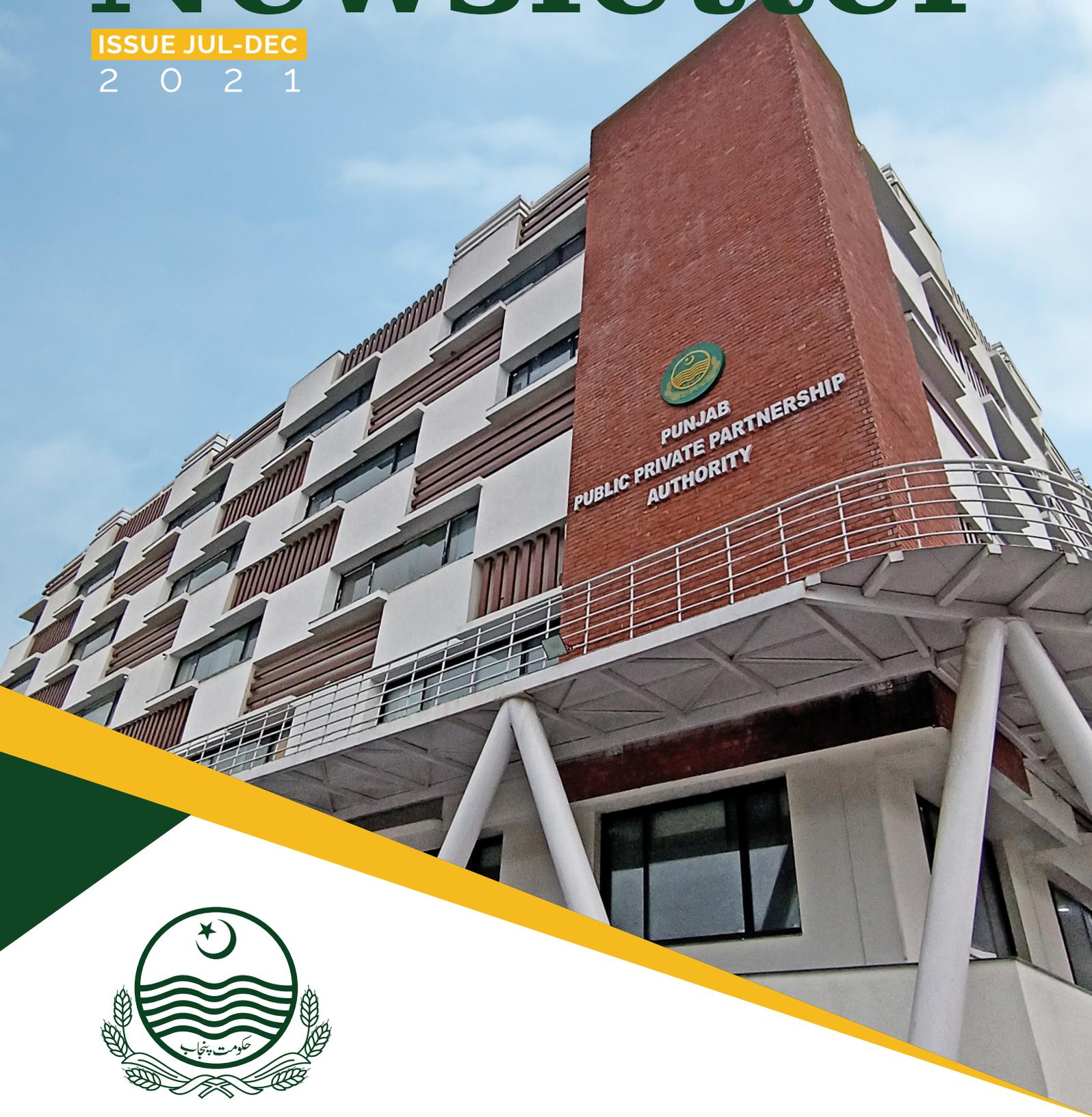


PUNJAB PUBLIC PRIVATE PARTNERSHIP AUTHORITY

Newsletter

ISSUE JUL-DEC

2 0 2 1



PUBLIC PRIVATE PARTNERSHIP

A PARTNERSHIP FOR DEVELOPMENT



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AMJAD ALI AWAN CEO, PUNJAB PPP AUTHORITY

In modern days, the public service and its delivery has rather become more complex and multifaceted; much beyond its conventional and stereotype outlook. In this regard, many factors have contributed towards the enhanced expectations with respect to a more sophisticated, palpable, and efficient tracks of public service delivery. In fact, the competition between what stand as modern against the obsolescence has become more competitive and is subject to varied contributing factors e.g., technology, strategy, and operational approach etc. Technology alone has vastly revolutionized the wholesome notion of infrastructure and social services, which has put the infrastructure services at the cutting edge of change and diversity. Hence, it's not only the financial and budgetary constraints which lead towards 'Public private Partnerships (PPPs)', rather the more pushing reason may be the delivery of efficient,

modern, quick, lasting, responsible, and seamless public service in our rapidly changing and highly competitive consumer markets.

For the country like Pakistan, the importance of PPPs is more critical; mainly because there is an enormous margin of value addition in the realm of quintessential public services which is still to be achieved. Today we look forward to more PPPs in our development sectors on account of multiple reasons including but not limited to the financing of public sector projects through PFIs (Private Finance Initiatives) or either seeking technology transfer through global partnerships and its dissemination at grass root levels or otherwise achieving timely completion of projects as well as ensuring a stable regime of O&M.

Towards harvesting the tremendous potential of private sector for PPP projects, we need to be in step with the global trends in the capital and financing markets. In this regard, we must be more agile, flexible, and responsive towards scheming as well as timely offering of the right combination of incentives that may create a true win-win scenario. Although, the depth of local investment market is the key factor, we should learn to pitch the case of our large and mega PPPs through international showcasing, so as to rebuild the confidence of investors and project sponsors. While PPP is the interdisciplinary approach, I have my firm belief that the projects can be created in variety of sectors e.g., roads, transport, energy, health, education and urban and rural development. However, in order to create a rhythm for PPPs in all these sectors, the government has the responsibility to play its part towards providing ownership and regulatory support that may help the private sector to partner with their government counterpart proactively.

Today, Punjab Public Private Partnership Authority is well-acquainted with respect to its strategic, operational and organizational responsibilities and is on its way to achieve paradigm shift in the realm of development through creating a solid pipeline of viable, affordable and sustainable PPPs in the province of Punjab.

MEETINGS



MEETING WITH GOVERNOR PUNJAB CHAUDHRY MUHAMMAD SARWAR

On 10th September 2021, Mr. Amjad Ali Awan, Chief Executive Officer Punjab PPP Authority had a meeting with Chaudhry Muhammad Sarwar, Governor Punjab. Punjab PPP regime was discussed generally with a view to increase development portfolio through private sector investment. Mr. Awan opined that keeping in view the financial constraints, PPP is the preferred mode of development for developing economies like Pakistan. Governor Punjab stated that development of new PPP framework by the government shows seriousness and commitment to use the innovative and effective approach of PPPs to enhance development portfolio of Punjab. He viewed that private investment can fill the gap faced by the government due to financial constraints and contribute towards sustainable development. He urged that investor friendly policies should be developed to encourage private investment which may lead to long term economic growth.





EXECUTIVE COMMITTEE MEETING OF PUNJAB PPP AUTHORITY

The 9th, 10th & 11th Executive Committee meetings of Punjab PPP Authority were held on 25th June, 3rd September & 24th September, 2021 respectively under the Chairmanship of Dr. Salman Shah Advisor to Chief Minister Punjab on Economic Affairs and P&D.



The meetings have discussed and approved the agenda items related to the administrative issues of the Authority to run its operations successfully. The 12th meeting of the Executive Committee was held on 31st December, 2021 and has approved PDF funding PKR 10 Million requested by Punjab Ring Road Authority (PRRA) to hire consultants for the project 'Solar LED Street Lights on Lahore Ring Road (Northern Loop)'. The underpinning rationale of the proposed initiative is the hike in electricity rates coupled with the fact that PRRA faces theft of the lighting related infrastructure (wires, lights, etc.) on frequent basis. Director PRRA highlighted that northern loop of LRR consumes around 4.8 million Kw units of electricity per year and the proposed initiative includes solar system with batteries at each light pole. CEO Punjab PPP Authority Mr. Amjad Ali Awan highlighted that this pilot project will be replicated by Government of Punjab in other inter-city roads, ring roads and street lights.

MUTUAL AREAS OF COLLABORATION EXCHANGED WITH CHINESE DELEGATION AND MEMBERS OF PAK-SAUDI CHAMBER OF COMMERCE & INDUSTRY

A joint meeting was held on 7th Sept, 2021 under the Chairmanship of Mr. Amjad Ali Awan, CEO Punjab PPP Authority to showcase the portfolio of Punjab PPPs to Chinese delegates and representatives of Pak Saudi Chamber of Commerce & Industry. The participants agreed that mutual collaboration will open new avenues of international investment in Punjab and will increase pace of development projects related to social and infrastructure sectors. President Pak-Saudi Chamber of Commerce Mian Mahmood, Mr. Paul Chairman/CEO Forbal International Business and Trade Company Pvt. Ltd., Mr. Hang Yurui, GM Sanitation Engineering Company Pakistan Pvt. Ltd. (Kanjie Group)



and Ms. Joanna, Secretary to the General Manager Sanitation Engineering Company Pakistan Pvt. Ltd. also accompanied the delegation.

GIZ DELEGATES TO INVEST FOR RENEWABLE ENERGY (RE) SECTOR

Huge deficiency of electricity due to heavy reliance on imported fuels has become a significant impediment to socio-economic development in Pakistan, hence, more sustainable and renewable energy sources are required to overcome the existing problem.

To discuss the potential areas of renewable energy a meeting was held on 10th November, 2021 between CEO Punjab PPP Authority Mr. Amjad Ali Awan and delegates from Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). The meeting also focused on other areas including development of sustainable cities, waste to energy, solar power, environment friendly and technology based projects. A pipeline of advance stage PPP projects were discussed with a view to attract foreign



investment by participating in competitive bidding process. Mr. Awan acknowledged the contribution of GIZ for sustainable development at international level and hoped that foreign investment may accelerate economic development of Punjab. Delegation of GIZ comprised of Mr. Steffen Bitterling Team Leader, Muhammad Irshad Khan Officer for the Commission and Shah Muhammad Aneeq Ali Technical Advisor.

OUTREACH STRATEGY TO IDENTIFY PPP PROJECTS

Identification of PPP projects needs exhaustive exercise to filter out ideas into doable PPP projects in consultation with concerned government agencies. Punjab PPP Authority has initiated outreach strategy which aims to interact with all relevant stakeholders in order to take them on board in conceptualizing PPP projects. Series of meetings were held successfully in the first phase in which institutional and legal framework, executed PPP projects and mode of engagements (Solicited & Unsolicited) were briefed to the participants. Punjab PPP Authority assured full facilitation in developing 'Concept Paper' for the doable initiatives pertaining to different sectors with the concerned government agencies. Punjab PPP Authority is also taking lead in initiating new PPP projects where ever necessary.

A brief detail of each meeting is as follows and Officials including Muhammad Danish Director General (Projects), Muhammad Masood Akhtar Director General (Quality Assurance & Appraisal), Muhammad Mansoor Sarwar Deputy Director General (Social), Mr. Zahid Hussain (Gender and Social Safeguard Specialist), Ms. Sumaira Asjid Assistant Manager (Capital Market), Ms. Asma Yaqoob Assistant Manager (Monitoring) & Mr. Waleed Hussain Assistant Manager (Evaluation) represented Punjab PPP Authority in different meetings.

Lahore & Faisalabad Division

Consultative session with the representatives of Lahore Division (Lahore, Kasur, Sheikhpura & Nankana Sahib) and Faisalabad Division (Faisalabad, Jhang, T.T Singh and Chiniot) were held on 3rd & 6th December, 2021 respectively to discuss and identify doable PPP projects. During the meetings updated progress on ongoing PPP projects was discussed along with other potential areas under PPP mode. Director (Development) Lahore & Faisalabad Division directed all the concerned officers to explore the potential within their area of development and requested Punjab PPP Authority to share the template for submission of the 'Concept Paper' to avail PDF funding.



Industries, Commerce, Investment & Skills Development (ICI&SD) Department

A meeting was organized with ICI&SD Department along with allied entities on 10th December, 2021. During the discussion concepts related to development of Technology Park in TEVTA, material testing labs, solarization programme and development of cluster centers were deliberated and it was decided that ICI&SD Department will submit 'Concept paper' to avail PDF funding after conducting necessary due diligence.

Housing Urban Development & Public Health (HUD&PHE) Department

A meeting was organized on 7th December, 2021 under the Chairmanship of Muhammad Masood Akhtar, Director General (Quality Assurance & Appraisal) Punjab PPP Authority in which participants were briefed about PPP regime, institutional mechanism and pipeline of PPP projects. Concluding the discussion, Director General (QA&A) suggested to identify doable initiatives to be taken in PPP mode and accordingly submit 'Concept Paper' to avail PDF funding.



Punjab Agricultural Marketing Regulatory Authority (PAMRA)

Meeting with PAMRA was held on 9th December, 2021 chaired by Chairman PAMRA to discuss regulatory framework of PPPs in Punjab, processes and life cycle of a PPP project. Chairman PAMRA shared the concept of establishment of modern agri market, primarily in Gujranwala and flagship initiative will be replicated throughout the Punjab. He directed his team to formally submit the 'Concept Paper' to Punjab PPP Authority for PDF approval.

Multan and Rawalpindi Division

Meetings were held on 14th & 22nd December, 2021 respectively to discuss the regulatory framework and potential areas under PPP mode. Director (Development) Multan & Rawalpindi Division assured to identify doable initiatives and process the same as per PPP Act, 2019. A



similar meeting was also held on 16th December, 2021 with Environment Protection Department (EPD) where Deputy Director (Technical) EPD was briefed about the legal framework of PPPs in Punjab.

GUJRANWALA DIVISION

Commissioner Gujranwala Division in a meeting with Mr. Amjad Ali Awan CEO Punjab PPP Authority explored the potential areas for bringing private sector investment to create better urban development and economic planning. The meeting was organized explicitly under the initiative of Regional Economic Growth Strategy (REGS) to discover demand driven projects to be executed under PPP mode. In order to streamline the REGS initiatives in Gujranwala, a Project Management & Implementation Unit (PMIU) has been established which reports to office of Commissioner Gujranwala. Punjab PPP Authority in consultation with The Urban Unit is also steering series of meetings with government departments to identify suitable PPP projects for Gujranwala Division in general and for overall Punjab in particular. During consultations, potential PPP projects have been identified and PMIU Gujranwala was requested to obtain data (regarding location and availability of land, gap analysis, etc.) from the concerned departments and share the same with The Urban Unit & Punjab PPP Authority for pre-screening. The next consultative session will be in connection with water supply, sewerage, Solid Waste Management and energy related sectors. The meeting ended up with the following areas to be explore under PPP mode :

- Knowledge & Technology Transfer
- Specialized Value Chain Infrastructure
- Manpower Development

- Cluster Support System, Finance & Inputs
- Clean & Affordable Energy
- Connectivity & Mobility
- Urban Management & Competitiveness
- Rural – Urban Market Linkages
- Rural Development & Management
- Environment Sustainability

Energy Department

Meeting with Punjab Power Development Board (PPDB) was held on 9th December, 2021 where Mr. Amjad Ali Awan CEO, Punjab PPP Authority gave an overview of PPP framework in Punjab, life cycle of PPP project and mode of engagement. While focusing on energy sector potential in PPPs he pointed out that public sector alone cannot respond to the enormous investment needed to meet the growing demand for electricity. Bringing the private sector allows governments to share the burden of financing and management with efficiency and innovation. On the request of Managing Director PPDB he explained the life cycle of PPP projects starting from transaction structuring to transaction execution along with institutional arrangement as per PPP Act, 2019.



DEVELOPMENT OF THE PROJECT PROPOSAL “CONSTRUCTION OF 500 BEDDED GENERAL HOSPITAL UNDER PPP MODE”

A meeting between the representatives of Specialized Healthcare and Medical Education (SHC&ME) Department, Punjab PPP Authority and Asian Development Bank (ADB) was held on 9th November, 2021 to discuss updated progress of the project development “Construction of 500 bedded general hospital” in Lahore. Punjab PPP Authority has executed MoU with OPMP ADB Manila for Transaction Advisory Services (TAS) to develop the project proposal for one hospital. Provision of required data for the feasibility study and availability of land will be ascertained by SHC&ME Department. CEO Punjab PPP Authority Mr. Amjad Ali Awan highlighted that as per vision of Prime Minister Pakistan, the development of ten hospitals will be established throughout Punjab and successful implementation of one project will create synergy towards replicating the same in other districts.



STRATEGY TOWARDS UNSOLICITED PROJECT PROPOSALS

A project proposal submitted by a person as its own initiative to the Punjab PPP Authority and or Government Agency for a project, together with a written confirmation that it is economically viable, shall be considered as an Unsolicited Project Proposal (USP). Currently USPs of following sectors are under consideration with Punjab PPP Authority for necessary due diligence:

- Renewable Energy
- Energy Efficiency
- Waste Management
- Roads & Connectivity

All Unsolicited project proposals are treated on case-to-case basis and limited to projects that demonstrate genuine and substantial innovation and are supportive to public policy. The USPs will be developed with same requisites as in case of solicited project proposal except the bidding documents which will be prepared by Punjab



PPP Authority and or Government Agency. The USP shall be considered from all aspects including technical, environmental and financial, and in case of requirement of additional information, the Punjab PPP Authority and or Government Agency may request for submission of an amended or modified proposal from the private party. It is pertinent to mention that PDF funding shall not be provided to any person/private party for developing USP. In case of approval of the project, bidding process will be initiated by Punjab PPP Authority and or Government Agency and private party/person who submitted the USP will have following benefits:

- 5% additional weightage in technical scoring
- First right to match or improve the best bid
- Successful bidder to reimburse cost of project development in case unsolicited bid fails to match the best bid



POTENTIAL AREAS OF INVESTMENT EXPLORED DURING VISIT TO AKHUWAT UNIVERSITY, KASUR

Punjab PPP Authority has extended its cooperation with government departments and other stakeholders to inform them about legal & institutional framework of PPPs in Punjab, available government support along with investment opportunities. In this regard, a meeting was held on 15th November, 2021 between Mr. Amjad Ali Awan CEO Punjab PPP Authority and Muhammad Amjad Saqib founder/Executive Director of Akhuwat Foundation. Talking about the current development portfolio of Akhuwat Foundation, Mr. Amjad Saqib informed that the Akhuwat university is in construction phase and government support will be needed to make it fully operational. Mr. Amjad Ali Awan discussed the potential areas, doable PPP initiatives for the higher



education sector and available government support as per PPP Act, 2019. Mr. Amjad Saqib highlighted that through a range of financial instruments including scholarships and interest-free loans, Akhuwat University ensures equal access to quality education to all eligible students with relaxed payment of dues and the Pakistan's first fee-free residential university. The participants of the meeting also visited the academic & residential areas of university, healthcare services and appreciated the good management practices. Muhammad Danish Director General (Projects) and Muhammad Masood Akhtar Director General (Quality Assurance & Appraisal) from Punjab PPP Authority also accompanied.



STRENGTHENING CAPITAL MARKET DEVELOPMENT FOR SUCCESSFUL IMPLEMENTATION OF PPP PROJECTS

One of the function of Punjab PPP Authority is to enhance capacity of the financial and capital markets to encourage healthy competition for PPP projects. Keeping this in view Punjab PPP Authority had organized meetings with State Bank of Pakistan and other working groups to formulate investor friendly policy for PPP projects in achieving 'Financial Close'. On the same lines meetings with JS Bank and Meezan Bank were held on 9th & 21st December, 2021 respectively and it was discussed that necessary documentation related to loan conditions and other procedural formalities needs to be processed immediately in order to achieve 'Financial



Close' as per timelines of the PPP Act, 2019. Mr. Mubashir requested to provide list of PPP projects at execution stage and assured to streamline banking procedures in a flexible manner. Meezan Bank also proposed to sign MoU to develop policy framework with regards to PPP Projects.

The participants of the meeting includes SVP-Head JS Bank Mr. Mubashir Ahmed Mirza, Executive Vice President Meezan Bank Ltd. Mr. Faisal Iqbal, Director General (FM&A) Mr. Rizwan Ahmed Malik and Ms. Sumaira Asjid Assistant Manager (Capital Market) represented Punjab PPP Authority.



PPP Knowledge Lab

The PPP Knowledge Lab provides the most relevant resources on public-private partnerships to empower governments and their advisors to design and deliver best-in-class infrastructure projects.



PPIAF

PPIAF provides technical assistance and knowledge grants to governments to support the creation of a sound enabling environment for the provision of infrastructure services by the private sector.



PPP Legal Resource Center (PPPLRC)

PPPLRC provides easy access to an array of sample legal materials which can assist in the planning, design and legal structuring of any infrastructure project.

Resources: <https://www.worldbank.org/en/topic/publicprivatepartnerships/overview#1>



Exclusive Interview Chairman, Planning & Development Board Abdullah Khan Sumbal

Abdullah Khan Sumbal is an officer of Pakistan Administrative Service and is currently working as Chairman Planning and Development Board, Government of the Punjab. He obtained his degrees of M.sc Development Administration and Planning from University College London, United Kingdom and MA Economics from University of the Punjab. He is a dedicated and goal-driven officer who previously served as Commissioner Lahore, Secretary Finance Department, Secretary, Higher Education Department, Secretary (Coordination) to Chief Minister and various other notable positions. In addition to this, he is a renowned academician and has taught multiple courses at Punjab University, Government College University, Forman Christian College (A Chartered University), LUMS and NUST. He also delivers lectures at Pakistan Civil Services Academy. He is also serving as Chairman Central Punjab Cricket Association since March 2021. His outstanding profile also includes contributions to several national dailies and research publications.

Q#1: The establishment of Punjab PPP Authority under the new regulatory framework has given broad scope in terms of doing PPPs. What are your expectations from this new entity?

My expectations stand high after the successful award of the Smart Water Metering Project in Lahore as well as the advanced stage of tendering on the two more Road Sector projects i.e the Multan-Vehari Road and the Faisalabad-Chiniot-Sargodha Road. I anticipate that by the end of this calendar year a reasonable pipeline of PPP projects will be worked-out to attract private investment. The current regulatory framework is driven by law, laid down principles, guidelines, and forums under an institutional arrangement in the shape of the PPP Policy & Monitoring Board and Executive Committee as regulators. I believe that the Government has done a good deal to provide Good Governance, a level playing field, the right investment environment along with regulatory framework in which business flourishes. However, worldwide experience has demonstrated that an enabling environment needs to be in place for the effective implementation of PPP projects. I hope that Authority will work in line with these parameters to bring about necessary shifts in the whole system; thereby making the entire effort effective and result-oriented.

Q#2: What is the most significant change in PPPs you've seen in recent years?

Significant changes are on its way; however, we have streamlined the functioning of the building blocks of PPP in a systematic and



coordinated way. Based upon our efforts, we anticipate that a change of mindset will take place that may break the skepticism against the complex contractual structuring and sophisticated financing of the PPP procurement process. This will ultimately strengthen the PPP processes and will restore the confidence of stakeholders towards the implementation of the regulatory framework. Many Developing economies consider PPPs as the way to mitigate infrastructure backlog through private sector participation which is aimed at bringing innovation, effectiveness, and efficiency. Developing states are already overstretched and they need partners either through a domestic partnership or domestic/foreign investment. But, PPPs are the best available option and take the cake.

Q#3: Do you think trust deficit exists among the private investors for investment in the public sector?

Absolutely; it exists and it seems to me a major challenge to restore the confidence of the private sector, so that PPP tenders may receive adequate response from the market. However, it is evident that more we will be consistent in respect of our confidence building measures the less will be the level of trust deficit. We have seen this phenomena working in the case of Sindh, where the potential investors are readily available to

grab the investment opportunities in the realm of PPP, although the strategic location also plays its part as Karachi is the hub of capital markets. I am happy to see that Punjab PPP Authority has also started playing its part in the capital markets, so as to harness the fullest advantage of investment potential under the PPP mode. In this regard, the predominant approach towards reducing the trust deficit will be to keep delivering successful PPPs and to avoid the inappropriate options, which create subsequent setbacks for the whole PPP regime. We have to learn from our experiences to make right decision in a situation when a PPP appears a right and logical choice and how to manage the change if any PPP project takes an unpredictable turn. I expect that Punjab PPP Authority will diligently work out the entire PPP process from project development to transaction execution to avoid delays and false starts leading to failures.

Q#4: Pakistan has not done much in tapping PPP window for development. What are the possible reasons?

The lack of institutional capacity at the end of government entities as well as the shortage of PPP experts and professionals remained significant challenges since the inception of PPPs in Pakistan. As I mentioned earlier, lack of belief in PPPs over time is a major reason as it

generated skepticism, however, well-structured PPPs and calibrated processing can change the mindset and contribute to the mushroom growth of PPPs in Pakistan. Globally, bureaucracy is not amenable to change. However, entrepreneurial and prudent management and Corporate Governance can deliver long-term successes. I hope that best practices of Corporate Governance will be adopted and applied by Authority and consequently the PPP regime in Punjab will become more strengthened and robust with the passage of time.

Q#5: Do you suggest further amendments to the current regulatory environment for PPPs (e.g. the PPP Law)?

I believe that the current framework removes the bottlenecks and facilitates the promotion of PPPs as a viable mechanism for procurement of public infrastructure/services. The regulatory environment is not deficient in terms of harnessing the potential of PPPs and amendments may come after some time when Punjab will have a larger footprint of PPPs. In this regard, as soon as more PPP projects will be implemented, the Punjab PPP Authority will come across more institutional elements to be embedded in the regulatory framework as well as within the larger context. This will keep fortifying the PPP process in Punjab. I believe that a parallel structure along with Punjab PPP Authority and PPP Cell may be created to work as a regulator somewhere down the road.

Q#6: What measures would you suggest to enhance private sector interest in PPPs?

The key to success is to document your success stories, disseminate them widely, to conduct stakeholder consultations and keep sharing at mass level. Taking the private sector towards enabling a legal framework will also give a strong signal of a transparent system and

make them realize that it is a win-win situation for both government and the private sector. The private sector has fear of the capacity issues of Government Departments and now as per legal mandate Authority should play its role to address their concern expeditiously.

Q#7: What are the solutions to the challenges facing PPPs in Punjab and what measures you would like to see implemented?

The bidding process needs to be streamlined and the pre-bid conference should benefit from broad-based consultations. PPPs have a micro-market of investors in Pakistan and in order to crowd in private capital, the government needs to provide a conducive environment to adequately establish and facilitate the private sector as per legal framework. The award of the Water Meter project to the Chinese consortium will be a harbinger for a new wave of private investments from abroad. Another challenge is to create a market of Transaction Advisors. Although it is becoming less shallow in Punjab, which means a number of options are available for the project development, still a sharper experiential and learning curve has to develop. The methodologies around PPP procurements are entirely different from traditional procurement and need higher levels of capacity and workable frameworks and formats.

Q#8: Punjab is facing fiscal resource constraint especially after Covid-19. Do you think this is the right time to develop a healthy pipeline of PPP in parallel to ADP?

Punjab is not facing a fiscal crunch anymore and things are getting better after Covid-19. However, prudent system management is always needed. Public Private Partnerships not only generate fiscal space but also provide quality dividends in terms of efficiency and innovation. I believe that partnership with leading

private sector businesses will improve service delivery standards which will impact the Development scenario broadly. As a result, it will create models and prototypes which can also be adopted for mainstream public sector Development initiatives.

Q#9: What has worked well in the current PPP enabling framework?

I think institutional arrangements worked well in the overall PPP regime and Authority has shaped itself as a robust organization. I would suggest that Authority should strengthen itself with PPP specialists; Engineering, Marketing, and Business Development experts to provide technical, legal, financial, and project management support will hold the key.

Q#10: Social sector PPP requires both financial and political support hence more challenging to be implemented. What do you say?

Yes, both are required to make Social Sector PPPs successful. You also must have a clear understanding of equity when it comes to social sector service delivery through PPPs. The revenue and profit margins become very challenging, especially for Health and Education sectors where the user-pays PPP models are applied. Therefore, alternative revenue streams should be explored and payment structures can be linked through VGF to make them financially viable.

Q#11: Which social sector area has more window of opportunities in terms of PPPs?

Right now infrastructure sector has more scope in terms of high-end PPPs as compared to the social sector, however, the recent initiative of Water Metering in Lahore sets a good example of a successful PPP initiative in a, hitherto, unexplored sector. A Specialized Healthcare

PPP project is also in pipeline and the execution of this will be a really big achievement for us and will open more windows of opportunity.

Q#12: What can be done in building a progressive attitude towards PPPs approach within government departments?

I think the capacity building of the Government Departments through tailor-made courses is direly needed and I would suggest that international certification programmes should be offered for all PPP practitioners to enhance their careers. PPPs are inherently more complicated than traditional methods of procurement and training is, therefore, critically important to have the best prospects of delivering successful projects. I believe that a reward mechanism should be developed for the personnel and to incentivize high achievers as this will become a morale booster to work in a more diligent and progressive manner.

Q#13: Please give valuable suggestion for the newly established PPP Authority?

Authority should equip itself with competent professionals having gender balance and provide them with a supportive environment that promotes employee well-being, productivity, and growth. The newsletter is a good initiative highlighting Authority performance/updates and it keeps your stakeholders well informed. I would suggest that Authority should do public disclosure in a diligent manner especially social and economic benefits of the executed projects. I expect that the PPP Cell and the Punjab PPP Authority will play vital roles within their respective mandates in PPP growth being important pillars of the PPP regime in the Punjab. The body of knowledge being generated all the time needs to be documented assiduously and put into case study formats.

DUBAI EXPO 2020- AN OUTREACH TO INTERNATIONAL STAKEHOLDERS FOR PUNJAB PPPs

Dubai Expo 2020 was a great opportunity to present Punjab as a great investment destination, potential business opportunities in the infrastructure, energy, technology, water and other priority sectors under PPP mode. From Punjab PPP Authority, Mr. Amjad Ali Awan Chief Executive Officer and Muhammad Danish Director General (Projects) represented Punjab PPP regime to attract international investors to develop economically and socially responsible initiatives to strengthen PPP ecosystem of Punjab. The Authority participated in multiple events including high level investment conference, stakeholder conference chaired by Minister



for Finance, Punjab, panel discussion in coordination with Punjab Board of Investment & Trade (PBIT), focused group discussion with multi stakeholders, meetings in collaboration with provincial departments and exclusive interview with media arranged by PBIT. Punjab PPP Authority developed publicity material in form of video documentary, information packs/folders, multimedia presentation on new investment opportunities and thematic areas for panel discussion with a purpose to highlight vision of GoPb with respect to PPPs, the success stories and strategy for future prospects.

PUNJAB INTERNATIONAL BUSINESS CONFERENCE

The delegation of Punjab PPP Authority was invited to participate in a Conference held on 21 November, 2021, as part of the Punjab Ease Going Global showcased at the Pakistan Pavilion, Expo 2020 Dubai. The Conference was attended by Provincial Minister for Finance Hashim Jawan Bakht, Minister Industries Mian Aslam Iqbal, Minister for Higher Education Raja Yasir Humayun and Chief Minister's Advisor on Tourism Asif Mahmood. The Ambassador of Pakistan to the UAE, His Excellency Mr. Afzaal Mahmood was also present along with a number of dignitaries, members of the local and international



business community, Pakistani diaspora and investors from the UAE. Mr. Amjad Ali Awan, Chief Executive Officer, Punjab PPP Authority highlighted that PPPs represent an option to augment the government social and infra delivery services being an alternate mode of development and cross cutting theme for all the development projects in Punjab. The Conference provided a very promising glimpse into the economic future of the province, consequently attracting a large amount of interest from the esteemed audience.

PUNJAB – HEART OF PAKISTAN INVESTMENT CONFERENCE



The Bank of Punjab (BOP) hosted an Investment Conference at Ritz Carlton Hotel, DIFC, Dubai, on 20th November, 2021 wherein esteemed panelist and guest speakers spoke on topics of interest covering the investment climate and opportunities that Punjab has to offer to investors. Punjab Finance Minister Makhdoom Hashim Jawan Bakht, inaugurated and attended the conference along with Consul General of Pakistan in Dubai Hassan Afzal Khan, Punjab Higher Education & Information Technology Minister Raja Yasir Humayun Sarfaraz and other high-ranking officials of

the Government of Punjab. Several prominent Pakistani corporate leaders and experts from leading international financial institutions were also present at the event. Mr. Awan talked about PPP regime in Punjab and recent developments along with incentives and legal safeguards for the private sector. The participants were also briefed about sector diversification strategy initiated by Punjab PPP Authority to identify viable PPP projects across various sectors and also to enhance collaboration with in line departments of provincial government. Mr. Awan assured that Punjab provides an enabling legal & institutional framework as well as government support for the investors both at local and international level. A video documentary was presented in the context to highlight achievements of PPPs in Punjab.

The investment conference provided an excellent interactive platform for speakers and participants on potential investment opportunities in Punjab along with policy making suggestions. The event had various sessions during the day which covered key topics of interest by speakers and panelist.

VISIT TO PAKISTAN PAVILION AT DUBAI EXPO 2020

PunjabEase at the Pakistan Pavilion showcased the history, multiculturalism, hospitality, contemporary entertainment and emerging modernity of the province via a series of concerts, seminars, business conferences, and webinar by various departments of the Government of Punjab. The Pakistan Pavilion attracted scores of visitors including foreigners and the Pakistani diaspora. The team of Punjab PPP Authority conducted random



meetings with investors during the visit and distributed informative material.



MEETING AT PRIVATE OFFICE OF SHEIKH AHMED BIN DALMOOK AL MAKTOUM:

The Punjab PPP delegation had a meeting on 22 November, 2021 with His Highness Sheikh Ahmed Bin Dalmook Al Maktoum along with Legal and Investment Council of his private office which has a portfolio of following group of companies focus mainly on energy, infrastructure, mining, LNG terminal development, oil and gas commodity trading, healthcare, water desalination, water reclamation as well as e-sports, education and agriculture projects:

- o Adm Oil & Gas;
- o Trinity Healthcare;
- o Kaheel Group;
- o Kaheel Agriculture;
- o Africa & Middle East Resources Investment Group.



Mr. Amjad Ali Awan, CEO Punjab PPP Authority briefed about PPP regime in Punjab, regulatory framework, types of window available and life cycle of a PPP project. Legal and Investment Council of the office showed keen interest to invest for waste management, health and renewable energy related projects and raised concerns about the political support. Mr. Awan explained government support as per PPP Act, 2019 and encouraged to bid for PPP projects.

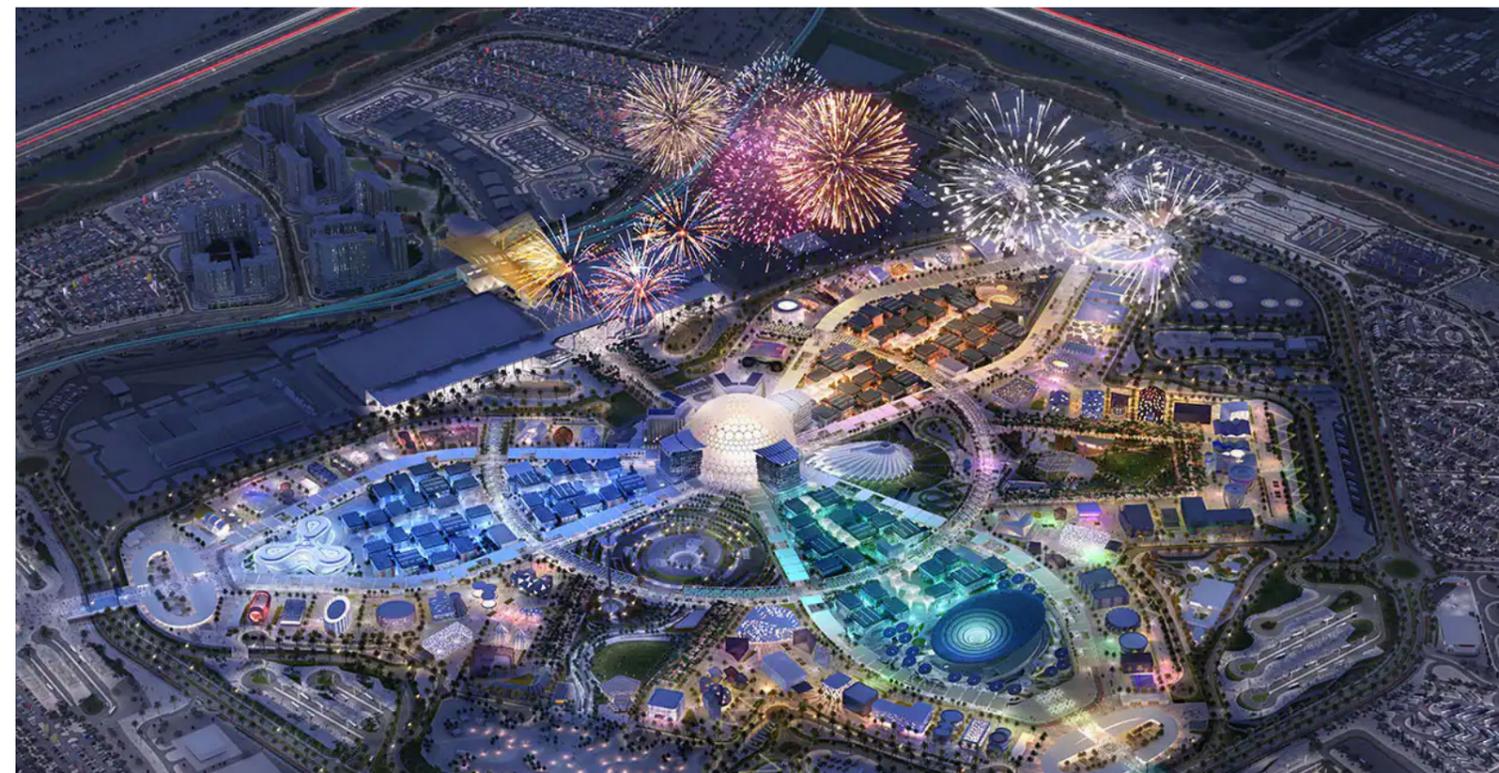
INTERVIEW AT PAKISTAN PAVILION

Punjab Board of Investment and Trade (PBIT) arranged an exclusive interview of Mr. Amjad Ali Awan CEO Punjab PPP Authority at Pakistan Pavilion on 24th November, 2021.

Mr. Awan opined that due to resource constraints, PPP seems preferred mode of investment to meet growing development needs of Punjab and focus is to attain sizable growth of PPPs across the board. Punjab PPP Authority is a mainstream organization with the responsibility to execute PPP projects and shared the business plan envisaged for the current and next two years. While sharing his views about Dubai Expo 2020 he appreciated the opportunities being provided to interact with international investors' as one to one meeting will open avenues not only from UAE but the peripheral markets as well. He discussed the portfolio of Punjab PPP by informing that Punjab has successfully executed PPP projects worth more than 44 billion and Authority is also exploring multidimensional areas in energy-the green energy, health, education, energy efficiency, solar street lighting projects as priority area other than infra sector. Possible scenario to generate renewable energy through waste management is also under consideration with the Punjab PPP Authority. He briefed that Punjab



PPP structure provides full legal cover in form of PPP Act with clear allocation of responsibilities of every institution involved and present well organized system to process a PPP project. Mr. Amjad explained that Authority has developed its business plan to execute projects worth of 100 billion projects this year which will ultimately contribute to the economic development of Punjab. He argued that PPP mode has the potential to mitigate energy crises and Authority is exploring window of opportunities and encouraging projects which de-carbonize the economy. Furthermore, solar and biomass energy can be created in PPP mode to provide cheaper energy at a lower cost to consumers and will minimize the load on national grid. At the end he highlighted that Pakistan has micro investment market especially for PPPs, however, mega investment may harness the potential through proper marketing of the business plan.



ONE TO ONE MEETING CORNER

Meeting with Vitol, Oil & Gas Trading Company

A meeting with the senior officials of Vitol was held on 25th November, 2021 wherein they expressed that the Company may invest in energy project in Punjab but it is direly needed that government should remove legal & institutional barriers that hinder international investment and provide government support. Delegation of Punjab PPP Authority assured that the new PPP regime in Punjab is designed to address investors' concerns to promote ease of doing business in the province and encourage to bring investments under PPP mode.

Vitol, a Dutch energy and commodity trading company deal in logistics/distribution as the core business, these are complemented by refining, shipping, terminals, exploration, production, power generation and retail businesses.

Meeting with Arthur Lawrence

In another meeting with a senior official of Arthur Lawrence (AL) on 23 November, 2021 one of the top management and technology consulting firms, the delegation deliberated two waste management models including waste to bio gas & waste to plastic and RDF. The AL's representative Mr. Carlo shared that number of investors may be interested to submit unsolicited proposals on waste management or waste recycling sectors as their firm is providing technical support in developing PPP projects. Mr. Carlo proposed to submit a pre-feasibility and based on its approval investor may submit a USP accordingly.

Punjab PPP Authority

Overview

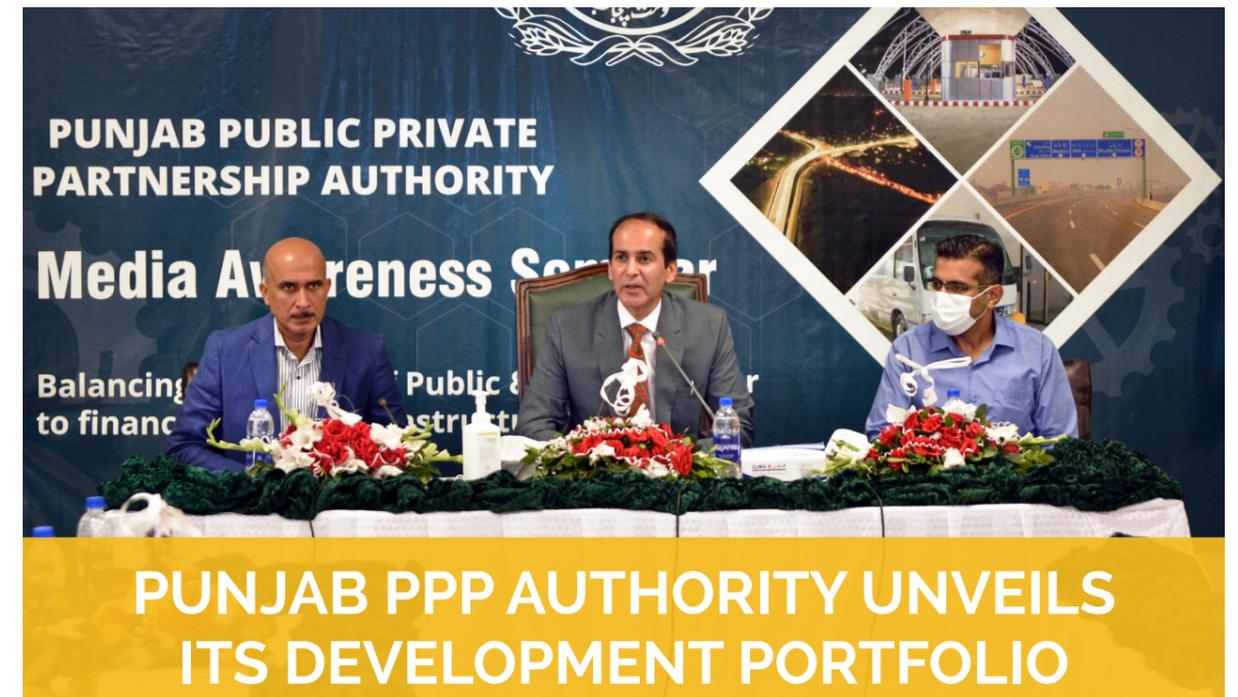
Government of Punjab formed Punjab Public Private Partnership Authority (PPPPA) in 2020, by enactment of the new PPP Act. The objective is to develop a centralized hub and strategic arm of the government of Punjab for promoting public-private partnerships. The Authority will be involved in formulating the strategy and will develop and optimize a portfolio of PPP projects as an autonomous body.

Vision

Creating a Conducive Environment that may support investment towards generating successful Public Private Partnerships in diverse development areas for the ultimate growth of the economy.

Mission Statement

Developing a Sustainable Institutional and Regulatory Ecosystem in Punjab that may ensure Transparent, Seamless and Efficient execution of Public Private Partnership based projects in the Infrastructure, Social, Technology and other Development sectors through the creation of win-win situation across the board.



A media awareness session regarding Public Private Partnerships (PPP) in Punjab was held on 4th November, 2021 in the office of Punjab PPP Authority with the purpose to give a general briefing about the progress update along with future interventions of PPP projects in Punjab. The event mainly focused on the areas of operationalization of Punjab PPP Authority, business plan envisaged for the upcoming three years targets, success stories and projects planned to be executed this year. Mr. Amjad Ali Awan, Chief Executive Officer of Punjab PPP Authority broadly discussed that 44 billion PPP projects have already been executed and Authority has planned a portfolio of 100 billion rupees to be implemented across various sectors. The envisaged projects includes Multan Vehari Road, Procurement, Installation and O&M of water meter in Lahore, Faisalabad Chiniot Sargodha Road, Wazairabad Sambrial Sialkot Road, three parking



cum commercial plazas at Rawalpindi, Depalpur Okara Samandri road and Dualization of Tarandah Muhammad Panah, KLM, Head Punjnad Muzafargarh Road. The water metering project is flagship in its nature and successful model will be replicated all over the Punjab. The Authority is also focusing on next 3 years targets through its business plan having diversified sector specific projects mainly in Energy, Education, Health, Urban Development & Housing, Industrial Development and Technology related projects. Mr. Awan encouraged private sector and government agencies to join hands in developing healthy pipeline of PPP portfolio in Punjab. He envisioned that Authority will not only conceptualize projects locally but will attract foreign investors by showcasing them the available investment opportunities.



Smart Water Metering in Lahore"

Punjab Public Private Partners
Planning & Development
Government of the Punjab

Approval of the Project by Chief Minister, Punjab

JOINT PRESS CONFERENCE

Chaired by: CEO Punjab PPP Authority & Managing Director WASA Lahore



FIRST EVER LANDMARK PROJECT TO BE LAUNCHED FOR LAHORE, "INSTALLATION OF SMART WATER METERING UNDER PPP MODE"

A joint press conference was called by Mr. Amjad Ali Awan CEO Punjab PPP Authority and Syed Zahid Aziz Managing Director WASA Lahore on 15th December, 2021 over the decision taken by Chief Minister Punjab to approve the project "Procurement, Installation and O&M of water meter in Lahore" in the meeting of PPP P&M Board. Addressing at the event, Mr. Awan briefed that smart water metering project is forerunner initiative under PPP mode in Pakistan taken by Government of Punjab and will be replicated in other districts of Punjab after successful implementation. The flagship project will be awarded to private party, consortium of Chinese group who will be responsible for its procurement, installation and O&M throughout the concession period. He acknowledged the support of Chief Minister, Punjab, Planning and Development Board, WASA Lahore and allied departments of government of Punjab by



adding that despite rupee dollar parity, the pace of work continued to make this project successful. As per details, total cost of the project is 9.3 billion and 711,265 water meters (93% domestic and 7% commercial) will be installed within two years. WASA will reimburse 45% of new water meter cost to private party after installation of each water meter and will recover this cost by charging consumer upfront cost of 20% and 25% from

VGF. While sharing financials he informed that IRR of the project is 14.8%, and NPV is 16 billion. The project will help in efficient distribution of available water among consumers smartly and minimize water production cost, help in detecting water theft and understanding the actual water consumption.

Managing Director WASA, Lahore, Syed Zahid Aziz highlighted that every consumer of Lahore will be benefited either domestic or commercial. In terms of benefits to WASA, Lahore saving of non-revenue water will be 35%, savings in leakages 7%, saving in electricity cost 10% and government will get ground water conservation. He informed that water meters will be assembled locally and establishment of local manufacturing unit will create employment generation for the residents. He added that at present, WASA does not have any scientific method to assess water supply and demand due to non-availability of water meters and groundwater table is also depleting with a rate of



one meter per year, which is very alarming and should be stopped to provide clean drinking water to next generations.

PROJECT FEATURES

PPP Modality	Build-Operate and Transfer (BOT) mode
Sponsoring Agency	Housing, Urban Development and Public Health Engineering (HUD&PHE) Department
Implementation Agency	Water and Sanitation Agency, Lahore
Project Cost	PKR 9,300 Million
Location	Lahore
Source of Revenue	WASA to collect user charges through installation of water meters
Total Meters	711,265 (93% domestic and 7% commercial)
Concession Period	10 Years (excluding installation period)
Role of Government	<ul style="list-style-type: none"> Levies Tariff, Set Tariff including Meter Charges, determine the revision rates, and period. WASA to pay capital expense with profit to private party during the concession period.
Role of Private Party	<ul style="list-style-type: none"> Locally assemble and install water meters. Assets that include water meters, test beds, and software will remain in the ownership of private party during concession period for O&M purpose. All assets will be transferred to WASA after completion of the concession period.
Successful bidder	<ul style="list-style-type: none"> Consortium of; <ol style="list-style-type: none"> M/s Wenling Younio Water Meter Co. Ltd. M/s Jiangsu Xinlang Environmental Company (Private) Ltd. M/s China Energy Engineering Group Jiangsu No.3 Electric Power Construction Co. Ltd. Special Purpose Vehicle titled, "XINLANG Lahore Water Metering (SMC-Private) Limited" registered with SECP

PUNJAB PPP AUTHORITY PARTICIPATION AT LAUNCH OF BALOCHISTAN PPP POLICY 2021

Balochistan government for the first time in the history of the province launched Public-Private Partnership Policy (PPP) to ensure the participation of private sector in the development of the province. Addressing at the launching ceremony, Balochistan Provincial Minister for Planning and Development Mir Zahoor Ahmed Buledi said that there is an immense potential for economic growth and socio-economic development in Balochistan and government is committed to utilize all available resources in order to move the province on the path of sustainable development. The policy was funded by the Multi Donor Trust Fund (MDTF), administered by the World Bank and implemented through the Governance and Policy Project.



Mr. Amjad Ali Awan, Chief Executive Officer, Punjab PPP Authority was invited as key note speaker at the said event. During his address Mr. Awan commented that policy making in Pakistan related to PPPs is in transitional phase and Balochistan has taken lead in policy formulation which would be helpful to establish mutual partnership with the private sector on a sustainable basis. He further highlighted that geographical significance of Balochistan has made it an important region and huge availability of land assets may enhance development portfolio for both infrastructure development and social sector services.

While sharing his experience Mr. Awan maintained that PPPs being an alternate mode of development is now adopted by all the Provinces and Balochistan government may take advantage to replicate successful models and apply best practices/lessons learned. He viewed that productive approach has been adopted in policy formulation as it is aligned with SDGs which provides self-explanatory areas of development on sustainable basis. For example cross-cutting SDG goal 7 & 11, 'Affordable and clean Energy' and 'Sustainable cities & communities' focused on energy crises and urban development and PPPs may provide promising future of development in these areas through its effective and innovative approach.

Mr. Awan expressed that the financial crisis in wake of Covid- 19 onwards renewed interest in PPP in both developed and developing countries. Facing constraints on public resources and fiscal space, while recognizing the importance of investment in infrastructure to help



their economies grow, governments are increasingly turning to the private sector as an alternative additional source of funding to meet the growing gap. He further added that infrastructure development through PPPs will provide space to government to execute social sector projects. "In particular, it will always help in the overall improvement and promotion of other sectors, including the provision of public infrastructure and facilities". He viewed that Balochistan is the largest Province in terms of land area with low population density, however, keeping in view the scale of economy, land area may be taken as opportunity to be utilized under PPP mode. He emphasized that identification of doable PPP projects is important and cumbersome task for which defining priority sectors along with need based analysis should be done before initiating 'Green Field' projects.

While highlighting the potential of PPPs in Balochistan, he indicated that development of inter-city roads have great impact for which mapping of road sector may be developed in consultation with concerned department to assess the commercial & financial viability along with available land. Development of road infrastructure gives boost to industry and generate employment opportunities for the residents. Being Ex-CEO Alternate Energy Development Board, he found huge potential to produce energy in the entire province, however, lack of transmission infrastructure and rural electrification is a bottleneck for the development and needs to be fixed with micro grid based rural electrification with collaborative efforts of the public and private stakeholders. Solid Waste Management and mining are other key areas of development to be explored with private sector investments.

Mr. Awan opined that developing regulatory mechanism is one of the uphill task which Balochistan government has already done and need is to create appetite within public sector to address capacity issues to understand the complex procedure involved in PPP life cycle. He further highlighted that PPPs market is still a micro

market, therefore, confidence of the investors to bid for PPP projects involves proper marketing strategy. Capital market should also be developed in parallel in order to streamline PPP processes. Structural changes in the institutional mechanism in terms of developing Balochistan PPP Authority itself shows seriousness of the government towards PPPs. While briefing about the institutional framework of Punjab, he explained that it consists of five entities, Punjab PPP Authority, Executive Committee of Punjab PPP Authority, PPP Policy & Monitoring Board, PPP Cell & RMU, Finance Department. Punjab PPP Authority is also working with financial institutions for provision of technical assistance in developing PPP project for which MoU has been signed with ADB Manila to develop one healthcare project proposal and successful model will be replicated in other districts of Punjab. He commented that transaction structure of PPP project is of immense importance as weak proposal will be screened multiple times causing delay in meeting timelines.

While acknowledging the efforts of Balochistan government, he informed that PPP life cycle is based on stage wise milestone and no shortcut is there to skip any stage, however, effort should be made to remain consistent and on track till completion. He commented that always ensure transparent mechanism during competitive bidding process because adverse effect may impact the success of other projects. At the end he thanked everyone and said that PPPs domain is somehow different and may play pivotal role in national development agenda, therefore, all provinces may share best practices and lessons learnt. He assured that Punjab PPP Authority will provide necessary facilitation to Balochistan Government as and when required. At the end experts and investors from the private sector shared their suggestions/ views and termed this policy as a major milestone towards achievement of development goals of the Balochistan Government.



“PLANT THE FUTURE AND MAKE PAKISTAN GREEN” SUNGROW SUCCESSFULLY HELD “SUNGROW POWER DAY 2021, PAKISTAN”

Recently, Sungrow, the global leading inverter solution supplier for renewables, successfully held “Sungrow Power Day 2021”, a circuit roads how in Karachi and Lahore on December 1st and 7th 2021 respectively, which attracted altogether more than 500 attendees, including government high officials, leading Pakistan and international companies’ experts and customers. During



these events, Sungrow demonstrated its industry-leading technologies/solutions and signed new PV inverter contracts with key partners.

During the Lahore event, Sungrow was honoured to have Mian Mahmood-ur-Rasheed, Provincial Minister for Housing, Urban Development and Public Engineering, Ambreen Sajjad, Provincial Director General of Environment Protection Agency and Mr. Amjad Ali Awan, Chief Executive Officer of Punjab PPP Authority. They shared the consensus that developing the renewable energy sector is crucial for this country’s sustainable development and reiterated the commitment to make Pakistan green through converting 60% of power consumption to solar power by 2030.

CAPACITY BUILDING



TRAININGS ORGANIZED BY ASIAN DEVELOPMENT BANK (ADB)

In line with the commitment of Asian Development Bank (ADB) to strengthen the capacity of senior and mid-career officials of Punjab PPP Authority, one day training programme was organized on 16th December 2021. Raja M. Ali Saleem ADB Procurement Specialist and Mr. Naeem Abbas, Senior Procurement Officer ADB gave detailed presentation on the methods and primarily focused on the guidelines, rules, laws, policies of ‘PPRA Rules’, ‘ADB new procurement framework’ and ‘Project procurement under PPP Act, 2019’. to help procurement practitioners with the knowledge needed to apply at the time of procurement. The e-Learning material was also shared for the information of participants. Mr. Amjad Ali Awan, CEO Punjab PPP Authority in his concluding remarks acknowledged the efforts of ADB and hoped



that such programmes will be conducted on regular basis. Certificates were also distributed among the participants.

Asian Development Bank organized another training on 27th December, 2021 in the office of Punjab PPP Authority to impart training skills on ‘Gender and PPP project management cycle’, ‘Understanding gender and social inclusion’, ‘Mainstreaming Gender and Social Inclusion in PPP Projects’ and clarify the role of social and gender sensitivity analysis in PPP project identification, project structuring and designing. Ms. Ishrat Jabeen Social & Gender Safeguard Specialist ADB was instructor and training was attended by the representatives of PPP Cell, RMU and Punjab PPP Authority.



WINGS OF PUNJAB PPP AUTHORITY

FUND MANAGEMENT & ADMINISTRATION WING

This wing is headed by Director General Mr. Rizwan Ahmad Malik and responsible to supervise and check budget/ financial reports, develop and implement an effective system of accounting and manage administrative & HR matters of the Authority. Following officers are currently on board in FM&A wing:



Rizwan Ahmad Malik
Director General (FM & A)



Haseeb Raziq Khan Khitran
Deputy DG (Admin)



Sheikh Umer Saeed
Deputy DG (Fund Management)



Maryam Naseer
Communication Specialist



Muhammad Rizwan Ishaq
Human Resource Specialist



Akbar Ali Rabbani
Procurement Specialist



Muhammad Usman Ghani
Manager (Admin)



Muhammad Usman Shafiq
Manager (Budget & Accounts)



Salman Haider
Liaison Officer



Hafiz Muhammad Ajmal
Graphic Designer



Asim Ali Akbar
Accounts Officer



Sumaira Asjid
Assistant Manager (Capital Market)

PROJECTS WING

This wing is headed by Director General Muhammad Danish and responsible to manage PPP projects in terms of its identification, preparation, execution, tendering and implementation. Following officers are on board in projects wing:



Muhammad Danish
Director General (Project)



Muhammad Mansoor Sarwar
Deputy DG Projects (Social Sector)



Zahid Hussain
Gender & Social Safeguard Specialist



Abdullah Umer
Asst Manager (Financial Analyst)



Nimra Sabahat
Assistant Manager (Legal)



Umar Khalid
Quantity Surveyor



Saad Khan
Land Surveyor

QUALITY ASSURANCE & APPRAISAL WING

This wing is headed by Director General Muhammad Masood Akhtar and responsible for the appraisal and quality assurance of the operational & awarded PPP projects. Following officers are on board in QA&A wing:



Muhammad Masood Akhtar
Director General (QA & A)



Asma Yaqoob
Assistant Manager (Monitoring)



Waleed Hussain
Assistant Manager (Evaluation)

OFFICE OF PUNJAB PPP AUTHORITY

The Contract signing ceremony between Pakistan Cricket Board and Punjab PPP Authority was held on 11th Aug 2021 for possession of the building located at Second Floor, Cricket House, Shadman-II, Jail Road, Lahore.



EMPLOYEE RECOGNITION (A little thanks goes a long way)

Executive Level

Punjab PPP Authority acknowledges the contribution of **Mr. Muhammad Danish, Director General (Projects)** and consider him a valuable member of its team. He has displayed enthusiasm to learn and grow professionally since the time he has joined Punjab PPP Authority. He has been working hard and even worked overtime to gain the maximum benefit from his work. The efforts you put in to deliver high-quality work for Punjab PPP Authority are commendable. May you continue the same every single day for the rest of your career.



Support Staff

This cadre is often overlooked as employees are so busy with their own works and they tend to forget that they are the one who serve round the clock to give us comfort and take care of our needs. They actually works the hardest but earns the lowest. A cup of tea makes our tedious day better.

Our heartiest "Thanks" to **Mr. Shafqat Ali** for his support and services.

Your job is toughest we believe, keep up the good work.

PUNJAB
PUBLIC PRIVATE PARTNERSHIP
AUTHORITY



**Punjab Public Private Partnership Authority
Planning & Development Board
Government of the Punjab**

📍 Cricket House, 20-A Shadman II, Jail Road, Lahore.

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