

DATA 2  
POLICY &  
STRATEGY



# THE URBAN UNIT



**The Urban Unit**

Urban Sector Planning & Management Services Unit (Pvt.) Ltd.



In loving  
*memory*



## **Khalid Sherdil Shaheed**

Pakistan Administrative Service (PAS) - Grade 21

April 21, 1970 - May 22, 2020

This latest Urban Unit Profile is a true reflection of ideas and creativity of our late CEO Khalid Sherdil Shaheed. The values originated from him and his spirit, will forever, be the foundation of the Urban Unit.

Khalid believed in thinking differently in order to ensure enacting profound change. His innate ability to assemble an 'A-team' of the best of best professionals and creative talent is not hidden from anyone - he was able to lead a diverse team and get them to work collaboratively toward one common objective: improving governance through data – using data for strategy and policy making that could leave positive imprints on commoners' lives in the country.

He was deeply involved in final production of this Profile as he keenly oversaw technical details, textual and contextual stuff, layout and design, use of imagery and graphics and every possible thing associated with this publication.

Khalid's vision and leadership extends beyond companies and projects; this inspired us to hope that we, too, might also be capable of some fraction of the same creativity and drive while creating and producing such material of highest significance. There will be many more profiles and brochures to introduce and market the Urban Unit in future but Khalid's influence will continue through years. He showed all of us as leader to never settle for anything less than making truly great products. His picture in our publications will serve as a reminder of the great man that he was and the profound influence he continues to have even after his death.

# Overview

The Urban Sector Planning and Management Services Unit Pvt. Ltd. (The Urban Unit) employs a holistic approach to urban development that encompasses strategy, planning and world class technical design services based on an integrated multidisciplinary skills base.

We work with multi-disciplinary clients/partners to ensure that our cities become increasingly liveable and sustainable, while offering implementable and long-term urban development solutions in local context.

Developing sustainable urban solutions has been part of the Urban Unit's ethos since the company laid its foundations 15 years ago. We redefine the narrative of development in the country; from dogmatic adherence of rural development models towards harnessing the benefits of agglomeration, industrialization and the creation of 'system of cities' for accelerated economic growth.

Leaders in developing capacity building methods as a cornerstone of technical assistance through close partnerships, we also provide IT-based tailored solutions developed in-house, considering the requirements of our clients.

**We provide expertise not only in technical areas of spatial planning, governance, economic development, information technology, water & sanitation, solid waste management, land management and municipal finance, but also in the areas of communication, branding, marketing and facilitation and stakeholder engagement.**

# Our Journey

The Urban Unit was established in 2005 as a Project Management Unit (PMU) of the Planning and Development Department under the Government of Punjab. In 2012, the PMU was transformed into an independent private sector company, registered with the Securities and Exchange Commission of Pakistan (SECP) and fully owned by Government of the Punjab.

It started with only 12 professionals to grow into a big team of 400 and more experts with diversified experience and qualifications.



**The Urban Unit team comprises highly qualified and experienced professionals who strive to attain the best possible outcomes in their areas of expertise.**

**27 Team Leads with foreign degrees (mostly), are headed by the Chief Executive Officer.**



## Vision

To become gold source of data for Pakistan, assisting the government in policy formulation and strategy execution

## Strategy

Use the confluence of big data analytics, connectivity and artificial intelligence, to assist government departments in adopting predictive strategy paradigms towards a knowledge economy

# Our Expertise

The Urban Unit combines local experience with a global knowledge base - continuously striving to achieve inspiring and exacting solutions that make a genuine difference to our clients, the end-users, and society at large.



## Strategy

We create framework for exploring and identifying benefits, needs and long-term focus areas through our management competencies in governance, policy-making, socio-economics, and stakeholder management.



## Planning

Our ability to transform innovative ideas into pragmatic, implementable proposals is rooted in an extensive record on urban master planning projects countrywide.

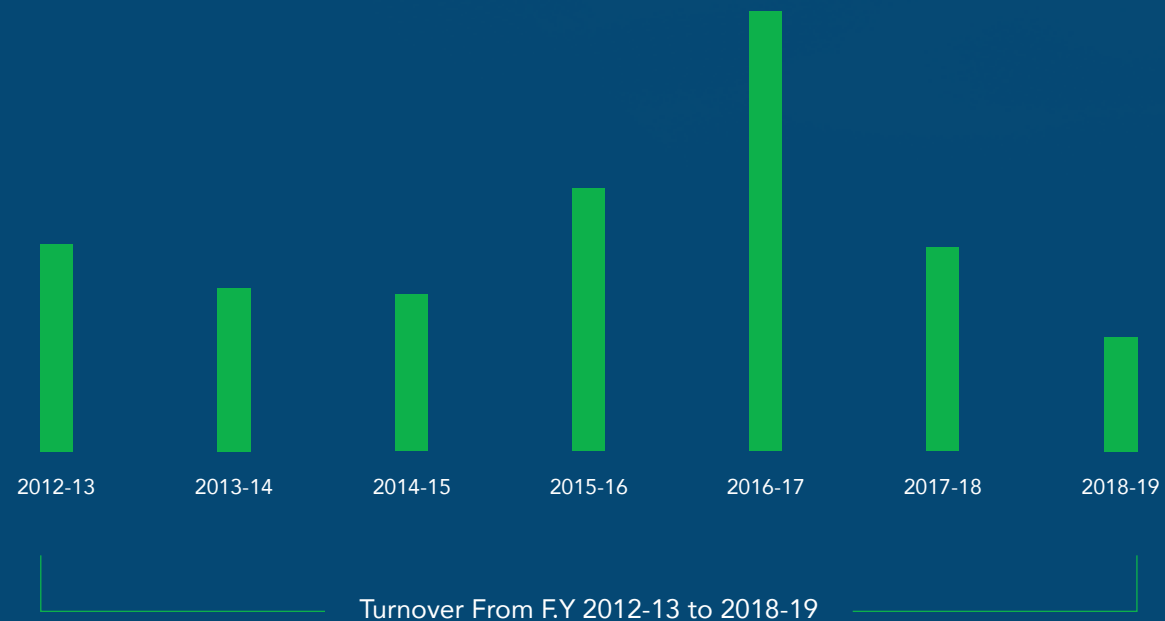


## Detailed Design

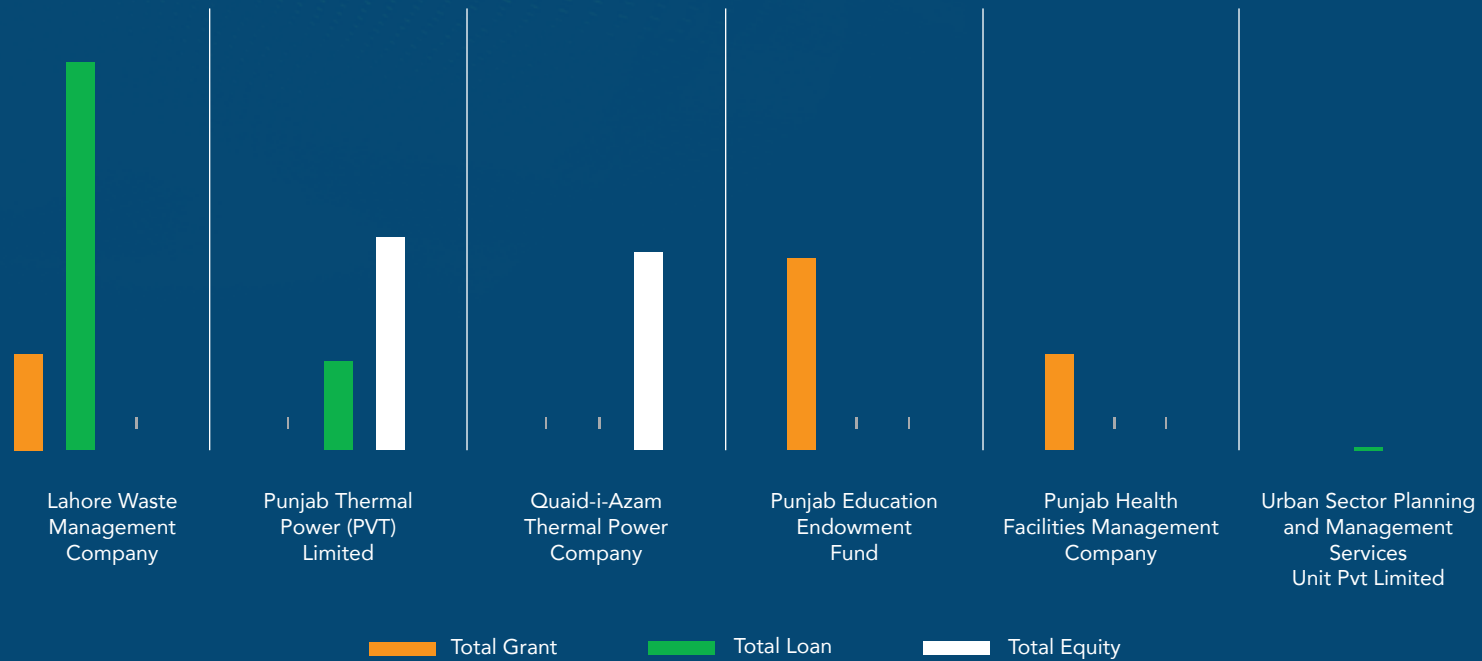
We help to realise liveable solutions by drawing on our exceptional technical expertise within areas such as housing and urban planning, urban transport, solid waste management, water and sanitation, urban economics and municipal finance, institutional development, capacity building, communication and branding, and services delivery improvement.

# Financial Landscape

The Urban Unit has shown unprecedented growth in terms of its financial and operational landscape, sustaining independently without any budgetary support or grant from Government of the Punjab for the last seven years. As depicted in the chart, total projects and other receipts while functioning as a Project Management Unit (PMU), prior to its incorporation were PKR 422.86 Million. During seven years, following its incorporation as an independent and autonomous public sector company, this figure exceeded PKR 6.3 Billion until June 2019. The Urban Unit also expanded its operations to all provinces in Pakistan working with various provincial governments as well as the federal government with branch offices in more than 10 cities countrywide.

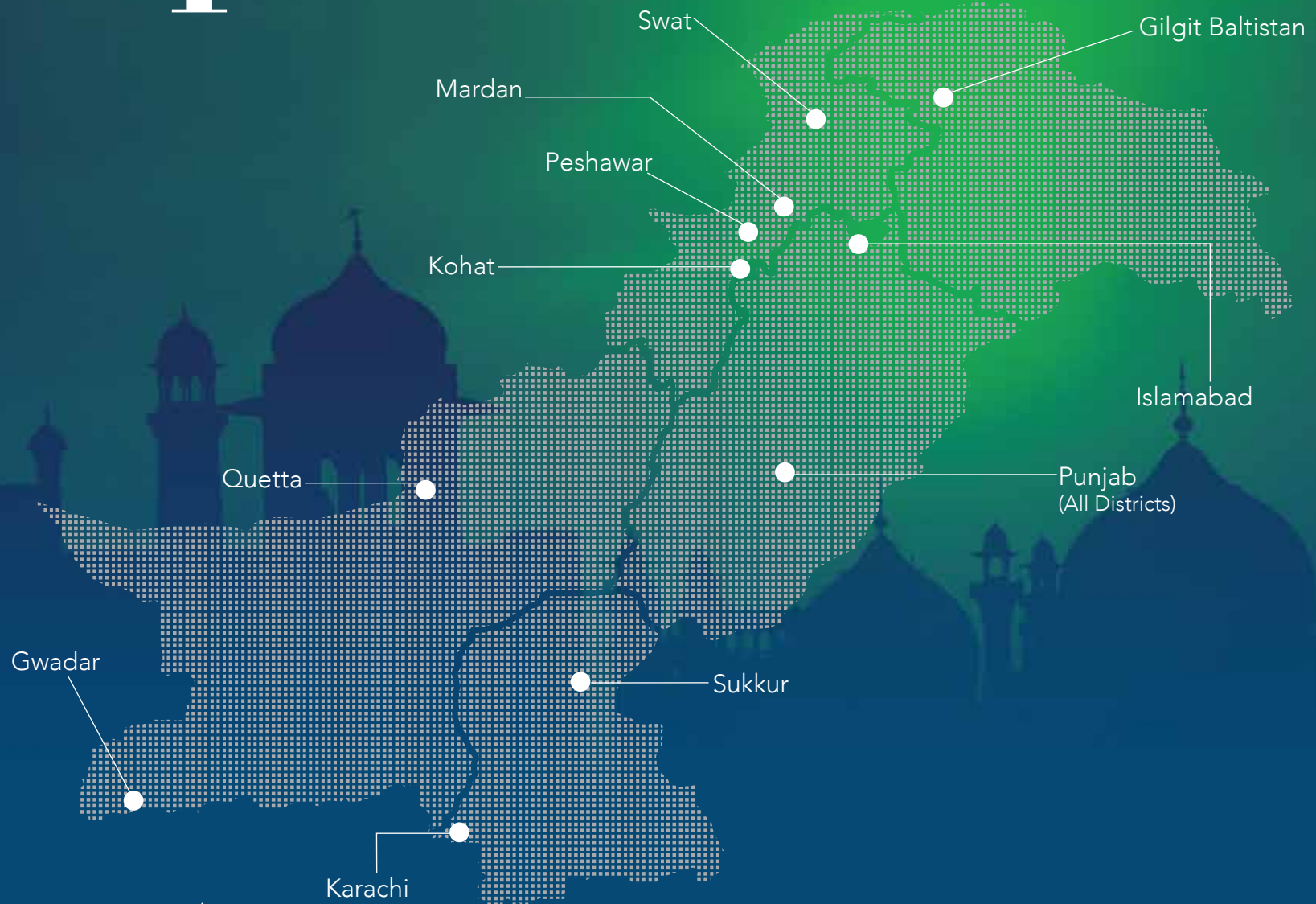


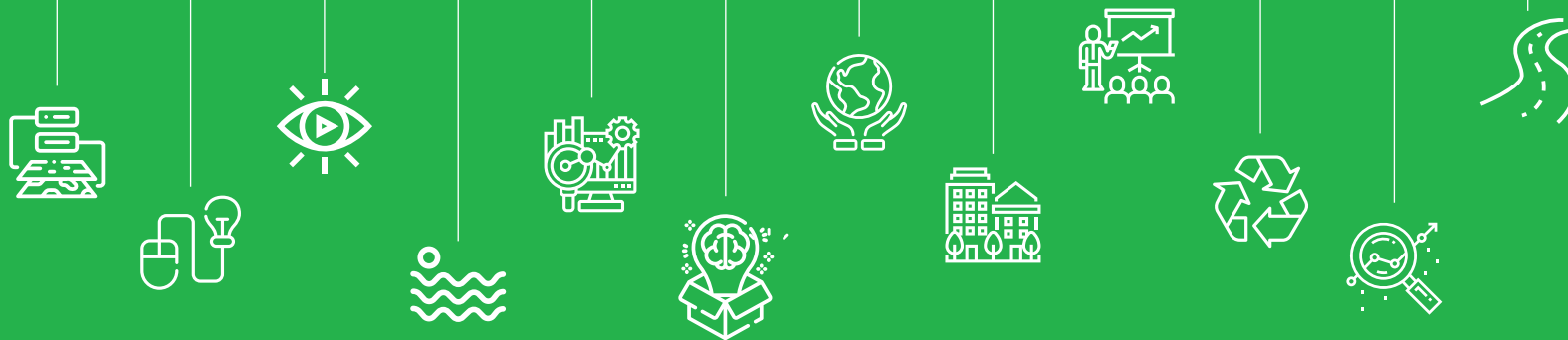
The staff strength increased from 52 employees as of the date of incorporation i.e. 18th June 2012, to its peak at 421 employees as of 28th February 2018, averaging five new inductions every month. During same period, employment opportunities were also given to thousands of field staff spread across various districts for a number of surveys and digitization assignments.



Top Five Companies Funding from 2012-13 to FY 2019-20

# Where We Operate





# Our PROJECTS

We have a fully integrated multidisciplinary approach to our work. We offer complete advisory to clients at every stage of the project life: from strategy development and planning to detailed design and execution.

We are working on **52 projects** in current year, including some of the largest and most significant ones of spatial planning, complex infrastructure, monitoring & evaluation, and GIS based interventions, event management and branding and much more.



# GIS-ICT Development

GID acts as a consultant with sectoral domain's understanding and application of GIS and cutting-edge technologies for resolving services delivery and governance challenges. We attempt to delegate the complexity of work processes to technology - while allowing users to focus on the tasks at hand. Experts at process re-engineering and domain understanding, our objective is to solve complex urban issues using the most advance and cutting-edge technologies in public sector and deliver high business value for the Urban Unit by carving out a niche that belongs to no other entity in public or private markets in Pakistan.

## Monitoring Support for Community Development and Sustainable Development Achievement Program for P&D Department

Third Party Validation for Price Control (36 Districts Punjab) for Punjab Industries Department

**URL:** <http://cdp.urbanunit.gov.pk>

The Urban Unit has developed a GIS based monitoring system integrated with the mobile application for monitoring of development schemes in all 36 districts of Punjab. It includes human resource management, on-job trainings, real time monitoring of schemes, applications and dashboard management.

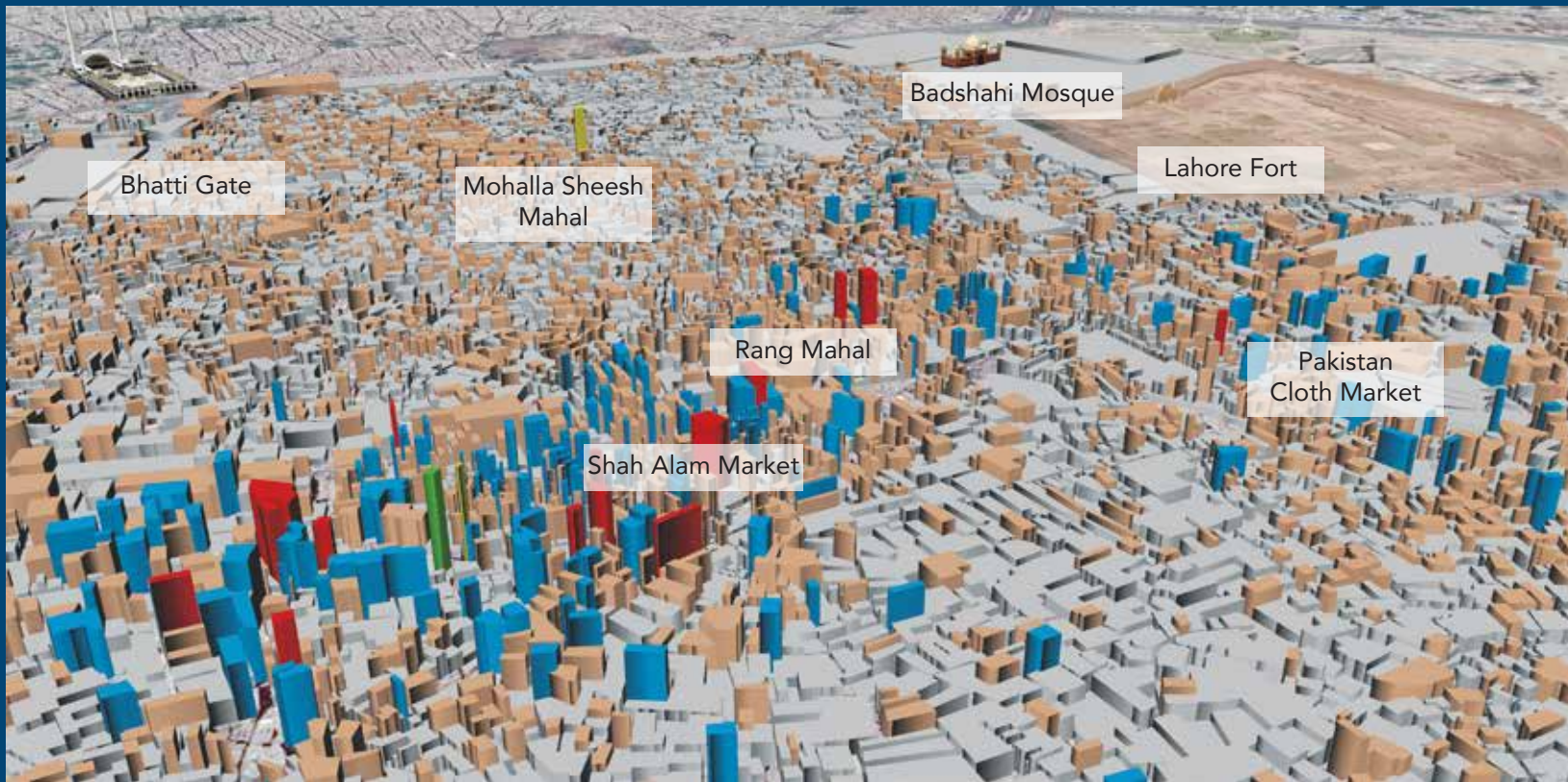
## Monitoring System - Naya Pakistan Manzilen Assan for Communication & Works Department

**URL:** <http://monitoring.cnw.gop.pk/>

The Urban Unit has developed a GIS based monitoring system integrated with mobile application for monitoring of the road development activities. All roads either to be constructed or rehabilitated, were identified in the field and their alignments were digitized. The monitoring of digitized GIS data is being performed on a routine basis using filed survey mobile application.

## Spatial Decision Support System for P&D Board

An information-based decision-making tool that acts as a lens for decision makers to choose best suitable locations for new development projects. Analysis are designed to support and ensure that all investment decisions for new development projects and enhancing connectivity in the province are rightly positioned, and contribute to the socio-economic development at optimum levels.



# Computerization of Urban Immovable Property Tax, Punjab

The Urban Unit in collaboration with Excise, Taxation & Narcotics Control Department, implemented GIS Integrated Computerization of Urban Immovable Property Tax (UIPT) in 36 districts of the Punjab and till date, the Phase-II of the Project is running successfully. Designed and implemented with an aim to develop a robust system while having the characteristics of plugging all the avenues of leakages of revenue - thus resulting in increase in revenue, the system is transparent and user friendly.

UIPT system enhanced the speed of work, quality, timely reporting, transparency, strong monitoring, reports generation and computerized PT-1, PT-10 Challan Forms, PT-13, PT-17 issuance. Identification of 500,000 new/left over property units was done which were added in database apart from an increase of PKR 1.5 Billion revenue with a recurring effect. The project cost was recovered within first year of implementation, setting an example of payback of the cost of a project within the shortest possible time. The existing record of property units totalling 1.7 M was entered into UIPT database and approximately 2.7 M 'Parcels' were digitized on Satellite Imagery. However, one Million new/un-assessed property units' addition is expected after the completion of ongoing survey.

## Sindh Urban Immovable Property Tax

The Economic Reform Unit, Finance Department, under TA component of World Bank loan, hired services of The Urban Unit as consulting firm to support Sindh Government's Tax Reform Plan. Its support entails Android based GIS-integrated survey of Property Tax and Professional Tax in city area of District Sukkur, for eventual scale up to the entire province. Along with improving the existing system of assessment and collection of property tax, the project supports ET&NC Department in capacity building of staff through extensive trainings.

The Urban Unit played an instrumental role in establishing an automated, transparent and robust Property Tax and Professional Tax Assessment and Collection System through an Android Based GIS-integrated Survey and Computerization of all Property Tax and Professional Tax records. The Sindh Government plans to replicate this in the entire province in near future.

# Punjab Spatial Strategy

Punjab Spatial Strategy (PSS) – the Business Plan for Punjab, is a long-term spatial planning framework for the province of Punjab.

The PSS aims to ensure integrated spatial planning to transform Punjab into an economically developed and sustainable region by adding a spatial dimension to development and planning process. The PSS also identifies potential growth corridors and nodes around which to prioritize and coordinate investments. It integrates spatial planning vertically across provincial, regional and local levels and links it horizontally across various public sector stakeholders. This approach will enable Punjab to move in a unified direction, ensuring balanced and organized spatial development across the province.

PSS's vision is driven by seven Strategic Objectives (SOs) layered with 25 Policy Statements (PSs) each elaborating on policy rationale, targets, key actions and stakeholders. It sets out spatial policies to provide direction to the broad pattern of public and private investment in Punjab and acts as a layout plan for continuous and sustainable development in the province.

PSS advocates spatial planning across all key sectors to trigger structural transformation in Punjab.

Sustainable Development Goals (SDGs) are internalized as policy achievement targets in each area, while ensuring their alignment to national, international, provincial and sectoral vision.

PSS is expected to have a lasting spatial impact on policymaking, planning and development interventions by both the public and private sectors in Punjab.





# Soon Valley Master Plan

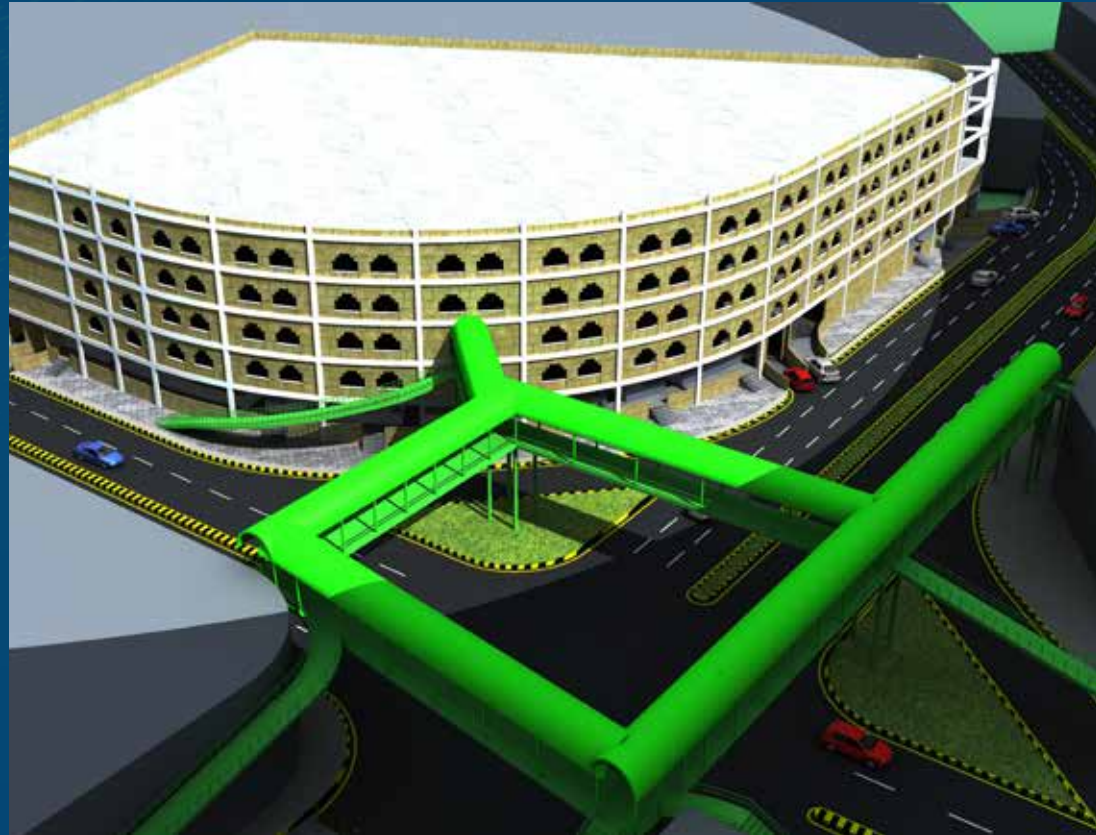
Soon Valley, situated in the north-west of Khushab district of Punjab, is renowned locally for its natural beauty. The land abounds with beautiful lakes, waterfalls, jungles, natural pools and ponds. In addition, the valley provides a unique sanctuary to a host of migratory birds in winters. The area is blessed with reminiscent of ancient civilization, natural resources and fertile farmland; offering visitors an extraordinary landscape and a unique experience.

The Soon Valley Ecotourism Master Plan 2040, prepared by the Urban Unit, sets out a vision for sustainable ecotourism development in the Valley and includes recommendations, priority infrastructure development, and activities with an implementation framework. It marks an important milestone for the ecotourism development in Soon Valley as it is a product of comprehensive stakeholder consultations, meetings and surveys.

The proposed Master Plan has the potential to attract commercial partners and provide multiple new and diverse revenue streams to increase its financial sustainability. The opportunities and recommendation include operation of the cafes and accommodations, branding and marketing of Valley's scenic beauty, development of new tourist sites, preservation of forests and capacity building of residents and visitors. This would enable the TCDP to reduce its reliance on state funding, and reinvest in its long-term future.

Taking into account the natural assets and rich biodiversity of the Soon Valley, developing an ecotourism Master Plan is a suitable approach for addressing the current concerns about protection of biodiversity and the cultural heritage.

# Design of Pedestrian Precincts & Parking Plaza, Peshawar



The Government of Khyber Pakhtunkhwa, through Urban Policy Unit (UPU) Planning and Development Department (P&DD), assigned the Urban Unit to conduct a study in Peshawar, aimed to include improved quality of life through safe and integrated pedestrian walkways ensuring mobility and accessibility for all. The study conducted with assistance from USAID (Municipal Services Program), focused on reduction in congestion through integrated parking provisions for efficient traffic management and enhanced mobility.

## Development of Rural Roads Planning and Prioritisation Model for Punjab, Pakistan

Pakistan is one of the five countries forming the selected community of the Asian Community Access Partnership (AsCAP). The AsCAP is an initiative under the Research in Community Access Partnership (ReCAP) programme funded by the United Kingdom to aid developing countries for research, capacity building and knowledge dissemination purposes. This project aims to facilitate planning and prioritisation of rural roads in Punjab through the adoption of a robust methodology allowing subsequent development of a web-based digital decision-support system. The Urban Unit secured this project in 2019 through competitive bidding and is working to implement it in timely manner.

## Digitalization of Roads Directory in Pakistan

Considering the lack of a robust digital database of country's road network, the Urban Unit has been awarded a project by National Transport Research Centre (NTRC) under Ministry of Communications, Government of Pakistan, to develop a Digital Road Directory. It will include geographic location of the roads as well as all the necessary attributes of the roads required for transportation planning.

Information pertaining to alignment, length, width, ownership is attributed to the existing National Highway Network, Provincial Highway Network, District Roads, Feeder Roads, Municipal Roads, Urban Roads etc. Project area includes all Pakistan including Punjab, Sindh, Baluchistan, Khyber Pakhtunkhwa, Gilgit Baltistan, Azad Jammu & Kashmir, Federally Administered Tribal areas. This project will develop a geo-database and road directory through digitization of roads spatially located across Pakistan.



# Al-Jazari Water & Sanitation Academy



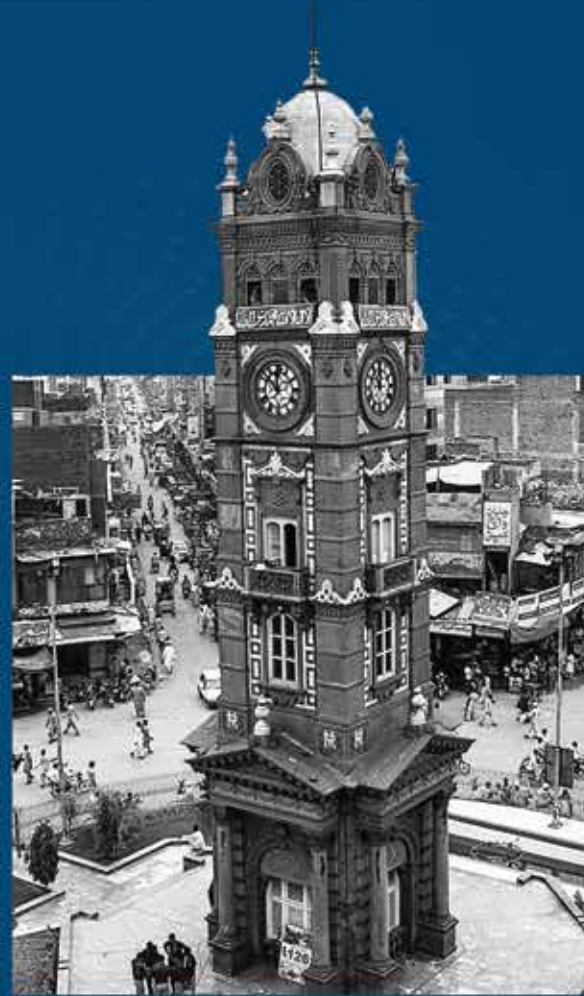
The Government of Punjab, under a strategic initiative with Japanese International Cooperation Agency (JICA), established Al-Jazari Academy to enhance operation, maintenance and management capabilities of Water and Sanitation Agencies (WASAs) and other water-sector service providers through training programs.

The Urban Unit runs the academy with an aim to transform water and sanitation sector through leadership, innovation and trainings. Its core objective is to build capacities of WASAs officials, Tehsil Municipal Administrations (TMAs) and Public Health Engineering Department (PHED) staff, and support them in acquiring knowledge, understanding, skills and values for better service delivery and improved governance.

We seek JICA's technical support for curriculum development, training of faculty and WASA staff, for and providing equipment to the academy and on-job training centers. Al-Jazari offers a platform where WASA stakeholders, faculty and researchers come together to share their experiences and learning.

# Local Economic Development (LED) for Urban Pakistan

## Preparation of Economic Development Strategy for Faisalabad City



Conceptually, Local Economic Development (LED) is territorial in nature. LED practitioner looks at the city as a compact entity with economic tentacles spread through the metropolitan regions and beyond. Internationally, land use and its development have a pivotal role in the holistic LED planning. The Urban Unit will build capacity of the local government and establish “Economic Development Unit (EDU)” at the city level (municipal corporations) in Punjab.

As a first step the Urban Unit and the UNDP are working jointly to establish a research cum facilitation entity under the name of “Economic Development Unit (EDU)” in Faisalabad. The purpose of EDU is to foster Local Economic Development (LED) initiatives through evidence-based research and city stakeholders’ inputs. LED may be defined as a collaboration approach among local stakeholders such as municipalities, businesses and civil society, for planning and implementing economic development initiatives. The key objective of the project is to enhance the competitiveness and liveability of a city to attract investments and generate employment. EDU also envisions the possibility of partnerships with government, local agencies, donors and business organizations.

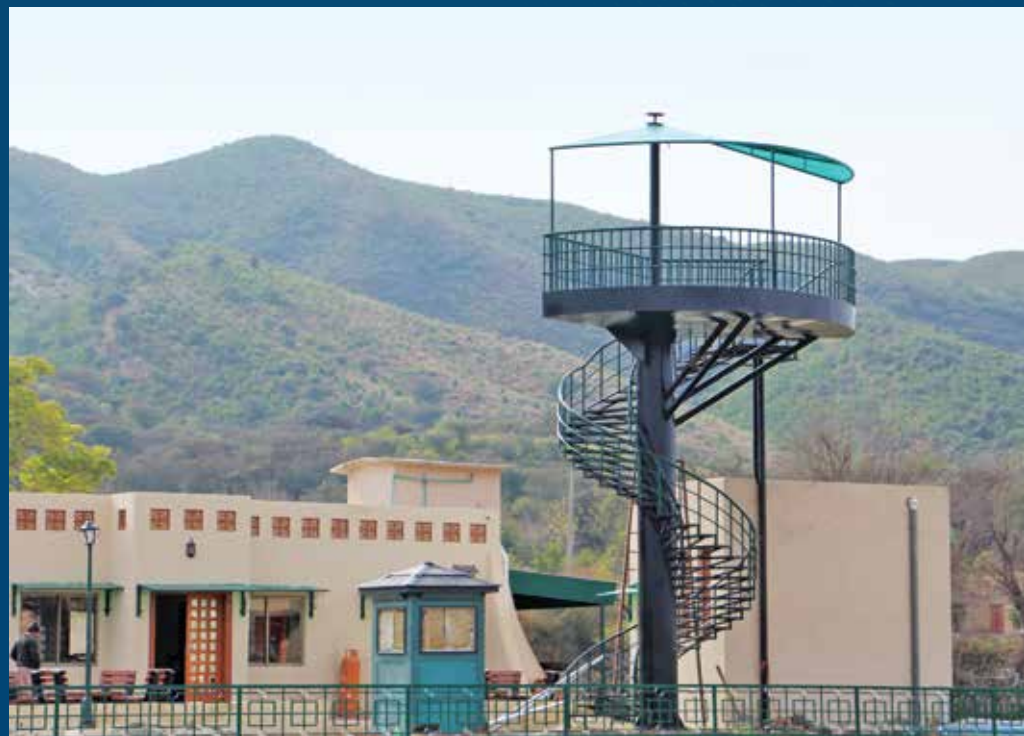
# Restructuring and Capacity Building of the EPA Punjab

The Urban Unit is completing a project of the EPA Punjab to improve environmental governance in Punjab through organizational restructuring, revamping of the operating model, strengthening the regulatory framework, building capacities for present and future needs, improving environmental monitoring & assessment and providing technology enabled solutions where practical and efficient.

The Urban Unit provided technical assistance and ICT based solutions to the EPD, and also supported in giving all institutional, financial/economic, legal and technical deliverables.

## Major Initiatives

- Implementation of environmental and social safeguards under the Punjab Cities Governance Improvement Project (PCGIP)
- Environmental Impact Assessment of Soon Valley Tourism Development Project
- Environmental Impact Assessment of Segregation, Treatment and Disposal (STD) Facility Project, Sahiwal
- Environmental Compliance & Monitoring of Sewerage Treatment Plant, Gilgit City
- Heat Wave Management Plan, Karachi
- Environmental Impact Assessment of proposed Sanitary Landfill Site, Gujranwala
- Development of the Environmental Component of Punjab Spatial Strategy (PSS)



# Prototype Hydroponic System at Al-Jazari Water & Sanitation Academy



The project is establishing prototype hydroponic system for production of fruits and vegetables from October 2019 onwards.

## **Purposed Seasonal Crops in Hydroponic System**

Winter vegetables are salad, lettuces of several varieties, spinaches, coriander, strawberry, celery, parsley, tomatoes, fenugreek, cucumber and iceberg etc. While in summers along with the above, mint, bitter gourd, bell papers, red chili etc. will be grown in hydroponic system.

## **Expected Impact and Output**

Hydroponic systems or soil-less agriculture reduces farmer's consumption of resources, thereby enabling this farming technique to be adopted by a large number of stakeholders, ranging from home gardeners to professional growers, and supermarkets to restaurants. Plants grown in hydroponic systems have achieved 20%–25% higher yield than the traditional agriculture system, with its productivity being 2–5 times higher. Also, owing to controlled environmental conditions, the effects of climatic changes can be balanced with help of these systems, thereby not affecting the annual crop production.



## GIS & Remote Sensing

The Urban Unit uses Geographical Information System (GIS) to visualize, question, analyse, and interpret data to ensure effective decision making. Our GIS sector has the capacity and technological resources to integrate, store, analyse, share, and display geographic information for informed decision making. We have developed various GIS applications, especially the web-based enterprise level application of IRIS - a decision-making support tool, through which we ensure provision of updated and quality information to provincial and local governments. The GIS sector has been completing many significant projects successfully across Pakistan.

State Land Information Management System (SLIMS) for Lahore - Khasra level mapping

PAF and Civil Aviation – land Conflict Mapping

Khasra Level Mapping of Data Darbar

Technical Assistance to Local Government for Delineation of Local Areas as per PLGA Act 2019

A pilot project in Kot Radha Kishan has successfully been completed and more than 400 maps at MC, Tehsil and District Level developed and provide to the Local Government Department for finalization of boundary limits.

Space Technology Application Development in Socio-Economic Development Progress

Integrated system at provincial level will provide additional benefits to all concerned departments to enhance internal and external departmental collaboration.  
Identification of Urban Forest for Policy Making

Lahore city tehsil analysis for tree identification using Hotspot analysis and calculated UC-wise tree canopy area

Mapping of Enumeration area for National Socio-Economic Registry (NSER) for Qaumi Khushali Survey for Sustainable

Development Policy Institute (SDPI) and Benazir Income Support Program (BISP)

Identification of vacant plots in Housing Societies of Lahore, Sargodha and Multan

To enable government in improving land resource management, revenue generation, tax allocations and improved planning and decision making

Mapping for LDA proposed Industrial Corridor, Lahore Division

# Greener and Smarter Solutions for Waste Disposal and Treatment

At the Urban Unit, we try to provide sustenance to human and environmental health by emphasizing the importance of sustainable and efficient waste management practices. While establishing plans, policies and provisions, preserving a balanced approach among environmental, economic and community needs, with a special focus on cost effective, efficient and innovative SWM solutions, is kept in view.



The Urban Unit has:

- Conducted a scientific study of an existing waste dumping site, prepared its operational assistance and future use plan, and kept it operational during the last monsoon.
- Assisted the Lahore Waste Management Company to locate another dumpsite to construct a scientific landfill site near Kasur city.
- Assisted the Lahore Waste Management Company to prepare a future SWM plan for Lahore city.
- Prepared and proposed 06 future zones for waste collection.
- Assisted the Lahore Waste Management Company in preparing pre-qualification documents for consultants and contractors.
- Prepared a comprehensive SWM Plan for the next 12 years for the entirety of Punjab including rural areas. This plan needs total investment of PKR 200 billion in 10 years. If followed in letter and spirit, this will be a self- sustained model after 05 years.

# Sewerage Treatment Plant, Gilgit City

Gilgit city's population at start of the project in 2015 was 362,154, projected to increase to 906,063 in the year 2035. Currently, no wastewater collection (sewerage) system exists in Gilgit city. 'Few nullahs' (sewage gullies) carry wastewater from some locations of the city area and dispose it into Gilgit River. With exception of 'nullahs', there is no proper sewer water disposal system in the city. Most households use individual soakage pits for disposal of grey water.



The Gilgit Development Authority (GDA) initiated a project of Sanitary Sewerage System with Treatment Plant for Gilgit city with cost of PKR 999.86 million. The Urban Unit and JERS Engineering Consultants won this project as a joint venture that includes topographic surveys, contour mapping and level surveying, mapping of the existing network and capacity evaluation, estimation of future projections of sewerage and waste water, and preliminary design along with rough cost estimation.

Based on aforementioned activities a Sewerage Master Plan was prepared showing the increase and decrease in project area, identification of priority areas to be served, the level of treatment required by the sewage treatment plant, land issues and socio-economic conditions.

As per the Master Plan, a proper sewerage system with treatment plant was proposed for Gilgit city. The city is divided into 11 zones based on topology of the area. Separate treatment facilities are proposed for each zone except zones 2 & 3. The consultant also carried out detailed design, construction design, construction supervision and environmental monitoring of the sewerage treatment plant at Gilgit city. Advance Activated Sludge Process as the sewage treatment method is under construction for zones 2 & 3 and septic tanks are proposed for all other zones.

# Segregation Treatment & Disposal Facility in Sahiwal City

The Urban Unit's Solid Waste Management sector is focused on modernizing the municipal solid waste management systems through upgradation of technology, capacity building, institutional restructuring and financially sustainable solutions. One of the flagship projects is Segregation Treatment & Disposal Project proposed in Sahiwal city.

The project aims at exploiting the economic potential of the Municipal Solid Waste through recovery of recyclables, RDF and compost production; a material sorting and composting facility (STD Facility) is being established in Sahiwal enabling Municipal Corporation Sahiwal to initiate waste diversion from the open dumping or landfilling. The project is expected to be operational in 2020.

Main activities include the following:



## Segregation

Material Sorting Facility for recovering of the Recyclables (plastic, paper, glass, ferrous metals, non-ferrous metals, tetra pack, cardboard etc.) and combustibles for production of Refused Derived Fuels (RDF)

## Treatment

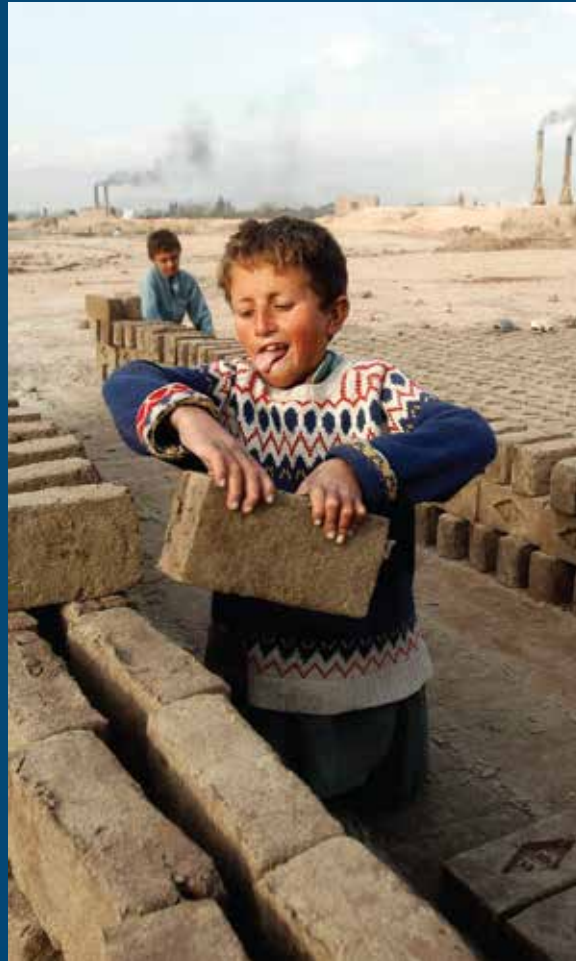
Production of compost from organic/putrescible waste

Production of RDF which can be used as fuel

## Disposal

Safe disposal of the remaining inert waste on scientific basis

# Data Collection for Development of Strategy for Social Protection of the Informal Sector



The German Development Fund (GIZ)-commissioned data collection study aiming at assessing the on-ground realities and to obtain an initial framework of approaches to formalize employment sector in Punjab. In partnership with the Urban Unit, GIZ will establish basis for a comprehensive, efficient and effective social protection system for the poor and vulnerable in Punjab. Initial scope of this assessment involves different informal sectors in Lahore district. The Urban Unit has a proven track record of qualitative data collection and successfully conducted the Core Diagnostic Instrument assessment of the Social Protection programs in Punjab.





## Core Diagnostic Instrument Assessment of Social Protection Schemes in Punjab

The Urban Unit successfully executed the Core Diagnostic Instrument (CODI) assessment for various social protection interventions in Punjab. Engaged by the GIZ, the Urban Unit provided research and logistical support to carry out the project in Lahore, Sargodha and Rahim Yar Khan districts. It also provided services for a comprehensive desk review of the social protection mechanisms in Punjab and conducted field focus group discussions and key informant interviews. This exercise will lead to a comprehensive country report of social protection mechanisms for the Punjab Province, which will be published by the GIZ. The following Federal and Provincial schemes were evaluated for CODI assessment:

Benazir Income Support Program  
(unconditional cash transfer only)

PM National Health Program

Khidmat Card for PWD

Khidmat Card for Brick Kiln workers

Punjab Employees Social Security  
Institution

Punjab Vocational Technical Council  
Training Scheme for Development of  
Youth

# Punjab Urban & Peri-Urban Forest Policy (Draft), 2019

The Urban Unit prepared the Punjab Urban & Peri-Urban Forest Policy (Draft) 2019 as per directions of Lahore High Court and upon advice of Forest, Wildlife & Fisheries Department. The Policy is directly aligned with Government's vision of Clean and Green Pakistan in order to achieve the target of "Ten Billion Tree Tsunami Programme" to ensure additional and innovative afforestation plans to make the above-mentioned movements/programme/drive a success.

## Policy Objectives

- Increase in tree cover in urban, peri-urban and agriculture areas on both private and public lands
- Utilize all available open spaces for conversion into green landscape
- Enforce and regulate the obligatory tree plantation in landscapes including industrial, commercial, agricultural, residential and state land
- Create awareness and enabling environment for urban and peri-urban forestry and its social, environmental and economic benefits
- Make necessary amendments in existing laws and rules to synchronize with the concept of urban and peri-urban forestry
- Promote corporate social responsibility for tree plantation.





# Knowledge Driven Communication

Knowledge products are our forte; we believe in knowledge dissemination, not for the sake of publicity or image building, but for the sake of informing a wider and more relevant array of audiences about topics of their interest. From a range of unique and unmatched publications to digital content about our initiatives and milestones achieved, we offer a variety of products that entail our success stories till date.

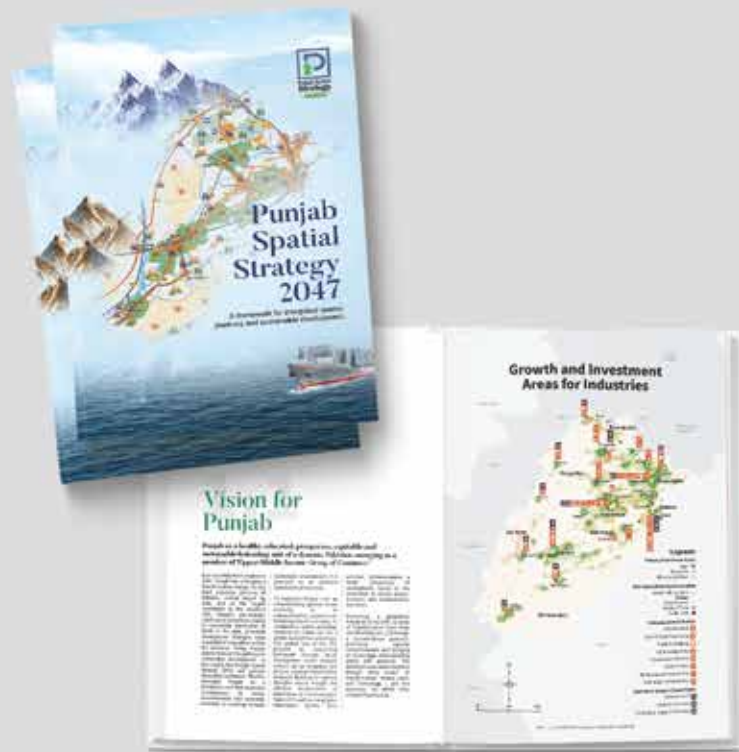


We also specialize in corporate branding, building corporate and organizational identity, corporate social responsibility, reputation management, advertising campaigns, crisis communication, internal communication, public relations, media engagement & management, website creation & management, event management, branded talk shows and lecture series, social media marketing, communication strategies and implementation plans, developing internal and external news bulletins, signature publications, research journals, sector based documentaries and much more. The Urban Unit Communications sector not only takes care of its own requirements but also generates valued income while outsourcing these services to its clients across Pakistan.

Our Communications Success Stories include:

- Draft and Design of Mardan Waste Management Company Profile (2019)**
- Communication Strategy & Implementation Plan for WSSP (2019)**
- International Conference & Exhibition on Environment (2019)**
- Launch Event of Punjab Spatial Strategy (2019)**
- Punjab Human Development Forum (2018)**
- Punjab Cities Growth Atlas 1995-2015 (2018)**
- City Dialogue Series (2018)**
- Draft and Design of Master Plan Soon Valley (2018)**





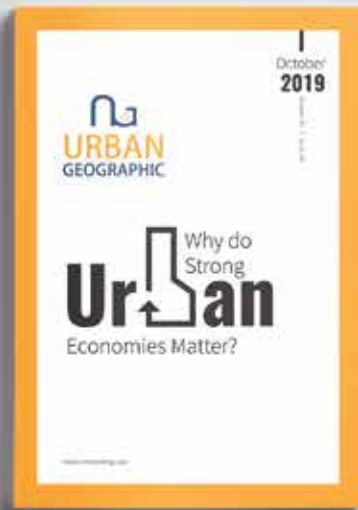
## Punjab Spatial Strategy (PSS)

Punjab Spatial Strategy is a long-term spatial planning framework for the Punjab. Its objective is to reflect current trends and functional relationships across multiple sectors throughout the province. This information is further used to assess each region's potential to contribute to sustainable development in Punjab. A diverse team, supported by international experts with a wide range of sectoral backgrounds, has been engaged for developing the PSS to ensure inclusion of multiple contemporary perspectives. The multi-sectoral nature of the PSS required incorporation and integration of suggestions and opinion of public officials, subject experts, academicians and private sector representatives.



## Urban Atlas of Cities

The Punjab Cities Growth Atlas has been designed to provide a unique perspective to our cities, as this is an attempt to spatially demarcate the urban extent of 194 cities in the province. This reflects functional boundaries of Punjab's cities in contrast with the administrative boundaries of local government system. The Atlas has been developed through a long consultative process involving technical experts to ensure the quality and value for its use. Punjab Cities Growth Atlas is aimed to provide guidance to policy makers, practitioners and citizens to move towards more sustainable urbanization with optimum urban densities.



## Urban Geographic (UG)

Urban Geographic is a signature publication of The Urban Unit. Since 2016, UG has endeavored to remain at the forefront of intellectual and policy debates while hosting ground-breaking contributions across a range of social science disciplines. The writers aim to maintain and extend the role of Urban Geographic as the magazine of choice for those working on the cutting edge of research, planning and development pertaining to cities. Four issues of UG are available online with the next one in process.



## Pakistan Journal of Urban Affairs (PJUA)

The Pakistan Journal of Urban Affairs presents a broad yet interdisciplinary academic research on urbanization. PJUA focuses on political economy of urban development, sustainable urban policy, planning and management, urban environment and impact assessment and privatization and urbanization. Its editorial team seeks high quality papers on empirical research contributed by a range of experts working in different fields, e.g. technical professionals, policy makers, social scientists, private sector specialists, development practitioners, urban economists/economists and academia from Pakistan and abroad. With six editions published and seventh in pipeline, we look forward to publish it more frequently while offering best quality papers to the readers.

# Events



**26**  
**April, 2019**

Country Director  
Asian Development  
Bank at  
The Urban Unit



**11**

**April, 2019**

The Urban Unit  
participation in  
TEXPO 2019



**05**  
**March, 2019**

The Urban Unit organised  
Punjab Urban Forest  
Consultative Session





**08**

**August, 2019**

Launch of Punjab Spatial Strategy by The Urban Unit



**03**

**August, 2019**

The Urban Unit at Chief Minister's Plantation Activity; Khalid Sherdil Shaheed explaining the geo-tagging technology for planted trees



**29**

**July, 2019**

The Urban Unit at Inauguration Ceremony of Govt. House Murree as a Boutique Resort



# 14

**September, 2019**

Media talk on Punjab Development Agenda held jointly by office of Dr. Salman Shah, Planning and Development Department and the Urban Unit.



# 11

**September, 2019**

The Urban Unit co-organised ICE 2019 International Conference and Exhibition



# 19

**September, 2019**

Sri Lankan delegation visiting the Urban Unit pavilion at ICE 2019





**19**  
**December, 2019**

Farewell dinner in honor of Mr. Habib ur Rehman Gillani, former Chairman Planning & Development Department, Punjab.



**25**  
**February, 2020**

The Urban Unit & Excise, Taxation and Narcotic Control Department launched online portal for self-assessment of property tax



**04**  
**November, 2019**

Roundtable Conference with the World Bank on Improving Competitiveness of Punjab



# Urban Unit

## Strengths/available Services

- Drafting of laws, bylaws, codes and guidelines
- Conducting field surveys and analysis
- Beautification of public infrastructure, facilities and façade improvement
- Planning and execution of capacity building programs including workshops, seminars and trainings
- Master planning of cities
- Development of urban transport master plans
- Traffic impact assessment studies
- Intelligent transport systems
- Website development
- Web-based enterprise applications
- Database management
- Development of customized MIS solutions
- Real-time smart monitoring systems
- Smartphone Real-time monitoring tools
- Spatial data development and management services
- GIS technical services & GIS data services
- GIS and location-based services
- Master planning and design services for the sustainable provision of water supply and sanitation
- Environmental and social management framework preparation and implementation
- Environmental audits and monitoring
- Policy and framework development of institutions
- Organizational structure development
- Data quality assessment
- Design and development of M&E systems
- Data collection and monitoring
- Communication strategy and implementation
- Media relation and liaison
- Media Campaign (Electronic & Print)
- Event management and promotion
- Documentaries Production
- Development of ICT material

The background is a vibrant green with a subtle pattern of white dots and dashed lines forming a circular path. Two large white puzzle pieces are positioned on the left and right sides. Various white icons are scattered throughout, including a pencil, a checkmark in a speech bubble, a book, and a document. The text 'Our Team' is centered in a large, white, serif font.

# Our Team

The Urban Unit employs 300 professionals across Pakistan with strong representation in all the provinces. We combine local experience with a global knowledge-base, constantly striving to achieve inspiring and exacting solutions that make a genuine difference to our clients, end-users, and society at large. With our experts' unique combination of technical excellence and socio-economic insights, they deliver resource-efficient solutions for socially cohesive communities for today and tomorrow.

# Our T e a m



## Abid Hussainy

Chief Operating Officer  
(A)/Senior Specialist  
Strategic Management  
@ The Urban Unit since 2014

Masters in Educational &  
International Development,  
University of London

MSC Environmental  
Management Development,  
ANU Canberra Australia

Masters in Rural  
Development, Sindh  
University

He has 25 years diversified  
experience in leading and  
managing large institutional,  
local government  
infrastructure, social  
development, institutional  
capacity development and  
environmental management  
aspects. He has taught  
environmental education,  
gender, strategic and  
business planning.

## Salman Javed Hashmi

Chief Financial Officer  
@ The Urban Unit since 2013

Fellow Member of  
Association of Chartered  
Certified Accountants

He has 11 years of public  
sector experience which  
includes working as an Audit  
Supervisor in the DG  
Commercial Audit &  
Evaluation (DGCA&E)  
Department of the Office of  
the Auditor-General of  
Pakistan (OAGP) and 09  
years as Chief Financial  
Officer of public sector  
companies, both at the  
federal and provincial levels.  
He holds extensive  
experience in accounting,  
finance, auditing, taxation,  
secretarial practices and  
corporate compliance.

## Muhammad Imran

Company Secretary  
@ The Urban Unit since 2016

LLB, University of the Punjab

He is an Associate Member of  
the Institute of Chartered  
Secretaries. He has corporate  
and business experience  
spanning 15+ years across  
textile manufacturing, services  
and public sector  
organizations. He has served  
well-reputed public listed  
companies at varied senior  
positions. He has vast  
experience in managing  
functional teams dealing  
corporate restructuring,  
compliance issues, business  
development and board  
management. He represented  
the Companies at Securities  
and Exchange Commission of  
Pakistan SECP, Pakistan Stock  
Exchange Limited PSX as well.



## **Memoona Arslan Bhatti**

Senior Specialist  
Communication  
@ The Urban Unit since 2015

Masters in Mass  
Communication from  
University of The Punjab

She has 20 years of multi-dimensional experience - including freelance writing, editing and producing feature pages in national newspapers, teaching media & communication, serving as editors of magazines, handling corporate communication in development sector, capacity building of communication professionals and project management with special emphasis on public awareness. She has represented Pakistan in Norway, Turkey, Malaysia and Nepal along with many forums on the national level.

## **Azhar Ali**

Senior Specialist  
SWM/Principal Al-Jazari  
Water & Sanitation  
Academy  
@ The Urban Unit since 2016

MBA, University of Wales,  
UK through Robert Kennedy  
College Switzerland

He holds 19 years of professional experience in fields of solid waste management, waste water treatment, organizational change management, public health and entrepreneurship. He also has expertise in the Akira Miyawaki technique that enables 10 times faster forest growth. He has been working on important positions globally in Turkey, Iraq, Italy and Germany.

## **Naveed Ahsan**

Senior Specialist Monitoring  
& Evaluation  
@ The Urban Unit since 2016

MBA, University of the Punjab  
Lahore

He holds 18 years of professional experience in fields of monitoring & evaluation, project management, admin & human resource. He played a vital role in innovative strategies for public sector improvement in order to enhance transparency in government and agencies funded projects and provided timely and accurate advice, guidance, support and training to team members and individuals. He also provided support to United Nation (UNESCO) in preparing and editing necessary reports.



## **Nadia Naeem Qureshi**

Senior Specialist Urban  
Planning and Architecture  
@ The Urban Unit since 2010

Master in Urban and  
Regional Planning,  
University of Michigan,  
USA/Fulbright Scholar

She has over 10 years of extensive experience in comprehensive urban planning, policy and strategy devising, settlement sector strategic planning, project management, human resource management and urban design and architecture. She has a proven track record of delivering eco-tourism-based projects across Pakistan.

## **Khurram Afzal Malik**

Senior Specialist  
Economics/Team Lead  
Punjab Spatial Strategy  
@ The Urban Unit since 2016

Masters in Economics,  
Government College  
University Lahore

He has 15 years of experience in investment climate, private sector development, and policy reforms. He has been instrumental in setting up offshore initiatives, strategic business planning and international business development in his previous work assignments. He played a key role in introducing risk-based regulatory regime, leveraged financial products, and alternate dispute resolution systems.

## **Dr. Syed Murtaza A. Bukhari**

Senior Specialist Transport  
Planning and Management  
@ The Urban Unit since 2017

PhD in Public Transportation,  
University of Ulster, United  
Kingdom

Masters in Infrastructure  
Planning, University of  
Stuttgart Germany

He has delivered multiple novel and exclusive projects over 16 years of professional career, including the first of its kind Vehicle Inspection and Certification System under the Public Private Partnership, Intelligent Transport System & Command and Control Centre for the Metrobus System in Lahore.



## Urooj Saeed

Senior GIS Specialist  
@ The Urban Unit since 2015

MPhil Geomatics, GIS &  
Remote Sensing, University  
of the Punjab

She has more than 15 years of experience of GIS, remote sensing and its related tools. She is an expert at managing large spatial projects and teams, with applied GIS skills on urban and rural land record mapping, lease management systems, encroachment mapping on legal lands, natural hazard mapping and modelling, forest mapping and modelling, population and demography, urban sprawl and spatial forecasting, forest degradation, spatial mapping and integration of revenue records etc.

## Dr. Ghulam Mohey-ud-din

Urban Economist  
@ The Urban Unit since 2016

PhD Economics, Government  
College University Lahore

Masters in Economics (Gold  
Medal Winner), Islamia  
University Bahawalpur

He has 13+ years experience in industry and academia in the private and public sector. He has been part of billion-dollar projects and contributed to successful project completion by employing economics, advanced research and project management skills. He is an expert at analysis and research in macroeconomics and is also an HEC approved PhD Supervisor for social sciences.

## Dr. Basit Ahmed

Senior Specialist  
Information Technology  
@ The Urban Unit since 2017

PhD Advanced Distributed  
Software Systems, Norway

MS Software Engineering of  
Distributed System, Sweden

Dr. Basit has worked internationally for 12 years. He enjoys working with the applications of new technologies like GIS, Big Data, Blockchain, Machine Learning & AI and Cloud Based Software System in the public sector. He has worked internationally in Sweden, Austria, and Norway.



## Abdul Rauf

Senior Manager  
Information Technology  
Infrastructure  
@ The Urban Unit since 2010

Masters in Information  
Technology, University of the  
Punjab

He has 20 years of diverse multi-disciplinary experience and expertise in almost all areas of Information Technology by serving the public and private sectors, primarily for Government of the Punjab, Sindh, KPK, Gilgit Baltistan, federal and other multinational organizations including ADB, The World Bank, WHO, USAID, EU, UNDP, etc.

## Asif Iqbal

Financial Management  
Specialist  
@ The Urban Unit since 2015

A CFA Charter holder,  
CFA Institute USA

Masters in Business and  
Information Technology,  
University of the Punjab

He has over 12 years of diversified experience in areas like financial planning and modelling, investment advisory and portfolio management, financial management and reporting, municipal finance, public procurement, development planning, asset management and capacity building.

## Shahar Bano Faizi

Library Manager/Incharge  
Learning Resource Center  
@ The Urban Unit since 2007

Masters in Library &  
Information Science,  
University of the Punjab

She holds 12 years of professional experience in fields of library, information and learning centre management, knowledge and content management, digital library and archives, acquisition, and cataloging & classification of information resources. She has expertise in institutional record management, collection development and establishing library and information centers.



## **Dr. Azeem Sardar**

Senior Research Analyst  
Agriculture and Rural  
Economy  
@ The Urban Unit since 2017

PhD Economics, Government  
College University, Faisalabad

Masters in Development  
Economics, University of  
Agriculture Faisalabad

He has delivered multiple exclusive projects over 08 years of professional career. His core expertise is in capacity building and policy analysis and support. Agriculture policy analysis, agri-business, livestock, value chain development, water demand management policies, climate smart agriculture & disaster risk management and reduction are his focus areas.

## **Asma Tariq**

Manager Human Capital  
Management  
@ The Urban Unit since 2019

MS HRM, University of the  
Punjab

She possesses diversified experience of 10 years in fields of human resource from private and public sector companies. She is proficient and focused with expertise in analysing organizational needs and designing and implementing practical and innovative HR strategies. Her primary strengths remain building and leading HR teams and delivering solutions to people. With her strong interest in training, she has undertaken training assignments with the British Council, Pakistan.



**Khalid Sherdil Shaheed**, CEO the Urban Unit had shepherded the organization through various hurdles in last 16 months, he navigated many projects to successful implementation, and made cohesive efforts to serve various sectors of urban development during his tenure with the Urban Unit. He was at the helm for all publications in process or completed in the last year; he also guided us throughout for rebranding of the office and all our knowledge products – we dedicate all publications of year 2020 to his name for his dedicated efforts, unmatched talent and his stride in making the Urban Unit thrive.

# WHO'S WHO AT THE URBAN UNIT

## Nayyar Ali Dada

Chairperson

June 25, 2012 - October 03, 2014

Mr. Nayyar Ali Dada is an internationally celebrated architect. He is an alumni of, University of the Punjab and the National College for Arts. His building associated work includes Shakir Ali Museum, Grand Jamia Mosque Bahria Town Lahore & Karachi, Alhamra Arts Council Lahore, BCCI Bank Colombo, Sri Lanka, Beaconhouse National University Lahore, Faisalabad Arts Council, Gaddafi Stadium Lahore, Serena Hotel Islamabad, Shaukat Khanum Memorial Cancer Hospital & Research Centre, Vogue Towers Lahore and Quaid-e-Azam Library Lahore. He is best known for bringing modern architecture to Pakistan. He is also the winner of the Pride of Performance Award 1992 and the Agha Khan Award for Architecture in 1998.



## Dr. Ali Cheema

Chairperson

October 03, 2014 - August 13, 2018

Dr. Ali Cheema is the Associate Professor of Economics and Head of the Economics Department at LUMS. A Rhodes Scholar, he holds a PhD in Economics from the University of Cambridge, an MPhil in Economics and Politics from the University of Cambridge, a BA Honours in Philosophy, Politics and Economics from the Oxford University, and a BA in Mathematics and Statistics from Government College, Lahore. His areas of research are political economy, public choice, development economics, economic history, governance and decentralisation and his work has a strong policy focus. In recent years, he has worked as a consultant for the Asian Development Bank, DFID, and the World Bank and has served on high level provincial and federal government taskforces and committees.

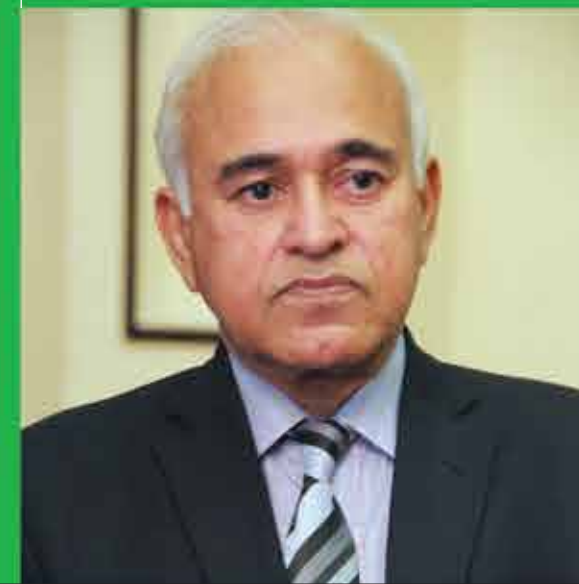


## Dr. Nasir Javed

Chief Executive Officer

August 25, 2012 - September 17, 2018

Dr. Nasir Javed (former Chief Executive Officer, The Urban Unit), is a senior civil servant belonging to the Pakistan Administrative Services Group with extensive administrative experience in various governmental departments. He is a Chevening scholar with graduate degrees in medical sciences and law, and a Masters degree in Business Administration from the University of Wales, Cardiff, UK. His main focus has been on the urban sector, where he has led many successful projects in the development sector within Pakistan with both governments and international agencies. Dr. Nasir established the Urban Unit (Urban Sector Policy & Management Unit) at the Planning and Development Department, Government of the Punjab in 2005, and headed the organization for almost 13 years implementing significant multisectoral projects.



## Khalid Sherdil

### Shaheed

Chief Executive Officer

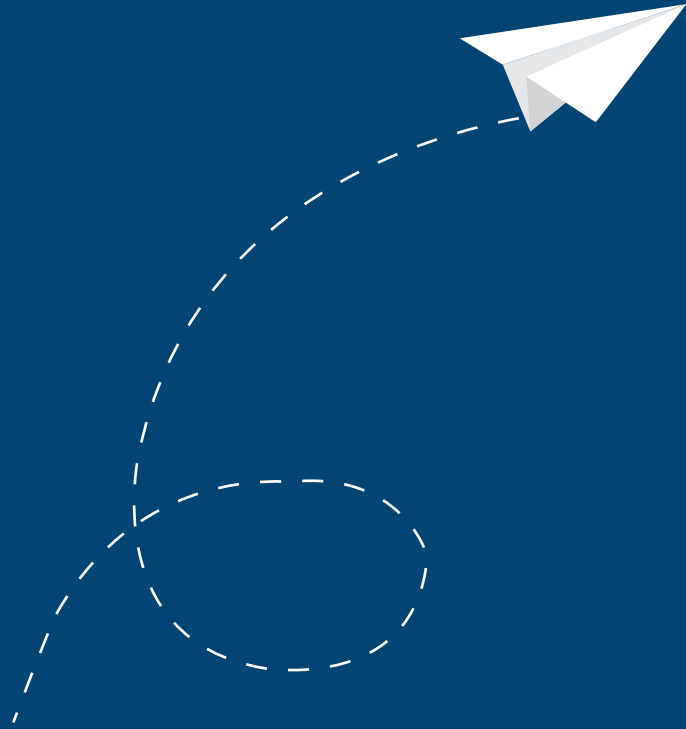
January 25, 2019 - May 22, 2020

Mr. Khalid Sherdil was the CEO of the Urban Unit, Secretary the MPDD, and Director General of the Special Strategic Unit (SSU in P&D). He had served as Secretary for Industries Punjab, where he looked after the portfolios for Commerce, Trade, Investment and Technical Training (TEVTA). He had also served as Labour Secretary for Balochistan looking after Manpower and Technical Education. He had also been Secretary Prosecution and additional Home Secretary Punjab. Khalid Sherdil was ABD (All But Dissertation) in a Doctoral degree in Computer Science at the University of Western Ontario, Canada. Khalid Sherdil had Master's and Bachelor's degrees in Computer Science from McGill University, Canada and Washington University, USA respectively. He also had a Liberal Arts Bachelors in Physics from College of Wooster, USA. Khalid was also an Electrical Engineer from Washington University, and was pursuing a Doctoral Degree in Computer and Environment Science at the Western University, Canada.





**THE URBAN UNIT TEAM - 2019 / 2020**



**The Urban Unit**

Urban Sector Planning & Management Services Unit (Pvt.) Ltd.



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