

A STEP AHEAD

INFRASTRUCTURE DEVELOPMENT
AUTHORITY OF THE PUNJAB

2017
ANNUAL
REPORT



A STEP AHEAD

IDAP has had a successful year planning, designing, executing and delivering important infrastructure projects around the Punjab to improve the lives of the public. With commendable foresight, the IDAP team has ensured expectations were met in a timely fashion and at budgeted costs for a large number of projects spanning public health infrastructure, structural engineering, transportation and civil engineering and energy infrastructure. The IDAP team is committed to remaining a step ahead in delivering excellence on each of its undertakings.

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A STEP AHEAD IN EXCELLENCE









Corporate Profile

Infrastructure Development Authority of the Punjab (IDAP) is an autonomous body established under the Infrastructure Development Authority of the Punjab Act 2016, for planning, designing, construction and maintenance of infrastructure in Punjab, in line with the best international practices, to cope with futuristic development needs. IDAP is a specialized organization whose purpose is to execute mega infrastructure projects efficiently, aesthetically and transparently, without compromising quality or entailing delays. We offer in-house, complete project management services including feasibility, design, contract management, execution, supervision, third-party evaluation and delivery to our clients.

Vision and Mission

Our Vision

Our vision is to be one of the leading infrastructure design and build organizations in the world.

Our Mission

Our mission is to transform the Punjab Government's vision into reality by delivering state-of-the-art projects that fulfil public needs and improve quality of life.

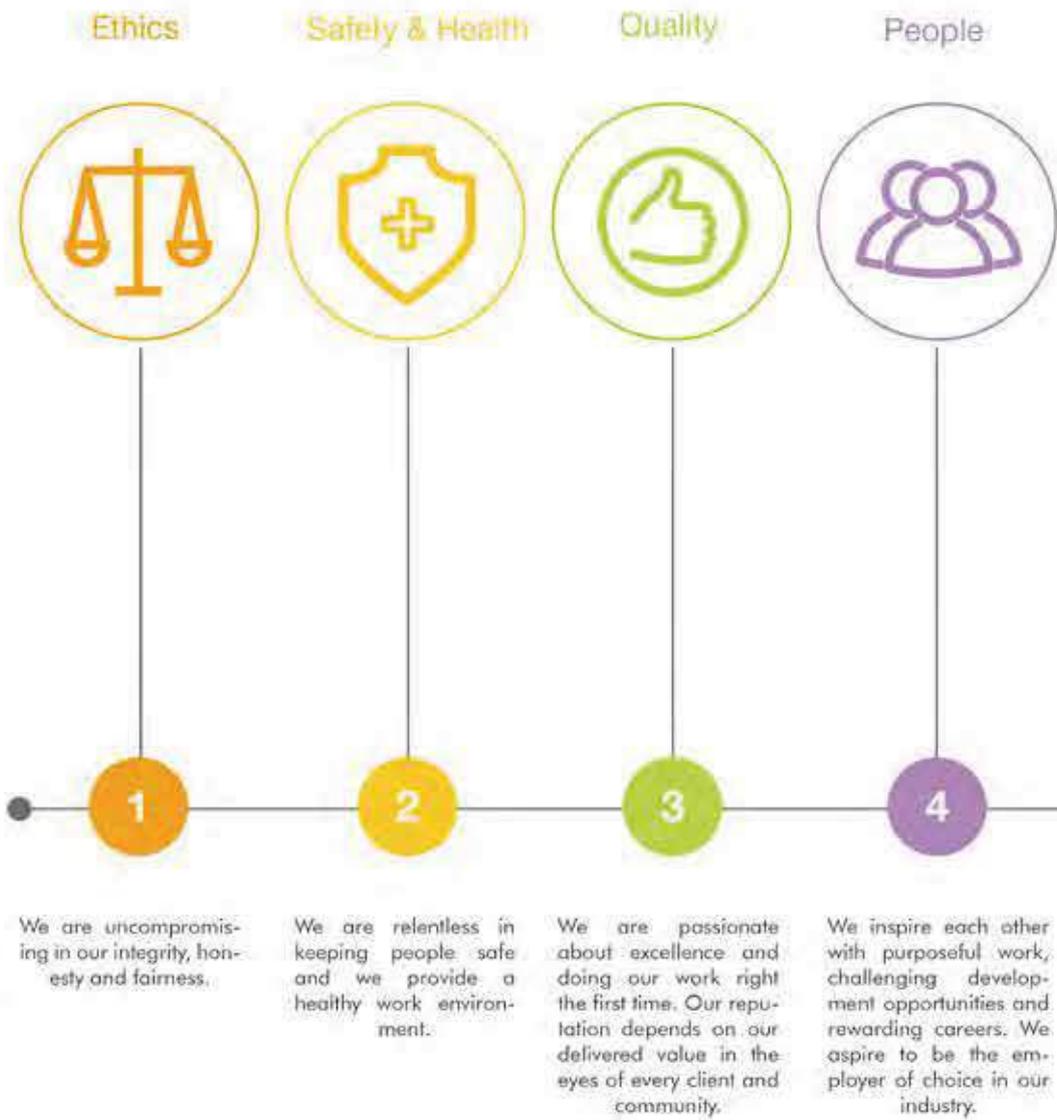
Our team is our biggest asset. We work as a family and believe in mutual respect at all levels. We provide an enabling work culture where top quality professionals are empowered to achieve their maximum potential. As a team, we are focused on delivering infrastructure projects in the most efficient and cost-effective manner.

Our local and international partners such as consultants and contractors are the key to our success. We work with them in the most ethical, fair and transparent manner. We do everything that we can to support and facilitate their work in Pakistan.





Core Values



Culture



5

We actively build a diverse, inclusive and collaborative work environment where all views are welcomed, openness is encouraged, and teamwork and merit are cornerstones. We are proud of what we do and how we do it.

Relationship



6

We build positive, long-term working relationships with our clients, joint-venture partners, subcontractors, suppliers and colleagues, based on trust, respect and collaboration.

Innovation



7

We develop and apply world-class technology. We listen, learn and seek out the best ideas in order to continually improve.

Results



8

We have a 'do-whatever-it-takes' attitude, empowered and entrepreneurial operations, within a common framework of values, strategies and key processes.

Sustainability



9

We improve the quality of life in communities where we work by respecting local cultures, engaging local people and protecting the environment.

A STEP AHEAD IN INNOVATION



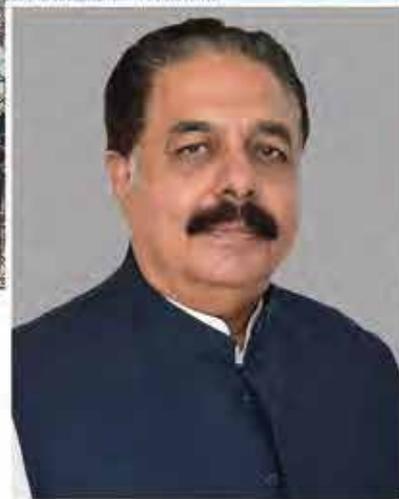


Messages from the Board



Sardar Usman Ahmad Khan Buzdar
Chief Minister of the Punjab

Our vision is to focus on the progress and prosperity of Punjab. Keeping in line with this vision, our priority is the development of deprived areas to provide basic facilities throughout the Province. Infrastructure Development Authority of Punjab will play a vital role in the fulfillment of our vision through efficient resource utilization and cost-effective development.



Sardar Muhammad Asif Nakai
Minister Communication & Works
Department Punjab/Chairperson IDAP

IDAP has spearheaded key projects in Punjab, specifically in healthcare. The quality of work and focus on sustainability reflect their expertise in the area. The team has worked passionately to integrate IDAP's values in these projects. By looking at their performance in the infrastructure sector, I am sure that they can grow into one of the best design and build organizations in the world.



Jawwad Rafique Malik
Chief Secretary, Punjab

The construction of quality infrastructure in Punjab is pivotal for execution of our vision for the province. IDAP has lived up to its values of ethics, innovation and sustainability. Their commitment and consistency is reflected in the execution of their projects.



Hamed Yaqoob Sheikh
Chairman, Planning & Development
Board, Punjab/Vice Chairperson, IDAP

Punjab needs modern and adaptive infrastructure that can function sustainably. Due to resource deficit and environmental deterioration, we need organizations that can work with a holistic approach to design and construction. IDAP exhibits expertise in these areas with a keen focus on technology and cutting-edge facility.

Message from the Chief Executive Officer

The IDAP team has worked industriously throughout the year, hand in hand with our local and international associates, contractors and consultants, delivering important infrastructure projects around the Punjab. As a part of the Government of the Punjab, we strive to transform the Government's objectives into reality in infrastructure development.

This year was marked with major milestones, where we remained a step ahead in driving development through innovation, commitment and superiority in execution. Work on one of our flagship projects, the Pakistan Kidney & Liver Institute and Research Center (PKLI & RC) has continued full force. Our team has ensured we remain within budget and conform to given deadlines so that the first phase of the project is launched on time in December 2017. PKLI is an 820 bed hospital in Lahore which will be one of the largest transplant centers in the world, providing free of cost medical services to the financially disadvantaged and employment to 5,000 people. The hospital will offer clinical care, as well as, teaching and research opportunities in the areas of kidney, bladder and liver diseases.

Other important healthcare projects IDAP is working on are the establishment of Hepatitis Prevention and Treatment Program (HPTP) clinics and the revamping of Tehsil Headquarters (THQ) Hospitals and District Headquarters (DHQ) Hospitals across the Punjab. Patients have access to world-class medical facilities, hepatitis experts and the newest medicines at HPTP clinics, built by IDAP, at various locations around the province. These purpose-built clinics will assist in eliminating hepatitis from the country. This important project will result in a more effective healthcare system at primary and secondary levels, guaranteeing that the public has access to the best medical care, resources and facilities.

We are looking forward to new opportunities in the coming year and aim to further improve our delivery of these important tasks. Vital projects in the pipeline for IDAP include the building of a modern, purpose-built campus for the Information Technology University (ITU); the establishment of Knowledge Park in Lahore and the building of facilities for the Pakistan Forensic Science Agency (PFSA) and the Pakistan Agriculture, Food and Drug Authority (PAFDA), among others. Projects like these will provide the public with important services and facilities while promoting economic growth and social development.

The strong foundation of our organization allows us to face challenges by focusing on our underlying strengths. With new projects and opportunities on the horizon, we at IDAP are prepared to deliver the very best for all our stakeholders. The excellence, ideals and skilled experience of our team provide us with complete confidence that IDAP will continue to be a step ahead in delivering high quality infrastructure projects for the betterment of Punjab and of Pakistan.



Mujahid Sherdil
Chief Executive Officer



A STEP AHEAD IN COMMITMENT





Board of Authority



Bankers

The Bank of Punjab

Auditors

EY Ford Rhodes

Head Office

50 B-3, Gulberg III Lahore - 54660, Pakistan

Ph: +92 42 99332631- 42

Fax: +92 42 99332645- 46



Mr. Sardar Muhammad Asif Nakai

Chairperson
Minister, Communication and Works Department,
Government of the Punjab

Mr. Hamed Yaqoob Sheikh

Vice Chairperson
Chairman, Planning and Development Board,
Government of the Punjab

Mr. Muhammad Masood Mukhtar

Secretary, (I & C Wing) Services and
General Administration Department,
Government of the Punjab

Mr. Faisal Farooq Cheema

MPA, Sargodha

Mr. Umer Aftab

MPA, Sheikhupura

Ms. Syeda Zehra Naqvi

MPA

Dr. Ahmed Javed Qazi

Secretary, Local Government and Community Development Department,
Government of the Punjab

Capt. (R.) Saif Anjum

Secretary, Irrigation Department,
Government of the Punjab

Mr. Danish Afzal

Commissioner, Lahore Division, Lahore

Mr. Nadeem Mahbub

Secretary, Housing, Urban Development and Public Health
Engineering Department,
Government of the Punjab

Mr. Muhammad Abdullah Khan Sumbal

Secretary, Finance Department,
Government of the Punjab

Mr. Wasif Khurshid

Secretary, Agriculture Department,
Government of the Punjab

Capt. (R.) Muhammad Mahmud

Commissioner, Rawalpindi Division, Rawalpindi

Mr. Asad Ullah Khan

Secretary, Communication and Works Department,
Government of the Punjab

Mr. Muhammad Shaheryar Sultan

Secretary, Transport Department,
Government of the Punjab

Mr. Mujahid Sherdil

Chief Executive Officer,
Infrastructure Development Authority of the Punjab

IDAP Committees

Technical Committee

The Technical Committee of IDAP Board/Authority comprises:

1. Member (Infrastructure Development), P&D Board, as representative of Vice Chairperson IDAP Authority / Chairman P&D Board
2. Secretary, Local Government & Community Development or his nominee not below the rank of an Additional Secretary
3. Secretary, Housing, Urban Development & Public Health Engineering or his nominee not below the rank of an Additional Secretary
4. Secretary, Finance Department or his nominee not below the rank of an Additional Secretary
5. Chief Executive Officer, IDAP
6. Any co-opted member as Technical Expert



Finance & Audit Committee

The list of members of the Finance & Audit Committee as of June 30, 2017 are as follow:

1. Secretary, Finance Department (Convener)
2. Secretary, Agriculture Department
3. Secretary, Irrigation Department
4. One Member of the Board from the Provincial Assembly, Punjab
5. One Technical Member of the Board
6. Chief Executive Officer, IDAP
7. Chief Internal Auditor (Secretary)

Procurement Committee

The list of members of the Procurement Committee as of June 30, 2017 are as follow:

1. Chief Executive Officer (Chairman)
2. Chief Financial Officer
3. Chief Legal Officer
4. General Manager, Procurement & Contracts
5. General Manager, Human Resource & Administration
6. General Manager, Planning & Design
7. General Manager, Project Management



IDAP Committees

HR Committee I

The list of members of HR Committee I as of June 30, 2017 are as follow:

1. Chairman, Planning & Development Borad (Chairman/Convener)
2. Secretary, Communication & Works Department
3. Secretary, (I & C Wing) Services & General Administration Department
4. Chief Executive Officer, IDAP (Secretary)
5. One Technical Member of the Board



HR Committee II

The list of members of HR Committee II as of June 30, 2017 are as follow:

1. Chief Executive Officer (Chairman)
2. Chief Operating Officer
3. Chief Financial Officer
4. General Manager, Project Management
5. General Manager, Planning & Design
6. General Manager, Human Resource & Administration

HR Committee III

Composition of HRC III as on Dec 2017

1. General Manager, Human Resource (Convener)
2. Concerned General Manager
3. Manager Legal
4. Manager HR (Secretary)
5. Any Co-Opted General Manager



Core Team



Mr. Mujahid Sherdil
Chief Executive Officer

Mr. Mujahid Sherdil is an officer of the Pakistan Administrative Service and has been serving the Government since 2004. He is currently posted as Special Secretary Finance (Budget & Resources) and has an additional charge of Chief Executive Officer of Infrastructure Development Authority of the Punjab.

Mr. Mujahid Sherdil obtained degree of Master of Architecture from Washington University, St. Louis, MO., USA in 2000. He did his Bachelors of Arts from Grinnell College, Grinnell, Iowa, USA in 1997. Mr. Sherdil has diversified experience working as Deputy Commissioner, Islamabad Capital Territory, Islamabad; Principal Staff Officer to the Prime Minister of Pakistan; Director General Punjab Disaster Management Authority; District Coordination Officer Sialkot, Punjab; Deputy Secretary (General) to the Chief Secretary Punjab; Deputy Secretary (Resources), Finance Department, Government of the Punjab; and Programme Manager (Urban Development), Earthquake Reconstruction & Rehabilitation Authority (ERRA), Prime Minister's Secretariat, Government of Pakistan.



Mr. Azmat Nawaz
Chief Operating Officer

Mr. Azmat Nawaz has 30 years' experience in operations management. He has led creation, growth and turnaround of 50+ organizations across the globe. His industry sector know-how includes health-care, education, energy, petrochemicals, construction and real estate among others. Throughout his career, he has been a decisive leader, who at the operating company level has developed, motivated, strengthened, redirected and rationalized businesses and teams via board and management roles. Mr. Nawaz holds an MBA from the London Business School, UK.



Mr. Zubair Arshad
Chief Internal Auditor

Mr. Zubair Arshad is a member of the Institute of Chartered Accountants in England & Wales (UK) and fellow member of the Association of Chartered Certified Accountants of UK. He has over 18 years of extensive experience in audit, assurance, business advisory and transformation roles, of which more than 10 years is working for an international big 4 advisory firm in UK.

He has significant experience and interest in setting up and restructuring/change management, conducting investigations, advisory and consulting projects, and leading internal audit functions with a strong focus on adding measurable value to the business.

He has developed effective Governance framework comprising of control based policies, procedures and authority matrices suiting the business needs and alignment of the framework with local regulatory framework.



Mr. Ahmad Nazir Warrach
Chief Legal Officer

Mr. Ahmad Nazir Warrach brings vast public and private sector legal experience. He has considerable expertise in the field of law, as a practicing Advocate, as Adjunct Faculty of Law and has also worked for close to eight years in the Ministry of Law, Justice & Human Rights, as well as serving for two years as the Head of Legal & Treaties Division of the Ministry of Foreign Affairs, Government of Pakistan.

He did his LL.M from the University of Nottingham, UK, and a One Year Non-Degree Fellowship in Law from the Washington College of Law, American University, Washington, D.C. USA. In addition, he did a One Month certificate course from Institut de Droits de l'Homme, Strasbourg, France. He has done short courses from the IMF-WB HQs, Washington, D.C., and also from the University of California Los Angeles.

He has various legal research publications to his credit and has read papers at a number of international conferences. He has also contributed articles to national dailies.



Mr. Ahsan Shamim
Chief Financial Officer

Mr. Ahsan Shamim completed his Bachelors in Business Administration and Masters in Accounting from the University of Michigan, Ann Arbor, USA. He has extensive work experience with PricewaterhouseCoopers (PwC) in Chicago and New York, as a Senior Manager in their assurance practice. He remained engaged with a variety of financial services clients including banks, brokers, hedge funds, private equity funds and asset management firms. After working with PwC, Mr. Ahsan Shamim was Vice President of Financial Reporting at a regional fixed income asset management firm in New York as a part of Bank of New York Mellon. On his return to Pakistan, he joined the Lahore University of Management Sciences as Assistant Professor in their Suleman Dawood School of Business, where, in addition to teaching undergraduate and graduate level accounting courses, he was also the MBA Program Director. His professional designations include Certified Public Accountant (CPA) and Chartered Financial Analyst (CFA).



Mr. Kashif N. Malik
Chief Technology Officer

Information Technology and Change Management Leader with 17+ years of USA's Silicon Valley experience in building software systems & solutions for many of the fortune 100 companies such as Google, Intel, General Motors, American Express, Verizon, Sprint, MicroStrategy etc.

Before joining IDAP; was employed for 6 years as the Director, BI & Information Products at Visa Inc. entrusted with turning data into relevant and consumable insights that inform decision-making, identify opportunities, and provide a foundation for a measurement focused culture.

He holds a Degree in Computers Sciences and Engineering from GIK Institute and is also an alumnus of Cadet College Hasanabdal. Apart from his professional responsibilities, Kashif also founded and is currently president of AANA – a 501(c)(3) US Non-Profit which focuses on Education, Relief and Institution Building.



Mr. Usman Tahir Ferooqi
Financial Advisor

Mr. Usman Tahir is a qualified chartered accountant from Pakistan and England & Wales. He possess rich experience spanning over two decades in the areas of financial and transaction advisory, risk management and strategy and growth services offered to public and private sector organizations. He is also a Distinguished Toastmaster and a trainer for the board of directors of listed companies and public sector organizations under Directors Training Program of Security and Exchange Commission of Pakistan.



Mr. Fiaz Ahmad Mohal
General Manager, Administration

Mr. Fiaz Ahmad Mohal did his Master's in History (Social Sciences) and Bachelor's in Arts from University of the Punjab. Mr. Mohal is a highly motivated and hardworking individual belonging to defunct Provisional Civil Services Executive cadre with around 18 years of diversified experience in Public Sector Programmes /Operations, ranging from conducting criminal judicial trials, troubleshooting in routine governance up to leading/executing Infrastructural Development Projects and Human Resource Management.



Dr. Fawad Muzaffar

General Manager, Engineering & Planning

Dr. Fawad Muzaffar completed his Bachelor's with Honors in Civil Engineering from University of Engineering and Technology, Lahore and was among the top 5% of his batch. He did his MSc Structural Engineering and PhD Structural Engineering from Stanford University, USA. Dr. Muzaffar has extensive experience in the field of engineering and has previously worked as an Individual Consultant, Planning & Development Department, Government of the Punjab; Senior Engineer (Structures), Rizwan Mirza Consulting Engineers and Junior Engineer (Structures), National Engineering Services of Pakistan.



Ms. Myra Ali

General Manager, Planning & Design

Ms. Myra Ali has done her Bachelor's of Architecture from the National College of Arts and Master's from Savannah College of Art and Design, Savannah, Georgia, USA in Visual Effects and Animation. She has completed an MPhil program at University of Cambridge, UK in Interdisciplinary Design in the Built Environment with specific interest in Sustainable Design. Her expertise is in Project Management and Interdisciplinary Design with emphasis on the designing of sustainable buildings and sustainable studies. She has 19 years of diverse experience of working with many well-known firms in Pakistan and international firms like Emaar and Trident International Holdings in Dubai, UAE.



Mr. Hassan Hameed

General Manager, Project Management

Mr. Hassan Hameed is a civil engineer with B.Sc in Civil Engineering from UET Lahore and M.Sc. from Université de La Rochelle – France in Building Engineering with the emphasis on new construction techniques.

Hassan has 20 years of work experience in motor ways, tunnels, infrastructure and buildings. A highly skilled Civil Engineer with a background of working on Australia and Pakistan's largest, most complex and high profile infrastructure projects and consistently exceeding expectations.

Throughout his career, he has demonstrated incredible ability to innovate, question construction methods, materials and programs to develop and implement highly effective solutions. These innovations have resulted in significant cost and time savings whilst achieving quality and successful project delivery in the face of significant challenges.



Mr. Adil Iftikhar

General Manager, Human Resource

Mr. Adil Iftikhar has over 15 years of diversified experience in all facets of HR including Talent Management, Total Rewards, Organizational Development and Change Management across Pakistan, Middle East and Asia Pacific countries. Adil has worked for various industries including FMCG, Engineering & Construction and Information Technology, he has headed various HR roles in Pepsi Cola International and Descan Engineering Limited with proven track record of sustainable organizational transformation, talent engagement and development initiatives. Adil holds an MBA degree from Coventry University, England, UK.



Mr. Raheel Sultan

General Manager, Healthcare Projects II

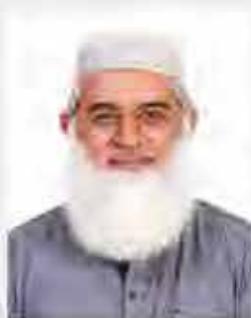
Mr. Raheel Sultan is a graduate of Electrical Engineering from University of Engineering & Technology Lahore (1980). He joined Pakistan Army as commissioned officer in the Corps of Electrical & Mechanical Engineering after graduation. He then did his specialization in Biomedical Engineering from USA in 1986. He is a seasoned officer with diversified experience of over thirty years in the field of Biomedical Engineering. He has been providing professional services for Armed Forces Hospitals in the field of medical equipment planning and maintenance. He served as Chief Biomedical Engineer in Pakistan Army at Armed Forces Institute of Cardiology from 2004 to 2009. Mr. Raheel Sultan also has enriched experience of working as Chief Consultant of a Biomedical Engineering firm from 2009 to 2016.



Mr. Amer Mirza

General Manager, Procurement and Contracts

Muhammad Amer Mirza graduated from the University of Engineering and Technology, Lahore (Taxila Campus) with a bachelor's degree in Civil Engineering. He has over 25 years of experience in construction, construction supervision and contract management of megaprojects, drafting of documents for procurement of civil works, consultancy services, and goods along with the drafting of contract documents. He has vast experience of implementation of various contracts based on FIDIC Conditions of Contract including Red book and Silver book in line with notified documents by Pakistan Engineering Council and the Government of Punjab. The construction management of projects included specialized, residential and educational buildings, bridges, infrastructure works, and hydel power projects of complex nature. He has served for sixteen years with leading consultancy firms including National Engineering Services Pakistan – NESPAK (Pvt) Ltd and Associate Consulting Engineers – ACE (Pvt) Ltd. He led the measurement section of Ghazi Barotha Hydro Power Project (Power Channel C-02). Furthermore, he worked on the first of its kind Forensic Science Laboratory in Lahore as a Resident Engineer from scratch to completion. His major projects include Ghazi Barotha Hydro Power Project, Chashma Hydro Power Project, Forensic Science Laboratory, Chiniot Bridge over river Chenab, University of Aden, Yemen, and Pakistan Housing Project.



Mr. Shehzad Nazir Leghari

General Manager, Healthcare Projects I

Dr. Shehzad Nazir Leghari graduated from King Edward Medical College in 1985 and joined Government of the Punjab where he gained knowledge of evidence-based analysis through forensic experience that has been used as an asset throughout his career. In 1987, he did his Master's in Biomedical Engineering from Surrey University, UK.

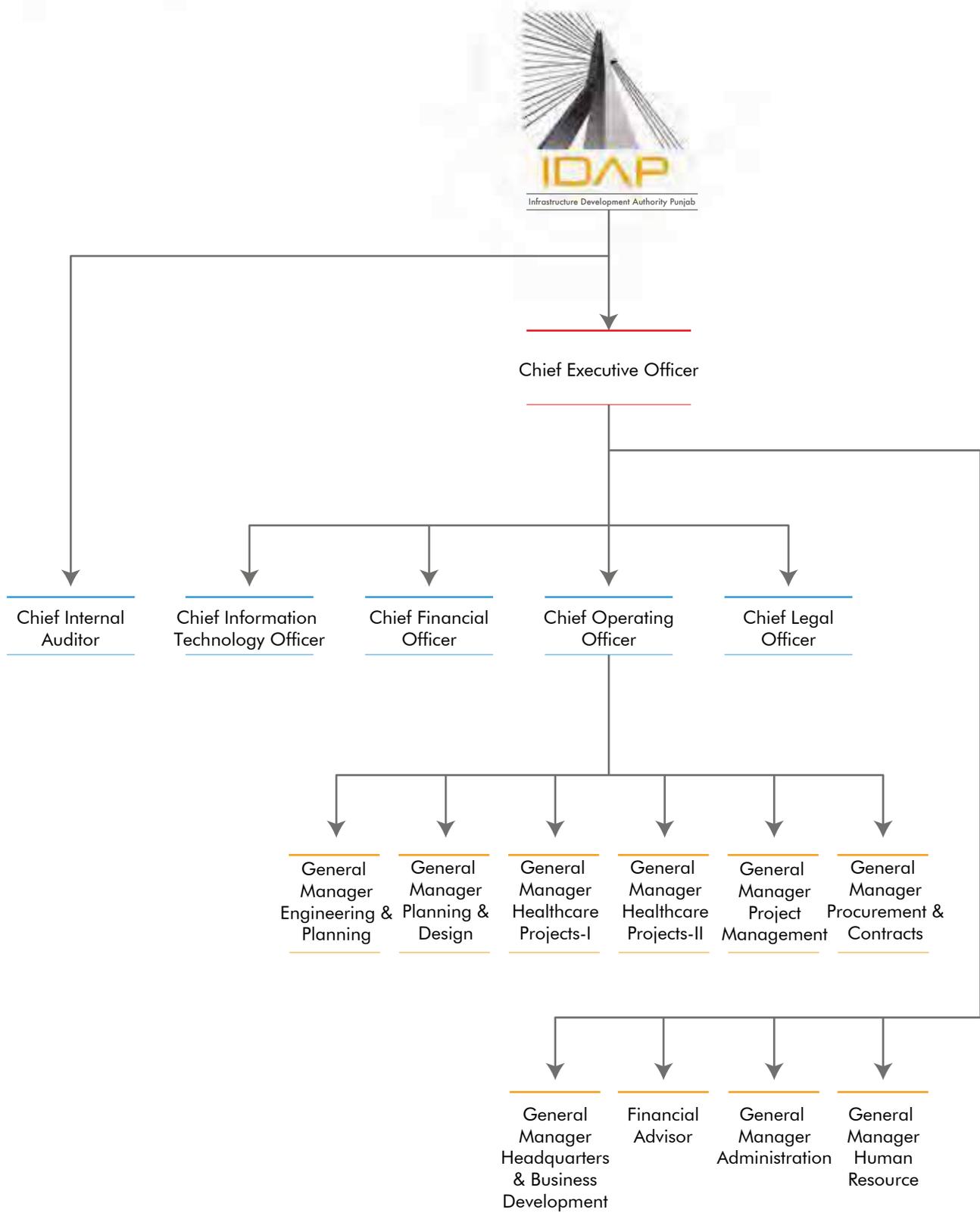
Having unique combination of formal education in clinical and engineering disciplines, he has been an integrator of clinical requirement with technology. While working with distributors of multinational companies of senior management level, he has been an entrepreneur to set up national distribution networks for high-end medical equipment manufacturers in Pakistan.

Dr. Leghari established Pro-Health, a consulting firm in medical planning and hospital engineering and developed a successful roadmap during the last fifteen years with transformative healthcare projects and assignments in infrastructure development, technology procurement, management and integration and operational reengineering both at national and international levels. He brings in more than twenty-five years of rich experience in healthcare infrastructure development to IDAP.

In healthcare design, medical planning and equipment procurement, Dr. Leghari has over fifty large projects to his credit.

Dr. Leghari is a member of American College of Clinical Engineering (ACCE), USA, Associate Member of Institute of Physics and Engineering in Medicine (IPEM), England and Professional Affiliate of The Centre for Health Design, USA.

Organogram





A STEP AHEAD IN ENGINEERING





Services

Project Management

IDAP is committed to providing Project Management Services with effective tools that improve the ability to plan, implement and control its activities thus utilizing its people and resources efficiently and cost-effectively.

Project Management Services include:

- Program Planning Oversight and Control
- Master Schedule Development/Updating
- Master Budget Development/Tracking
- Design Management
- Bid Support/RFQ-RFP Development
- Alternate Project Delivery Approaches
- Contract Management
- Cost Estimation
- Value Engineering
- Project Controls
- Claim Management/Mitigation
- Dispute Resolution
- Maintenance Plan/Management
- Risk Management





Architectural Design

Good architectural design not only caters to the requirements of clients but also improves the overall aesthetics and functional working of the surroundings. Each building should be designed not only keeping in mind the current requirements of the end user but also future requirements and the impact it will have on the environment.

IDAP's mission is to provide clients with design solutions which are highly functional and sensitive to an ever-changing environment in both context and scale. The goal is not only to construct buildings but also to design environments that reflect a successful balance of all variables.

IDAP designs and manages projects from conception to completion. We have the expertise to take projects from scratch and make masterpieces by delivering state-of-the-art buildings.

Urban Planning

IDAP perceives planning as a vital part of the built landscape, a process that begins with the development of a hierarchical organization of spatial relationships between buildings and the surroundings. The goal is to enhance the character of where people live, learn, work, socialize, relax, shop, congregate, dine and play.

IDAP aims to impart a distinct sense of community and place, while establishing a framework for current and future decisions. The aim is to create designs that are functional, efficient, site-specific, sustainable and environment friendly.

IDAP has considerable expertise in urban and town planning. We have the skills to design the most efficient use of available space, using creativity and imagination, balanced by real world practicality and solid analytical reasoning.





Interior Planning and Design

Creativity and innovation are the hallmarks of design at IDAP. Interior design should reflect a client's culture and communicate their values while meeting both aesthetic and functional goals. IDAP begins with a clear understanding of the client's requirements, visions and budget, resulting in developing creative interiors that are aesthetically pleasing and functional.

Thoughtfully well-crafted design delivers more than just a client's goal - it creates flexible space, increases the overall floor area and utilizes natural light thus creating a more comfortable indoor environment. Whatever the design objectives, IDAP has the experience and skills to develop and create unique interiors.

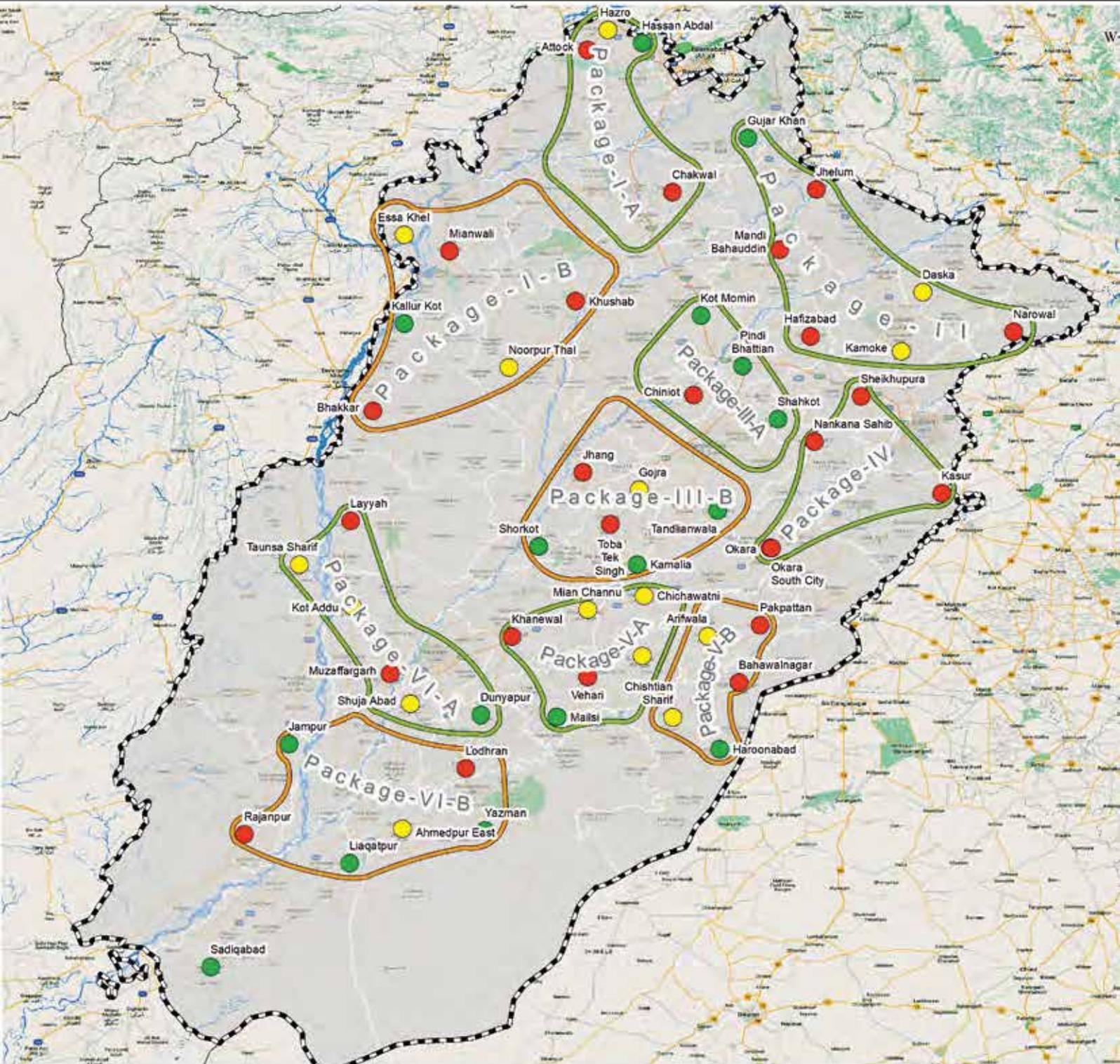
Landscape Planning

IDAP offers landscaping, streetscape improvements, residential communities, parks and open space planning services. By adding natural beauty to created spaces, IDAP takes responsibility for designing for a greener future.

IDAP carries out all aspects of landscaping, streetscape enhancements, corporate developments, developing residential communities, parks and open space planning at a very high standard. Emphasis is placed on having greenery around the building to add natural beauty to the created building. IDAP believes in making the natural surrounding a part of the build envelope.

IDAP's landscape architecture teams work with clients to shape their visions of a project site, keeping in mind that the design must cater for a greener future. A properly landscaped building not only cleanses its surroundings but also the building itself by making the air quality better for the inhabitants.





Geographic Information System (GIS) Services

Developing countries face unique challenges with the design, construction and operations of new infrastructures. Nations with established infrastructure have followed traditional technology models for such services. However, with the use of (GIS) technology, development of new infrastructure follows contemporary technology models, eliminating data redundancy, mitigating cost and assessing environmental impacts.

GIS is a complete system that visualizes, questions, analyzes and interprets the spatial data to understand the relationships, patterns and trends between real world objects. It is an essential tool that allows for better understanding of the existing structure and enables the envisioning of a more viable alternative. It deals with various engineering, planning, management, transportation, designing, infrastructure and quality control applications and facilitates management in the decision making processes. One of the major functions of GIS is the development of intelligent digital maps that are a proven technique of communicating geographic knowledge.

IDAP is using GIS in its planning and design departments to provide increased efficiency in the execution of services. Infrastructure management is more efficient with the use of GIS. The visualization of assets and its surrounding environment while building, upgrading and repairing the infrastructure helps in deciding how to prioritize work and facilitates better decision making for executing plans.

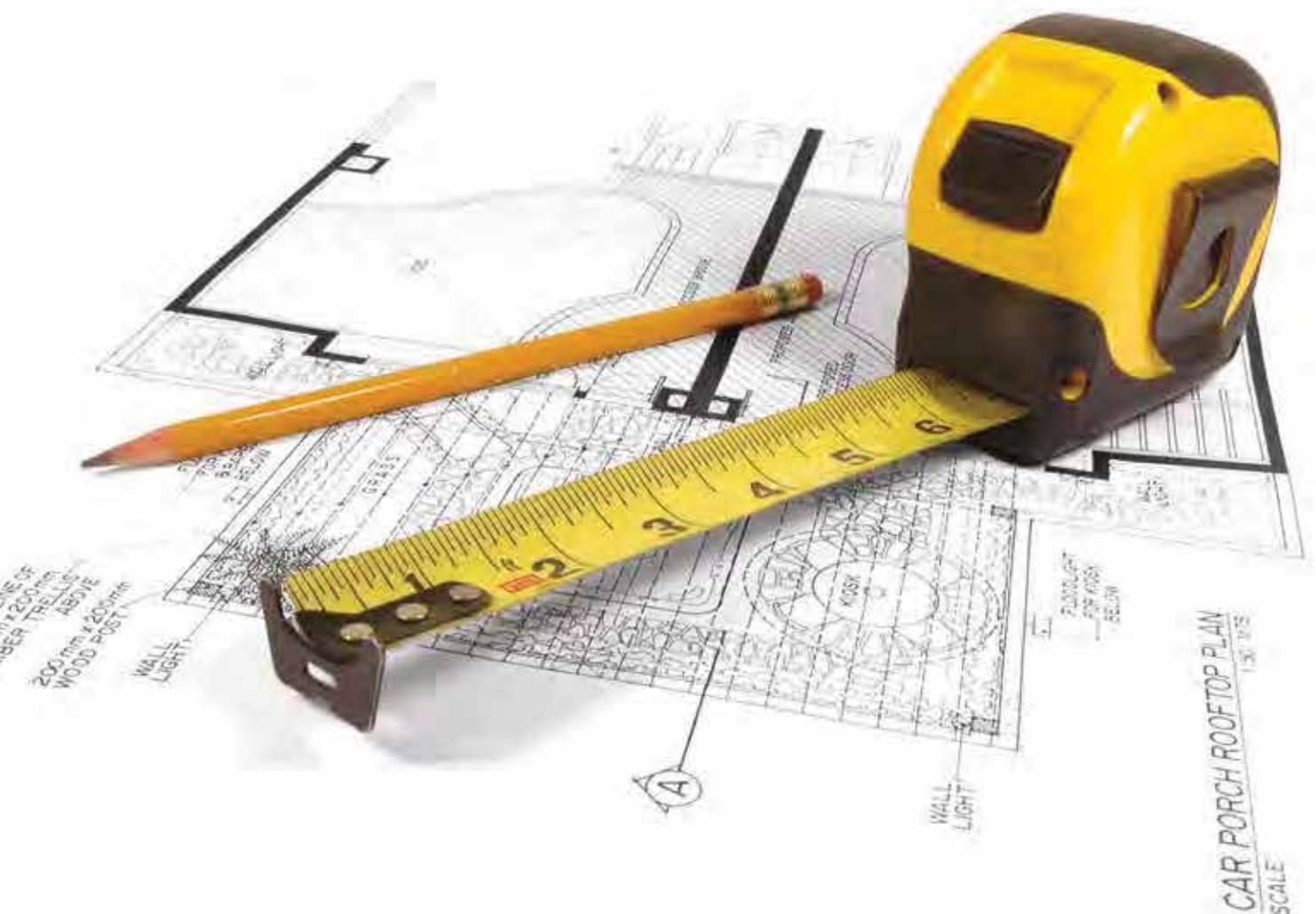
Engineering Design

IDAP is committed to supporting regional governments by providing a comprehensive range of services, including optimizing available resources towards sound infrastructure investment decisions, positioning assets to meet long term service delivery and accommodating long term growth. For this purpose, IDAP has a pool of experts, who are well versed with diverse global requirements and emerging trends of infrastructure development.

IDAP's one-stop approach for meeting service delivery challenges extends beyond engineering solutions and includes in-depth expertise on a range of operational, institutional and environmental aspects of infrastructure delivery, providing research and advice to all levels of government, as well as to investors and owners of infrastructure, on the projects and reforms that are needed for bridging the gaps.

Current expertise of the in-house team enables IDAP to undertake the following tasks/designs:

- Bulk Water Supply and Outfall Sewers
- Environmental Monitoring & Management
- Geotechnical Engineering
- Highways and Transportation Structures
- Integrated Project Planning
- Mechanical, Electrical, Plumbing (MEP)
- Residential, Commercial and Industrial Structures
- Water and Wastewater Treatment





Quality Assurance and Quality Control

IDAP adopts a policy of actively pursuing ventures which will enhance its reputation for outstanding performance, quality of product and fulfilment of client needs.

IDAP's objectives are to:

- Maintain an effective quality management system
- Provide products and services which satisfy clients' requirements through conformance with contractual and regulatory obligations
- Encourage quality awareness and personal initiative in employees
- Document and measure quality objectives and targets through internal audit and management reviews

Biomedical Equipment Planning, Procurement, Installation and Commissioning

At IDAP, we have extensive experience within the healthcare field and in the delivery of healthcare services through a planning process yielding innovative solutions. This experience includes backgrounds in healthcare administration, medical equipment planning and architectural design of healthcare facilities. It is about simplifying complexity by integrating the products, machines, manufacturers, medical specialties and engineering services.

Provision for biomedical equipment is designed by keeping future roadmaps in mind and by initiating their selection and procurement on determined schedules after start of construction and/or at appropriate time when the latest technology is procured. Team IDAP contributes to the design of medical facilities from an end user perspective, as well as, with an engineering and professional mindset.

Our Medical Equipment Planners work with the industry to stay up to date on the ever-changing technology of medical and diagnostic equipment. We maintain a database that contains thousands of medical equipment items to make sure that the architectural and engineering design team has the details required for a fully coordinated project. This involvement helps ensure that the specific requirements of the medical equipment systems and facility layout, as well as, compliance with the necessary codes and criteria, are met to provide a state-of-the-art well integrated healthcare facility without the need for going into expensive renovations later. It is also ensured that the quantity of equipment is optimal for the designed facility.



Information, Communication and Technology

IDAP provides cutting-edge ICT – Information, Communication and Technology services to enable SMART Infrastructure Solutions. Our experienced technology staff distinguishes itself by leveraging design thinking, innovative tools, and industry best practices to deliver end-to-end turnkey solutions that includes procurement, design & implementation enabling organizations to be more scalable, transparent and efficient.

At IDAP we believe a SMART Infrastructure Solution, be it a Medical Facility or a Sports Complex, requires latest technology components. We are focused not only at ideation but also on acquiring, deployment and monitoring of these technology components which can be broadly segmented into two categories i.e Network and Operations & Software and Services.

In Network and Operations, we partner closely with our Civil, Electrical, MEP and Bio-Medical Engineering to infuse technology as an inherent part of the overall project. Hence, building ICT processing, storage, and pathways natively catering to our current needs and future expansions of our projects.

In Software and Services, we partner closely with our end-users to understand their business functions and help them acquire and/or develop sophisticated software solutions which will enhance their capabilities and help them scale their operations with efficiency and security.

NETWORK & OPERATIONS	SOFTWARE & SERVICES
<ol style="list-style-type: none"> 1. Tier 3 - Data Center Design and Build 2. IT Network design and build in compliance with international standards e.g. TIA, ISO, EIA etc. 3. Network laying with active and passive equipment capable of 10G Bandwidth and 10,000+ network nodes. 4. SAS Software-as-a-Service via IT Cloud Infrastructure including compute, network, storage, and orchestration 5. Firewall protection providing application layer security. 6. Advanced Internet Access based on SDWAN. 	<ol style="list-style-type: none"> 1. HMIS – Hospital Management Information System including <ol style="list-style-type: none"> a. EMR (Electronic Medical Records) covering all process of OPD, IPD and ER. b. Clinical Physician Support covering Gynecology, Ophthalmic, Orthopedic, ENT, General Medicine, Pediatric, Surgery, Skin, Dental etc. c. LIS (Laboratory Information System) d. RIS (Radiology Information System) e. PACS (Picture Archiving and Communication System) f. CTMS (Clinical Trial Management System) for research facilities.
<ol style="list-style-type: none"> 7. IP – Internet Protocol based & ELV - Low Voltage Systems such as <ol style="list-style-type: none"> a. Building Management and Monitoring System b. Surveillance System - CCTV Cameras c. Communication Network - Analog and Digital Phone d. Fire Alert e. Nurse Call f. Public Address 	<ol style="list-style-type: none"> 2. ERP – Enterprise Resource Management Implementation / support of the following but not limited to: <ol style="list-style-type: none"> a. Finance covering General Ledger, Payable, Receivables, Cash & Bank b. Inventory & Asset Management c. Human Resource and Payroll d. Procurement
<ol style="list-style-type: none"> 8. IT Service Management providing 24/7 Help Desk based on international standards of ITIL. 9. IT Disaster recovery design and implementation with Backup and Archival solution (SAN based backups) for critical patient / hospital data durability. 	<ol style="list-style-type: none"> 3. Business Intelligence & Dashboards <ol style="list-style-type: none"> a. Visual presentation of key performance indicators (KPIs) b. Trend Analysis c. Integrated data gathering from different modules to generate meaningful information for quick decision and policy making.

E-Procurement

As a part of Enterprise Resource Planning (ERP) system e-procurement services are being used by IDAP as a tool to bring transparency, less physical interaction, efficient cloud computing services, reduce procurement costs and shorten the procurement cycle time to fast track projects. The process of e-procurement covers every stage from the initial identification of a requirement, tender distribution, bid submission, evaluation, grievances, and projects award according to the standard tendering process.

A STEP AHEAD IN EXECUTION





Sectors

Structural Engineering

The engineering structures that IDAP builds are first and foremost those which are necessary to establish lines of communication, health and residencies. Infrastructure such as bridges, underpasses, pre-fabricated structures, residential communities, commercial blocks and hospitals. IDAP is also interested in those structures in which the civil or structural engineering aspect is very significant, be it through the structure itself or in the way it is built.

Efficiency is a key concern. IDAP structural engineers and integrated design teams conserve materials in construction. To create buildings that operate on lighter costs and fewer resources, the teams pursue excellence in high-performance façades and mechanical, electrical, water and waste systems. IDAP helps occupants connect, communicate and collaborate by embedding technology in buildings, and safety is assured with advanced approaches to security, fire, seismic, wind and lift system designs.

IDAP also aims to provide worthy housing to the people of the Punjab. The institution has the capacity to cater for housing projects for all income levels. A highly professional team of architects, urban planners and civil engineers are available to take up projects of this sector and accomplish them in the most efficient manner.

The Government, aims to provide housing for those of middle and lower income level with appropriate access to basic facilities like health and education, having adequate municipal service delivery like water supply, sewerage, solid waste management system, as well as sufficient space and shelter.

IDAP's commitment to high standards is the key to success. The aim is to reach the goal of delivering quality service in the housing sector with the highest standards and best practices and techniques to ensure long term sustainability.





Transportation and Civil Engineering

High road density of any country is imperative for good connectivity between cities and localities, ensuring seamless flow between goods/services and their clients. Pakistan has an impressive 263,775 kilometers network of roads and highways. The national highways of the nation are 12,131 kilometers in length and carry the bulk of the national trade traffic. In addition to the national freight, Pakistan will now be host to a large volume of international freight traffic which will move through the length of the country as part of the China Pakistan Economic Corridor (CPEC). The road network of Pakistan will play a big role in the economic growth of the country in the coming years. IDAP will be a cornerstone in the realization and achievement of this goal.

As of 2011, 60% of total trips in Lahore and 50% of total trips in Karachi are made by non-motorized transport. 9,632,000 trips are made in Lahore daily demonstrating the importance and need of public transport and related infrastructure in Pakistan. The Metro Bus System in Lahore and Rawalpindi is a major public transport infrastructure that caters to the needs of thousands of commuters every day. The Lahore Metro carries more than 150,000 passengers every day whereas the Islamabad-Rawalpindi Metro Bus is catering to the needs of 135,000 passengers a day. Besides these, rickshaws, wagons, taxis and transport buses are commonly used for inter-city and intra-city transport.

Pakistan Railways is another source of transportation in Pakistan that has a mass scale traffic movement both for passengers and freight. The network of Pakistan Railways comprises of 7,791 route kilometers, 452 locomotives, 1,732 passengers' coaches and 15,948 freight wagons. In line with the Government's vision 2025, for infrastructure development during the next ten years, Pakistan Railways is to undertake necessary steps to increase its share in the overall transport sector of Pakistan from 4% to 20%. IDAP will play a major role in achieving a better public transport system and related infrastructure.



Public Health Infrastructure

The Punjab Government is committed to the principle of universal healthcare for all members of the society, combining mechanisms for health financing and service provision and improving the health status of the population.

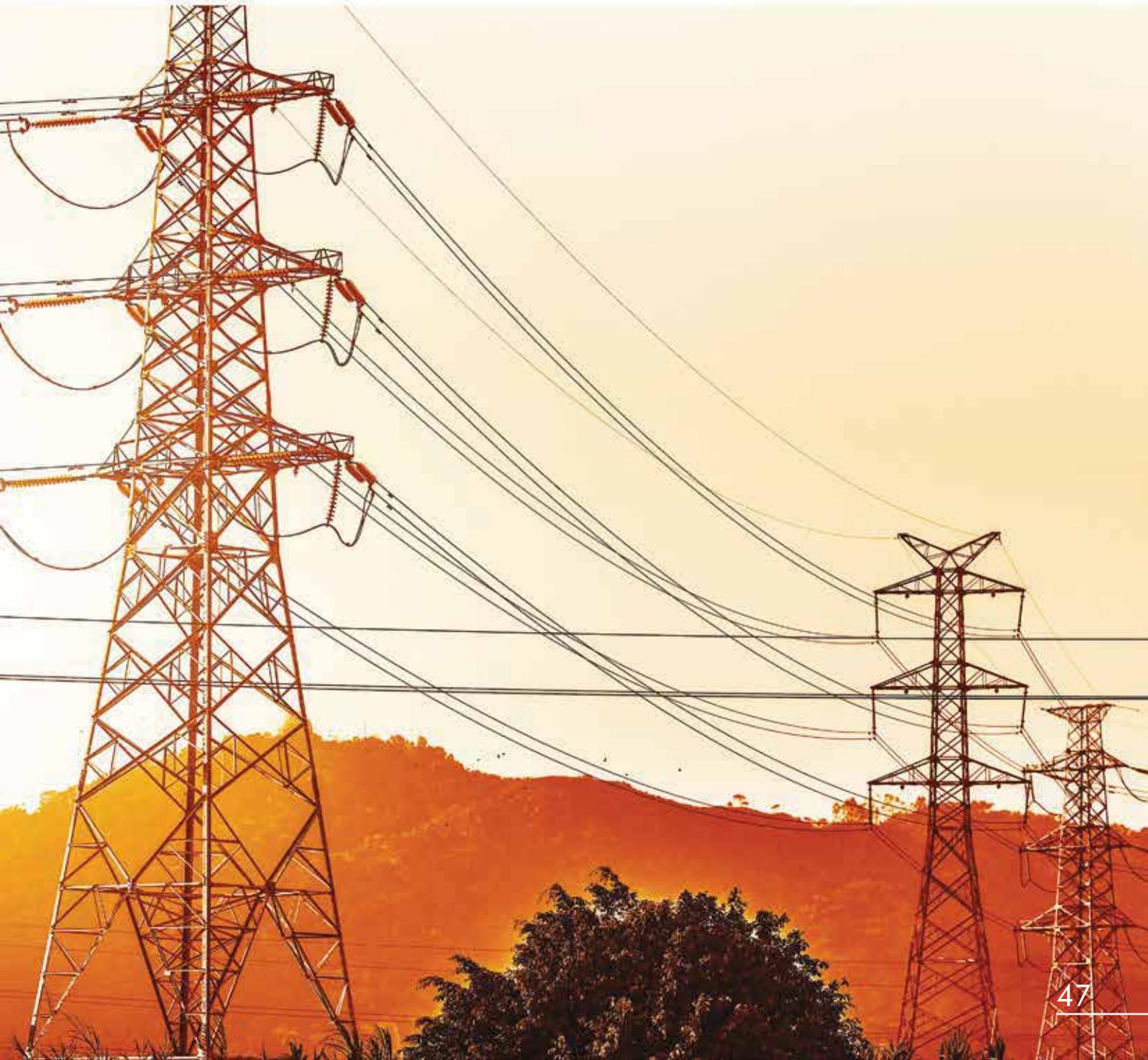
While overall health has been improving in Punjab, the health of the least and less well-off has been getting worse. To address these inequalities in health services, judicious steps are being taken to improve healthcare delivery for the less fortunate by improving infrastructure facilities at all Tehsil Headquarters and District Headquarters Hospitals of the Punjab in a phased manner.

The deficiency of beds to population ratio is also being addressed by enhancing existing bed capacities at all primary, secondary and tertiary healthcare levels. Recep Tayyip Erdogan Hospital, Muzaffargarh is increasing capacity to 500 beds. A state-of-the-art 820 bed Pakistan Kidney and Liver Institute is under construction, the first phase of which has been inaugurated. Also, a 128 bed Mother & Child Care hospital is being built in Murree. IDAP is the executing agency for all the above projects and is committed to completing the projects in time and within budget.

Energy Infrastructure

The country's energy demand has grown at an annual consumption growth rate of 4.8% in the past five years. Our energy resources like coal, water, wind, waves, solar, animal waste and nuclear need to be harnessed through an institutionalized strategy for optimum utilization. Therefore, the need exists for a high and sustained growth in energy supply and infrastructure capacity of 7-8% per annum to support the steady growth in the country's GDP.

Pakistan has embarked upon an ambitious plan to invest \$76 billion over the next six years to address energy supply bottlenecks and build quality infrastructure. The Government's recent developments are imperative to overcome the menace of energy shortfall by setting out an action plan through effective policies for optimum usage of resources, sound planning and design for energy efficiency and conservation, as well as, its proactive implementation to utilize the available resources astutely and wisely. IDAP will look for energy efficient and cost effective solutions to achieve this goal.



Green Development

The Built Environment is being redefined globally by green development concepts. IDAP is continuously evolving the organization through design and delivery processes to benchmark green development through innovation aimed at helping clients and communities become more resourceful, resilient, and regenerative. Team IDAP aims at meeting global design and engineering standards translating to better performing and more environmentally friendly built environment.

One may not notice most green development features in our projects, owing to their seamless integration, such as; high performance engineering systems; well-being features like indoor air quality, environmental responsiveness, welcome daylight to reduce energy consumption during the day; socially connect spaces and access to usable outdoor space which has visual impact on the end-user that can enhance the psychological experience; occupancy comfort, and social connectivity of spaces. This in turn, can lead to a more productive environment, decreased sickness for occupants, and a dynamic interactive place to exchange and develop ideas.





BSL-III Laboratories

IDAP has worked the design and execution of state of the art BSL-3 laboratories with fully automated HVAC system.

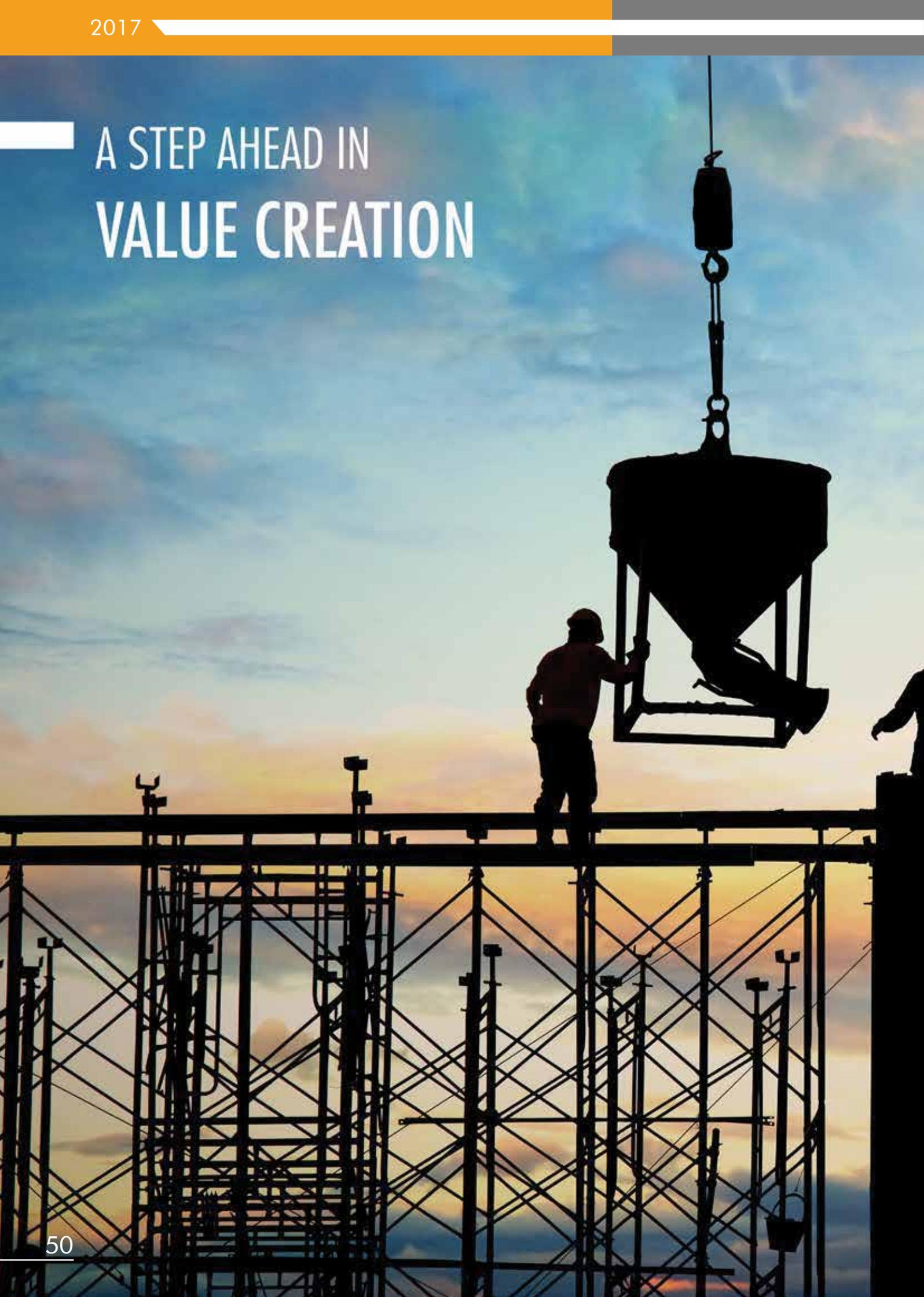
The salient features of this HVAC system are automated pressurization control with 100% exhaust, separate dedicated HVAC equipment for individual laboratory, automated temperature control, and exhaust air filtered through HEPA filter bank.

Whilst following the best engineering practices, intelligently calculated and specified special plume fans are deployed to blast exhaust air into the atmosphere up to several meters to keep the surroundings safe from any contamination through laboratory exhaust.

Indoor air quality is achieved by deploying the sensitive HVAC system fully backed up with uninterrupted power supply, whilst the floor, the walls and the ceiling are rendered with seamless finishes. Ante rooms are designed and constructed to achieve the contamination control.

Moreover, the waste of the laboratory has to pass through the Sewage Treatment Plant (STP) before entering into the city drain.

A STEP AHEAD IN VALUE CREATION





Departments

Human Resource (HR) & Organizational Development (OD) Department

IDAP's HR & OD Department is actively involved in hiring talented professionals from across the globe. Professionals have been successfully inducted at various hierarchical levels to deliver projects at par with international standards. The department continues to apply a standardized competitive selection procedure to attract and retain skilled and committed professionals on merit. Proposals and processes have been made to create a more adaptable workforce and to foster and sustain high performance.

Performance Management is also a key priority for the department which aims at continuously supporting line managers and staff in achieving optimum productivity, increasing employee engagement, professional satisfaction and well-being. The Performance Management System was designed and implemented for all eligible employees. Its aim is to reinforce the performance culture of IDAP towards better organizational performance and greater cost effectiveness.

The Department has launched a number of exciting organizational development programs over the last year which have added value to employees individually and to the organization as a whole. Highlights from the year include:

- **Technical Cluster Program**

A Technical Cluster Program was developed for the Operations teams. The purpose of this program is to create a platform for like-minded individuals to join senior staff and think collectively to find innovative technical solutions in relation to projects. This will



enable them to discuss their problems and seek solutions across IDAP. This platform will become a knowledge sharing hub through which senior managers can coach and mentor junior group members. All the technical clusters meet monthly and share knowledge/lessons learned. Recognition and awards are also given.

- **IDAP Values Program**

Having a clear mission and vision is very important for any organization. The best way to have a holistic mission and vision is to engage all workforce of an organization. For this purpose, the OD department brought on board Ms. Rubina Jamal, a well-known consultant who specializes in leadership and development trainings, to organize company-wide sessions with all tiers of employees. She held one on one sessions with all Chief and General Manager level executives to find out the key challenges they face, key desirable/undesirable behaviors in employees, how they feel about IDAP and in what way roles can be played in order to achieve IDAP's mission in future. The same sessions were conducted with the employees, in which they were asked to do a SWOT analysis and other exercises through which the key competencies, challenges and what their feelings are towards the organization were derived.

- **Organizational Health Survey**

IDAP adopts a holistic approach by aiming to provide the best possible work environment, tools and resources to its employees. To create a more vibrant work environment that promotes an engaging work culture, the OD department launched a company-wide survey to evaluate the pulse of the organization by taking direct feedback from people on various aspects of the work environment, job satisfaction, progressive career growth and employee engagement. The findings of this survey provided valuable data points in developing action plans and rolling out new initiatives.

- **Collaboration with Oxford Policy Management (OPM) Pakistan**

IDAP has partnered with OPM, a research center at the University of Oxford which is primarily focused on working in the development sector by equipping the Government of Pakistan with the capacity to build sustainable government structure by providing consultancy services in sectors like health, public sector management, financial management, climate change, education, economic development, poverty and social protection and more. The OD department at IDAP will utilize OPM's services in various capacities for the purpose of developing and delivering world class training programs to IDAP's employees as well as to the other government organizations.



Internal Audit Department

The Internal Audit team's achievements this year include the successful completion of Annual Audit for the year ended 30 June 2016; successful completion of PPRA Audit for the year ended 30 June 2016; hiring of procurement review, financial adviser and HR process improvement consultants; implementation of cloud based accounting software and implementation of cloud based transaction review and approval software.

As IDAP was a newly established Authority, this meant that all internal processes and systems had to be developed and implemented from scratch. It was necessary to implement an accounting system in order to cater to the accounting and finance needs for day to day running of the Authority and ensure real time updates of IDAP and its projects' financial position. In order to cater to this need, a small cloud based system was implemented which ensures that all financial aspects of the Authority were managed with access to all key staff for both monitoring and posting of information on the system.

The hiring of consultants involved a requirement assessment and development and subsequent approval of TORs. Also involved was the development of evaluation criteria and preparation, approval and circulation of RFP. Bidders were then evaluated and finally hired.

As per the IDAP Act, an annual audit needs to be conducted for each financial year. The annual audit for the year ending 30 June 2016 was carried out. The aim of annual audit is to ensure that the financial reports of the Authority reflect a "true and fair" position. An external audit firm was hired to conduct the audit with the Internal Audit team's facilitation. Further closure of all audit findings was conducted by the Internal Audit team. The relevant audit report had no audit objections and a clean report was issued.

IDAP was randomly selected by PPRA to check that all the procurement conducted by IDAP was in compliance with PPRA rules. For this purpose, PPRA hired an audit firm, which reviewed all the documents of procurement. The Internal Audit team facilitated and closed all audit findings. The management letter provided by the auditor did not have any observation regarding non-compliance.





Procurement & Contracts (P&C) Department

The Procurement & Contracts Department is responsible for procurement of engineering consultancy services and contractors. The department's staff has diversified work experience ranging from private and public sector clients, consultants and contractors. This varied experience of team members has contributed towards the adaptation of unique and fast paced project requirements.

P&C ensures that all procurements are made in an open, fair and ethical manner to promote healthy competition. Every procurement and contract signing is done under strict compliance of Public Procurement Regulatory Authority (PPRA) guidelines. In case of any ambiguity, guidance is sought directly from PPRA to avoid any misprocurement.

Selection criteria for consultants and contractors is made objective and clear. Ambiguities are minimized by deleting any subjective selection criteria. Bids are open to the public with all documentary evidence as required by PPRA rules and regulations. Through transparent procurement and fair contract terms, the P&C department has established trust with many national and international bidders. Due to this reason many national and international bidders participate in the public procurement process for the first time. This year P&C has successfully procured and signed contract agreements for 11 engineering consultancies and 21 contractors. Furthermore, P&C provides assistance to other departments for procurement of goods, services and individual consultancies.

The department is committed to timely and cost-effective deliverance of construction projects. It has attracted a number of specialized consultants and contractors from national and international markets. P&C has effectively communicated the Government of Punjab's vision of effective public service to all stakeholders. To date, contractors/consultants have offered a collective voluntary discount of PKR 4 billion. P&C has standardized procurement and contract documents for engineering consultancy and construction works to cater for the specific requirements of IDAP keeping in view the PPRA guidelines. The department provides solutions and guidelines for challenges that arise during the construction process.

P&C has successfully completed procurement processes of a number of projects that will contribute greatly towards the healthcare sector of Pakistan. These projects includes Pakistan Kidney & Liver Institute and Research Center (PKLI & RC), Recep Tayyip Erdogan Hospital (RTEH) Expansion Project Muzaffargarh, Mother and Child Care Hospital (MCCH) Murree, Site Housing Complex and Auditorium for Quaid-e-Azam Thermal Power Plant (QATPL) and Punjab Agriculture Food and Drug Authority (PAFDA) Complex.

Legal Department

IDAP's Legal Department was involved in organizing a number of important agreements pertaining to the various infrastructure development projects currently underway and for those planned in the future. IDAP entered into an agreement with the Pakistan Kidney and Liver Institute and Research Centre (PKLI & RC) whereby IDAP was appointed as the Executing Agency for construction of the PKLI & RC and for the provision and maintenance of a System Integrator and Hospital Management Information System (HMIS) to be utilized at the PKLI & RC.

The Legal Department also drafted an agreement for the Recep Tayyip Erdogan Hospital (RTEH) Expansion Project, appointing IDAP as the Executing Agency for construction works and procurement of requisite medical equipment. The Hospital is being constructed in Muzaffargarh in order to provide free of cost medical services to all patients irrespective of their background or status. Also drafted was an agreement between the Primary and Secondary Healthcare (P&SH) and IDAP for the revamping of DHQ/THQ hospitals in Punjab. Further amendments were entered into, in order to enhance the scope of work of the project to include 15 Emergencies. An agreement between Principal, Khawaja Muhammad, Safdar Medical College and Hospital, Sialkot and IDAP was also drafted. IDAP was appointed as Executing Agency by the Principal, for provision of missing specialties for upgradation of DHQ Hospital Sialkot to Teaching Hospital Sialkot.

Other agreements prepared include those signed by the Punjab Agriculture Food and Drug Authority (PAFDA) for the construction of PAFDA Complex/Science Enclave; between IDAP and LKPC for the construction of the civil works, including related consultancies, of the Lahore Knowledge Park and between the School Education Department and IDAP for conducting the Third Party Validation (TPV) of classrooms constructed by DFID under the School Construction and Rehabilitation Programme/ Humqadam. The Legal Department also negotiated and finalised the agreement between IDAP and Oxford Policy Management, Limited (OPM) for the provision of Public Sector Management Consultancy Services. OPM will provide IDAP with national and international consultants and provide quality services which shall add value to IDAP and its client services.



An agreement was also entered into between IDAP and Specialized Health Care and Medical Education (SHC&ME) Department for the establishment of Hepatitis Clinics and GI Departments in Tertiary Care Hospitals in Punjab. IDAP is to act as the executing agency for the construction of three new Light Gauge Steel (LGS) Greenfield structures for Hepatitis Clinics at the following sites:

- Allama Iqbal Medical College Lahore
- King Edward Medical College for Women, Lahore
- Nishtar Medical College, Multan

Other agreements prepared include those between IDAP and P&SH for the establishment of a warehouse for biomedical equipment and between IDAP and the SHC&ME Department for the establishment of two pathology and one radiology laboratories and a medical store depot. IDAP also entered into an agreement with the Information Technology University (ITU). The agreement was signed by Mr. Mujahid Sherdil, CEO, IDAP and Mr. Umar Saif, Vice Chancellor, ITU. The agreement makes IDAP responsible for the master planning, design and construction of the main campus of the ITU, spread over 183 acres of land on Main Barki Road, Lahore.

An agreement was also entered into between SHC&ME Department and IDAP for the revamping of Jinnah Hospital Lahore. The scope of the project includes upgrading the current facilities of Jinnah Hospital so that it is better equipped to deal with the growing healthcare needs of the people of Pakistan. Another important agreement signed was with the Energy Department of the Government of the Punjab, whereby IDAP was appointed as the Executing Agency for the establishment of a state-of-the-art Energy Resource Centre (ERC). This project involves the construction of a unique, one of a kind, energy efficient building.



Planning & Design (P&D) Department

The Planning & Design Department (P&D) at IDAP has various roles. These include preparation and review of PC-1s, PC-1Is and feasibility studies; processing and finalizing of contract and contract amendments; preparing project briefs and project scope of work; project screening and scope identification and review/preparation of TORs; participation in pre-qualification of consultants, evaluating technical and financial proposals and review and preparation of concept design, detailed design, tender documents. Also included is monitoring design and assisting in construction support; review of material submittals, pre-final and final inspections; process and approval of the payments of the consultants; design management and coordination with all other departments and liaising with clients in having their approvals on the design submittals.

These aspects were handled by the Department for projects involving the revamping of 40 existing DHQ & THQ Hospitals of Punjab; revamping of existing 85 THQ Hospitals of Punjab; Allama Iqbal Specialized Hospital, Sialkot (AISHS); Quaid-e-Azam Thermal Power Limited (Staff Housing); Hepatitis Prevention Treatment Program (HPTP); Pakistan Kidney & Liver Institute & Research Center (PKLI & RC); Mother & Child Care Hospital (MCCH), Murree; Recep Tayyip Erdogan Hospital (RTEH); Medical Store Depot, Lahore; construction of Training Lab at Punjab Forensic Science Agency (PFSA); establishment of Punjab Agriculture, Food & Drug Authority Labs at Lahore (PAFDA); Information Technology University (ITU); revamping of Jinnah Hospital, Lahore; construction of Energy Resource Center; Lahore Knowledge Park; University of Murree; Punjab Danish School & Excellence Center (PD&EC) and the Awan-e-Iqbal Complex, Lahore.

Achievements of the Department include the review of all design submittals and ensured compliance of the deliverables with TORs; review and analysis of each task assigned as per TORs/Standards set forth at the commencement of the project; preparation and sharing of conceptual design and templates of documents internally and with the consultants for their better understanding of the required standards and the anticipated quality of work. Targets and deadlines were met by the Project Coordinators and Project teams through continuous follow-up with consultants and weekly project status reports. P&D also rationalized project scope and budgets through value engineering and peer reviews and achieved volume and accuracy of work to the assigned standards. Tasks and assignments were prioritized to minimize backlog. Team members were assigned for trainings in new software and professional development courses for capacity building and equal opportunities were given to all employees to learn and perform in a conducive environment. The P&D team introduced design and document control system for efficient traceability and systemized data archiving and inter-departmental correspondence on projects.





Project Management (PM) Department

The IDAP Project Management (PM) Department is helping ensure the smooth running of the project revamping existing DHQ and THQ Hospitals of the Punjab. The project focuses on revamping existing hospitals by improving the sites with modern architecture and improved treatment facilities for the general public. This is a fast track project spanning all over the Punjab from Attock to Rajanpur district, it encompasses 26 DHQ Hospitals, including major DHQ Hospitals like DHQ Attock, DHQ Mianwali, DHQ Jhelum, DHQ Vehari, DHQ Bahawalnagar, DHQ Layyah and DHQ Muzaffargarh; while the 16 THQ hospitals include, THQ Hazor, THQ Shahkot, THQ Gojra, THQ Chichawatni, THQ Burewala, THQ Taunsa Sharif and THQ Ahmadpur East. The project also includes 13 individual emergency units of THQ hospitals. Hepatitis Treatment and Prevention Program (HPTP) Clinics are also within the scope of the project.

Project scope includes civil works in different clinical facilities including but not limited to, upgrading façade with EFIS; providing full body porcelain tiles; aluminum door/windows; false ceiling; paint; ramps upgradation; special treatment for operation theaters with epoxy, among others. Also included in the scope is improving existing Public Health System in all the hospitals; internal and external electrification works; upgrading of existing sewerage and water supply lines; addition of filtration plants for providing clean water to patients, and existing roads and storm water drainage systems are also being improved.

There are numerous positive impacts of this project which will be felt by the people of Punjab. Almost 4000 patients per hospital per day will be served on a daily basis with international standard facilities and such upgradation will boost the image of general public towards government hospitals for acquiring quality treatment. Hospitals of overall 7000 plus bed capacity with a covered area of approximately 3,534,533 square feet will be upgraded. Patients will be served with clean drinking water due to modern filtration plants. Another major positive impact will be that 80 hepatitis patients per day per facility will be treated in international standard HPTP Clinics.

The PM team has achieved numerous successes this year. These include DHQ Hospitals, emergency wards, OPDs, dialysis wards, surgical wards, trauma centers, physiotherapy units, CCUs, ICUs, pediatric wards, gynecology wards, major and minor operation theatres. In THQ Hospitals, many of the OPDs, operation theatres, administration blocks, dengue wards have been handed over and are fully operational. HPTP Centers at DHQ Bakhar, DHQ Mianwali, DHQ Narowal, DHQ Jhelum, DHQ Bahawalnagar, DHQ Khanewal, DHQ Kasur, DHQ Okara North were completed in record time. Individual emergencies in THQ Hospitals; THQ Hasanabdal, THQ Kot Momin, THQ Pindi Bhattian have also been completed.

Information Technology (IT) Department

Technology & GIS teams initiated the following projects:

1. Microsoft PowerBI Dashboards: Following two interactive dashboards were made for effective representation of the data related to IDAP Projects.
 - IDAP Projects Dashboard: A comprehensive and interactive database was designed on Microsoft Sharepoint containing important information regarding all the projects of IDAP across Punjab. This database was linked with the PowerBI and requisite dashboard with information regarding name, scope, areas, jurisdiction, finances and was further supplemented with physical progress updates.
 - IDAP Projects Tracking Dashboard: The dashboard was designed with specific focus on the tasks in the pipeline for every project highlighting the ones that are overdue, due or yet to come, thereby facilitating projects supervision.
2. Microsoft PowerApps: A specialised tool that offers functionality similar to that of PowerBI dashboards on mobile devices. Interactive and easy-to-access apps were designed and launched allowing access to updated information regarding all of the projects on mobile phones.
3. GIS Database for IDAP Projects: All the project sites were geo-referenced and plotted on GIS. For better visualization, a medium-res satellite image bearing spatial resolution of 02 meters has also been prepared for the whole province. The satellite images consist of 31 tiles and these files can be used while working in specific areas.
4. System Integration Services for PKLI: IDAP is providing IT System Integration services for PKLI project. This includes an off-premises data center which would serve as a DR site, on-premises data center facility on 2,000 square feet area, WAN based on wireless and fiber, End User Devices, Hospital Management Information System (HMIS), Building Management System (BMS), Extra Low Voltage (ELV) systems, and networking infrastructure for the complete constructed area.
5. Implementation of Enterprise Resource Planning (ERP): Keeping in view current and upcoming infrastructure development projects across Punjab and an ever-growing workforce there is a dire need for automated processes of business functions including but not limited to Finance, Procurement, and Human Resource which would help the teams to better collaborate, analyse and accelerate performance. Currently, tendering for ERP is in process and implementation will begin soon.





Headquarters and Communications Department

The Communications team is responsible for internal and external communications with stakeholders that include the general public, other government bodies, consultants and current and prospective employees, among others. This year the Communications team has undertaken a number of important initiatives and projects. These include using social media platforms like Facebook, Instagram and Twitter more actively to inform the general public of the important work and projects that IDAP undertakes; the sharing of IDAP's success stories in the form of blogs and articles and an increase in employee engagement through fun contests and competitions run on IDAP's Facebook page, such as the IDAP Tagline and Photo Contests.

The team has also worked on important publications including the IDAP Annual Report for the year ended June 2016 and a corporate profile. Another important initiative that took place this year was the re-design of the IDAP logo. It was important for IDAP to stay up to date with design trends and to refresh the original logo. The new IDAP logo demonstrates a contemporary design which simplifies the original, more complex logo, making it modern, distinct and unencumbered, without losing the original brand identification.

We have also worked on and launched the new IDAP website this year. It was important to launch a completely new, professional, modern design, engaging website for visitors. By adding better content including articles, photos and videos, IDAP can be better represented to all internal and external stakeholders.

The Headquarters/Business Development (HQ/BD) wing of IDAP is primarily responsible for assisting all other wings of IDAP with matters pertaining to communication and coordination with all external stakeholders, including, but not limited to, Public Administration Departments, IDAP Board Members, Standing Committees of the Cabinet, Chief Minister's Office and Commissioner's Office. Well versed in Public Sector jargon and idiosyncrasies, HQ/BD wing plays a vital role in acting as liaison between IDAP wings and external stakeholders to ensure seamless communication between the two resulting in timely and accurate execution of works. Additionally, HQ/BD wing vigilantly seeks out opportunities to expand IDAP's portfolio, both in the public and private sector.

A STEP AHEAD IN DRIVING DEVELOPMENT





Projects



Pakistan Kidney and Liver Institute (PKLI) and Research Centre, Lahore

Pakistan Kidney and Liver Institute (PKLI) & Research Centre is an 820 bed charity project in Lahore. It will be a state-of-the-art center of excellence in clinical care, teaching and researching in specialized areas of kidney, bladder and liver diseases, including kidney and liver failure, treated with transplantation. It will not only provide free of cost medical services to the poor, but will also provide employment to more than 5,000 people, including training for doctors, nurses and paramedics. The project also includes a Hepatitis Prevention and Treatment Program (HPTP) Clinic based on a steel frame structure which has been completed and handed over to the client.

PKLI facility will be extendable to 1,500 beds and will include 100 bed emergency center, 100 bed ICU, 100 bed out-patient dialysis facility, 500 bed in-patient facility, 20 operating rooms and 10 same day surgery suites. PKLI is situated on 50 acres of land in the Lahore Knowledge City located between DHA Phase 6 and Bedian Road. PKLI will also provide top quality training to medical personnel and doctors that are conducting cutting-edge research to further increase knowledge in these areas. Additionally, PKLI & RC is also supported by a province-wide network of Hepatitis Prevention and Treatment Program (HPTP) clinics.



Mother and Child Care Hospital (MCCH), Murree

Mother & Child Care Hospital, Murree will house a facility of 128 beds. This hospital will cater to maternity issues of women and diseases of infants in the hilly area of Murree. Having an area of about 38 kanals, the site is currently being used by the healthcare department and has existing features like residences, clinic and parking for ambulances. The hospital will include 100 beds for patients, an emergency block, OPD, diagnostic department, wards and delivery suites, ambulances, car parking and private rooms.



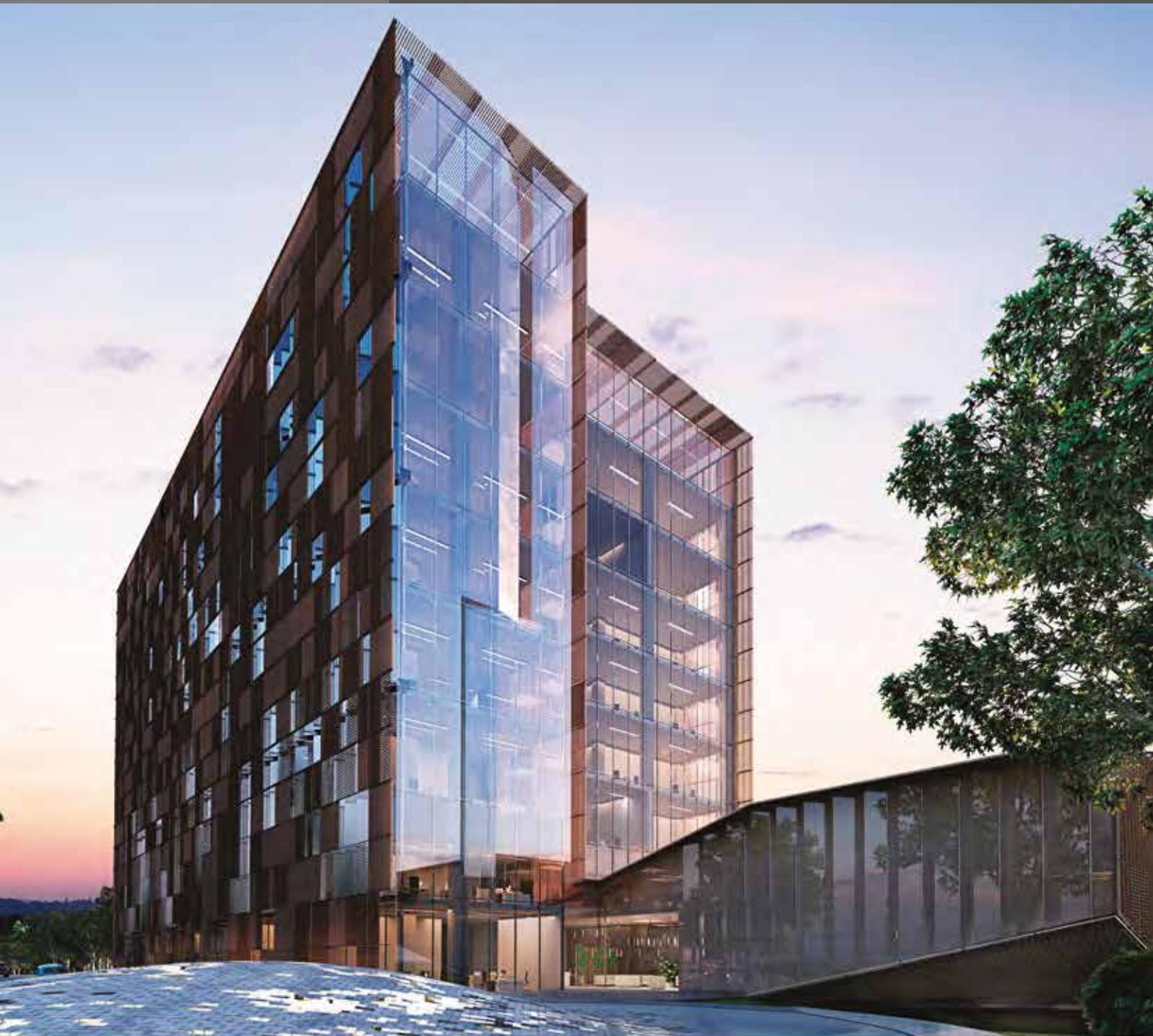
Recep Tayyip Erdogan Hospital (RTEH), Muzaffargarh

RTEH started its operations in July 2014 with 60 beds and within 12 months of its inception, 40 new beds were added.

The master plan of RTEH expansion project includes building a teaching hospital, medical college, nursing college and other amenities on 113 acres of land next to the existing hospital.

The main constituents of the hospital expansion include OPDs, emergency block, radiology, endoscopy, dialysis, futuristic modular OTS, wards, cardiac care units, intensive care units, surgical intensive care units, blood bank, laboratory, café and a kitchen. Additionally, the state-of-the-art hospital includes an information kiosk, vitals, pharmacy and a waiting area that can accommodate about 500 patients. The energy center houses the most contemporary electrical and mechanical equipment required for smooth running of the hospital.

The hospital has been equipped with top of the line medical equipment such as MRI, CT Scan, X-Rays, Fluoroscopy, Lithotripsy, Ultrasound and Endoscopy machines, as well as with Dialysis units. Technologies and tools for anaesthesia, monitoring, laboratory, sterilization, dental procedures, waste management, and refrigeration have also been employed for the benefit of those seeking healthcare services in the area.



Punjab Agriculture, Food & Drug Authority (PAFDA) Complex, Lahore

IDAP will establish three laboratories specializing in Agriculture, Food and Drugs respectively, in a new complex for the Punjab Agriculture, Food and Drug Authority (PAFDA) on 64 Kanals of land near Thokar Niaz Baig, Lahore.

The PAFDA project consists of the sample building, main building (9 stories) and an energy centre with a total covered area of 314,733 square feet. It has a state-of-the-art auditorium with a seating capacity for 500 persons which will be used for conferences and training. All three laboratories will be equipped with the latest lab apparatus and equipment.

The PAFDA Complex is being established for forensic examination and testing of fertilizers, pesticides, food and drugs.



Punjab Forensic Science Agency (PFSA), Lahore

The Punjab Forensic Science Agency (PFSA) is a full service forensic laboratory offering fourteen areas of examination. PFSA's services include receiving physical evidence from law enforcement agencies on criminal and civil cases and analyzing the forensic evidence for apex courts, investigating agencies, prosecutors and other stakeholders.

IDAP is designing and constructing a new laboratory building for PFSA to enhance its facility for providing services to law enforcement agencies and for the training and work of scientific staff. This new facility will help improve the country's criminal justice system. The new forensic training laboratory building will be established at a site adjacent to the current PFSA building on Multan Road, Lahore.



Medical Store Depot (MSD), Lahore

The Medical Store Depot (MSD) is a central warehouse for the bulk purchase of medicine/equipment for the health department at provincial and federal level.

IDAP has constructed new barracks and upgraded existing barracks which has resulted in a significant increase in storage space. Another advantage is that this will improve the storage capacity, inventory management and distribution system of medicines supply. It will also ensure delivery of safe and high quality pharmaceutical and related medical supplies to support the healthcare system in Punjab by developing a comprehensive supply chain management system and installation of latest warehouse management system.

Revamping of DHQ & THQ Hospitals Across Punjab

IDAP aims to provide efficient and effective healthcare facilities to the population of the Punjab province by upgrading DHQ and THQ hospitals. For a better, more effective healthcare system at primary and secondary levels, IDAP is revamping 16 Tehsil Headquarters (THQ) Hospitals, 13 Tehsil Headquarters (THQ) Emergencies, 26 District Headquarters (DHQ) Hospitals and 19 Hepatitis Prevention and Treatment Clinics (HPTCs) all over the province of Punjab in the first phase and revamping 85 Tehsil Headquarters (THQ) Hospitals in the second phase. The work includes upgrading buildings, medical equipment and infrastructure. Improvements are being made in these hospitals in the general wards, ICUs, CCUs, operation theatres, emergency departments, burn units, OPDs, pediatric wards, dialysis units, gynecology departments and administrative blocks.

Project includes the DHQ hospitals in:

Kasur
Sheikhupura
Attock
Chiniot
Khanewal
Toba Tek Singh
Jhang
Mianwali
Bhakkar
Khusab
Vehari
Bahawalnagar
Pakpattan
Layyah
Muzaffargarh
Rajapur
Lodhran
Chakwal
Nankana Sahib
Jhelum
Sheikhupura Children Complex
Halizabad
Mandi Bahauddin
Okara North
Okara South
Narowal

The THQ hospitals being upgraded are located in:

Kamoke
Gujar Khan
Daska
Hazro
Esa Khel
Nurpur Thal
Mian Channu
Chichawatni
Burewala
Gojra
Chishtian
Aritwala
Taunsa Sharif
Shujaabad
Ahmed Pur East
Kot Addu

The 19 THQ Emergencies being revamped include:

Hasan Abdal
Pindi Bhattian
Kot Mamin
Liaquatpur
Dunyapur
Kamalia
Tandliawala
Kallur Kot
Shahkot
Jampur
Haroanabad
Shorkot
Mailsi





Upgrading of DHQ Hospital, Sialkot to Teaching Hospital

DHQ Hospitals in Sialkot are large hospitals in Punjab which are being upgraded by IDAP. Allama Iqbal Memorial Hospital (AIMH) has a bed strength of 400 beds whereas Government Sardar Begum Hospital has 132 beds, making it a total strength of 534 beds. These hospitals have basic clinical departments required for the training of undergraduate students and are equipped with good diagnostics facilities. Khawaja Muhammad Safdar Medical College will also be further strengthened by the upgrading of these DHQ Hospitals in Sialkot.



Housing Complex and Auditorium for Quaid-e-Azam Thermal Power Plant (QATPL), Sheikhpura

Quaid-e-Azam Thermal Power (Pvt) Limited (QATPL) is a company owned by the Government of the Punjab. QATPL is in the process of setting up a 1180 MW RLNG based Combined Cycle Power Plant at Bhikki, District Sheikhpura. In addition to the main plant land, QATPL acquired approximately 40 acres of land adjacent to the main plant for construction of various facilities by IDAP. These include a Site Housing Complex which includes one apartment building for a staff capacity of 30; 18 houses (with 3 bedrooms, 1 living and 1 kitchen); a mini supermarket and a public playground. Also constructed by IDAP is an auditorium with a seating capacity of 200 and a covered area of 18,000 square feet.



Revamping of Jinnah Hospital, Lahore

Jinnah Hospital Lahore, initially a 1100 Bed tertiary care hospital, after addition of new specialties/departments and completion of a fourth floor, will have over 1500 beds. The hospital is attached to the Allama Iqbal Medical College and provides teaching facilities and training to undergraduate medical students.

IDAP assessed the present building facilities through its specialized consultants to gauge the quality systems present in the hospital. A report prepared by the consultants has provided the basis for the upgrading and modernizing work being carried out. It is essential to remove the primary infrastructural faults which include resolving general maintenance and repair issues, improving sanitary systems and wash-rooms, rehabilitation and upgrading of electricity systems and elevators.



Information Technology University (ITU), Lahore

IDAP will be building a world class IT University to meet the growing needs of industries, government and civil society of the rapidly growing provincial capital. The main objective is to build state-of-the-art infrastructure for convening and conducting academic, research, administrative and co-curricular activities.

The proposed site of the IT university is near Barki Road, Lahore and will be spread over an area of 224.8 acres. The university will include 4 academic blocks, an auditorium complex, a student center, a library, a mosque, student hostels, an executive development center, faculty housing and a sports complex.

This university aims to educate the next generation of innovators, engineers and scientists to develop technologies that will drive the country's economic growth. It is focused on solving locally relevant problems with emphasis on research and entrepreneurship by providing a rich learning environment that builds upon the student's experience and existing capabilities.



Energy Resource Centre (ERC), Lahore

An Energy Resource Center will be constructed in Lahore. This building will be energy efficient, using local regenerative energy sources such as solar energy, to create a close to zero-emission building. Local building materials and styles will be used to focus on sustainability and energy efficiency in order to reduce investment costs and to make the energy efficient building concept easily replicable for future private sector building projects.

This Center will be used as an office building for the Energy Department, Government of the Punjab and its affiliate departments currently located all over the city. The building will also provide an educational space for disseminating information on the concept of energy efficiency & conservation (EE&C). There will also be an exhibition room to display renewable energy technologies as well as auditoriums for seminars on EE&C and other related topics such as energy audits, ESCO market creation and standards and labelling of appliances, among others.

The Energy Resource Center will provide a number of economic, environmental and social benefits. First and foremost, it will help mainstream renewable energy (RE) and help reduce the country's dependence on any single source, especially imported fossil fuels. This will reduce risks in the areas of supply disruptions and price fluctuation. RE options can supplement national energy supply options in the country, improve productivity and provide employment and business opportunities. Social benefits of the project include provision of a technologically advanced working environment, energy conservation, following of green economic practices and long term cost efficiency. Environmental benefits such as reduction in the amount of carbon dioxide emissions through installation of clean energy systems would also be achieved.

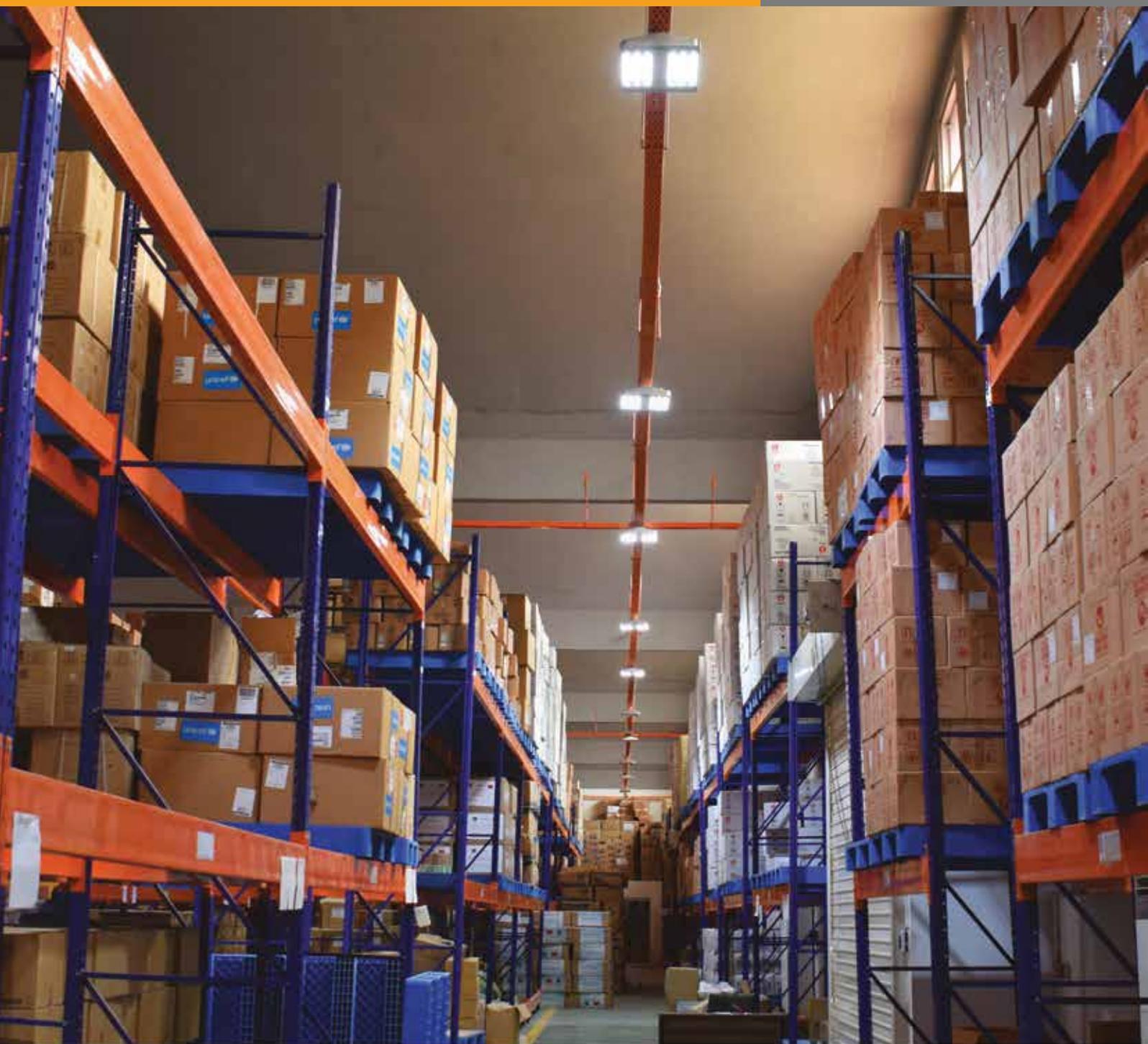


Lahore Knowledge Park (LKP)

The Government of Punjab conceived the idea of the Lahore Knowledge Park Company (LKPC) in 2014, where a complete knowledge based environment would be developed. It is conceived as a not-for-profit, public sector company for the development of knowledge and science parks in Punjab, owned by the Higher Education Department, Government of the Punjab. The mission is to create cluster interaction of universities, industry and R&D to drive an innovation and entrepreneurship ecosystem.

The Lahore Knowledge Park (LKP) is the flagship project of LKPC, covering an area of 852 acres in Lahore. LKP will create linkages and synergy between academia and the corporate world in areas that feed into the knowledge industry by developing futuristic sustainable knowledge hubs. The LKP plan includes clusters for the areas of Life Sciences & Biotechnology; Manufacturing & Engineering Sciences; Information & Communication Technology and Creative Arts & Media. The design includes the building of a public university, a technical and research university, an applied science institute, an international elementary school, an international science high school, a business school, a design school, engineering and ICT hubs and a biotechnology center. Other facilities will include parks, convention centers, a solar park and a sports and recreational complex.

LKP aims to make Punjab and Pakistan, South Asia's premier destination for knowledge. The Park will provide world-class educational opportunities for the country's youth, who will apply knowledge to address national challenges and capture opportunities for innovation present in industry and society.



Warehouse for Biomedical Equipment, Lahore

The main objective of the project is to establish a warehouse for the storage of biomedical equipment and other goods in Lahore. The objectives of establishing the warehouse are to enhance and improve the storage capacity of the Primary & Secondary Healthcare Department (P&SHD) for procured goods for the smooth working of the Primary & Secondary Healthcare System in Punjab; to reduce inefficiencies in maintaining the supply chain of goods essentially required in Primary & Secondary Healthcare facilities in Punjab and to improve and strengthen warehousing capacity, enabling the P&SHD to develop robust annual procurement, supply chain and distribution plans. The warehouse will enable P&SHD to maintain an uninterrupted supply chain of essential goods to achieve universal health coverage in the Punjab.



Hepatitis Clinics & Gastrointestinal Departments in Tertiary Care Hospitals in Punjab

This project will provide state-of-the-art gastroenterology and hepatology healthcare services to the community at large under one roof in pre-existing set-ups of tertiary care hospitals. These clinics and departments will provide treatment to patients suffering from liver diseases and gastrointestinal disorders and provide treatment to patients suffering from infectious hepatitis, particularly HBV and HCV infections. These medical facilities will help trace the contacts of the infectious hepatitis patients and develop and implement prevention strategies. Patients with liver disorders such as metabolic liver disorders, autoimmune liver diseases and other infections of the liver will be treated. Diagnosis and treatment for other gastrointestinal diseases like gastroesophageal reflux disease, peptic ulcer disease, pancreatic diseases, bowel diseases and cancers of the GI tract and hepatobiliary system will be provided. These clinics and departments will encourage high quality research in the field of gastroenterology and hepatology especially for postgraduate education.



Pathology and Radiology Laboratories and Medical Store Depot in Punjab

IDAP is building a Central Pathology Laboratory in Lahore; a Central Pathology Laboratory in Multan; a Radiology Laboratory at Jinnah Hospital in Lahore and a Medical Store Depot at King Edward Medical University at the Kala Shah Kaku Campus.

The pathology laboratories in Lahore and Multan will provide pathology and diagnostic services of the highest standards which will help in the provision of ideal treatment plans for patients. Similarly, the radiology laboratory at Jinnah Hospital in Lahore will offer wide-ranging radiology services including general radiography and ultrasounds, allowing for patients to get a quicker diagnosis and for treatment plans to be implemented effectively and efficiently.



HPTC Satellite Clinics in Punjab

Major efforts are being made to tackle hepatitis in Pakistan. 19 Hepatitis Prevention and Treatment Clinics (HPTCs) are being established at numerous locations in Punjab under the Hepatitis Prevention & Treatment Program (HPTP). IDAP has been building these clinics around the province to provide treatment to those infected with Hepatitis B and C, free of cost.

These will be located at DHQ Bhakkar, DHQ Mianwali, DHQ Kasur, DHQ Sheikhupura, DHQ Bahawalnagar, DHQ Jehlum, DHQ Narowal, DHQ Khanewal, DHQ Jhang, DHQ Okara, DHQ Muzaffargarh, DHQ Nankana Sahib, DHQ Attock, DHQ Lodhran, DHQ Shuja Abad, DHQ Khushab, DHQ Pakpattan, DHQ Hafizabad and DHQ Vehari. IDAP will help provide patients with access to top-class medical facilities, renowned hepatitis experts and the latest medicines at these Hepatitis Prevention & Treatment Program clinics. These purpose-built clinics aim to help eliminate hepatitis from the country.

A STEP AHEAD IN COMPETENCE







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Independent Auditor's Report To The Authority

Opinion

We have audited the accompanying financial statements of the Infrastructure Development Authority of the Punjab ("the Authority"), which comprise the statement of financial position as at 30 June 2017, and the related income and expenditure account, statement of comprehensive income, statement of changes in fund and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Authority as at 30 June 2017, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards as applicable in Pakistan.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) as applicable in Pakistan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Authority in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) as adopted by the Institute of Chartered Accountants of Pakistan, together with the ethical requirements that are relevant to our audit of the financial statements in Pakistan and we have fulfilled our other ethical responsibilities under these requirements and IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the Authority's Annual Report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards as applicable in Pakistan, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Authority's financial reporting process.



Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Other matter

The financial statements of the Authority for the period ended 30 June 2016 were audited by another firm of Chartered Accountants who expressed an unqualified opinion dated 21 April 2017 on those financial statements.

A handwritten signature in black ink, appearing to read 'Sajjad Hussain Gill', written over a horizontal line.

Chartered Accountants
Engagement Partner: Sajjad Hussain Gill
Lahore: 17 March 2020

Balance Sheet

As at 30 June 2017

	Note	2017 Rupees	2016 Rupees
ASSETS			
Non-current assets			
Property and equipment	5	96,170,173	59,446,076
Intangible assets	6	5,277,319	–
Long term advances and deposits	7	48,512,600	3,706,310
		149,960,092	63,152,386
Current assets			
Trade receivables	8	20,800,288	–
Advances	9	1,510,043,232	–
Trade deposits and short term prepayments	10	9,498,771	1,145,478
Tax refunds due from the Government		11,622,098	–
Cash and bank balances	11	6,730,199,341	422,131,718
		8,282,163,730	423,277,196
		8,432,123,822	486,429,582
FUNDS AND LIABILITIES			
Fund and reserves			
Fund balance		–	–
Non-current liabilities			
Government grants	12	474,005,668	160,054,521
Advances from customers	13	6,724,700,430	300,000,000
		7,198,706,098	460,054,521
Current liabilities			
Trade and other payables	14	1,086,875,157	26,375,061
Retention money payable	15	97,908,607	–
Deferred revenue	16	48,633,960	–
		1,233,417,724	26,375,061
TOTAL FUNDS AND LIABILITIES		8,432,123,822	486,429,582
CONTINGENCIES AND COMMITMENTS	17	–	–

The annexed notes from 1 to 29 form an integral part of these financial statements.



Chief Executive Officer



Member

Income and Expenditure Account

For the year ended 30 June 2017

	Note	For the year ended 30 June 2017 Rupees	For the period from 24 August 2015 to 30 June 2016 Rupees
INCOME			
Income from services	18	50,363,388	–
Amortization of grant	19	254,453,353	28,751,479
Other income	20	115,024,037	–
		419,840,778	28,751,479
EXPENDITURE			
Administrative and general expenses	21	411,869,863	28,742,439
Finance charges		18,385	9,040
		411,888,248	28,751,479
Surplus of income over expenditure before tax		7,952,530	–
Taxation	22	7,952,530	–
Surplus for the year / period after tax		–	–

The annexed notes from 1 to 29 form an integral part of these financial statements.



Chief Executive Officer



Member

Statement of Comprehensive Income

For the year ended 30 June 2017

	For the year ended 30 June 2017 Rupees	For the period from 24 August 2015 to 30 June 2016 Rupees
Surplus for the year / period after tax	-	-
Other comprehensive income:		
Items to be reclassified to profit or loss in subsequent periods	-	-
Items not to be reclassified to profit or loss in subsequent periods:	-	-
Total other comprehensive income	-	-
Total comprehensive income for the year / period	-	-

The annexed notes from 1 to 29 form an integral part of these financial statements.



Chief Executive Officer



Member

Statement of Cash Flows

For the year ended 30 June 2017

	Note	For the year ended 30 June 2017 Rupees	For the period from 24 August 2015 to 30 June 2016 Rupees
CASH FLOWS FROM OPERATING ACTIVITIES			
Surplus of income over expenditure before tax		7,952,530	–
Adjustment for non cash items:			
Depreciation on property and equipment	5	14,226,158	1,160,005
Amortization on intangible assets	6	84,026	–
Assets written off		–	102,245
Amortization of Government grant	19	(254,453,353)	(28,751,479)
		(240,143,169)	(27,489,229)
Cash used before working capital changes		(232,190,639)	(27,489,229)
Effect of changes in working capital			
Increase in current assets			
Trade receivables		(20,800,288)	–
Trade deposits and short term prepayments		(8,353,293)	(1,145,478)
Long term deposits		(44,806,290)	(3,706,310)
		(73,959,871)	(4,851,788)
Increase / (decrease) in current liabilities			
Trade and other payables		94,024,530	26,375,061
Deferred revenue		48,633,960	–
Advances from customers		5,969,902,116	300,000,000
		6,112,560,606	326,375,061
		6,038,600,735	321,523,273
Cash generated from operations		5,806,410,096	294,034,044
Taxes paid		(19,574,628)	–
Net cash generated from operating activities		5,786,835,468	294,034,044
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property and equipment	5	(45,829,179)	(60,708,326)
Purchase of intangible assets	6	(5,361,345)	–
Proceeds from sale of property and equipment		4,018,179	–
Net cash used in investing activities		(47,172,345)	(60,708,326)
CASH FLOWS FROM FINANCING ACTIVITIES			
Grant received from the Government of the Punjab	12	568,404,500	188,806,000
Net increase in cash and cash equivalents		6,308,067,623	422,131,718
Cash and cash equivalents at the beginning of the year / (period)		422,131,718	–
Cash and cash equivalents at the end of the year / (period)		6,730,199,341	422,131,718

The annexed notes from 1 to 29 form an integral part of these financial statements.


Chief Executive Officer


Member

Statement of Changes in Fund

For the year ended 30 June 2017

	General Fund
	Rupees
Balance as at 24 August 2015	–
Surplus for the period	–
Balance as at 30 June 2016	–
Surplus for the year	–
Balance as at 30 June 2017	–

The annexed notes from 1 to 29 form an integral part of these financial statements.



Chief Executive Officer



Member

Notes to the Financial Statements

For the year ended 30 June 2017

1. THE AUTHORITY AND ITS OPERATIONS

The Infrastructure Development Authority of the Punjab ("the Authority") is an autonomous body of the Government of the Punjab, established under the Infrastructure Development Authority of Punjab Ordinance, 2015 ("the Ordinance"). The Ordinance was repealed by the Infrastructure Development Authority of the Punjab Act, 2016 ("the Act") passed by the Punjab Assembly on February 03, 2016, and the Authority is now governed by the Act. The principal objective of the Authority is to plan, design, construct and maintain infrastructure in the province of Punjab using best international practices to cope with development needs, and to hire international and local consultants and contractors for the execution, management, operation and maintenance thereof as well as for other purposes. The registered office of the Authority is situated at Ground Floor, 7 C-1, Gulberg III, Lahore.

2. STATEMENT OF COMPLIANCE

These financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) as applicable in Pakistan which have been adopted locally by the Securities and Exchange Commission of Pakistan (SECP).

3. BASIS OF MEASUREMENT

3.1 Basis of preparation

These financial statements have been prepared under the historical cost convention, except financial instruments which are stated at fair value.

3.2 Use of estimates and judgments

The Authority's significant accounting policies are stated in note 4 to these financial statements. Not all of these significant policies require the management to make difficult, subjective or complex judgments or estimates. The following is intended to provide an understanding of the estimates the management considers critical because of their complexity, judgment of estimation involved in their application and their impact on these financial statements. Estimates and judgments are continually evaluated and are based on historical experience, including expectation of future events that are believed to be reasonable under the circumstances. These judgments involve assumptions or estimates in respect of future events and actual results may differ from these estimates. The area involving a higher degree of judgments or complexity or areas where assumptions and estimates are significant to the financial statements is as follows:

Contingencies

The assessment of contingencies inherently involves the exercise of significant judgment as the outcome of future events cannot be predicted with certainty. The Authority, based on the availability of the latest information, estimates the value of contingent assets and liabilities, which may differ on the occurrence/ non- occurrence of uncertain future event(s).

3.3 Functional and presentation currency

The financial statements are presented in Pak Rupees which is the Authority's functional and presentation currency.

4. SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies which have been adopted in the preparation of financial statements of the Authority are consistent with previous year except as described in Note 4.1.

4.1 New, amended standards and interpretations which became effective

The Authority has adopted, where applicable, the following accounting standards, amendments and interpretation of IFRSs which became effective for the current year:

IFRS 10 Consolidated Financial Statements, IFRS 12 Disclosure of Interests in Other Entities and IAS 27 Separate Financial Statements – Investment Entities: Applying the Consolidation Exception (Amendment)

IFRS 11 Joint Arrangements - Accounting for Acquisition of Interest in Joint Operation (Amendment)

Notes to the Financial Statements

For the year ended 30 June 2017

IAS 1 – Presentation of Financial Statements - Disclosure Initiative (Amendment)

IAS 16 Property, Plant and Equipment and IAS 38 intangible assets - Clarification of Acceptable Method of Depreciation and Amortization (Amendment)

IAS 16 Property, Plant and Equipment IAS 41 Agriculture - Agriculture: Bearer Plants (Amendment)

IAS 27 – Separate Financial Statements – Equity Method in Separate Financial Statements (Amendment)

Improvements to Accounting Standards Issued by the IASB

IFRS 5 Non-current Assets Held for Sale and Discontinued Operations - Changes in methods of disposal

IFRS 7 Financial Instruments: Disclosures - Servicing contracts

IFRS 7 Financial Instruments: Disclosures - Applicability of the offsetting disclosures to condensed interim financial statements

IAS 19 Employee Benefits - Discount rate: regional market issue

IAS 34 Interim Financial Reporting - Disclosure of information 'elsewhere in the interim financial report'

The adoption of the above amendments, revisions and improvements to accounting standards and interpretations did not have any effect on the financial statement of the Authority.

4.2 Property and equipment

Owned:

Property and equipment are stated at cost less accumulated depreciation and impairment losses, if any.

Depreciation is charged to income and expenditure account on a straight line method so as to write off the cost of an asset over its estimated useful life at rates disclosed in Note 5 to the financial statements. Depreciation on additions is charged on a pro-rata basis from the day on which the asset is put to use, while for disposals, depreciation is charged up to the date of disposal of asset.

The asset's residual values and useful lives are reviewed at each financial year end, and adjusted if impact on depreciation is significant.

Normal repairs and maintenance are charged to income and expenditure account as and when incurred. Major improvements and modifications are capitalized and the assets so replaced, if any, are retired.

Profit or loss on disposal of property and equipment represented by the difference between the sale proceeds and the carrying amount of the asset is included in income and expenditure account.

4.3 Intangible assets

Intangible assets, which are non-monetary assets without physical substance, are recognized at cost, which comprises purchase price, non-refundable purchase taxes and other directly attributable expenditures relating to their implementation and customization. After initial recognition an intangible asset is carried at cost less accumulated amortization and impairment losses, if any. Intangible assets are amortized on a pro-rata basis from the day on which the asset is put to use, while for disposals, amortization is charged up to the date of disposal of asset. The useful life and amortization method is reviewed and adjusted, if appropriate, at each balance sheet date. The rates determined to amortize the intangible assets are disclosed in note 6.

4.4 Financial instruments

Financial assets and financial liabilities are recognized when the Authority becomes a party to the contractual provisions of the instrument and de-recognized when the Authority loses control of contractual rights that comprise the financial assets and in the case of financial liabilities when the obligation specified in the contract is discharged, cancelled or has expired. Any gain or loss on derecognition of financial assets and financial liabilities is included in the income and expenditure account for the year.

Notes to the Financial Statements

For the year ended 30 June 2017

All financial assets and financial liabilities are initially measured at cost, which is the fair value of the consideration given and received respectively. These financial assets and liabilities are subsequently measured at fair value, amortized cost or cost, as the case may be. The particular recognition methods adopted are disclosed in the individual policy statements associated with each item.

4.5 Impairment

Financial assets

A financial asset is considered to be impaired if objective evidence indicate that one or more events had a negative effect on the estimated future cash flow of that asset.

An impairment loss in respect of a financial asset measured at amortized cost is calculated as a difference between its carrying amount and the present value of the estimated future cash flows discounted at the original effective interest rate.

Individually significant financial assets are tested for impairment on an individual basis. The remaining financial assets are assessed collectively in groups that share similar credit risk characteristics.

Non - financial assets

The carrying amounts of the Authority's non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists then the asset's recoverable amount is estimated.

An impairment loss is recognized if the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less cost to sell and value in use. Value in use is ascertained through discounting of the estimated future cash flows using a discount rate that reflects current market assessments of the time value of money and the risk specific to the assets.

Impairment losses, if any, are recognized in income and expenditure account.

4.6 Trade receivables

Trade receivables are carried at original invoice amount less an estimate for doubtful debts balances based on review of outstanding amounts at the year end. Bad debts are written off when identified.

4.7 Cash and cash equivalents

For the purposes of the statement of cash flow, cash and cash equivalents are stated at cost and comprise of cash in hand and cash at banks in current and deposit accounts.

4.8 Trade and other payables

Liabilities for trade and other amounts payable are measured at cost which is the fair value of the consideration to be paid in future for goods and services received, whether or not billed to the Authority.

4.9 Provisions

Provisions are recognized when the Authority has a present legal or constructive obligation as a result of past events and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the amount can be made. Provisions are reviewed at each balance sheet date and adjusted to reflect the current best estimate.

4.10 Foreign currency transactions and translation

Transactions in foreign currencies are translated into Pak Rupees at the exchange rate prevailing on the date of the transaction. Foreign exchange gains and losses on translation, if any, are recognized in the income and expenditure account. Monetary items are translated at each balance sheet date whereas all non-monetary items are translated into Pak Rupees at exchange rates prevailing on the date of the transaction.

Notes to the Financial Statements

For the year ended 30 June 2017

4.11 Offsetting of financial assets and liabilities

Financial assets and liabilities are offset and the net amount is reported in the financial statements only when there is a legally enforceable right to set off the recognized amount and the Authority intends either to settle on a net basis or to realize the assets and to settle the liabilities simultaneously.

4.12 Taxation

Current:

Provision for current tax is based on taxable income for the year determined in accordance with the applicable law for taxation of income. The charge for current tax is calculated using prevailing current tax rates or tax rates expected to apply to the profit for the year, if enacted, after taking into account tax credits and tax rebates realizable, if any.

Deferred:

Deferred tax is recognized using the balance sheet liability method on all temporary differences, at the balance sheet date, between the amounts attributed to assets and liabilities for financial reporting purpose and amounts used for taxation purposes. Deferred tax is calculated at the rates that are expected to apply to the periods when the difference will reverse, based on tax rates that have been enacted or substantially enacted at the balance sheet date.

Deferred tax assets are recognized only to the extent that it is probable that future taxable profits will be available against which the assets can be utilized. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realized.

The Authority has not recognised a deferred tax asset during the year, as it is not considered probable that future taxable profit will be available against which this can be realised.

4.13 Revenue recognition

Revenue is recognized to the extent that it is probable that the economic benefits will flow to the Authority and revenue can be reliably measured.

Income from services:

Income from project implementation (service fee) is recognized over the period for which project related activities are going on, based upon stage of completion method. Stage of completion is measured by reference to cost incurred to date as a percentage of total estimated cost for each contract.

Amortization of Grant:

Grants are initially recognized at fair value in the balance sheet when there is reasonable assurance that the grants will be received and the Authority will comply with all the attached conditions, if any. Grants that compensate the Authority for expenses incurred are recognized as grant income in the income and expenditure accounts on a systematic basis in the same period(s) in which the expenses are incurred. When the grant relates to an asset, it is recognized as income in equal amounts over the expected useful life of the related asset.

Mark up income:

Mark up income on bank deposits is recognized using effective interest rate method.

4.14 Compensated absences

The Authority provides a benefit to its employees for accumulating their annual earned leaves. Under unfunded scheme, the employees are entitled to 21 days earned leave for each completed year of service. In case, an employee does not avail his/her entire quota of the annual leave, the unutilized annual leaves up to a maximum of fifty percent (50%) of the preceding year's total annual leaves quota shall be carried forward for upto two (02) financial years. Provisions are made to cover the obligation under the scheme and are charged to income and expenditure account.

Notes to the Financial Statements

For the year ended 30 June 2017

4.15 Standards, Interpretations and Amendments to Published Approved Accounting Standards that are not yet effective

The following standards, amendments and interpretations with respect to the approved accounting standards as applicable in Pakistan would be effective from the dates mentioned below against the respective standard or interpretation:

Standard or Interpretation	Effective Date (Annual periods beginning on or after)
IFRS 2: Share-based Payments – Classification and Measurement of Share-based Payments Transactions (Amendments)	01 January 2018
IFRS 10 Consolidated Financial Statements and IAS 28 Investment in Associates and Joint Ventures - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendment)	Not yet finalized
IAS 40 Investment Property: Transfers of Investment Property (Amendments)	01 January 2018
IFRS 7 Financial Instruments: Disclosures - Disclosure Initiative - (Amendment)	01 January 2017
IAS 12 Income Taxes – Recognition of Deferred Tax Assets for Unrealized losses (Amendments).	01 January 2017
IFRS 4 Insurance Contracts: Applying IFRS 9 Financial Instruments with IFRS 4 Insurance Contracts – (Amendments)	01 January 2018
IAS 40 Investment Property: Transfers of Investment Property (Amendments)	01 January 2018
IFRIC 22 Foreign Currency Transactions and Advance Consideration	01 January 2018
IFRIC 23 Uncertainty over Income Tax Treatments	01 January 2019

In addition to the above standards and amendments, improvements to various accounting standards have also been issued by the IASB in December 2016. Such improvements are generally effective for accounting periods beginning on or after 01 January 2018. The Authority expects that such improvements to the standards will not have any impact on the Authority's financial statements in the period of initial application.

Further, the following new standards have been issued by IASB which are yet to be notified by the SECP for the purpose of applicability in Pakistan:

Standard	IASB effective date (Annual periods beginning on or after)
IFRS 9 – Financial Instruments: Classification and Measurement	01 January 2018
IFRS 14 - Regulatory Deferral Accounts	01 January 2016
IFRS 15 – Revenue from Contracts with Customers	01 July 2018
IFRS 16 – Leases	01 January 2019
IFRS 17 – Insurance Contracts	01 January 2021

The above standards and amendments are not expected to have any material impact on the Authority's financial statements in the period of initial application.

Notes to the Financial Statements

For the year ended 30 June 2017

5. PROPERTY AND EQUIPMENT

	2017					
	Leasehold improvements	Electrical and office equipment	Furniture and fixtures	Computer equipment	Vehicles	Total
At 01 July 2016	-----Rupees-----					
Cost	–	4,655,845	6,565,029	11,659,767	37,717,705	60,598,346
Accumulated depreciation	–	113,947	38,666	704,615	295,042	1,152,270
Net book value	–	4,541,898	6,526,363	10,955,152	37,422,663	59,446,076
Movement during the year:						
Additions - cost	13,684,458	6,486,063	10,233,926	24,563,987	–	54,968,434
Disposals						
Cost	–	1,523,863	2,128,220	863,333	–	4,515,416
Depreciation	–	185,078	127,070	185,089	–	497,237
Depreciation for the year	988,666	1,511,226	1,070,563	6,883,932	3,771,771	14,226,158
Closing net book value	12,695,792	8,177,950	13,688,576	27,956,963	33,650,892	96,170,173
At 30 June 2017						
Cost	13,684,458	9,618,045	14,670,735	35,360,421	37,717,705	111,051,364
Accumulated depreciation	988,666	1,440,095	982,159	7,403,458	4,066,813	14,881,191
Net book value	12,695,792	8,177,950	13,688,576	27,956,963	33,650,892	96,170,173
Depreciation rates (%)	33	20	10	33	10	
	-----Rupees-----					
Additions during the year	–	4,655,845	6,565,029	11,769,747	37,717,705	60,708,326
Written off						
Cost	–	–	–	109,980	–	109,980
Depreciation	–	–	–	7,735	–	7,735
Depreciation for the period	–	–	–	102,245	–	102,245
Depreciation for the period	–	113,947	38,666	712,350	295,042	1,160,005
Closing net book value	–	4,541,898	6,526,363	10,955,152	37,422,663	59,446,076
At 30 June 2016						
Cost	–	4,655,845	6,565,029	11,659,767	37,717,705	60,598,346
Accumulated depreciation	–	113,947	38,666	704,615	295,042	1,152,270
Net book value	–	4,541,898	6,526,363	10,955,152	37,422,663	59,446,076
Depreciation rates (%)	33	20	10	33	10	

Notes to the Financial Statements

For the year ended 30 June 2017

	Note	2017 Rupees	2016 Rupees
6. INTANGIBLE ASSETS			
Addition during the year		5,361,345	–
Amortization	21	84,026	–
Net book value as at 30 June		5,277,319	–
Rate of amortization		33%	33%
7. LONG TERM ADVANCES AND DEPOSITS			
Advance to suppliers	7.1	36,070,000	–
Long term deposits	7.2	12,442,600	3,706,310
		48,512,600	3,706,310

7.1 This represents advance payment made to the suppliers for the purchase of vehicles.

7.2 This includes interest free security deposits for office building amounting to Rs. 12,260,100 (2016: Rs. 3,686,310) which are not recognized at amortized cost as it will have an insignificant impact and are thus carried at historical cost.

	Note	2017 Rupees	2016 Rupees
8. TRADE RECEIVABLES			
Considered good:			
Receivable against project implementation fee:			
The Punjab Agriculture, Food and Drug Authority		3,106,152	–
Revamping of DHQs and THQs Hospitals		11,341,420	–
Mother and Child Hospital		1,289,321	–
Provision of Missing Specialties for Upgradation of DHQ			
Hospital Sialkot to Teaching Hospital Sialkot		993,932	–
Others		385,217	–
		17,116,042	–
Receivable against cost incurred:			
Punjab Forensic Science Agency		1,749,565	–
Quaid-e-Azam Thermal Power (Private) Limited		1,934,275	–
Others		406	–
		3,684,246	–
	8.1	20,800,288	–

8.1 This represents balance due from the related parties.

	Note	2017 Rupees	2016 Rupees
9. ADVANCES			
Secured:			
Mobilization advance to contractors and consultants		1,408,647,848	–
Advance to contractors	9.1	101,395,384	–
		1,510,043,232	–

9.1 This represents advance given to the contractors for the procurement of machinery for the projects.

Notes to the Financial Statements

For the year ended 30 June 2017

	Note	2017 Rupees	2016 Rupees
10. TRADE DEPOSITS AND SHORT TERM PREPAYMENTS			
Trade deposits			
Security deposits	10.1	3,401,000	–
Margin against letter of credit	10.2	5,283,238	–
		8,684,238	–
Short term prepayments:			
Insurance		364,533	1,145,478
Rent		450,000	–
		814,533	1,145,478
		9,498,771	1,145,478

10.1 This represents cash margin withheld by the bank against the Pakistan State Oil fleet cards guarantee.

10.2 This represents margin withheld by the bank against the letter of credit for purchase of medical equipment relating to the Pakistan Kidney and Liver Institute and Research Center.

	Note	2017 Rupees	2016 Rupees
11. CASH AND BANK BALANCES			
Cash in hand		293,536	–
Cash at bank:			
Current account		564,159	422,131,718
Deposit accounts	11.1	6,729,341,646	–
		6,729,905,805	422,131,718
		6,730,199,341	422,131,718

11.1 These carry mark-up at the rate ranging from 3.75% to 5.55% (2016: Nil) per annum.

	Note	2017 Rupees	2016 Rupees
12. GOVERNMENT GRANTS			
Deferred grants related to income	12.1	314,387,357	89,085,526
Deferred grants related to assets	12.2	159,618,311	70,968,995
	12.3	474,005,668	160,054,521

12.1 Deferred grants related to income

Balance as at 01 July 2016 / 24 August 2015		89,085,526	–
Cash grant received during the year / period		465,445,000	116,677,000
Amortized during the year / period	19	240,143,169	27,591,474
Balance as at the end of the year / period		314,387,357	89,085,526

12.2 Deferred grants related to assets

Balance as at 01 July 2016 / 24 August 2015		70,968,995	–
Cash grant received during the year / period		102,959,500	72,129,000
Amortized during the year / period	19	14,310,184	1,160,005
Balance as at the end of the year / period		159,618,311	70,968,995

12.3 This represents grants received from the Government of the Punjab against the budget of the Authority for the year ended 30 June 2017. There are no unfulfilled conditions or contingencies attached to the grants.

Notes to the Financial Statements

For the year ended 30 June 2017

13. ADVANCES FROM CUSTOMERS

Note	Balance as at 01 July 2016	Receipt during the year	Total advance receipt	Total utilization during the year (Note 13.9)	Balance as at 30 June 2017	
----- Rupees -----						
Pakistan Kidney and Liver Institute (PKLI) and Research Centre	13.1	–	3,614,825,000	3,614,825,000	2,269,688,373	1,345,136,627
Recep Tayyip Erdogan Hospital (RTEH)	13.2	–	1,089,199,176	1,089,199,176	547,141,087	542,058,089
Mother and Child Hospital	13.3	300,000,000	300,000,000	600,000,000	75,722,774	524,277,226
Revamping of DHQs and THQs Hospitals	13.4	–	3,433,764,141	3,433,764,141	226,828,402	3,206,935,739
Provision of Missing Specialties for Upgradation of DHQ Hospital Sialkot to Teaching Hospital Sialkot	13.5	–	728,200,000	728,200,000	49,696,607	678,503,393
Information Technology University	13.6	–	75,233,000	75,233,000	2,393,164	72,839,836
Jinnah Hospital, Lahore	13.7	–	182,434,000	182,434,000	3,959,864	178,474,136
The Punjab Agriculture, Food and Drug Authority	13.8	–	331,783,000	331,783,000	155,307,616	176,475,384
		300,000,000	9,755,438,317	10,055,438,317	3,330,737,887	6,724,700,430

Note	Balance as at 24 August 2015	Receipt during the period	Total advance receipt	Total utilization during the period*	Balance as at 30 June 2016	
----- Rupees -----						
Mother and Child Hospital	13.3	–	300,000,000	300,000,000	–	300,000,000

The Authority will act as representative of the above mentioned projects and be responsible for the engineering, procurement and construction as per terms of each agreement.

- 13.1** This represents advance received as per agreement between the Pakistan Kidney and Liver Institute and Research Centre (PKLI & RC) and the Authority signed on 07 June 2016 (the "Effective Date") for the construction of a charity project in Lahore.
- 13.2** This represents advance received as per the agreement between the Recep Tayyip Erdogan Hospital Trust (RTEHT) and the Authority signed on 05 September 2016 (the "Effective Date") for the construction of RTEH Phase - I expansion.
- 13.3** This represents advance received as per the agreement between The Commissioner Rawalpindi Division, Rawalpindi duly appointed with the additional charge of the Project Director of Hospital through notification No. SO (Dev-I) 25-56/2015 dated 23 May 2016 issued by Specialized Healthcare and Medical Education Department of Government of Punjab and the Authority signed on 9 September 2016 (the "Effective Date") for the construction of 100-bedded Mother and Child Hospital in Murree.
- 13.4** This represents advance received as per the original agreement and amendment No. 1 between Primary and Healthcare Department, Punjab and the Authority signed on 15 November 2016 and 27 February 2017 (the "Effective Date") respectively for the revamping of all DHQ Hospitals in Punjab, revamping of 15 THQ Hospitals and establishment of 15 Emergencies.
- 13.5** This represents advance received as per the agreement between Khawaja Muhammad Safdar Medical College & Hospital, Sialkot and the Authority signed on 22 November 2016 for the upgradation of DHQ Hospital Sialkot to Teaching Hospital, Sialkot.

Notes to the Financial Statements

For the year ended 30 June 2017

- 13.6** This represents advance received as per the agreement between the Information Technology University and the Authority signed on 12 June 2017 (the "Effective Date") for the construction of main campus of the Information Technology University in Lahore.
- 13.7** This represents advance received as per the agreement between the Specialized Healthcare and Medical Education Department of Government of Punjab and the Authority signed on 28 April 2017 (the "Effective Date") for the revamping of the Jinnah Hospital, Lahore.
- 13.8** This represents advance received as per the agreement between Punjab Agriculture, Food and Drug Authority (PAFDA) and the Authority signed on 15 December 2016 (the "Effective Date") for the construction of PAFDA Complex / Science Enclave.
- 13.9** This represents costs incurred by the Authority on behalf of the projects, which mainly includes the contractors' fee, consultants' fee, equipment, advertisement and bank charges.

	Note	2017 Rupees	2016 Rupees
14. TRADE AND OTHER PAYABLES			
Creditors		2,085,391	23,378,853
Payable to contractors		770,284,213	–
Payable to consultants		187,052,098	–
Accrued expenses		60,948,428	2,510,481
Deferred liability	14.1	2,031,019	–
Withholding income tax payable		41,865,914	308,020
Withholding sales tax payable		2,547,280	82,197
Others payable	14.2	20,060,814	95,510
		1,086,875,157	26,375,061

14.1 Deferred liability includes an amount of Rs. 1,829,887 (2016: Rs. Nil), resulting from a difference between amount paid plus payable as per the contract and rent calculated on straight line basis relating to the operating lease as per IAS-17.

14.2 This represents an amount payable under memorandum of understanding signed between the Specialized Healthcare and Medical Education (SHC&ME) Department of Government of Punjab and the Authority for the establishment of Project Monitoring Office (PMO). The movement of this balance has been provided hereunder:

	2017 Rupees	2016 Rupees
Movement during the year / period:		
Balance as at 01 July 2016 / 24 August 2015	–	–
Advance received during the year / period	60,000,000	–
Expense incurred by the Authority on behalf of PMO	39,939,186	–
Balance as at the end of the year / period	20,060,814	–

15. RETENTION MONEY PAYABLE 97,908,607 –

This represents retention money payable to contractors, suppliers and consultants.

16. DEFERRED REVENUE 48,633,960 –

This represents the amount received from the customers in advance and was unearned as at year end.

Notes to the Financial Statements

For the year ended 30 June 2017

17. CONTINGENCIES AND COMMITMENTS

17.1 Contingencies

Contingencies as of balance sheet date were Rs. Nil (2016: Rs. Nil).

17.2 Commitments

17.2.1 Commitments in respect of contracts for capital expenditure amounts to Rs.16,972 million as of balance sheet date (2016: Rs. Nil).

	2017 Rupees	2016 Rupees
17.2.2 Operating lease arrangement:		
Rental commitments against the office building rent and vehicle rent:		
Not later than one year	36,042,451	14,458,527
Later than one year but less than five year	36,373,802	23,920,056
17.2.3 Others		
Security guard services	3,242,667	–
Internet services	882,167	–

	Note	For the year ended 30 June 2017 Rupees	For the period from 24 August 2015 to 30 June 2016 Rupees
18. INCOME FROM SERVICES	18.1	50,363,388	–

18.1 This represents project implementation fee, ranging from 2% to 5% of the total cost of project, for the execution of various projects.

	Note	For the year ended 30 June 2017 Rupees	For the period from 24 August 2015 to 30 June 2016 Rupees
19. AMORTIZATION OF GRANT			
Amortization of grant related to income	12.1	240,143,169	27,591,474
Amortization of grant related to assets	12.2	14,310,184	1,160,005
		254,453,353	28,751,479
20. OTHER INCOME			
Income from financial assets:			
Interest on deposit accounts		114,206,035	–
Income from assets other than financial assets:			
Tender fee		818,002	–
		115,024,037	–

Notes to the Financial Statements

For the year ended 30 June 2017

	Note	For the year ended 30 June 2017 Rupees	For the period from 24 August 2015 to 30 June 2016 Rupees
21. ADMINISTRATIVE AND GENERAL EXPENSES			
Salaries, wages and other benefits		285,096,635	15,365,017
Office rent		25,175,776	5,857,137
Consultancy and professional charges		28,495,859	–
Advertisement		6,217,574	2,230,499
Printing and stationery		12,483,222	1,558,726
Depreciation on property and equipment	5	14,226,158	1,160,005
Amortization on intangible assets	6	84,026	–
Travelling expenses		1,432,191	–
Repairs and maintenance		2,870,531	289,292
Utilities and generator expenses		5,152,977	485,619
Security expenses		1,414,926	233,092
Vehicle running and maintenance		10,292,936	428,928
Board of the Authority meeting fee		897,160	–
Meetings and office refreshments		7,433,175	474,848
Auditors' remuneration		2,950,000	290,145
Assets written off		–	102,245
Communication		3,527,243	101,060
Training expenses		1,445,069	63,610
Entertainment expenses		1,693,181	–
Miscellaneous		981,224	102,216
		411,869,863	28,742,439
22. TAXATION			
Current tax		7,952,530	–

The deferred tax assets on deductible temporary differences amounting to Rs. 31,517,918 have not been recognised in these financial statements as it is not considered probable that future taxable profit will be available against which these can be realised.

23. REMUNERATION OF CHIEF EXECUTIVE OFFICER AND BOARD OF AUTHORITY

The aggregate remuneration recognized in these financial statements including certain benefits to the Chief Executive Officer and Member of the Authority are as follows:

	2017		2016	
	Chief Executive	Members	Chief Executive	Members
	----- Rupees -----			
Remuneration	13,200,000	–	2,940,500	–
Leave encashment	379,726	–	–	–
Board of the Authority meeting fee	–	897,160	–	–
	13,579,726	897,160	2,940,500	–
No. of persons	1	17	1	17

In addition, Chief Executive Officer is also provided with the Authority's maintained vehicle. No amount has been paid to the Members of the Authority except for fee for attending the meetings of the Board.

Notes to the Financial Statements

For the year ended 30 June 2017

24. TRANSACTIONS WITH RELATED PARTIES

The Authority is an autonomous body of the Government of the Punjab, therefore entities which are owned and/or controlled by the Government of the Punjab, or where the Government of the Punjab may exercise significant influence are related parties of the Authority. Further, the Board of Members and the Chief Executive Officer of the Authority are also related parties of the Authority.

Party Name	Nature of transactions	For the	For the period from
		year ended	24 August 2015
		30 June 2017	to 30 June 2016
		Rupees	Rupees
The Government of the Punjab	Proceeds from grant	568,404,500	188,806,000
Pakistan Kidney and Liver Institute and Research Centre	Proceeds for projects	3,614,825,000	–
	Rendering of services	22,304,529	–
	Deferred Revenue	25,945,471	–
Recep Tayyip Erdogan Hospital (RTEH)	Proceeds for projects	1,079,279,673	–
	Rendering of services	10,942,818	–
	Deferred Revenue	22,688,489	–
Primary and Secondary Healthcare Department Punjab	Proceeds for projects	3,433,764,141	–
	Rendering of services	11,341,420	–
The Specialized Healthcare and Medical Education	Proceeds for projects	1,270,634,000	300,000,000
	Rendering of services	2,441,647	–
Planning and Development Government of Punjab	Rendering of services	178,958	–
	Advertisement expense	32,765,930	1,974,561
Parks and Horticultural Authority	Payment for the services	2,358,500	–
Information Technology University	Proceeds for projects	75,233,000	–
	Rendering of services	47,863	–
Punjab Agriculture, Food and Development Authority	Proceeds for projects	331,783,000	–
	Rendering of services	3,106,153	–
Project monitoring office	Assets disposal	4,018,179	–
Balances with related parties			
Deposits with The Bank of Punjab		6,729,905,805	422,131,718

Amounts due from and to other related parties are shown under respective notes to the financial statements.

Transactions and contracts with the related parties are based on the policy that all transactions between the Authority and related parties are carried out at an arm's length.

25. FINANCIAL RISK MANAGEMENT

Financial instruments comprise long term deposits, trade receivables, trade deposits, cash and bank balances, trade and other payables and retention money payable.

The authority has exposure to the following risks from its use of financial instruments:

- Market risk
- Credit risk
- Liquidity risk

The Board of Authority has the overall responsibility for the establishment and oversight of Authority's risk management framework. The Board is also responsible for developing and monitoring the Authority's risk management policies.

This note presents information about the Authority's exposure to each of the above risks, the Authority's objectives, policies and processes for measuring and managing risk, and the Authority's management of capital.

The Authority's risk management policies are established to identify and analyze the risks faced by the Authority, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to react to changes in market conditions and the Authority's activities.

Notes to the Financial Statements

For the year ended 30 June 2017

25.1 Market risk

(a) Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Currency risk arises mainly from future commercial transactions or receivables and payables that exist due to transactions in foreign currencies.

The Authority is not exposed to currency risk arising from currency exposure as the Authority is not involved in foreign currency transactions.

(b) Interest rate risk

Interest rate risk represents the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Authority has no significant long-term interest-bearing financial instruments. The Authority's interest rate risk arises from bank balances only.

(c) Other price risk

Other price risk represents the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instrument traded in the market. The Authority is not exposed to commodity and equity price risk.

At the balance sheet date, the interest rate profile of the Authority's interest-bearing financial instruments was:

	2017 Rupees	2016 Rupees
Fixed rate instruments		
Financial assets :		
Bank balances - deposit accounts	6,729,341,646	-

Fair value sensitivity analysis for fixed rate instruments

The Authority does not account for any fixed rate financial assets and liabilities at fair value through profit or loss. Therefore, a change in interest rate at the balance sheet date would not affect surplus or deficit of the Authority.

25.2 Credit risk

Credit risk represents the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The carrying amount of financial assets represents the maximum credit exposure.

The maximum exposure to credit risk at the reporting date was as follows:

	2017 Rupees	2016 Rupees
Long term advances and deposits	48,512,600	3,706,310
Trade receivables	20,800,288	-
Trade deposits	8,684,238	-
Bank balances	6,729,905,805	422,131,718
The age of trade debts at balance sheet date was:		
Age analysis of trade debts:		
Neither past due nor impaired	-	-
Past due 1 - 3 Months	20,800,288	-

Based on past experience the management believes that no impairment is necessary in respect of trade receivables past due, as some receivables have been recovered subsequent to the year end and for other receivables, there are reasonable grounds to believe that the amounts will be recovered in short course of time.

Notes to the Financial Statements

For the year ended 30 June 2017

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to external credit ratings or to historical information about counterparty default rate. The table below shows the bank balances held with some major counterparties at the balance sheet date:

Banks	Rating			2017	2016
	Short term	Long term	Agency	(Rupees)	
The Bank of Punjab	A1+	AA	PACRA	6,729,905,805	422,131,718

25.3 Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Authority's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Authority's reputation. The Authority believes the liquidity risk to be low.

The table below analyses the Authority's financial liabilities into relevant maturity groupings based on the remaining period at the balance sheet to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

	Carrying amount	Contractual cash flows	Less than one year	One to five years	More than five years
Rupees					
30 June 2017					
Advance from customer	6,724,700,430	6,724,700,430	6,724,700,430	-	-
Trade and other payables	1,040,430,944	1,040,430,944	1,040,430,944	-	-
Retention money payable	97,908,607	97,908,607	97,908,607	-	-
	7,863,039,981	7,863,039,981	7,863,039,981	-	-
Rupees					
30 June 2016					
Advance from customer	300,000,000	300,000,000	300,000,000	-	-
Trade and other payables	25,984,844	25,984,844	25,984,844	-	-
	325,984,844	325,984,844	325,984,844	-	-

Fair values of financial assets and liabilities

The carrying values of all financial assets and liabilities reflected in financial statements approximate their fair values. Fair value is determined on the basis of objective evidence at each reporting date.

25.4 Financial instruments by categories

	Cash and cash equivalent	Loans and receivables	Total
Rupees			
As at 30 June 2017			
Financial assets as per balance sheet			
Long term deposits	-	48,512,600	48,512,600
Trade receivables	-	20,800,288	20,800,288
Trade Deposits	-	8,684,238	8,684,238
Cash and bank balances	6,730,199,341	-	6,730,199,341
	6,730,199,341	77,997,126	6,808,196,467

Notes to the Financial Statements

For the year ended 30 June 2017

	Cash and cash equivalent	Loans and receivables	Total
----- Rupees -----			
As at 30 June 2016			
Long term deposits	-	3,706,310	3,706,310
Cash and bank balances	422,131,718	-	422,131,718
	422,131,718	3,706,310	425,838,028

	2017 Financial liabilities at amortized cost	2016 Financial liabilities at amortized cost
	Rupees	Rupees
Financial liabilities as per balance sheet at amortized cost:		
Trade and other payables	1,042,461,963	25,984,844

26. FAIR VALUES OF FINANCIAL ASSETS AND LIABILITIES

The carrying amounts of all financial assets and liabilities reflected in the financial statements approximate their fair values. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Fair value measurements are categorized into Levels 1, 2 and 3 based on the degree to which the inputs to the fair value measurements are observable and significance of the inputs to the fair value measurement in its entirety, which is as follows

- Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 – Inputs other than the quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices);
- Level 3 – Inputs for the asset or liability that are not based on observable market data (i.e. unobservable inputs).

The Authority does not have any financial asset or financial liability which is required to be classified in the above levels.

	2017	2016
	Rupees	Rupees
27. NUMBER OF EMPLOYEES		
- Number of employees at the end of the year	216	67
- Average number of employees during the year	155	7

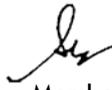
28. DATE OF AUTHORIZATION

These financial statements have been authorized for issue by Board of Authority on January 23, 2020.

29. GENERAL

- Figures have been rounded off to the nearest rupee, unless otherwise stated.
- Corresponding figures have been rearranged/reclassified, wherever necessary, for better and fair presentation. However, no significant rearrangement/reclassification has been made in the financial statements.


Chief Executive Officer


Member



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