULGs	DLI 5: Increased revenues in Eligible ULGs from taxes, fees, and tariffs compared to Fiscal Year 23-24
Unlock resources from the private sector to support WSS service delivery in secondary cities in Punjab	DLI 6: Number of PPP transaction(s) processed in the WSS sector in two participating ULGs (Number)

4 Scope of work for IVA

The scope of services will include, but not be limited to, the following key areas:

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- Verification of DLI 2 and 6 (on rolling basis) as and when results become available and agreed as per APA cycle.
- Verification of all relevant DLIs (DLI 1, 3, 4 & 5) on annual basis.
- Using standardized verification protocols and reporting formats as per Program Operation manual (POM).
- Reporting and Stakeholder Engagement
 - Presentation of results to the PSC, World Bank, and relevant stakeholders as required.

4.1 Annual Performance Assessment

The Program's success hinges on rigorous independent verification of results through Annual Performance Assessments (APAs). An independent annual assessment and the verification of results to trigger disbursement is key to Program. IVA/TPMA firm verifies Program results against predetermined benchmarks, providing the basis for disbursement decisions in a timely manner to provide the basis for disbursements of funds under the Program to the participating local governments. This verification process ensures transparency and accountability while determining whether DLIs have been achieved. The assessment results provide the basis to make the final decision whether a DLI has been achieved or not or to which extent. The aggregate score of the Local governments in the APAs determine the size of program funding to be disbursed, and is an important metric to determine progress towards the Program Development Objective.

LGs' aggregate APA scores directly determine funding allocations as higher-performing municipalities receive greater financial support, creating powerful incentives for service improvement. This performance-based funding mechanism not only drives progress toward the Program Development Objective but also reinforces a culture of results-oriented governance across participating jurisdictions. The systematic assessment-verification-disbursement cycle creates a virtuous feedback loop that continuously strengthens municipal capacity and service delivery outcomes.

The IVA will conduct annual program assessments using paper audits, notifications, physical inspections, drinking and wastewater water quality testing, solid waste management and stakeholder verification calls to ensure reported results meet. Results under DLI 3 and 5 will be verified at effectiveness for year 1, and DLIs 1, 2, 3, 4 and 5 will be verified by February of each subsequent year. A Verification Report will be shared with the LG&CDD and the World Bank and help determine the amount of eligible disbursements to be made based the achievement of Disbursement Linked Results (DLRs). While the World Bank conducts quality assurance reviews of verification evidence and may validate findings through site visits, its assessment final authority in resolving any discrepancies

between IVA results and World Bank's quality assurance findings, ensuring program integrity and accountability

4.1.1 Disbursement Linked Indicators

- **DLI-1: Safely managed water and sanitation connections provided in eligible ULGs (Number)**

DLR 1.1 The 14 Eligible ULGs have entered into contracts for water supply and sanitation works

This scalable DLR 1.1 targets 14 participating Urban Local Governments (ULGs)¹ that have met Minimum Access Conditions (MACs) in DLI 3. The total allocation under the DLR is US\$70 million. Disbursement under this DLR will be triggered upon the award of all contracts in any given ULG for water supply, sewerage and drainage works (the packaging of the construction contracts will be defined in engineering design). Disbursement will be released as per formula given in the verification protocol. This DLR will disburse when contracts for all packages for a given ULG, as defined in the engineering designs are awarded.

DLR 1.2 The Eligible ULGs have collectively established: (a) 474,983 new or improved safely managed water supply connections; and (b) 474,983 new or improved safely managed sewerage connection.

This scalable DLR targets 14 participating ULGs that have met MACs. This DLR has an allocation of US\$90 million. The target of the number of water supply connections is 474,983, and the target for sanitation is 474,983. For each ULG the disbursement is calculated through the formula given in the verification protocol. The definition of water supply connection installed refers to a household that previously had no direct, piped water service is provided with a formal connection to the water supply network for the first time. The definition of water supply connection rehabilitated refers to an existing water supply connection that is improved to meet higher service standards in terms of quality, reliability, or safety. The definition of sewerage connections installed refers to a household that previously had no direct, piped sewer connection is provided with a formal link to the sewerage network for the first time.

The definition of sewerage connections rehabilitated refers to an existing sewerage connection that is improved to meet higher service standards in terms of safety, reliability, and environmental compliance. This DLI will reward municipalities for the completion of eligible infrastructure investments, resulting in households benefiting from connectivity to safely managed WSS services as per service standards to be identified in the Program Operations Manual.

- **DLI 2 : Improved performance of solid waste management systems in Punjab (Yes/No)**

DLR 2.1: Punjab's Cabinet has approved the Suthra Punjab Program Definition Document and the LG&CDD has rolled out an IT-based MRV System covering the solid waste management sector.

US\$3 million is disbursed on the approval of Program Definition Document (PDD) by the Cabinet. US\$2 million is disbursed on verification of a functioning IT-based Monitoring, Reporting and Verification (MRV) system as defined in the Cabinet-approved PDD.

This DLR rewards:

- i. the approval of the PDD for Suthra Punjab Program (SPP). The document will include policy, institutional, and technical measures for outcomes such as improved sector planning and oversight, environmental and social performance, circular economy, and cost recovery. The document will also specify the functional and technical requirements of a Monitoring, Reporting and Verification (MRV) system for SPP implementation.

¹ Ahmedpur East, Arifwala, Chiniot, Chishtian, Haroonabad, Jampur, Jatoi, Khanpur, Mandi Bahauddin, Pakpattan, Rajanpur, Sadiqabad, Samundri, Shujabad

- ii. the verification of the contents of the existing MIS set up for the SPP and the roll out of the IT based MRV as defined in the PDD.

DLR 2.2: At least one WMC in one of the Eligible ULGs has increased its collected revenues to equal at least 20% of its recurrent costs in a Fiscal Year.

US\$5 million will be disbursed when revenues from SWM services in FWMC equal at least 20 percent of recurring charges, as per the targets set in the SPP. This DLI incentivizes a selected WMC to enhance self-collected revenues to meet the targets laid out in the SPP.

DLR 2.3: The LG&CDD has approved technical standards and standard operating procedures for the design, construction and operation of a modern sanitary landfill.

US\$3 million will be disbursed on completion of technical standards and SOPs for the design, construction, and operation of a sanitary landfill.

The LG&CDD has approved technical standards and standard operating procedures for the design, construction and operation of a sanitary landfill. This DLR incentivizes the preparation of standard templates and SOPs for design, construction, and operation of an advanced disposal facility, including environmental, social, and climate change considerations. Standard templates for advanced disposal infrastructure will be prepared by qualified specialists. The IVA will review these to ensure that these meet the criteria identified in the POM

DLR 2.4: Punjab's Cabinet has approved the Punjab SWM Regulations, which include measures for waste recovery and treatment of organic and dry streams.

\$4 million will be disbursed upon approval of the SWM regulations by Cabinet. This DLR will disburse when Punjab's Cabinet has approved Punjab SWM Regulations, which include measures for waste recovery and treatment of organic and dry stream, and promote circular economy principles. LG&CDD will share the Cabinet approval summary with the IVA and World Bank. The IVA will review and verify the formal approval of Punjab SWM regulations.

- **DLI 3: Participating ULGs (other than Chakwal and Kasur ULGs) meeting Minimum Access Conditions for WSS service delivery.**

The total allocation under the DLI 3 is US\$20 million. Annual DLI Allocation for Period is US\$5 million. MACS will not be evaluated for the final year of the PICP. This DLI measures the number ULGs that have achieved MACs to access financing under PICP. The annual disbursement under this DLI will be divided amongst the ULGs that have met their MACs as determined by the APA each fiscal year. ULGs that do not meet MACs will not access funds under DLI 1,2, 4, and 5 for any given year.

MACs support institutional improvements in the following thematic areas: Human Resources & Gender, Sustainable WASH service delivery, Revenue Management & Financial Sustainability, Fiduciary, Environment & Social Management, Citizen Engagement, Communication & Accountability. The MACs are given in Annex B.

Minimum Access Conditions for Program Funding

The MACs serve as non-negotiable qualification thresholds that all 14 ULGs must satisfy to unlock program funding eligibility under each DLI. These foundational requirements establish baseline governance standards, while the Performance Measures (PMs) determine the actual funding allocation amounts. Any Municipal Corporation failing to meet even a single MAC is automatically disqualified from accessing that year's program funding for the specific DLI, regardless of performance in other areas. This two-tiered framework, i.e., MACs as gateway criteria and PMs as allocation determinants ensures both minimum compliance standards and performance-based incentives,

creating a robust accountability mechanism that drives meaningful institutional improvement while protecting program integrity.

- **DLI 4: Eligible ULGs have improved scores on Institutional Performance Indicators**

DLI 4 targets 14 eligible ULGs. The total allocation under the DLI is US\$80 million. The target disbursement for years 2, 3, 4, and 5 is US\$20 million. The formula for disbursement is given in Verification Protocol. This DLI incentivizes ULGs to improve performance, particularly in Human Resources & Gender; Sustainable WASH service delivery, Revenue Management & Financial Sustainability, Fiduciary, Environment & Social Management, Citizen Engagement, Communication & Accountability, and Climate-Resilient Infrastructure. The IVA will score each participating ULG based on the achievements against the matrix presented in the POM. The score for each year will result in a corresponding disbursement as per the formula before. A key focus of the performance criteria for this table is the ability of the WATSAN unit to deliver services sustainably, ensure cost recovery and adequate budgetary allocation.

The performance scores will be determined through four APAs. The DLI uses a points-based system across a list of performance measures (PMs) for calculating ULG scores. The initial formulation of the PMs and points system is presented in Annex 2, which will also become part of the POM and may be revised during implementation upon the agreement of the GoPb and the World Bank. ULGs will receive full allocations if they meet the score 100 in the PMs, with pro-rata decreases if the PMs score is below 100.

The Performance Measures (PMs) for DLI-4

The Performance Measures extend beyond build on the foundations laid by MACs, and challenging the LGs to achieve progressively ambitious targets that drive continuous improvement. raise their performance to achieve incremental targets. Qualifying Local governments are able to access annual program funding every year, based on their scores obtained in the Annual Performance Assessment (APA scores, with allocations). Program funding will be allocated to the Local governments directly proportionate to their performance achievements scores (weighted with the APA score). This weighted scoring system creates a merit-based funding distribution that rewards excellence while incentivizing underperforming ULGs to strengthen their service delivery capabilities. Through linking financial resources to measurable outcomes, the program establishes a virtuous cycle where improved performance generates additional investment capacity, accelerating the development of sustainable urban services and institutional capacity across participating ULGs.

Under this framework, DLI-4 employs a scalable disbursement mechanism that adjusts funding allocations according to actual performance achievements. Unlike fixed-payment indicators, this flexible approach rewards ULGs that exceed established Performance Measures with proportionally higher disbursements, while those that underperform receive reduced allocations. This design promotes direct peer comparison and healthy competition, incentivizing continuous performance enhancement across the program ecosystem.

- **DLI 5: Increased revenues in Eligible ULGs from taxes, fees, and tariffs compared to Fiscal Year 23-24.**

This scalable DLI 5 targets 14 eligible ULGs that have met MACs. The total allocation under the DLI is US\$88 million. The formula for disbursement is given in Verification Protocol. The DLI will incentivize revenue mobilization and provide financing for all ULGs that show increases in total revenues from

tariffs, taxes, and fees.

The IVA will review the audited statements of the ULG. Revenue sources include:

Water and sewerage tariffs: (i) Receipts from in-year collection and arrears from water rate to residential and commercial consumers, (ii) Receipts from in-year collection and arrears from sewerage and drainage fee, (iii) Connection and disconnection fee, and (iv) Fines on unauthorized water connections. UIPT: UIPT receipts over the entire FY (six bimonthly transfers). Other self-collected revenues include all other fees, fines, and municipal revenues collected by ULGs, such as : (i) Private Housing Scheme approval fee, (ii) construction plan approval fee, (iii) construction plan revision fee, (iv) rent from shops and municipal properties, (v) land use conversion fees, (vi) general bus stand fee, and (vii) advertising and billboards fees, etc.

- **DLI 6: Number of PPP transaction(s) processed in the WSS sector in two participating ULGs (Number)**

DLI 6 targets two ULGs (Kasur and Chakwal). The total allocation under the DLI is US\$10 million.

Disbursements will be triggered upon the successful signing of PPP contracts in the two participating ULGs. The disbursement amount allocated to each contract will be proportionate to the investment needs of the respective ULG, as determined through the transaction advisory process. A maximum of two PPP contracts—one for each ULG—will be eligible for these disbursements. However, if a single PPP contract is structured to cover both ULGs jointly, then a consolidated disbursement of US\$10 million will be made at the time of contract signing.

A PPP contract will be signed to improve the provision of water supply and sanitation and drainage services in two selected ULGs (these may be subject to change during implementation).

(i) Chakwal: Subject to technical due diligence, the project will include the development of a bulk water source, enhancement of water conveyance infrastructure, construction of a new water treatment plant, rehabilitation of the water distribution network, improvement of wastewater collection pipelines, and drainage. The construction of a new wastewater treatment plant (WWTP) will also be part of the project.

(ii) Kasur: Following appraisal by the technical due diligence advisor, the project scope will include the construction of a water treatment plant, rehabilitation of the water distribution and wastewater collection systems, drainage, and the rehabilitation or capacity enhancement of the existing WWTP and/or construction of new WWTP.

The transaction entails the signing of a time-based performance contract by a ULG with a utility service provider. The private partner shall raise finance to bridge the project cost in excess of the VGF funding agreed as a DLI. The investment recovery will take place by passing on the repayment liability to the consumers with GoPb backstopping the payment commitments.

The PPP contract shall be signed between the implementing agencies and a private utility service provider. PMDFC might act as a facilitator in the signing of the PPP contract. The IVA will review the PPP contract that has been signed by the relevant implementing agencies as per the procedure outlined in the Punjab PPP Act 2025 and rules made thereunder.

4.2 Performance Requirements

The consultant shall determine how best to convey each Local governments' APA, in the light of the given DLIs, MACs, PMs and their indicators.

4.3 Duties and Responsibilities as an Annual Performance Assessor

The detailed duties and responsibilities are:

- Rigorous independent verification of program results against predetermined benchmarks and E&S compliances.
- Ensuring that 14 participating ULGs satisfy the MACs to unlock program funding eligibility under each DLI.
- Assessment of 14 ULGs against the PMs to determine the actual funding allocation amounts.
- Ensuring reported results meet Punjab Environmental Quality Standards (PEQS).
- Conduct fieldwork in all PICP partner ULGs to collect data on their performance.
- Analyze all field data to assess the performance of each MC in terms of MAC and E&S compliances and the extent of achievement of PMs.
- Establish program funding allocations for each local government.
- Determine whether ULGs have complied with MACs based on fieldwork data and documentary evidence.
- Calculate the amount of program funding for ULGs that have complied with all the MACs, based on their performance against PMs.
- Submit the assessment results, including compliance status for all DLIs, MACs, PMs, scores earned by each MC, total actual disbursement to be made by the Bank, and program funding allocations to each MC.
- The IVA will review the PPP contract that has been signed by the relevant implementing agencies as per the procedure outlined in the Punjab PPP Act 2025 and rules made thereunder.

The specific tasks to be performed under the assignment are listed below:

- Conduct fieldwork in all PICP partner local governments in order to collect data on the performance of each MC to be measured in terms of:
 - achievement/non-achievement of DLI- 1 & DLI-2
 - achievement/non-achievement of Minimum Access Conditions (DLI-3)
 - Extent of achievement of Performance Measures (DLI-4)
 - achievement/non-achievement of DLI- 5
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- Establish, for each local government, program funding allocations per the following:
 - Meeting all MACs will be a pre-requisite for eligibility to program funding. ULG not meeting any MAC will not be eligible for any program funding under concerned DLI in that year.
 - PMs will be assessed for all local governments, but assessment results will impact only local governments that (by virtue of having demonstrated compliance with MACs) are eligible to receive program funding, the size of which will depend on their performance across a range of measures. The verification protocol for assessment of DLIs (MACs and PMs is given in Annex- C;

4.3.1 Methodology

- The IVA will conduct site visits, and discussions with ULGs, complemented by a review of relevant documentation (i.e., reports, database, IT systems, etc. that will be used to report on

the DLIs and PAPs, plus field checks, etc.) in coordination with the partner local governments. The IVA will apply the following methodology to verify the achievement of the DLIs.

- Drawing from the verification plan, the consultant should develop in consultation with the client all the required data collection tools, methodologies, and instruments (reporting templates, and so forth) for use in verification for each of the DLIs. The tools, instruments and sampling/collection methodologies must be developed with and to the satisfaction of the World Bank.

Table 2: Methodology for APA

DLIs	Procedure to verify DLI	Frequency
DLI-1 Safely managed water and sanitation connections provided in eligible ULGs (Number)		
<i>DLR 1.1 The 14 Eligible ULGs have entered into contracts for water supply and sanitation works</i>	The IVA will review documentation and procurement proceedings and verify the contracts against the POM on a rolling basis.	Annually
<i>DLR 1.2 The Eligible ULGs have collectively established: (a) 474,983 new or improved safely managed water supply connections; and (b) 474,983 new or improved safely managed sewerage connection.</i>	<p>The IVA will verify DLI achievements through the following steps:</p> <ol style="list-style-type: none"> 1. Desk Review / Data Collection <ul style="list-style-type: none"> ○ Obtain semesterly performance reports from ULGs. ○ Gather secondary data from: <ul style="list-style-type: none"> ▪ PMDFC records ▪ Supervision firm monitoring reports ▪ MIS/dashboard data (where available) 2. Data Validation / Reconciliation <ul style="list-style-type: none"> ○ Cross-verify reported figures across all sources. ○ Flag and resolve inconsistencies through clarifications from ULGs and implementing partners. 3. Field Verification / Physical Validation <ul style="list-style-type: none"> ○ Select a statistically representative sample of household connections as per POM. ○ Conduct on-site verification to confirm: <ul style="list-style-type: none"> ▪ Physical existence of connections ▪ Proper installation and operational functionality ▪ Water quality testing or sewerage discharge verification (as applicable) 4. Verification Conclusion & Documentation <ul style="list-style-type: none"> ○ Confirm DLI achievement status (Achieved / Partially Achieved / Not Achieved). ○ Compile verification report with evidence and recommendation for disbursement eligibility. 	Annually
DLI 2: Improved performance of solid waste management systems in Punjab (Yes/No)		

DLIs	Procedure to verify DLI	Frequency
<i>DLR 2.1: Punjab's Cabinet has approved the Suthra Punjab Program Definition Document and the LG&CDD has rolled out an IT-based MRV System covering the solid waste management sector.</i>	The Program Definition Document (PDD) for Suthra Punjab Program (SPP) will be prepared by specialized consultants and will be consulted with relevant stakeholders. The draft will be finalized by LG&CDD and presented to Cabinet for deliberation. The approval of the PDD will result in the first disbursement. The rollout of a functioning IT-based monitoring system will trigger a second disbursement.	Upon achievement Annually
<i>DLR 2.2: At least one WMC in one of the Eligible ULGs has increased its collected revenues to equal at least 20% of its recurrent costs in a Fiscal Year.</i>	The IVA will review the audited statements of the selected WMC. The IVA will specifically determine over the same accounting period the following: Expenditures including all recurring charges such as operation and maintenance of equipment, operation and maintenance of facilities, salaries, payments to third-party service providers, etc. Revenues collected from users (household, commercial, and public users) within the WMC's service area, in the form of fees, billed services or fines. Revenues may be self-collected or recovered from private service providers.	Annually
<i>DLR 2.3: The LG&CDD has approved technical standards and standard operating procedures for the design, construction and operation of a modern sanitary landfill.</i>	Standard templates for advanced disposal infrastructure will be prepared by qualified specialists. The IVA will review these to ensure that these meet the criteria identified in the POM.	
<i>DLR 2.4: Punjab's Cabinet has approved the Punjab SWM Regulations, which include measures for waste recovery and treatment of organic and dry streams.</i>	The IVA will review and verify the formal approval of Punjab SWM regulations.	
DLI-3 Participating ULGs (other than Chakwal and Kasur ULGs) meeting Minimum Access Conditions for WSS service delivery		
	The IVA will verify the achievement of MACs between November and April of each year. The final verification report shall be submitted to the PSC and the World Bank between April and May, for the purpose of determining the allocation of funds to eligible municipalities. For the first year of Program implementation, verification may be conducted upon effectiveness.	Annually

DLIs	Procedure to verify DLI	Frequency
DLI 4: Eligible ULGs have improved scores on Institutional Performance Indicators		
	The IVA will verify the achievement of PMS between November and February of each year, to determine the allocation available to municipalities for the subsequent FY. This DLI is not applicable for year 1 of the Program.	Annually
DLI 5: Increased revenues in Eligible ULGs from taxes, fees, and tariffs compared to Fiscal Year 23-24.		
	<p>The IVA will review the audited financial statements of each ULG to verify reported revenues. The assessment will include validation of the following revenue sources:</p> <ul style="list-style-type: none"> • Water and Sewerage Tariffs • Receipts from current-year collections and arrears of water charges from residential and commercial consumers; • Receipts from current-year collections and arrears of sewerage and drainage fees; • Connection and disconnection fees; • Fines imposed on unauthorized water connections. • Urban Immovable Property Tax (UIPT) • Verification of UIPT transfers received over the full financial year (six bi-monthly installments). • Other Self-Collected Revenues • Verification of all municipally collected fees and charges, including but not limited to: <ul style="list-style-type: none"> ▪ Private Housing Scheme approval fees; ▪ Construction plan approval and revision fees; ▪ Rent from municipal properties (e.g., shops, facilities); ▪ Land use conversion charges; ▪ General bus stand fees; ▪ Advertising and billboard fees; ▪ Any other applicable fines or municipal levies. 	Annually.
DLI 6: Number of PPP transaction(s) processed in the WSS sector in two participating ULGs		
DLI-6	The IVA will review the PPP contract that has been signed by the relevant implementing agencies as per the procedure outlined in the Punjab PPP Act 2025 and rules made thereunder.	Upon signing of contract

- On the basis of fieldwork data and adequate documentary evidence submitted by local

governments, establish a final listing of all local governments that have or have not complied with MACs.

- On the basis of the achievement/non-achievement of the PMs, calculate the amount of program funding for the local governments who have adhered with all the MACs.
- Submit the results of the assessment for:
 - achievement/non-achievement of the all DLIs, MACs & PMs.
 - Score of the PMs earned by each MC adhering with MACs.
 - Total actual disbursement to be made by the Bank in a particular year under DLI-Is separately
 - Amount of program funding allocations to each MC under “***Allocation of program funding to the individual local government” in all cases.***
- The IVA firm will ensure the intime submission of above-mentioned results to Program Steering Committee (PSC) and World Bank.
- The PSC reserves the right to get the results verified and authenticated through its Executive Committee. For Program Steering Committee. if some shortcomings or anomalies be identified/witnessed, PSC will may return the results to the IVA Consultant for re-verification, rectification, and resolution/ removal of the identified issues. The shortcomings or omissions. IVA consultant will address these concerns do the needful and resubmit the revised results back to the PSC
- Similarly, the World Bank will conduct the verification and Quality Assurance of the results in March that year. If some small discrepancies are noted, the Bank may get the results checked or verified through its own team members. However, if the nature of the discrepancies and shortcomings be significant, and the Bank is not satisfied with the results' integrity, the Bank reserves the right to engage an independent firm for verification. The Bank may also return the results to the IVA consultant for rectification or re-verification.

5 Scope of Work for E&S Third-Party Monitoring

The scope of work for Environmental and Social (E&S) third party monitoring include but not limited to:

- Check appointment of permanent E&S staff in PIU and designated staff in ULGs
- Check preparation of ESCF (inclusive of E&S management system, SOPs for acquisition of private land, entitlement matrix, RPF, LMP, SEP, GRM)
- Check E&S screening and categorization of eligible investment schemes with respect to ESCF.
- Check Preparation and implementation of E&S safeguard instruments for eligible investment schemes as per ESCF such as E&S Screening Checklists, ESIA, ESMP, IEE, EIA, ARAP and RAP.
- Verification of grievance redressal mechanisms, stakeholder consultations, and mitigation actions.
- Monitor compliance with Punjab Environmental Quality Standards (PEQS) for drinking water, wastewater solid waste management.

5.1 Duties and Responsibilities as a Third-Party Monitoring Agency

The IVA Consultants will act as an independent Third-Party Monitoring Agency (TPMA). The TPMA's

core mandate is to ensure the project's compliance with World Bank and PEPA environmental and social requirements. This will be achieved by validating the ULG's internal systems, developing a monitoring plan, conducting field inspections, assessing stakeholder engagement, and providing independent oversight and recommendations throughout the project's implementation. The specific responsibilities will be:

- Check that ULG has developed an environment and social compliance framework (ESCF) documenting the E&S management system with gender considerations, including procedures for preparation, approval, and supervision of investments.
- Check that WMC or entity has met E&S requirements as per ESCF of PICP and PEPA in the design, construction and operation of sanitary landfill (DLR 2.3).
- Monitor the overall performance of ULGs in the field of Environment and Social Management.
- Check that ULG has designated Environmental and Social management focal persons.
- Check the adequacy of E&S screening and categorization of eligible investment schemes with respect to ESCF. Check if the schemes are categorized appropriately according to E&S screening classifications specified in ESCF.
- Check that appropriate E&S safeguard instruments (E&S Screening Checklist, ESMP, ESIA, EIA, IEE, ARAP, RAP for the respective schemes have been prepared and how well these instruments are aligned with the scope of work defined in ESCF.
- Conduct an independent review of a sample of E&S safeguard instruments prepared for its adequacy in identifying and addressing potential environmental and social impacts of the schemes in line with the guidelines and scope of work established in ESCF. Recommendations should be made on how to further improve the coverage and quality of instruments.
- Conduct independent oversight of ULGs' compliance with ESCF established under program.
- Check sound implementation of E&S safeguard instruments both in terms of extent and quality of compliance at the ground/field level;
- Review, validate, and enhance the ULGs' internal monitoring, reporting procedures, and environmental/social staffing to ensure their adequacy and integrity, recommending corrective actions as needed.
- Review the progress reports being prepared to assess if these meet the specification of the ESCF and if they show a trend of improvement in the implementation of ESCF. Recommendations should also be made to improve the reporting regime where necessary.
- Check that the appropriate E&S management aspects including ESMP cost as per ESCF and E&S safeguard instruments are added in PC-I, tender and bidding documents
- Monitor the stakeholder engagement process and the effectiveness of the project's grievance management mechanism.
- Perform site visits to collect environmental samples (air, noise, water) and gather direct feedback from citizens, workers, and other stakeholders.
- Review the adequacy of environmental and social management training and monitor coordination with other concurrent sub-projects to avoid overlap.
- Identify areas for improvement and provide concrete, actionable recommendations to

enhance project effectiveness and efficiency, including independent feedback from end-users.

The Consultant will be bound to get these results re-verified as per directions of PSC or WB.

6 Management of the Assignment

The consultants shall report to the LG&CDD and will work closely with PMDFC Project Team to ensure the timely and accurate delivery of the assignment’s objectives and outputs.

6.1 Annual Performance Assessment Cycle

The APA cycle is designed to synchronize with the government budgeting cycle, which will facilitate due allocations to be reflected in provincial and LG budgets in June, and informed investment planning and budgeting, by MCs for the subsequent financial year. The IVA will verify the achievement of DLIs between November and April of each year, to determine the allocation available to municipalities for the subsequent FY. The IVA firm engaged by the LG & CD Department will conduct field assessment and communicate the IVA Results simultaneously to the Program Steering Committee and the Bank by no later than April of each year.

The Annual Performance Cycle will be spanned out for Two Months and Fifteen Days.

The APA cycle will be spanned out as described above.

The Program Steering Committee (PSC) will undertake its due diligence and communicate verified APA Reports to the Bank immediate after completion of the assignment. The Bank will in turn independently verify these results and communicate the final disbursement amounts of each Program local government for the subsequent year to counterpart entities (Program Steering Committee, Finance Department, LG&CDD, and concerned MCs).

The Bank will retain a right to make the final decision whether a DLI has been achieved or not. Moreover, the Bank may undertake regular independent quality assurance checks of the APAs to ensure continued robustness of the system.

6.2 Third Party Monitoring Cycle

The E&S management performance of ULGs will be assessed on a quarterly basis. To ensure transparency, accountability, and independent verification, Third Party Monitoring (TPM) of E&S performance will be carried out each quarter. The findings, observations, and recommendations from this process will be documented in a detailed Quarterly TPM of E&S Management Report and at the end through E&S TPM Completion report, which will serve as an evidence-based tool to track progress, identify gaps, and guide continuous improvement in E&S compliance and implementation.

7 Core Team of the Consultant Sector Specific Staffing

The firm of consultants will have the staffing profile shown in **Table 3:**

Table 3: Human Resource Requirement – Independent Verification Agency (IVA) and E&S Third Party Monitoring

Sr. #	Designation	Numbers	Person Months
Key Experts			

Sr. #	Designation	Numbers	Person Months
1	Team Leader/M&E Specialist	01	2.5
2	Infrastructure Specialist	01	2.5
3	Environment & Social Management Specialist	01	6
4	Finance & Account Specialist	01	2.5
5	Institutional Strengthening Specialist	01	2.5
6	Social Development Specialist	01	6
7	Occupational Health and Safety Specialist	01	6
8	Gender Specialist	01	6
Total Man months Key Experts			34
Non-Key Experts			
1	Assistant Team Member (Infrastructure)	02	5
2	Assistant Team Member (Environment& Social Management)	01	6
3	Assistant Team Member (Finance & Accounts)	01	2.5
4	Assistant Team Member (Institutional Strengthening)	01	2.5
Total Man months Non-Key Experts			16

A. Team Leader (01 NO)

Qualification: Bachelors (04 Years) / Masters or higher degree (MSc in Engineering/MS/M.Phil) in Engineering/ Public/ Business Administration/ Public Finance/ Economics/ or a related field from HEC recognized Institutes

Experience: Minimum 15 years' of post qualification experience in working on public sector service delivery, with demonstrated experience in working with local governments. Proven familiarity with in vogue PLGA- would be a major asset. The person will have a demonstrated track record of providing consultant deliverables on a timely basis.

B. Team members (04 Nos.)

I. Team member – 1 (Infrastructure Specialist)

Qualification: Bachelors (04 Years) / Masters or higher degree (MSc/MS/M.Phil) in Civil Engineering from HEC recognized Institutes

Experience: Minimum 10 years' of post qualification experience with demonstrated major experience in working with local governments. Work experience related to planning, designing & supervising WASH Sector infrastructure development projects or in maintenance of municipal services infrastructure related with WASH Sector. Proven familiarity with in vogue PLGA, working experience with public sector entities & donor agencies and work rules will be an added advantage.

Demonstrated track record of providing consultant deliverables on a timely basis.

II. Team member – 2 (Environment & Social Management Specialist)

Qualification: Bachelors (04 Years) / Masters or higher degree (MSc in Engineering/MS/M.Phil) in Environmental Engineering / Sciences from HEC recognized Institutes

Experience: Minimum 10 years' of post qualification experience of professional and technical experience with increasing level of responsibility in environmental analysis & social safeguards assessments. Must have demonstrated experience in developing IEEs, EIAs, ESMP, EMMPs and ESMF required under public sector environmental regulations and donor guidelines. The candidate should also have demonstrative experience to tackle the social issues arising from time to time and their management. Proven familiarity with PLGA, Punjab Environmental Act 2012 and The World Bank Environmental and Social Safeguards would be a major asset. Working experience with public sector entities & donor agencies and Local Government Systems will be an added advantage.

Demonstrated track record of providing consultant deliverables on a timely basis.

III. Team member – 3 (Finance & Accounts Specialist)

Qualification: Bachelors (04 Years) / Masters or higher degree (MS/M.Phil) in Finance/ Commerce/Banking or Business Studies from HEC recognized Institutes

Experience: Minimum 10 years' of post qualification experience in Municipal financial management, accounting budgeting & planning. Proven familiarity with in vogue PLGA and working with Local Governments and on donor funded projects would be a major asset.

Demonstrated track record of providing consultant deliverables on a timely basis.

IV. Team member – 4 (Institutional Strengthening Specialist)

Qualification: Bachelors (04 Years) / Masters or higher degree (MS/M.Phil) in Social Sciences/ Economics/ Business Economics/ Business/ Public Administration from a HEC recognized Institute.

Experience: Minimum 10 years' of post qualification experience in public/ private sector institutions. Technical experience in design and delivery of capacity building initiatives to public/ private sector institutions. Work experience of development & planning processes and have analytical skills to evaluate and assess the organizational performance management. Proven familiarity with in vogue PLGA, working experience with public sector entities & donor agencies will be an added advantage.

Demonstrated track record of providing consultant deliverables on a timely basis.

V. Team member – 5 (Social Development Specialist)

Qualification: Bachelor's (04 Years) / Master's or higher degree (MS/M.Phil) in Sociology, Development Studies, or any other related discipline from HEC recognized institutes. **Experience:** Minimum 10 years of post-qualification experience in social assessment, resettlement planning, and community development. Must have demonstrated experience in preparing and implementing Social Impact Assessments (SIAs), Resettlement Planning Framework (RPF), Resettlement Action Plans (RAPs) and Stakeholder Engagement Plans (SEP) under public sector and donor-funded projects. Proven familiarity with Punjab Local Government Act (PLGA), Land Acquisition Act 1894, and World Bank Environmental and Social Framework (ESF) will be a major asset. Experience of stakeholder engagement, grievance redress mechanism (GRM) management, gender

mainstreaming, and public consultation processes will be preferred. Working experience with public sector entities, donor agencies, and local government systems will be an added advantage. Demonstrated ability to deliver consultant outputs within agreed timelines is essential.

VI. Team member – 6 (Occupational Health and Safety (OHS) Specialist)

Qualification: Bachelor's (04 Years) / Master's or higher degree (MSc in Environmental Engineering/Sciences, Occupational Safety & Health) from HEC recognized institutes. Certification in NEBOSH IGC, IOSH and ISO 45001 Lead Auditor will be considered an asset.

Experience: Minimum 10 years' of post-qualification experience in the field of Occupational Health and Safety (OHS) with progressive responsibility in planning, implementation, and monitoring of safety management systems in infrastructure or development projects. Must have demonstrated experience in developing and implementing Health and Safety Management Plans (HSMPs), Emergency Response Plans (ERPs), Risk Assessments, and Incident/Accident Reporting Systems in compliance with national labor laws, OSHA standards, and WBG General Environmental, Health, and Safety (EHS) Guidelines. Proven familiarity with Punjab Environmental Protection Act 2012, ILO Occupational Safety and Health Conventions, and ISO 45001 standards will be an advantage. The candidate should demonstrate experience in conducting site inspections, safety audits, training programs, and contractor safety compliance monitoring.

VII. Team member – 7 (Gender Specialist)

Qualification:

Bachelor's (04 Years) / Master's or higher degree (MS/M.Phil) in Gender Studies, Sociology, Development Studies, Social Policy, or any other relevant discipline from HEC recognized institutes.

Experience:

Minimum 10 years' of post-qualification experience in gender analysis, gender mainstreaming, and development of gender-responsive strategies in public sector and donor-funded projects. Must have demonstrated experience in preparing and implementing Gender Action Plans (GAPs) and conducting gender audits and assessments in line with international best practices and donor safeguard requirements. Proven familiarity with World Bank Environmental and Social Framework (ESF), World Bank operational policies, and with national gender policies, Punjab Local Government Act (PLGA), and related legal frameworks is desirable. Experience in conducting gender-sensitive stakeholder consultations, integrating gender aspects into resettlement and community development plans, and designing awareness, training, and capacity-building programs for women's empowerment will be preferred. Working experience with public sector institutions, local governments, and multilateral development partners will be an added advantage.

C. Detail of Assistant Team Members – (05 NOs.)

Experience: Minimum 5 years' of post qualification experience in relevant discipline

I. Assistant Team Member (Infrastructure) – (02 No.)

Bachelors (04 Years) / Masters or higher degree (MSc/MS/M.phil in Civil Engineering from HEC recognized Institutes

II. Assistant Team Member (Environment& Social Management) (01 No.)

Bachelors (04 Years) / Masters or higher degree (MSc in Engineering/MS/M.Phil) in Environmental Engineering / Sciences from HEC recognized Institutes

III. Assistant Team Member (Finance & Accounts) (01 No.)

Bachelors (04 Years) / Masters or higher degree (MS/M.Phil) in Finance/ Commerce / Banking or

Business Studies from HEC recognized Institutes

IV. Assistant Team Member (Institutional Strengthening) (01 No.)

Bachelors (04 Years) / Masters or higher degree (MS/M.Phil or) in Economics/ Business Economics/ Business/ Public Administration from a HEC recognized Institute.

8 Hiring Process

The hiring shall be made in line with World Bank guidelines through competitive bidding based on **Least Cost Selection (LCS) Method**.

This IVA/TPMA firm contract will be initially for two years with the possibility of extension, subject to satisfactory performance.

9 Type of Contract

The contract will be on **Lump-sum basis**.

The Timeline, Payment Schedule, and Payment Terms are presented in **Table 4**

Table 4:Timeline and payment schedule

Deliverable	Action Description	Payment	Timeline
1	Submission and acceptance of inception report for IVA and E&S TPM	5 percent of total cost	1 week from contract signing
2	E&S TPM Quarterly Report for each quarter (04 No. in one year,)	24 percent of total cost (6% for each report)	Within 15 days after completion of each quarter
3	E&S TPM Completion Report	16 percent of total cost	Within 20 days after completion of last quarter
4	Submission and acceptance of first draft of IVA Reports	5 percent of total cost	2 nd week of March
5	Submission and acceptance of 2 nd draft of IVA Reports	10 percent of total cost	04 th week of March
6	Submission and acceptance of 3 rd draft of IVA Reports Review by LG&CDD and Bank with IVA team. reconcile comments received into the report.	20 percent of total cost	2 nd week of April
7	Submission and acceptance of final IVA Reports	20 percent of total cost	First week of May

- The Reports should be submitted in 3 physical copies (printed back-to-back) besides providing an editable soft copy of all reports using MS-Office, including calculations in MS-Excel or such other workings forming part of the deliverables. In case such files are corrupted then the consultant shall be required to re-submit the same to the satisfaction of the client.
- Consultants shall attend periodical reviews to be conducted by PMDFC/LG&CDD/PSC. Consultants shall make presentations to the client and other stakeholders as required during various stages of the assignment.
- Payment relating to particular stage shall be done after approval of the respective stage report.
- No mobilization advance will be given to the Consultant.

10 Deliverables/Reports with timelines of IVA

The deliverables/reports with timelines of IVA are presented in Table 5:

Table 5: Deliverables/reports with timelines of IVA

Sr #	Deliverable	Timeline	Hard Copy	Soft Copy
1	Inception Report/Work Plan, outlining the consultants' understanding of the assignment and proposed approach to meeting MACs and PMs requirements	By 1 st Week	Yes	Yes
2	First draft Preliminary - IVA reports and draft Preliminary Synthesis Report to LG&CDD as well as to the World Bank.	2 nd week of March	Yes	Yes
3	Second draft Preliminary – IVA reports and draft Preliminary Synthesis Report and share with LG&CDD and World Bank.	04 th week of March	Yes	Yes
4	Review by LG&CDD and Bank with IVA team. Third draft report - reconcile comments received into the report .	2 nd week of April	Yes	Yes
5	Final assessment draft IVA report for each MC and the Final Draft Synthesis Report on changes made by IVA team, submitted to Program Steering Committee and the World Bank and make presentation. A final assessment report will include but not limited to: <ul style="list-style-type: none"> • Detailing compliance (or non-compliance) based on fieldwork data and documentary evidence submitted by local governments; • Indicating “Actual Disbursement by WB to GoPunjab” under each of the DLI. 	First week of May	Yes	Yes

11 Deliverables/Reports with timelines of TPM

The deliverables/reports with timelines of TPM are presented in Table 6:

Table 6: Deliverables/reports with timelines of TPM

Sr #	Deliverable	Timeline	Hard Copy	Soft Copy
1	Inception Report /Work Plan, outlining the consultants' understanding of the assignment and proposed approach and methodology for third party monitoring	By 1 st Week	Yes	Yes
2	<p>Draft E&S TPM Quarterly Reports – Four draft E&S TPM quarterly reports will be submitted to MD/DPD PICP, SPO ESM PICP and the Bank at the same time for feedback on any factual inaccuracy. This will allow the Bank to see initial and independent recommendations. The draft E&S TPM quarterly reports will include but not limited to:</p> <ul style="list-style-type: none"> • Executive Summary of key findings and recommendations • Description of assessment process and methodology used • Analysis of E&S Screening and categorization of eligible investment schemes • Adequacy and quality of E&S instruments prepared and implemented, • Details of Field Inspection Surveys • Compliance Check with national, provincial and world bank safeguard policies • Record of Environmental Approvals from EPA • Recommendations to address non-compliance and partial compliance 	Within 15 days after completion of each quarter	Yes	Yes
3	Final E&S TPM Quarterly Reports – include any revisions based on the comments (if any) received from the PMDFC and World Bank.	Within 15 days of receipt of comments	Yes	Yes
4	Draft E&S TPM Completion Report – Draft E&S TPM Completion Report including the overall E&S performance of each MC throughout the year, details of E&S screening, E&S safeguard instruments, Environmental approvals obtained, ESCF implementation, and recommendation and suggestions to address non-compliance and	Within 20 days after completion of last quarter	Yes	Yes

	partial compliance.			
5	Final E&S TPM Completion Report - includes any revisions based on the comments (if any) received from the PMDFC and World Bank.	Within 15 days of receipt of comments	Yes	Yes

Annexures

Annex-A

Minimum Access Conditions & Performance Measures

Area	DLI 3–Mandatory Conditions	DLI 4–Performance Measures
Human Resources & Gender	<ul style="list-style-type: none"> • WATSAN unit in ULG is notified and MO WATSAN services is posted and focal persons for E&S are in place. • (<i>Year 2 Onwards</i>) WATSAN unit with full core staff according to organigram in POM is in place. • All provincially appointed staff is in place with tenure protection, subject to satisfactory biannual performance reviews. • 	<ul style="list-style-type: none"> • Capacity-building activities conducted for WATSAN as per annual Program training plan (3 points). • A female complaint desks is established and maintained (4 points). • Institutionalization of Harassment of Women at the Workplace Act and implementation of relevant by-laws (3 points). • ULG female staff are provided with adequate gender-responsive facilities (3 points). • Total: 13 points
Sustainable WASH Service Delivery	<ul style="list-style-type: none"> • (<i>Y2 Onwards</i>) ULGs’ annual budgets include adequate allocations for O&M of WSS networks. 	<ul style="list-style-type: none"> • Tracking and reporting of cost centers for expenditures on water, sewerage, and drainage services (5 points). • Operating ratio target (defined in the PAP) from the WSS cost recovery plan for the year is achieved (30 points). • An MIS for WASH services is operational and includes modules on WSS operations, energy consumption, FM (including tariffs), consumer satisfaction, and asset management. The asset management system for WSS is a georeferenced database tracking for each asset its O&M

		<p>plan and expenditure and is updated regularly (15 points).</p> <p>• Total: 50 points</p>
Revenue Management & Financial Sustainability	<ul style="list-style-type: none"> • (<i>Y2 Onwards</i>) All urban built-up area is declared as non-zero rated area for UIPT collection. • (<i>Y2 Onwards</i>) Revenue development plan (including WSS cost recovery) developed, informed by stakeholder consultations on rate revision proposals, and updated as required. • (<i>Y2 Onwards</i>) ensure complete budget allocation for annual O&M of WSS services. 	<ul style="list-style-type: none"> • LGFMIS is updated to include revenue performance including a GIS based database for key revenue sources (i.e., water supply and sewerage tariffs, land use approvals, building plan approvals, municipal shops, and fee from general bus stands) (10 points). • ULG notifies the revised tax proposals according to the revenue development plan and ensure proper execution as per revenue development plan (15 points). <p>• Total: 25 points</p>
Program Implementation	MC chairperson/administrator signs Program participation agreement.	
Fiduciary	<ul style="list-style-type: none"> • ULG has established a functional procurement committee and procurement cell for relevant level of procurement in place (per Punjab Public Procurement rules). • ULG has graduated/transitioned to e-procurements. • ULG has functional e-LGFMIS in place, and is generating cash books and financial statements. • (<i>Y2 Onwards</i>) ULG has submitted annual financial statements as per approved framework, to the satisfaction of auditors for the previous FY. • (<i>Y2 Onwards</i>) There are no adverse or disclaimed audit opinion for previous FY. 	
Environment & Social Management	<ul style="list-style-type: none"> • ULG has designated E&S management focal persons. • (<i>Y2 Onwards</i>) ULG has prepared and is implementing, as applicable, Environmental and Social Assessments (ESAs) and Resettlement Plans (RPs): <ul style="list-style-type: none"> ○ ESA and RPs finalized by the completion of bidding documents and ESAs 	<ul style="list-style-type: none"> •

	<p>included as a part of bidding package.</p> <ul style="list-style-type: none"> ○ E&S costs included in PC-1. ○ Compensation per RPs completed before start of construction. <ul style="list-style-type: none"> ● ESAs implemented throughout the project construction. 	
Citizen Engagement, Communication & Accountability	<ul style="list-style-type: none"> ● Citizen consultations have been held on proposed investments, with at least one consultation with women. ● Functional GRM is in place. ● ULG operational websites are online. ● <i>(Y2 Onwards)</i> ULG develops a BCC campaign plan for the entire duration of the Program. <p><i>(Y2 Onwards)</i> Information from the GRM, MIS, Right to Information, annual budgets, and procurement are regularly published on ULG websites.</p>	<ul style="list-style-type: none"> ● ULG implements BCC annual campaign plan (5 points). ● Total: 5 points

Annex-B

Verification Protocol

DLI 1: Safely managed water and sanitation connections provided in eligible ULGs (Number)	
<i>DLR 1.1 The 14 Eligible ULGs have entered into contracts for water supply and sanitation works</i>	
Formula	<p>This scalable DLR 1.1 targets 14 participating Urban Local Governments (ULGs) that have met Minimum Access Conditions (MACs) in DLI 4. The total allocation under the DLR is US\$70 million.</p> <p>ULG Share is defined throughout this document as the infrastructure investment needs of a particular ULG, as a percentage of the sum of all 14 ULG infrastructure investment needs. Infrastructure investment needs throughout this document are calculated based on an investment needs assessment for water supply, sewerage and drainage services in participating cities. The share of the 14 ULGs will be proportionate to their investment needs as determined by the investment needs assessment by PMDFC and can be seen in the table below. This percentage</p>

	<p>will be updated when detailed engineering estimates for all 14 ULGs are developed by the design and supervision consultants.</p> <table border="1"> <thead> <tr> <th>ULG</th> <th>ULG share</th> <th>ULG</th> <th>ULG sh</th> </tr> </thead> <tbody> <tr> <td>Chiniot</td> <td>7.49%</td> <td>Khanpur</td> <td>6.65%</td> </tr> <tr> <td>Jatoi</td> <td>5.85%</td> <td>Samundri</td> <td>9.46%</td> </tr> <tr> <td>Shujabad</td> <td>6.87%</td> <td>Chistian</td> <td>7.63%</td> </tr> <tr> <td>Sadiqabad</td> <td>6.37%</td> <td>Pakpattan</td> <td>7.68%</td> </tr> <tr> <td>Jampur</td> <td>6.42%</td> <td>Haroonabad</td> <td>4.87%</td> </tr> <tr> <td>Rajanpur</td> <td>5.61%</td> <td>Arifwala</td> <td>6.50%</td> </tr> <tr> <td>Ahmadpur East</td> <td>10.45%</td> <td>Mandi Bahauddin</td> <td>8.15%</td> </tr> </tbody> </table> <p>Disbursement under this DLR will be triggered upon the award of all contracts in any given ULG for water supply, sewerage and drainage works (the packaging of the construction contracts will be defined in engineering design). Disbursement will be released as follows:</p> <p><i>From Bank to Borrower:</i> Sum of all ULG disbursements verified under DLR 1.1 using the formula below.</p> <p>Share of an eligible ULGs = (ULG Share) x US\$70 million</p>	ULG	ULG share	ULG	ULG sh	Chiniot	7.49%	Khanpur	6.65%	Jatoi	5.85%	Samundri	9.46%	Shujabad	6.87%	Chistian	7.63%	Sadiqabad	6.37%	Pakpattan	7.68%	Jampur	6.42%	Haroonabad	4.87%	Rajanpur	5.61%	Arifwala	6.50%	Ahmadpur East	10.45%	Mandi Bahauddin	8.15%
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Ahmadpur East	10.45%	Mandi Bahauddin	8.15%																														
Description	This DLR will disburse when contracts for all packages for a given ULG, as defined in the engineering designs are awarded.																																
Data source/ Agency	PMDFC, signed ULG contracts																																
Verification Entity	APA																																
Procedure	PMDFC will verify and share signed contracts. The APA will review documentation and procurement proceedings and verify the contracts against the POM on a rolling basis.																																
<i>DLR 1.2 The Eligible ULGs have collectively established: (a) 474,983 new or improved safely managed water supply connections; and (b) 474,983 new or improved safely managed sewerage connection.</i>																																	
Formula	<p>This scalable DLR targets 14 participating ULGs that have met MACs. This DLR has an allocation of US\$90 million. The target of the number of water supply connections is 474,983, and the target for sanitation is 474,983.</p> <p><i>Annual disbursement from the World Bank to the Borrower:</i> Sum of all ULG disbursements verified under DLR 1.2 using the formula below.</p> <p>For each ULG the disbursement is calculated through the following formula: $\text{Disbursement for ULG}_n = [30,000,000 * \text{ULG share}_n / \text{Target Number of water supply connections projected to be installed or rehabilitated in ULG}_n * \text{number of new or improved connections established} + [60,000,000 * \text{ULG share}_n / \text{Target Number of sewerage connections projected to be installed or rehabilitated in ULG}_n * \text{number of new or improved connections established}]$</p> <p>The total number of water supply or sewerage connections is the same and reported in the following table</p> <table border="1"> <thead> <tr> <th>ULG</th> <th>Number</th> <th>of</th> <th>ULG</th> <th>Number</th> </tr> </thead> </table>	ULG	Number	of	ULG	Number																											
ULG	Number	of	ULG	Number																													

		connections		connect
	Chiniot	51,683	Khanpur	40,710
	Jatoi	30,737	Sammundari	35,218
	Shuja Abad	25,614	Chistian	31,671
	Sadiqabad	47,623	Pakpattan	36,685
	Jampur	27,156	Haroonabad	24,099
	Rajanpur	26,013	Arifwala	26,244
	Ahmad Pur East	31,940	Mandi Bahauddin	39,589
	<p>The definition of <u>water supply connection installed</u> refers to a household that previously had no direct, piped water service is provided with a formal connection to the water supply network for the first time.</p> <p>The definition of <u>water supply connection rehabilitated</u> refers to an existing water supply connection that is improved to meet higher service standards in terms of quality, reliability, or safety.</p> <p>The definition of <u>sewerage connections installed</u> refers to a household that previously had no direct, piped sewer connection is provided with a formal link to the sewerage network for the first time.</p> <p>The definition of <u>sewerage connections rehabilitated</u> refers to an existing sewerage connection that is improved to meet higher service standards in terms of safety, reliability, and environmental compliance.</p>			
Description	This DLI will reward municipalities for the completion of eligible infrastructure investments, resulting in households benefiting from connectivity to safely managed WSS services as per service standards to be identified in the POM.			
Data source/ Agency	PMDFC, ULG, MIS system, Site visit reports, water and wastewater quality testing reports.			
Verification Entity	APA			
Procedure	<p>The APA will verify the number of households able to access water supply and sewerage connections installed/rehabilitated and the quality of the services provided for each ULG. The ULG will report data from the supervision firm and MIS system where available. The APA will validate the data from the ULG, contractor and supervision firm, and conduct on-site visits from a representative sample of connections. Site visits will confirm connection at the household level, proper installation, water quality testing to confirm compliance against agreed standards.</p> <p>The IVA will review the semesterly reports from each ULG and verify the results using:</p> <ul style="list-style-type: none"> • PMDFC data • Supervision firm data • Construction firm data • MIS data • Field visits based on the POM 			
DLI 2: Improved performance of solid waste management systems in Punjab (Yes/No)				
<i>DLR 2.1: Punjab's Cabinet has approved the Suthra Punjab Program Definition Document and the LG&CDD has rolled out an IT-based MRV System covering the solid waste management sector.</i>				
Formula	US\$3 million is disbursed on the approval of Program Definition Document (PDD) by the Cabinet			

	US\$2 million is disbursed on verification of a functioning IT-based Monitoring, Reporting and Verification (MRV) system as defined in the Cabinet-approved PDD.
Description	This DLR rewards: <ul style="list-style-type: none"> (i) the approval of the PDD for SPP. The document will include policy, institutional, and technical measures for outcomes such as improved sector planning and oversight, environmental and social performance, circular economy, and cost recovery. The document will also specify the functional and technical requirements of a Monitoring, Reporting and Verification (MRV) system for SPP implementation. (ii) the verification of the contents of the existing MIS set up for the SPP and the roll out of the IT based MRV as defined in the PDD.
Data source/ Agency	LG&CDD, Cabinet approval
Verification Entity	IVA
Procedure	The PDD for SPP will be prepared by specialized consultants and will be consulted with relevant stakeholders. The draft will be finalized by LG&CDD and presented to Cabinet for deliberation. The approval of the PDD will result in the first disbursement. The rollout of a functioning IT-based monitoring system will trigger a second disbursement.
<i>DLR 2.2: At least one WMC in one of the Eligible ULGs has increased its collected revenues to equal at least 20% of its recurrent costs in a Fiscal Year.</i>	
Formula	US\$5 million will be disbursed when revenues from SWM services in FWMC equal at least 20 percent of recurring charges, as per the targets set in the SPP.
Description	This DLI incentivizes a selected WMC to enhance self-collected revenues to meet the targets laid out in the SPP.
Data source/ Agency	LG&CDD, financial reports and audits of WMC.
Verification Entity	IVA
Procedure	The IVA will review the audited statements of the selected WMC. The IVA will specifically determine over the same accounting period the following: <ul style="list-style-type: none"> (i) Expenditures including all recurring charges such as O&M of equipment, O&M of facilities, salaries, payments to third-party service providers, etc. (ii) Revenues collected from users (household, commercial, and public users) within the WMC's service area, in the form of fees, billed services or fines. Revenues may be self-collected or recovered from private service providers.
<i>DLR 2.3: The LG&CDD has approved technical standards and standard operating procedures for the design, construction and operation of a modern sanitary landfill.</i>	
Formula	US\$3 million will be disbursed on completion of technical standards and SOPs for the design, construction, and operation of a sanitary landfill.
Description	The LG&CDD has approved technical standards and SOPs for the design, construction and operation of a sanitary landfill. This DLR incentivizes the preparation of standard templates and SOPs for design, construction, and operation of an advanced disposal facility, including environmental, social, and climate change considerations.

Data source/ Agency	WMC and LG&CDD
Verification Entity	IVA
Procedure	Standard templates for advanced disposal infrastructure will be prepared by qualified specialists. The IVA will review these to ensure that these meet the criteria identified in the POM.
<i>DLR 2.4: Punjab's Cabinet has approved the Punjab SWM Regulations, which include measures for waste recovery and treatment of organic and dry streams.</i>	
Formula	\$4 million will be disbursed upon approval of the SWM regulations by Cabinet
Description	This DLR will disburse when Punjab's Cabinet has approved Punjab SWM Regulations, which include measures for waste recovery and treatment of organic and dry stream, and promote circular economy principles
Data source/ Agency	LG&CDD will share the Cabinet approval summary with the IVA and World Bank
Verification Entity	IVA
Procedure	The IVA will review and verify the formal approval of Punjab SWM regulations.
DLI 3: Participating ULGs (other than Chakwal and Kasur ULGs) meeting Minimum Access Conditions for WSS service delivery.	
Formula	This DLI 3 targets 14 participating ULGs under PICP (excluding Kasur and Chakwal). The total allocation under the DLI is US\$20 million. <i>Annual Disbursement from World Bank to Borrower:</i> US\$5,000,000 divided equally between eligible ULGs that have achieved MACs for that year. Annual share of eligible ULGs = Annual DLI allocation / Number of ULGs that met the MACs Annual DLI Allocation for Period is US\$5 million. MACS will not be evaluated for the final year of the PICP.
Description	The 14 Participating ULGs (other than Chakwal and Kasur ULGs) have achieved the MACs each of the Fiscal Years 25-26 through 28-29. The annual disbursement under this DLI will be divided amongst the ULGs that have met their MACs as determined by the APA each fiscal year. ULGs that do not meet MACs will not access funds under DLI 1,2, 4, and 5 for any given year. MACs support institutional improvements in the following thematic areas: Human Resources & Gender, Sustainable WASH service delivery, Revenue Management & Financial Sustainability, Fiduciary, Environment & Social Management, Citizen Engagement, Communication & Accountability. The MACs are available in Annex 2.
Data source/ Agency	PMDFC, ULGs, eFMS, cashbooks, signed agreements, etc.
Verification Entity	IVA
Procedure	The IVA will verify the achievement of MACs between February and April of each year, with the final report due to the PSC and World Bank between April and May of each year to determine the allocation available to municipalities. In the first year of the Program, the IVA may verify results upon effectiveness.

DLI 4: Eligible ULGs have improved scores on Institutional Performance Indicators	
Formula	<p>DLI 4 targets 14 eligible ULGs. The total allocation under the DLI is US\$80 million.</p> <p><i>Annual Share of eligible ULGs:</i> Target Disbursement Amount under DLI 4 for a Given Year * Performance score for the eligible ULG that year * ULG Share³/100</p> <p>The target disbursement for years 2, 3, 4, and 5 is US\$20 million.</p> <p><i>Total annual disbursement from the World Bank to the Government of Punjab under DLI 4:</i> Total Annual Disbursement under DLI 4 = Sum of annual shares of all eligible ULGs</p>
Description	<p>Each of the Eligible ULGs has attained a score 100/100 for its Institutional Performance Indicators in each of the Fiscal Years 26-27 through 29-30. This DLI incentivizes ULGs to improve performance, particularly in Human Resources & Gender; Sustainable WASH service delivery, Revenue Management & Financial Sustainability, Fiduciary, Environment & Social Management, Citizen Engagement, Communication & Accountability, and Climate-Resilient Infrastructure. The IVA will score each participating ULG based on the achievements against the matrix presented in the POM and Annex 2. The score for each year will result in a corresponding disbursement as per the formula before. A key focus of the performance criteria for this table is the ability of the WATSAN unit to deliver services sustainably, ensure cost recovery and adequate budgetary allocation.</p> <p>The performance scores will be determined through four APAs. The DLI uses a points-based system across a list of performance measures (PMs) for calculating ULG scores. The initial formulation of the PMs and points system is presented in Annex 2, which will also become part of the POM and may be revised during implementation upon the agreement of the GoPb and the World Bank. ULGs will receive full allocations if they meet the score 100 in the PMs, with pro-rata decreases if the PMs score is below 100.</p>
Data source/ Agency	PMDFC, ULGs
Verification Entity	IVA
Procedure	The IVA will verify the achievement of PMs between February and April of each year, to determine the allocation available to municipalities for the subsequent FY. This DLI is not applicable for year 1 of the Program.
DLI 5: Increased revenues in Eligible ULGs from taxes, fees, and tariffs compared to Fiscal Year 23-24.	
Formula	<p>This scalable DLI 5 targets 14 eligible ULGs that have met MACs. The total allocation under the DLI is US\$88 million.</p> <p><i>Annual disbursement from the World Bank to the Borrower:</i> Total annual disbursement under DLI 5 = Sum of share of all eligible ULGs in the given year</p> <p><i>Annual Share of participating ULGs under DLI 5:</i></p>

³ The ULG share is defined under DLI 1

	<p>Disbursement to the ULG for the given year = $\\$/\text{percentage point increase in revenues for the ULG} * \text{Percentage increase in ULG's revenue from selected sources during the previous year compared to the baseline year}$</p> <p>Where the term “$\\$/\text{percentage point increase in revenues}$” is calculated as: $\\$/\text{percentage point increase in revenues for the ULG} = \text{US\\$88 million} * \text{ULG share} / 200$</p> <p>The baseline year is FY23–24 for which the full revenue statistics are available.</p>
Description	The 14 Eligible ULGs increased their Own-Source Revenues (i.e., from taxes, tariffs, fees and fines) by eighty percent (80%) from the respective collection baselines of Fiscal Year 23-24.
Data source/ Agency	Annual audit reports received from DG Audit or private firm.
Verification Entity	IVA
Procedure	<p>The IVA will review the audited statements of the ULG. Revenue sources include: Water and sewerage tariffs: (i) Receipts from in-year collection and arrears from water rate to residential and commercial consumers, (ii) Receipts from in-year collection and arrears from sewerage and drainage fee, (iii) Connection and disconnection fee, and (iv) Fines on unauthorized water connections.</p> <p>UIPT: UIPT receipts over the entire FY (six bimonthly transfers). Other self-collected revenues include all other fees, fines, and municipal revenues collected by ULGs, such as : (i) Private Housing Scheme approval fee, (ii) construction plan approval fee, (iii) construction plan revision fee, (iv) rent from shops and municipal properties, (v) land use conversion fees, (vi) general bus stand fee, and (vii) advertising and billboards fees, etc.</p>
DLI 6: Number of PPP transaction(s) processed in the WSS sector in two participating ULGs (Number)	
Formula	<p>DLI 6 targets two ULGs (Kasur and Chakwal). The total allocation under the DLI is US\$ 10 million.</p> <p>Disbursements will be triggered upon the successful signing of PPP contracts in the two participating ULGs. The disbursement amount allocated to each contract will be proportionate to the investment needs of the respective ULG, as determined through the transaction advisory process.</p> <p>A maximum of two PPP contracts—one for each ULG—will be eligible for these disbursements. However, if a single PPP contract is structured to cover both ULGs jointly, then a consolidated disbursement of US\$10 million will be made at the time of contract signing.</p>
Description	<p>Two Participating ULGs have signed one or more PPP contracts with a private utility service provider(s) for the provision of water supply and sanitation and drainage services within their jurisdictions. A PPP contract will be signed to improve the provision of water supply and sanitation and drainage services in two selected ULGs.</p> <p>(i) Chakwal: Subject to technical due diligence, the project will include the development of a bulk water source, enhancement of water conveyance infrastructure, construction of a new water treatment plant, rehabilitation of the</p>

	<p>water distribution network, improvement of wastewater collection pipelines, and drainage. The construction of a new wastewater treatment plant (WWTP) will also be part of the project.</p> <p>(ii) Kasur: Following appraisal by the technical due diligence adviser, the project scope will include the construction of a water treatment plant, rehabilitation of the water distribution and wastewater collection systems, drainage, and the rehabilitation or capacity enhancement of the existing WWTP and/or construction of new WWTP.</p> <p>The transaction entails the signing of a time-based performance contract by a ULG with a utility service provider. The private partner shall raise finance to bridge the project cost in excess of the VGF funding agreed as a DLI. The investment recovery will take place by passing on the repayment liability to the consumers with GoPb backstopping the payment commitments.</p> <p>The PPP contract shall be signed between the implementing agencies and a private utility service provider. PMDFC might act as a facilitator in the signing of the PPP contract.</p>
Data source/ Agency	PMDFC, PPP Authority, ULG
Verification Entity	IVA
Procedure	The IVA will review the PPP contract that has been signed by the relevant implementing agencies as per the procedure outlined in the Punjab PPP Act 2025 and rules made thereunder.