

PUNJAB PUBLIC PRIVATE PARTNERSHIP AUTHORITY

Newsletter

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PUNJAB
PUBLIC PRIVATE PARTNERSHIP
AUTHORITY



PUBLIC PRIVATE PARTNERSHIP
WAY TO FOSTERING ECONOMIC GROWTH



PUNJAB PUBLIC PRIVATE PARTNERSHIP AUTHORITY

Newsletter

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WINDOW OF INVESTMENT OPPORTUNITIES IN PUNJAB SHOWCASED TO UAE DELEGATION

A six member's foreign delegation representing the Office of His Highness Sheikh Ahmed Dalmook Al Maktoum from UAE visited Lahore from 7-8th February, 2022 to carry out a series of meetings with officials of the government of Punjab. The delegation had a joint meeting with the representatives of Planning & Development Board, Punjab PPP Authority, Punjab Information Technology Board (PITB) and Punjab Board of Investment & Trade (PBIT) to explore the available opportunities in all areas of common interest. The visit is follow up of the Punjab PPP Authority official visit to Dubai Expo on 22nd November 2021 wherein Mr. Amjad Ali Awan CEO Punjab PPP Authority met His Highness Sheikh Ahmed Bin Dalmook Al Maktoum and briefed them about the investment opportunities

under PPP mode in Punjab. The overall PPP framework of Punjab, current footprints, pipeline envisaged under the business plan, mode of engagements with Punjab PPP Authority and project requisites were presented by Mr. Amjad Ali Awan CEO Punjab PPP Authority. The delegation also visited the office of PITB to understand the IT services and solutions and showed keen interest to transform digital ecosystem of Punjab. Chairman PITB informed that a project 'Citizen Facilitation Centers in Punjab under PPP mode' is in pipeline for which bidding will be initiated after completing procedural formalities as per PPP Act, 2019. Representing UAE delegation, Mr. Mustafa Ahmed Advisor to the Private office of His Highness Sheikh Ahmed Dalmook Al Maktoum briefly shared about Injazat, an industry recognized market leader in the region for digital transformation, cloud and cyber security. The company empowers organizations to optimize their business goals utilizing cloud and emerging technology solutions, and by co-creating transformational digital platforms and services through PPPs. He stated that leveraging on the wealth of expertise of the Private Office's management team, Injazat aims to attract smart and ambitious business projects, thoroughly evaluate their market potential and

comprehensively assess global markets. He added that Injazat managed services for digitalization mainly in the sector of health, education, transport for provision of smart solution and interested to provide the same services in Punjab.

Dr Salman Shah appreciated initiatives taken by the company in UAE and iterated that government of Punjab welcomes smart & digital solutions for its economy and appreciated their interest in PPPs. He suggested that delegation may come up with business strategy to engage with government of Punjab under PPP, B2B or G2G mode and assured full support from all the entities of Government of Punjab in providing data and requisite information. Secretary Planning & Development Board, Government of the Punjab encouraged them to pitch innovation solution through PPPs for digitization of healthcare insurance system in Punjab. The members of the delegation were apprised of a conducive atmosphere for investment in Pakistan and the discussion sums up with mutual areas of collaboration in energy, IT, and public health services.

The UAE delegation comprised of Mr. Mustafa Ahmed Advisor to the Private office of His Highness Sheikh

Ahmed Dalmook Al Maktoum, Raffaele Breschi Group Chief Growth Officer G42, Shafiq Ur Rehman SVP Technology Products & Cyber Security-Injazat, Sebastian Shi Head of International Projects-Clouds G42, Gianluca Meloni EVP Business Development – Injazat and Barrister Saboor Karamat Group Counsel Private Office of His Highness Sheikh Ahmed Dalmook Al Maktoum.





EXECUTIVE COMMITTEE MEETING OF PUNJAB PPP AUTHORITY

The 14th meeting of the Executive Committee was held on 27th April 2022 under the Chairmanship of Chairman P&D Board approved PDF funding request of PKR 30 Million for the project 'Punjab Model Bazars' which is a special initiative of the Government of the Punjab to provide daily use items on notified/competitive rates as compared to open market. Presenting the details Muhammad Danish Director General (Projects) Punjab PPP Authority said that a prototype pre-feasibility on a single model bazar was developed after multiple consultations between PPPPA and Punjab Model Bazar Management Company and based upon preliminary analysis, project seems viable under PPP mode. He added that due to the rudimentary nature of the scenario-based estimates at the conception stage, a full-fledged feasibility study of the project will be developed by the Transaction Advisor to firm up viability analysis and financial estimates. Mr. Amjad Ali Awan Chief Executive Officer Punjab PPP Authority highlighted that Punjab Model Bazar Management Company (PMBMC) is managing 32 bazars in 19 districts and in the next phase planned to develop further 11 bazars



in 11 different districts of the province. He commented that execution of project under PPP mode will provide innovative collaborations of managerial and technical expertise to improve the strategic management of model bazars. The chair viewed the project as rip-roaring success for the general public and have provided easy access to everyday commodities in a respectable and clean environment.

The meeting has also discussed and approved the revise PDF cost for the project 'Execution of PPP Projects on land under administrative control of Auqaf Department' as well as agenda related to the administrative and operational issues of the Authority.



PROVISION OF ENERGY THROUGH RENEWABLE SOURCES



Punjab PPP Authority is exploring new PPP markets for the untapped sectors to leverage private capital and expertise to support the development projects. Renewable energy sources particularly wind, solar and biomass are also the new emerging PPP markets to encourage private sector investment. In this regard, a meeting between Punjab Public Private Partnership Authority and M/s LNG Easy (Private) Limited was held on 11 May 2022 to discuss the concept of 'Provision of LNG+Bio-Methans for off Grid Rural Areas of Punjab' to meet the energy needs in rural parts of Punjab. This clean source of domestic energy can replace the use of fuel-wood and cow dung cakes normally used as

source of domestic energy in rural areas. The proponent requested for necessary facilitation in identifying potential areas suitable for setting up biogas plants in suburbs of Lahore. Mr. Amjad Ali Awan Chief Executive Officer Punjab PPP authority appreciated the concept for provision of energy for the rural population of Punjab, however, he advised that a complete unsolicited project proposal needs to be developed and submitted to Punjab PPP Authority for further processing. He shared that rapid popularization of renewable energy deployment at grass root levels combines with drastic reduction of capital costs seems another low hanging fruit. He added that PPP is an interdisciplinary mode of development, it can be stretched towards creating low carbon green PPPs at domestic, commercial and industrial levels. Director General (Appraisal & Quality Assurance) Punjab PPP Authority Muhammad Masood Akhtar informed about the requisites of unsolicited project proposal in accordance with PPP Act 2019 including feasibility study, detailed business model, risk assessment, determination of PPP modality, need for government support, EIA and draft concession agreement.



JOINT MEETING WITH IFC & WORLD BANK

In a joint meeting with International Finance Corporation (IFC) and World Bank on 16 June 2022 areas of collaboration explored to leverage private investment in partnership with the Government of Punjab. Mr. Amjad Ali Awan CEO Punjab PPP Authority gave a broader vision and commitment of Government of Punjab in promoting PPPs and also briefed about institutional, legal framework and PPP portfolio of Punjab. Mr. Amjad Bashir Senior Operations Officer World Bank remarked that this meeting has rediscovered the great job Authority is performing and the priority areas of mutual collaboration. He shared that the World Bank and IFC under country partnership framework extended their support in provision of technical assistance and advisory services for PPP projects. Renewable energy-related PPP projects is one of the priority area where World Bank Group has expanded its support to PPPs through a wide range of instruments and services. Mr. Amjad Ali Awan CEO Punjab PPP Authority informed that provision of renewable energy through waste management, solar and biomass are one of the top priority areas where Authority is utilizing all expertise to support the development of

renewable energy projects in Punjab. He also shared that award of the project of installation of smart water metering has given us confidence to replicate the same project in other districts of Punjab. Mr. Awan also briefed about the implementation status of Combined Effluent Treatment Plants (CETPs) at Sundar and Quaid-e-Azam Industrial Estates Lahore approved by PPP P&M Board subject to amendment in the by-laws of Punjab Industrial Estate Development & Management Company (PIEDMC). The participants were informed that financial model of the project needs revision and Authority will take up the matter with PIEDMC. He highlighted that Authority is also creating a broad spectrum for new PPP markets for the untapped sectors like urban development, public health, waste recycling, renewable energy, education, water supply & sanitation and e-efficiency. Muhammad Danish Director General (Projects) Punjab PPP Authority presented pipeline of PPP projects including roads, health, water and urban development sectors. The discussion ended up with mutual areas of engagement in advocacy, technical assistance, capacity building and marketing of PPP projects across various sectors and World Bank delegation also urged to implement industrial development projects envisaged under the DLI 5 of Punjab Jobs and Competitiveness (J&C) Program of the World Bank.



IFC AND PUNJAB PPP AUTHORITY JOIN HANDS TO SUPPORT PPPs

A delegation comprising officials of International Finance Corporation (IFC) visited office of Punjab PPP Authority on 21st June 2022 to explore bilateral relationship in developing and implementing PPP projects in Punjab. Chief Executive Officer Punjab PPP Authority Mr. Amjad Ali Awan informed that Authority is creating a broad spectrum for new PPP markets for the untapped sectors like urban development, public health, waste recycling, renewable energy, education, water supply & sanitation and e-efficiency. He shared that other than project implementation, Authority is also addressing supply side constraints from investor perspective. While informing about current footprint of Punjab PPPs he shared that 44 billions of projects have been successfully executed, 34 billions of projects tendered and 104 billions in diverse sectors of economy are in pipeline. He suggested that IFC may facilitate in providing technical advisory services, equity injection in PPP financing, devising communication strategies to market PPP projects and capacity building. Mirza Khurram Baig Investment Officer IFC inquired about the specific areas where IFC



can provide technical assistance and also discussed proposal of WASA Lahore to install solar power plants at tube wells to reduce electricity usage. Muhammad Danish Director General (Projects) Punjab PPP Authority commented that IFC may provide technical assistance in developing project proposal 'Citizen Facilitation and service centers in Punjab', small scale power projects for different areas of Punjab, solarization of Punjab office buildings and waste recycling. The delegation requested that list of priority projects may be shared with IFC for provision of technical assistance.

OUTREACH STRATEGY TO IDENTIFY PPP PROJECTS

Bahawalpur Division, Bahawalpur

Meeting in the office of Director Development Bahawalpur Division, Bahawalpur was held on 5th January 2022 between the division's representatives and Punjab PPP Authority where participants were briefed about the institutional mechanism, regulatory framework and potential doable PPP initiatives across various sectors. Director Development, Bahawalpur Division Bahawalpur requested Punjab PPP Authority to share the template for submission of the 'Concept Paper' to avail Project Development Facility (PDF) fund for the projects conceived by the Bahawalpur Division.

Local Government & Community Development (LG&CD) Department

Another meeting was held on 11th February 2022 in the office of Deputy Secretary (Development) LG&CD Department with the representative of Punjab PPP Authority to explore the potential of doable PPP projects specifically related to construction of parking plazas in Punjab. The participants were informed about regulatory framework of PPPs in Punjab, life cycle and requisites of project development. The office of the LG&CD department informed that potential doable PPP projects will be explored and shared with the Punjab PPP Authority for necessary action.



Tourism Department

Meeting with Tourism Department was held on 24 February, 2022 under the chairmanship of Additional Secretary Tourism to explore potential PPP projects keeping in view the rapidly growing industry and global interest in sustainable tourism. It was deliberated that PPPs can be a powerful tool for tourism development and the strategic use of partnerships can contribute significantly to the development of a sustainable tourism program in Punjab. The meeting concluded that potential areas of tourism industry will be explored and shared with Punjab PPP Authority for pre-screening.

UPDATE OF PPP PROJECTS

PROJECTS TENDERED IN FY 2022



Project Name	Multan Vehari Road
Project Description	The project will link Vehari District with Multan road. Project road falls in Multan Civil Divisions. The alignment will connect Vehari and Multan Districts with Karachi Lahore Motorway & Motorway M-4. This road passes through thickly populated cities and towns of Vehari and Multan besides other small towns. The total length of this road is 87 km.
Potential Impact	To connect Vehari and Multan Districts with Karachi Lahore Motorway & Motorway M-4. The project will create safe and quicker access to commuters and will develop economic activity in the catchment area.
Sector	Road and Bridge
Estimated Cost	Rs.16,650 Million
Concession Period	25 Years

PROJECTS EXPECTED TO BE TENDERED IN FY 2023

Project Name	Faisalabad Chiniot Sargodha Road
Project Description	The project will connect Chiniot and Sargodha District with Faisalabad Division. Project road falls in two Civil Divisions i.e. Sargodha & Faisalabad. The alignment will connect Chiniot and Sargodha Districts with Karachi Lahore Motorway & Motorway M-4. This alignment will connect M4 Pindi Bhattian Faisalabad Multan Motorway. This road passes through thickly populated Cities and towns of Faisalabad, Chiniot and Sargodha besides other small towns. Length of road is 67 km.
Potential Impact	This road will save travelling time and vehicles operating cost and will generate economic activity in the surrounding areas.
Sector	Road and Bridge
Estimated Cost	Rs.18,184 Million
Concession Period	25 Years

Project Name	Depalpur Okara Samundari Jhang Road
Project Description	The project will connect Okara district with Faisalabad division. Project road falls in two Civil Divisions i.e. Sahiwal & Faisalabad. The alignment will connect National Highway N-5 at Okara with Karachi Lahore Motorway & Motorway M-4. This alignment will intersect to National Highway (N-5) at Okara. This road passes through thickly populated Cities and towns of Depalpur Okara Samundari Jhang besides other small towns. The total Length of the road is 154 km.
Potential Impact	It will improve the connectivity and road transport efficiency via dual carriageway and associated facilities.
Sector	Road and Bridge
Estimated Cost	Rs. 18,018 Million
Concession Period	25 Years (According to preliminary analysis)

Project Name	Rehabilitation of Wazirabad-Sambrial-Sialkot
Project Description	The project will connect Wazirabad to Sialkot through Sambrial. Length of road is 37.00 KM.
Potential Impact	It is vital network for Lahore-Islamabad Motorway and economic exercises through advancement of business within the region. The proposed road will reduce travelling time and vehicles operating cost. The rehabilitation of instant road will save travelling time and vehicles operating cost.
Sector	Road and Bridge
Estimated Cost	Rs. 10,722 Million
Concession Period	25 Years (According to preliminary analysis)

Project Name	Muzaffargarh Trindah M. Panah Road
Project Description	The alignment will connect Taranda M. Panah and Muzaffargarh with Sukkur – Multan (Motorway M-5) section of Karachi Lahore Motorway and Head Punjnad. This road passes through mostly agricultural areas, thickly populated cities, small towns and chaks.
Potential Impact	It will improve the connectivity and road transport efficiency via dual carriageway and associated facilities.
Sector	Road and Bridge
Estimated Cost	Rs. 25,222 Million
Concession Period	25 Years (According to preliminary analysis)



Project Name	Construction Of Sialkot Ring Road
Project Description	This 54 km long road circle the city of Sialkot covering all major connecting points.
Potential Impact	This road will save travelling time and vehicles operating cost and will generate economic activity in the surrounding areas.
Sector	Road & Bridge
Estimated Cost	PKR: 20,000 Million
Concession Period	25 Years

Project Name	Construction Of Multan Ring Road
Project Description	This 66- km long road circle the city of Multan covering all major connecting points.
Potential Impact	This proposed road is an extension of existing two Bypasses. Construction of Multan ring road will create a conducive environment of safety and easy of movement for traffic coming from either side. This road will save travelling time and vehicles operating cost and will generate economic activity in the surrounding areas.
Sector	Road & Bridge
Estimated Cost	PKR: 15,000 Million
Concession Period	25 Years

Project Name	Solar Street Lighting for Lahore Ring Road Northern Loop
Project Description	The Object is to replace High Pressure Sodium Vapour Lights with the Solar LED Street Lights at northern Loop of Lahore Ring Road
Potential Impact	<ul style="list-style-type: none"> Partially saving in O&M cost after completion of bidding process. Smooth flow of traffic during late hours. Independence from utility companies / LESCO. No load shading. Guaranteed operationalization and maintenance of street lights by the concessionaire.
Sector	Road and Bridge
Estimated Cost	Rs. 500 Million
Concession Period	To be determined



Project Name	Parking Cum Commercial Plaza in Rawalpindi (3 Projects)
Project Description	The project will provide state of the art and well managed parking facilities to cater needs of the people and resolve parking issues. The proposed plan will capitalize on the accessible and central location of the site. Commercial and recreational parking facilities will be proposed to attract large customer base from surroundings areas and to cater the need of people.
Potential Impact	Increased footfall will be expected to provide employment opportunities in the area and contribute toward economic growth.
Sector	Urban Development
Estimated Cost	Rs. 4,300 Million
Concession Period	20 Years



Project Name	Hotel at Nishtar Park Sports Complex Lahore
Project Description	The Project will provide state of the art hotel facilities for national / international players.
Potential Impact	Many national and international sports events are organized in Gaddafi Stadium as well as in the National Hockey Stadium. However, development of international level hotel in the premises of Nishtar Park Sports Complex, Lahore is necessary to avoid security & traffic jam issues during events.
Sector	Urban Development
Estimated Cost	Rs. 5,000 Million
Concession Period	25 Years

PROJECTS EXPECTED TO BE TENDERED IN FY 2024



Project Name	Water Meters in Four Cities
Project Description	Government of Punjab intends to develop a Water Metering System in order to promote judicious use of water and implement necessary measures on the prediction of International Water Management Institute (IWMI) to reduce excessive withdrawal of ground water.
Potential Impact	The Project will discourage the wastage of water by the consumers and therefore it will help in the conservation of water resource and eliminate the Non-Revenue Water (NRW) and thus will increase the income recoveries of the department.
Sector	Water Supply and Sewerage System
Estimated Cost	Rs.6,000 Million
Concession Period	25 Years



Project Name	Citizen Facilitation Service Centers
Project Description	The project will integrate seventeen governmental services under one roof to easing citizens. There are total 35 districts where such Citizen Facilitation Centers (CFSCs) or E-Khidmat Markaz are to be developed, out of which such facility in nine (9) districts are already operational and in the remaining twenty-two (22) districts, such facilities are to be established under PPP Mode.
Potential Impact	The Project will facilitate the public interface with various government departments / agencies within one roof in systematic, transparent, respectable and controlled manner.
Sector	Governance and Information Technology
Estimated Cost	Rs. 6,000 Million
Concession Period	5 Years

MONITORING & EVALUATION OF OPERATIONAL PPP PROJECTS

VEHICLE INSPECTION & CERTIFICATION SYSTEM IN PUNJAB

Districts: Rawalpindi, Attock, Sargodha And Mianwali

Transport Department, Government of Punjab had initiated the project Vehicle Inspection and Certification System (VICS) in Punjab under PPP mode to ensure vehicles plying on the roads are inspected and certified with respect to road worthiness using modern vehicles equipment on international standards. According to Section 39 of the Motor Vehicle Ordinance, 1965, every

Public Service Vehicle (PSV) should be required to have a valid fitness certificate. The project was conceptualized as the existing system Motor Vehicle Examiner (MVE) was inadequate to perform standardized vehicle fitness tests due to lack of equipment & tools for performing vehicle inspection in accordance with international standards.

Sr. No.	Project Information	
1	Project	Establishment of Vehicle Inspection and Certification System (VICS) in Punjab
2	Executing Agency	Transport Department, Government of Punjab
3	Project Locations	39 VICS stations all over Punjab
4	Concession Period	20 Years
5	Construction Period	02 Years
5	Source of Revenue	Inspection Fee
6	Type of PPP Proposal	Unsolicited
7	Bidding Criteria	Gross Revenue Sharing on Annual Basis
8	PPP Modality	BOT (Build, Operate, Transfer)
9	Role of Private Party	i. Design, finance, build, operate and transfer the facilities after the concession period. ii. Pay taxes, levies, and dues. iii. Revenue sharing (5% on Gross revenue)
10	Role of Government Agency	i. Provision of land on lease basis for all sites ii. Enforcement of vehicle inspection iii. Transfer rights of inspection to the concessionaire for vehicle testing iv. Necessary changes in Motor vehicle Ordinance, 1965 and 1969 with respect to VICS project v. Concessionaire has right to claim authority event of default if compliance remains less than 50% for consecutive four (04) years after becoming all VICS Stations operational.
11	Objectives	i. Road safety ii. Minimize road accidents and related injuries due to mechanical failure of vehicles iii. Control noise pollution. iv. Enhance environment quality by reducing carbon emissions. v. Improved condition or public transport
12	Approval & Award	i. An unsolicited project proposal was submitted by M/s Swede Tech International (Pvt.) Ltd. on July 2nd, 2011. ii. Project proposal was approved by PPP Steering Committee on January 18th, 2012. iii. Request for Proposal (RFP) was issued on December 12th, 2013. iv. Letter of Award was issued to M/s Opus Inspection (Pvt.) Ltd. on March 18th, 2014. v. Concession Agreement was signed between Transport Department and M/s Opus Inspection (Pvt.) Ltd. on February 3rd, 2015. vi. Commercial operation commenced on July 23, 2016.

VISIT REPORT

Punjab Public Private Partnership Authority has the mandate to monitor the operational PPP projects in accordance with the terms and conditions of signed Concession Agreement. In this regard Appraisal and Quality Assurance (A&QA) wing of the Punjab PPP Authority visited the operational/under construction VICS stations of District Rawalpindi, Attock, Sargodha and Mianwali to physically inspect and evaluate the implementation issues of project sites.

Director General (A&QA) Muhammad Masood Akhtar accompanied by Ms. Asma Yaqoob Assistant Manager (Monitoring) and Engr. Waleed Hussain Assistant Manager (Evaluation) visited VICS stations of above said districts on 30 & 31 March and 28 & 29th June 2022 respectively. The team found that construction work at VICS station Westridge District Rawalpindi has been stopped and according to Transport Department the matter has been taken up with Board of Revenue. The A&QA wing found discrepancies with respect to design and construction damages at VICS station Rawat District Rawalpindi including testing equipment, non-conformity standards with respect to precast RCC roofing, non-availability of Personal Protective Equipment (PPE), out of order CCTV cameras as well as visible damages on the floor and walls. The VICS station of District Attock was also not operational due to malfunctioning of testing system. The site has also similar design and construction damages as in case of Rawat which needs to be fixed as per technical specification of signed Concession Agreement. The VICS stations at District Sargodha and Mianwali were operational, however, both

also have design and construction damages as well as other technical disparities.

The monitoring reports developed by A&QA wing provided detailed review along with recommendations for the concessionaire M/s OPUS Inspection Pvt Ltd to take the following measures to run the smooth operations of all VICS stations:

- All LTV lanes should be operational
- Maintenance and repair of the testing equipment
- CCTV surveillance should be functional all time
- Personal Protective Equipment (PPE) should be ensured to protect staff from serious injury or illness such as "physical, electrical, mechanical or other workplace hazards.
- Qualified staff should be deployed to ensure optimal functioning





STRENGTHENING CAPITAL MARKET DEVELOPMENT

Punjab PPP Authority is building linkages with financial and capital markets to meet long term financing in PPP projects. In this regard meetings with Bank Alfalah and Habib Bank Limited were held on 3 & 9 March 2022 respectively under the Chairmanship of Rizwan Ahmad Malik Director General (Funds Management & Admin) to streamline procedures and necessary documentation related to loan conditions in order to achieve financial close as per timelines of PPP Act, 2019. The participants were briefed that long term financing is one of the major challenge as loan terms differ from one project to another depending on project cash flows and the creditworthiness of the project sponsors. Procedural formalities in processing a PPP project from inception to financial close were also informed for the understanding of the participants. The representatives were requested to devise policy formulation to streamline procedures to offer flexible loan terms & conditions for the investors to meet financial arrangements for a PPP project within given time frame. The representatives of both banks

agreed to take up the matter with concerned wing and will come up with workable proposal.

The participants of the meeting includes Mr. Khurram Iqbal Head Investment Banking Corporate, Mr. Farhan Anwer Ali, Sr. Manager Investment Banking Corporate from Alfalah Bank and Mr. Umer Hameed Head Investment Banking, Mr. Umer Shakir Unit Head Investment Banking from Habib Bank Limited whereas Mr. Mansoor Sarwar Deputy Director General (Social Sector), Mr. Abdullah Assistant Manager (Finance) and Ms. Sumaira Asjid Assistant Manager (Capital Market) represented Punjab PPP Authority.



ORIENTATION SESSION ON PPPs IN DISTRICT CHAKWAL

The Punjab PPP Authority organized an orientation session at Deputy Commissioner Complex Chakwal on 12th January 2022 which brought together participants from government dignitaries and business community of Chakwal Chamber of Commerce & Industry. The session was part of Authority's effort to organize stakeholder consultations and engagements to raise confidence of the private sector for participation in the PPP projects through dialogue process which create wider acceptance of PPPs. The session was attended by Captain (R) Mr. Bilal Hashim Deputy Commissioner Chakwal, Additional Deputy Commissioner, government Officials, Vice President Chakwal Chamber of Commerce & Industry and Punjab PPP Authority representation was made by Muhammad Masood Akhtar Director General (Appraisal & Quality Assurance) and Ms. Sumaira Asjid Assistant Manager (Capital Market Development).

Speaking on the occasion Muhammad Masood Akhtar said that 'Public-Private Partnership' has been globally recognized as an essential mode of service delivery in physical and social infrastructure. He gave a detailed presentation of PPP legal framework, institutional arrangements and government support

for the understanding of participants. He further said through PPPs, the Government intends to attract the private sector to come ahead and partner with it to develop effective and robust infrastructure for Punjab. Deputy Commissioner Captain (R) Mr. Bilal Hashim said that both developed and developing countries are fast adapting to this efficient way of infrastructure development as through this partnership the acclaimed advantages of the private sector, such as innovation, access to finance, knowledge of technology, managerial efficiency and entrepreneurial spirit are also combined. He requested the concerned officials of Chakwal district to identify potential areas for infrastructure and social sector development under PPP mode and viable projects may be shared with Punjab PPP Authority for further processing.

The chamber representatives remarked that interactive session helped them to understand PPP mode of development, investment opportunities and procedural formalities of processing a PPP project. At the end Deputy Commissioner Chakwal presented honorary shield to Muhammad Masood Akhtar and thanked all the participants for joining.





Exclusive Interview

CHIEF EXECUTIVE OFFICER PUNJAB PPP AUTHORITY

AMJAD ALI AWAN is currently leading Punjab Public Private Partnership (PPP) Authority in his capacity as Chief Executive Officer (CEO). In terms of his academic and professional background, he has been spearheading leadership and management roles in the government and corporate sector for more than 25 years. He has a rich and diversified academic background in Engineering, Public Policy, Management and Business Administration; extended across prestigious national and global institutions, e.g. Massachusetts Institute of Technology (MIT) and "Harvard University" USA as well as the Universities of Lancaster and Birmingham in United Kingdom (UK). In particular context of his professional footprint and services, he has been leading success stories as well as playing the key roles towards formulation and execution of government policies in the Power, Energy, Infrastructure and Urban Development sectors for more than 2 decades.

Q#1. What are the aims and objectives of Punjab PPP Authority?

Ans: Punjab Public Private Partnership (PPPP) Authority is lead statutory agency of Government of Punjab that is hub of all activities relevant to structuring and execution of PPP projects in the province of Punjab. The positioning and functions of Punjab PPP Authority are well enumerated in Punjab PPP Act. The key objective behind is to develop a centralized hub and strategic arm of the government of Punjab for the generation and promotion of viable PPPs. In this very context, Punjab PPP Authority is saddled with the task of executing the provisions of Punjab PPP Act 2019. In addition of creating synergies and linkages with line departments of government of Punjab, the PPP Authority is creating its prime interface with capital markets, banks and other NBFIs (Non-Banking Financing Institutions) to ensure smooth cycle of executing PPPs.

The significant difference that the Authority is making mainly relates to hanging balance between project structuring through hiring TA (Transaction Advisory) services and then to ignite corresponding response from the private sector as partnering agencies. In a wake of this, the Authority handholds the private sector in terms of perceived risks and their reasonable allocation and extends the government support as allowed within the regulatory framework. In such a multifaceted role, the Authority plays a catalyst for diverting FDI in the PPP projects for the ultimate development of infrastructure and the provision of associated service delivery at the public lines.



Q#2. Does the private sector understand what PPPs really are, and what are their expectations?

Ans: Well, Punjab PPP Authority is earnestly aiming at the creation of common grounds with private counterparts and have initiated multi-layered liaising that may help them to get to know about what Punjab offers in the domain of PPPs. By such activities a shared vision is anticipated that may deepen the mutual understanding and strengthen the potential of partnership on both sides, so much so to break negative myths and boost the confidence of the private sector. We are well cognizant of the fact that PPPs by virtue of their structuring, financing and approval procedures are often complex, however Authority is working hard to minimize the hassles and provide smooth interface to private sector for the seamless execution of PPPs

As a matter of fact, the identification of the enriching opportunities in the realm of PPPs involve several considerations at the end of both public and private counterparts. In this regard, Punjab PPP Authority is going by all means to help building the capacity on both public and private sector sides for sifting only viable PPPs which may otherwise save time and resources against chasing unviable proposals. In this regard, the Authority is acting just as one stop shop for the ease of

investors to provide necessary facilitation and to build their confidence which will ultimately generate win-win situation.

Q#3. Based upon your experience at abroad, how Pakistan compete with global emerging economies of the world?

Ans: In order to compete at regional and global level, Pakistan has to follow and apply the relevant standards of production and services. In contrast with the local markets, the competition in the domains of trade and business is the function of quality, value addition as enunciated within the globally applicable standards. Thus, Pakistan has to learn from the international best practices prevalent in the world and has to adapt with the same and also to learn from its own successes and failures that it experienced in the past. In this regard, the mode of financing through PPPs is the apt response to harness the potential of private sector towards financing, operating and maintaining the infrastructure projects. The Authority is also trying to replicate best practices and global standards of PPPs and extend the requisite government support that will motivate not only the local but also encourage the foreign investors and developers to partner with government of Punjab.

Q#4. Can you please share gist of PPP projects and how Authority plans to implement new dynamics?

Ans: There is a reasonable footprint of PPP projects created in Punjab with almost 40 billion rupees in diverse sectors of economy like infrastructure and transport sectors. Authority has developed a pipeline of projects with overall quantum of 200 billion rupees currently at different stages of PPP life cycle. PPPs exist in a variety of industries and each sector offers unique challenges and opportunities due to different investment considerations. Punjab PPP Authority is also creating a broad spectrum for new PPP markets for the untapped sectors like urban development, public health, waste recycling, renewable energy, education, water supply & sanitation and e-efficiency. Punjab PPP Authority is trying its best to develop models and prototypes to make PPP dynamics more robust, responsive and proactive. However, we have to acknowledge the hard fact that we have a limited number of financing windows and investment camps within the country. Moreover, the banks' general attitude has been averse to project financing and similar ventures. This is the challenge that PPP Authority has undertaken to break the inertia of conservative attitudes in the realm of PPP financing.

Q#5. What are the achievements of Punjab PPP Authority?

Ans: Punjab PPP Authority has given voice to this sector of economy that may bring about transformative changes in the realm of infrastructure and urban development sectors. In this regard, Punjab PPP Authority is tasked to provide all sort of technical and regulatory support to the executing agencies as well as to get engaged with relevant stakeholders, so as to create a conducive and evolving environment for the generation of PPPs. Presently, PPP Authority is the only organization in Punjab mandated with the marketing of PPP projects and negotiates with the private sector regarding matters related to government support in order to ensure fast track execution of the project. Authority is also interacting with all financial institutions, private sectors, administrative departments and other key

stakeholders in collating and disseminating knowledge and information about PPPs as per PPP Act, 2019.

Q#6. As per your evaluation which sector of the economy is most attractive for PPP business and why?

Ans: The question which sector is more attractive for PPPs depends upon a lot of factors underneath. However, the best way to start is to start from simple and most conventional PPPs. That exactly is being done in Punjab and we started from road and transport relating PPPs. This is mainly because roads and highways are the arteries through which the economy pulses. Before initiating any development process a suitable nexus can only be created through road network. However, we have to develop a sector diversification strategy in parallel, so as to explore PPP opportunities in futuristic sectors e.g. technology, renewables, climate change and other sustainable development areas where the world is diverting towards. Presently, Pakistan stands amongst vulnerable countries in combating climate change problems and direly needed nature-based solutions through environment resilient initiatives. That's why Authority is exploring multidimensional areas in energy—the green energy, energy efficiency and possible scenario to generate renewable energy through waste management. PPPs have the potential to mitigate energy crises and Authority is encouraging projects which decarbonize the economy. Furthermore, solar and biomass energy projects are also on priority as they can provide power at a lower cost and will also minimize load on the national grid.

Q#7. Social sector PPP requires both financial and political support hence more challenging to be implemented. What do you say?

Ans: I agree that social sector PPPs are possible to be created, although the potential risks may be significantly higher amidst social and political sensitivities. In order to combat this challenge, the government has to act more liberally to support such projects through annuity and other alternate cash flows that may turn the

deal into financially and commercially viable. Presently, the social sector PPPs are in the radar of PPP Authority and we are trying to create at least one pilot project in the health and other sector that may help subsequent escalation and replication. While a few social sector projects are in pipeline, the Authority is trying to explore more opportunities that may suffice well with the current jigsaw of social sector development. As a thumb rule, the social sector PPPs require enhanced ownership and support by the government, so as to shield the projects against potential social risks and its allocation. In contrast with a pure infrastructure project, social sector PPP requires a good level of human skills which ought to be engaged as part of PPP process, so that a quality service be provided at the doorstep of public lines. Once a pilot phase of such projects achieves success, this will naturally motivate more PPPs in this particular domain.

Q#8. What is the most significant change in PPPs you've seen in recent years

Ans: The significant change is in the shape of establishment of Punjab PPP Authority itself which is trying to accommodate and interweave all sectors of economy through advocacy, support and multifaceted coordination so as to reduce the gap of understanding between public and private sectors. Authority is in its present form is not only playing its role towards firm execution of the projects but also mandated to evolve a system in such a way to create a balance with respect to risk allocation and risk management. This change in the shape of Punjab PPP Authority is coupled with the availability and application of Punjab PPP Act which is an unprecedented regulatory support to bolster the PPP paraphernalia in the province.

Q#9. What measures would you suggest to enhance private sector interest in PPPs?

Ans: Primarily, instead of extending a fixed dose of proposed government support, the Government should appear as the most vibrant, flexible and proactive partner that may have the capacity to rebound itself with changing state of market and diversification of incentives. While Pakistan is caught in the midst of

inflationary storms and cost escalation of infrastructure projects, the government has to show courage in terms of showing its resolve for PPP projects. Here only those entities and programs will survive that may have the capacity to shift itself in accordance with changing circumstances. Primarily, the government has to delegate much to be decided at sub levels instead of creating stringent centralization, which otherwise costs in terms of delays, wastages and subversion. Secondly, the government should continuously keep considering the newer modes of facilitation and concessions so as to attract the private sector and investors through safeguarding their business and other interests and balancing these against best public service delivery to be ensured by them.

Q#10. Please brief us about future plans of Punjab PPP Authority?

Ans: We are trying to meet the challenges by directly addressing the opportunities and gaps of procuring and maintaining infrastructure and social sector services through effective PPPs that attract private sector to deliver. In this regard, one of the key echelons of future plan is to deal with supply side constraints which relates to generation of response from the side of private parties, investors, banks and other NBFIs. As I said earlier, we have started PPP program through the creation of conventional roads and highway specific projects, however our future plan revolves around four (4) key strategic considerations:

1. To encourage those PPP projects which ensure long term sustainability and safeguard the national interests in the domain of energy, water and food security.
2. To appreciate the projects which show carbon neutrality with reduced or no environmental erosion and damage.
3. To facilitate such projects which help the transfer and diffusion of technology in multiple sub sectors of economy and
4. To establish continuous dialogue and coordination with counterpart organizations and entities to create desired ease of doing business involving FDI and relevant resource mobilization.

In a wake of doing so, Punjab PPP Authority is following strategy to create specimen project in one place and then seeking reasonable replication of same in different areas of province. For example recently awarded project of installation of smart water metering project in Lahore will be replicated in other districts of Punjab. While following this approach based on lesson learned, Authority is trying to create specimen for each sector and want to break the success story where investors come to look and grab investment opportunities in Punjab. Another key area neglected in the past was the low scale of marketing and Authority is taking proactive approach in this regard to ignite investor interest in order to increase competitive pressure. Marketing the project means communicating with the industry, which is a paramount factor for project success because it helps to generate strong competition during launch of the project.

Q#11. What type of corporate culture do you aim to promote, and how do you create that culture?

Ans In my capacity as CEO, this has been my prime responsibility to develop a corporate culture that may not only create congenial social environment rather to enable the employees to become part of one team and respond to challenges as a whole. In this regard I tries to rebuild the trust of a common employee, which I believe is the most desirable empowerment. Based upon my previous experience of organization development and shaping its overall conduct, I tried to create the environment in which an employee may come through its ideas, novelty, inquisition and creativity. This only happens when a common employee becomes well conversant with WHATs AND WHYs of the organization. That's a reason I promoted such corporate culture which is highly consultative, interactive and solution prone, where employees feel themselves associated with the prime goals and objectives of organization and feel satiated once their feedback becomes part of solution to any organizational challenge. Just like any new organization, the employees of the Punjab PPP Authority are newly hired and are coming from different origins, divergent academic and organizational

backgrounds. The real challenge has been to create an organization that may be a melting pot of knowledge and activity and that may harness the best of their skills and competencies. The Punjab PPP Authority has come off its primary and foundation challenges and is gaining momentum day by day to become voice of development sector in Province of Punjab.

Leadership is about **empathy.** It is about having the **ability** to relate to & connect with people for the purpose of **inspiring & empowering** their lives.

Oprah Wirfrey



E V E N T S

INVESTMENT FORUM BY PBIT

Punjab Government Taking Revolutionary Measures to Boost Investments



A 15-member Saudi delegation led by Sheikh Fahad Al Bash visited Pakistan to search for investment opportunities and tap into support from the government of both countries to grow business and trade. The delegation shared its business proposals with the government of Punjab during their visit to Lahore on 21 June 2022 at investment forum arranged by Punjab Board of Investment and Trade (PBIT). Speaking on the occasion Secretary Industries, Commerce, Investment and Skills Development Department Dr Ahmad Javed Qazi said that the Punjab government is taking revolutionary measures to boost investments by creating an investment-friendly environment in the province. He said: "We have more than 500 institutions to impart technical education and government is also establishing three technical universities in Punjab to provide skills and technical education to the youth". Punjab has also Special Economic Zone having area of 10,000 acre, adding that more than 1,000 acres is still available for businesses and could be utilized for



business prospects. Presentations concerning the overall investment opportunities in Punjab regarding Special Economic Zones, Public-Private Partnership projects, Central Business District, Ravi Urban Development, agriculture, IT and energy sectors were displayed to the valued delegation. Mr. Amjad Ali Awan CEO Punjab PPP Authority was invited as guest speaker to brief the dynamics and potential PPP opportunities in Punjab. He presented operational, advance stage and pipeline PPP

projects as well as priority sectors including transport, energy, health, tourism, e-efficiency, road infrastructure and IT to meet long and short term development needs of Punjab. He informed that reasonable footprint of PPPs has been developed and Authority is trying to replicate best practices of global standards and extend the requisite government support that will motivate not only the local but also encourage the foreign investors to partner with the government of Punjab. The provision of Unsolicited Project Proposal along with its requisites and incentives as per PPP Act, 2019 were also briefed for the understanding of participants. Mr. Imran Amin Chief Executive Officer of Lahore Central Business District Development Authority (LCBDDA) also address at the

occasion and said that Authority is providing unique opportunities for businesses to grow as per international standards. Speaking on the occasion, Fahad Al Bash said that this visit was of utmost importance as it would explore new avenues

for trade, investment and joint ventures that would help in accomplishing the mutual target of sustainable economic development. He said that Saudi investors had shown keen interest in investing in Punjab and acknowledged the Punjab government's initiatives to make the environment investment-friendly. He thanked the hospitality of Pakistan government and added that both countries would increase the number of bilateral business visits to enhance cooperation.



AGREEMENT SIGNED FOR SMART WATER METERING PROJECT IN LAHORE



PRESS CONFERENCE

Concession Agreement for installation of smart water metering project in Lahore was signed on 14th March 2022 between Government of the Punjab and consortium of 3 Chinese companies (M/s. Wenling Younio Water Meter Co. Ltd, M/s. Jiangsu Xinlang Environmental Company (Private) Ltd., and M/s. China Energy Engineering Group Jiangsu No.3 Electric Power Construction Co. Ltd.) through "XINLANG Lahore Water Metering (SMC-Private) Limited" a Special Purpose Vehicle created for this project.

Addressing at the event, it was highlighted that this project is a forerunner initiative under PPP mode in Pakistan taken by Government of Punjab and will be replicated in provincial metropolitan after successful implementation in Lahore. The efforts of Planning and Development Board, WASA Lahore, Punjab PPP Authority and allied Departments were acknowledged and it was highlighted that despite rupee dollar parity, the pace of work continued to make this project successful. As per details, total cost of the project is PKR 9.3 billion while 711,265 water meters (93% domestic and 7% commercial) will be installed in Lahore. Under this project, the establishment of local manufacturing unit to assemble water meters will create employment generation for the residents.

Chairman Planning and Development Board declared

the project as a revolutionary plan and first of its kind to be launched in Pakistan in collaboration with private partners. He said that signing ceremony will boost the confidence of the private sector and will pave the way for the successful implementation of mega road sector PPP projects which are currently under bidding.

Managing Director WASA Lahore informed that presently WASA is sending bills based on the size of the consumers' houses, but after meter installation they would be charged for their actual usage, and no one would have to pay extra bill. Replying to a query, he said meters installation would minimize wastage of water and maintain its quality as people would be conscious about any leakage and report it. It would also stop the practice of extracting more ground water and help maintain its level.

Mr. Amjad Ali Awan Chief Executive Officer Punjab PPP Authority congratulated the citizens of Lahore and highlighted that every consumer of Lahore, either domestic or commercial, will benefit from the initiative. He informed the media that signing ceremony is a major milestone achieved and declared that in this context completion of projects under public-private partnership is the best course of action. He assured that Punjab PPP Authority will increase the development portfolio of Punjab by executing PPPs across multiple sectors.

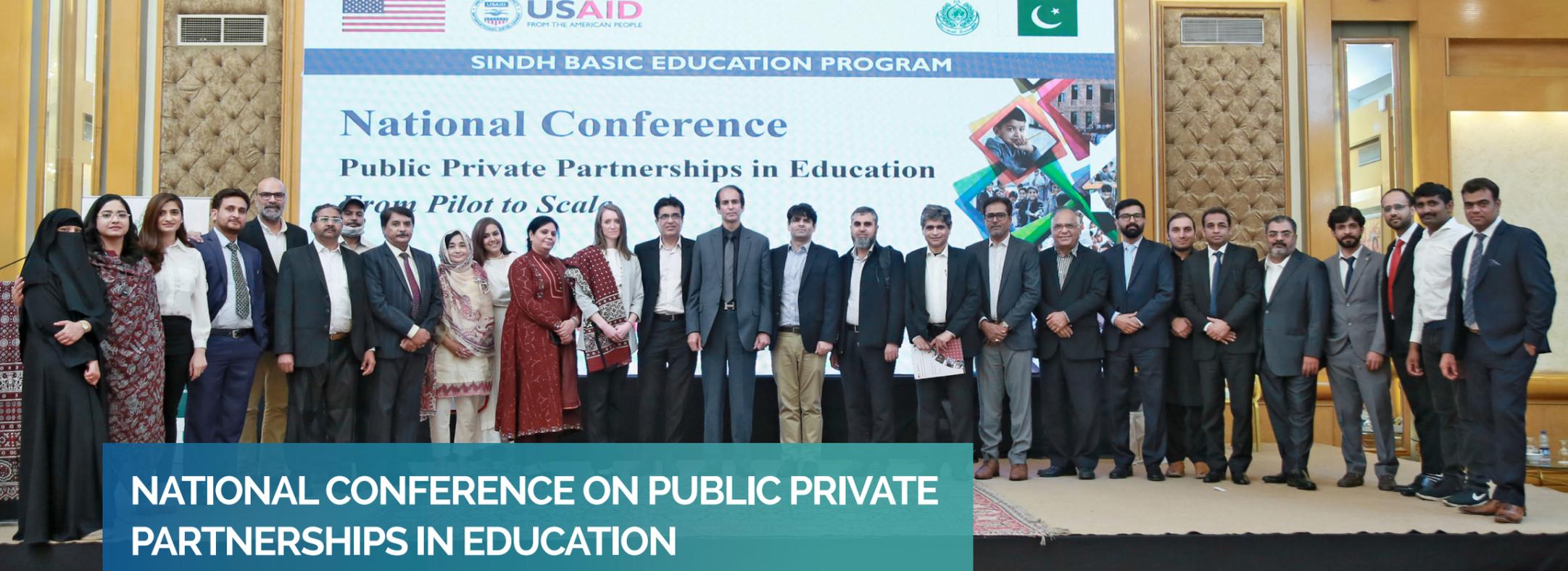
INSTALLATION OF WATER METERS TO REDUCE DECLINING WATER TABLE, WATER BILLS

Spokesperson to the Punjab Government Hasaan Khawar has said that installation of water meters in Lahore under public private partnership mode with a consortium of three Chinese companies will not only reduce the rapidly declining water table in Lahore,



but will also result in a reduction of water bills for consumers, containment of leakages, and will save about Rs. 46 crore of WASA electricity bills. He said, 'We are committed to completing public welfare projects through private investment and sparing public resources only where it is needed the most.' He expressed these views while talking to media at a press conference held on 15th March 2022 in the office of Punjab Public Private Partnership Authority. Mr. Amjad Ali Awan CEO Punjab PPP Authority, Vice-Chairman WASA Sheikh Imtiaz were also present on the occasion.





NATIONAL CONFERENCE ON PUBLIC PRIVATE PARTNERSHIPS IN EDUCATION

The U.S. Agency for International Development (USAID) and the Government of Sindh's (GoS) Public-Private Partnership (PPP) Node brought together Pakistani education leaders for a National Conference on PPPs in Education with the theme "From pilot to scale" at the Marriott Hotel Karachi, on 30th March, 2022. The conference builds on the U.S. Pakistan partnership to provide millions of children and young adults the opportunity to learn and excel. The Provincial Minister for School Education & Literacy Department Government of Sindh, Syed Sardar Ali Shah and Director for Sindh and Baluchistan, USAID/Pakistan Mr. Andrew Rebold also graced the occasion as the Joint Chief guests. Conference sessions and discourse revolved around the impact of PPPs in improving equitable access to high quality education in Pakistan.

Mr. Amjad Ali Awan Chief Executive Officer of Punjab PPP Authority was invited as panelist to discuss "The Models of Educational PPPs in Pakistan". While speaking at the Conference, Mr. Awan expressed that governments could not run the school education system alone and termed PPPs as the quickest way to achieve the goal of providing education to all. He appreciated

the way Government of Sindh is implementing Education Management Organization (EMO) Reform and commented that Sindh is the first province to successfully implement the innovative EMO model by awarding contracts to private sector organizations to improve public school management.



The Education Minister said that Sindh has been able to implement unique PPP models in education that created huge impact in terms of service delivery. He commended the department for organizing the event on a subject which is high on the development agenda and for providing policy input to the Ministry of Education. He praised the role of the provincial School Education and Literacy Departments and the development partners in strengthening the cause of providing quality education to the marginalized strata through building sustainable partnerships with the private sector in the country.

On behalf of the USAID, the Director for Sindh & Baluchistan, Mr. Andrew Rebold delivered the keynote speech by saying that U.S. government is proud to partner with the Government of Sindh in its endeavour to institutionalize the EMO reform model through the USAID Sindh Basic Education Program (SBEP). While



summing up the key takeaways of the Conference, the Senior Director-PPP Node thanked the Sindh Community Mobilization Program (SCMP) - Blumont team for extending support for organizing a successful event. She also appreciated the technical assistance of SCMP - Blumont in implementing the EMO reform which is fostering partnerships between public and private sector entities. The conference was overwhelmingly attended by around 200 participants including academicians, representatives of EMOs, education development practitioners and government officials representing provincial education foundations, planning department, finance department, PPP regulatory bodies, PPP Node-SE&LD, Reform Support Unit and Public Private Partnership Support Facility.

2nd PAKISTAN ENERGY REFORM SUMMIT 2022

To tap into the new era of the country's energy, the 2nd Pakistan Energy Reforms Summit 2022 (PERS) was held in Islamabad on May 17-18 to help revitalize the energy and power sector in Pakistan by attracting multilateral cooperation of innovation and investment in a diverse energy mix. There were more than 50 speakers including officials of Chinese companies, around 400 delegates and over 30 sponsors and exhibitors.

Speakers highlighted the importance of renewable energy in the modern era and shared ideas and proposals on how Pakistan can achieve the target of 30% renewable energy in total power generation by 2030. They emphasized over the expansion of renewable energy in Pakistan's energy mix and encouraged supporting independent power producers in solar energy.

Mr. Amjad Ali Awan Chief Executive Officer Punjab PPP Authority said that we are trying to explore multidimensional areas in energy-the green energy, energy efficiency and possible scenario to generate renewable energy through waste management. PPPs has the potential to mitigate energy crises and Authority is encouraging projects which decarbonize the economy. Furthermore, solar and biomass energy projects are also on priority as they can provide power at a lower cost and will also minimize load on the national grid. Hashim Raza, CEO K-Solar (China) said that it is time to increase solar power generation which will not only enable Pakistan to meet its growing demand of power but will also help support the issue of climate change.

Chinese companies were amongst top sponsors of PERS-2022, which was collocated with Power & Renewable Energy Summit, Oil, Gas and petrochemical Summit. Delegates and visitors showed keen interest in the booths of Chinese solar panel and inverter manufacturing companies being set up at the conference venue.



GLOBAL BODY URGES PAKISTAN TO EXEMPT ENERGY SECTOR SME'S FROM COMPETITIVE BIDDING SYSTEM TO ENSURE THEIR SURVIVAL

PPP REGIONAL WORKSHOP ORGANIZED BY ADB

The Asian Development Bank (ADB) organized PPP workshop from 19-20th May 2022 at Tashkent, Uzbekistan with the objective to provide advocacy to the participants across all the ADB support pillars including, PPP advocacy, capacity building, enabling environment, project development, project financing and thereby helps government to identify credible and scalable projects that can benefit from Private Sector Participants (PSP). Speaking on the occasion ADB Vice-President for Private Sector Operations and Public-Private Partnerships (PPPs) Ashok Lavasa said that ADB will continue to scale up private sector investment in Uzbekistan's urban and renewable energy sectors, and extend its support into new areas such as education and health. "Uzbekistan continues to build a vibrant PPP program and ADB is fully committed to further supporting its development in important service sectors such as solid waste management, wastewater treatment, district heating, and renewable energy generation," said Mr. Lavasa. He shared progress of two ADB-advised projects—the Tashkent District Heating Network and the Namangan Wastewater Treatment Plant—which have both now reached commercial close." Mr. Lavasa gave the opening remarks to a regional workshop for heads of PPP agencies from the Central and West Asia Region, during which he commended Uzbekistan's remarkable PPP results and said the program could serve as an example for other developing countries.

Government of Pakistan nominated Mr. Amjad Ali Awan Chief Executive Officer Punjab PPP Authority to participate in the said event. Speaking on the occasion



Mr. Awan briefed that Punjab PPPs is supported by legal and regulatory framework enunciated in the PPP Act 2019. He explained the institutional and administrative mechanism spearheaded by the PPP Authority and said that there is wide spectrum of government support instruments in form of Project Development Fund (PDF), Viability Gap Funding (VGF) and provision of land as well as other ancillary support. While sharing PPP portfolio he shared that having a sizeable PPPs in pipeline, Punjab PPP Authority is trying to follow a defined sectorial diversification strategy with major emphasis on Renewable Energy (RE), Waste to Energy (WtE), Agriculture, Tourism, Hospitality, Health and Energy Efficiency to ensure long term social, economic and ecological sustainability. He added that Punjab PPP Authority firmly believes that PPP initiatives in Punjab provides ample grounds for the development of infrastructure through a win-win situation across the board.

Presentations related to value for money in PPP projects, APMG training and source platform, key aspects of a robust PPP framework, project processing arrangements, programmatic approach in developing PPP projects with examples from Bangladesh and Uzbekistan and innovative financing solutions for PPPs were showcased for all the participants by regional heads.

The 2nd international Solar Clean Energy Conference and 5th International Wind Energy Summit 2022 were organized on 15 and 16th March 2022 respectively which brought under one roof all the relevant energy experts and practitioners across the country and abroad who have been working tirelessly to promote the consumption of the alternate energy sources in the country. On the second day, World Wind Energy Association (WWEA) urged Pakistan's government to exempt energy sector SMEs from competitive bidding system to ensure their survival. The WWEA Secretary-General Mr. Stefan Gsanger put forward the suggestion that small and medium power entities should be given special concessions being domestic companies and should continue to play important role in the growth of the energy sector. He viewed that recent conflict in international relations had proved the notion that the countries around the world should aim to fulfil 100% of their energy needs through renewable means for the sake of peace and their independence. He also said the WWEA has the privilege to be associated with the growth of wind energy production in Sindh. Mr. Amjad Ali Awan, CEO Punjab PPP Authority briefed the participants about the efforts he had made being former CEO Alternate Energy Development Board (AEDB) to expeditiously explore wind and solar means in the country for power generation. He suggested that all the concerned stakeholders and government should speed up their efforts to achieve the ambitious targets set for clean power generation in Pakistan. He said that it was a long way to go for realising the full potential to generate clean electricity and Pakistan

has the means to generate 132 gigawatts of clean power which at present is producing merely less than one GWs of renewable energy mainly through wind and energy source. Chairman National Electric Power Regulatory Authority (NEPRA), Tauseef H Farooqui, said that the renewable forms of power generation had the potential to supply energy to 60 million homes and NEPRA had been expeditiously implementing net-metering for the use of solar and wind energy for domestic and industrial consumers.

Also speaking on the occasion Muhammad Azfar Ahsan, State Minister and Chairman Board of Investment (BoI), expressed the fullest commitment to facilitate foreign investment in the renewable energy sector of Pakistan for overcoming the energy shortfall. An exhibition was also organized on the sidelines of the summit enabling the key renewable energy sector companies to showcase their latest products and technologies for domestic, commercial, and industrial powers consumers.





THE TRENDING ESG FACTOR IN BUSINESS

Managing risks and capitalizing on opportunities are two requirements to sustain economic business growth. At corporate level, the ability of a business to understand and communicate non-financial matters and related risks is necessary. As new areas of risk governance emerge such as water scarcity, extreme climate change events, reputational issues arising from social media engagement the need for good practices in supply chains and the increasing thrust to be inclusive in their approach is mandatory. This approach has become increasingly important as global conversations centre on Environment, Society and Governance (ESG), a generic term used in capital markets by investors to evaluate the behavior of companies, as well as determine their future financial performance. ESG considerations are gaining traction as investors and companies are seeking long term value and alignment with sustainability and climate-related objectives. It refers to the three key factors when measuring the sustainability and ethical

impact of an investment in a business or company and usually socially responsible investors screen companies using ESG criteria to make investments. The Environmental, Social and Governance factors are non-financial performance indicators which include ethical, sustainable and corporate governance aimed to implement proper systems to ensure effective management of issues faced on account of social inclusion, accountability, governance and impacts of carbon footprint.

In recent times, a massive movement is underway to address the ESG across the corporate world. This ESG movement refers to the growing trend of companies making ESG-related commitments, and investors getting more into ESG investing. The few enumerated benefits of ESG movement are managing environmental impacts, encouraging environment friendly investments, building a loyal customer base (who are keen to buy products from companies which are reducing their carbon impact), cultivating corporate culture, and better governance. Integrating ESG factors in businesses, projects or investments helps to improve the financials.

For example ESG links to cash flow in multiple ways including but not limited to facilitating top-line growth, reducing costs, minimizing regulatory and legal interventions, increasing employee productivity, and optimizing investment and capital expenditures.

As ESG increasingly becomes priority for top management, it's essential to consider the factors behind forcing entities to report on ESG. Companies that adhere to ESG standards agree to conduct themselves ethically in these three areas, and can draw on a range of ESG strategies, tactics and opportunities. Corporates face a wide range of possible approaches and solutions to address three factors under the ESG umbrella. Entities, particularly those who have lately started implementing ESG as part of their compliance plans, are struggling to bring more clarity.

A first good step is to identify the issues fit into the umbrella categories of environmental, social and governance. Environmental factors include areas related to preservation of our natural ecosystem considering climate change on account of carbon and other greenhouse gas emissions, water pollution, air pollution, issues of water scarcity, and deforestation. Social factors take into account human aspects and our inter-dependencies including but not limited to customer success, data quality and security, gender and diversity inclusion, mental health. Governance factors include, logistics and defined business processes, organizational issues like board of directors and its makeup, executive compensation guidelines, political contributions, lobbying and best practices in hiring.

Organizations need to define the metrics and indicators of ESG to communicate the performance in mainstream annual report. These indicators need to be relevant, consistent and capable of being verified. Few examples of metrics and indicators are studies conducted on diverse or inclusive environment, proportion of employment from local community (minority, females, different age groups), carbon impact created by business, reduction in activities that reduce carbon footprint, number of board meetings with agenda of ESG, re-cycling, plantation drives, afforestation activities, water conservation initiatives and community education.

Mounting stakeholders' pressure for transparency on ESG disclosure issues and green washing (The organization may claim to be environment friendly in its communication with stakeholders, but its real actions

are ineffective as compared its claims) required action-oriented strategies and regulations from corporates and regulatory bodies, respectively. In Pakistan, various efforts have been undertaken to nudge the private sector towards sustainability disclosure. In 2009, the Securities and Exchange Commission of Pakistan (SECP) issued a Corporate Social Responsibility (CSR) Order applicable to all listed companies. This was followed by the 'Corporate Social Responsibility Voluntary Guidelines' in 2013. The guidelines leave it to the company's discretion to define how and at what level it desired to integrate sustainability in the organisation. The Code of Corporate Governance Guidelines (2017) puts the onus on the board of directors for the 'implementation of environmental, social and governance and health and safety business practices including a report on corporate social responsibility activities and status of adoption. SECP has also published a position paper on regulatory roadmap to encourage ESG practices and introduce a framework to facilitate sustainable investment. SECP considers sustainability as a priority in its regulatory agenda. Although the proposed ESG roadmap is first step in gaining understanding, setting momentum in achieving key milestones, and way forward through an inclusive approach to embrace ESG best practices for sustainable capital markets. However, in Pakistan, media, political activists, relevant ministries, regulators (NEPRA, OGRA, SECP etc.) and Accounting Bodies (like ICMAP, ICAP) need to assume the responsibility of highlighting importance of ESG for entities working in wide of range of industries to trigger the responsible business and investments focused on wider benefits accruing from adopting ESG best practices.



written by:

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NEW WEBSITE OF PUNJAB PPP AUTHORITY

Punjab PPP Authority is proud to announce the launch of our redesigned website and welcome visitors with new tailored features, easier to navigate and more user-friendly. It is now live and located at: p4a.punjab.gov.pk

Media Room Section

- ▶ Gallery
- ▶ Press Clipping
- ▶ Articles
- ▶ Documentaries
- ▶ News & Updates



Display of PPP projects

- ▶ Operational
- ▶ Awarded
- ▶ Under Construction
- ▶ Under Execution
- ▶ Pipeline
- ▶ Unsolicited Project Proposals
- ▶ New PPP markets for the untapped sectors

Features of Resource Center

- ▶ PPP Act, 2019
- ▶ Types of PPP projects
- ▶ Newsletter
- ▶ Related links
- ▶ Frequently Asked Questions

Tender Section is segregated

- ▶ Procurement related to PPP projects
- ▶ Procurement related to TAS hiring
- ▶ Other tenders

PROUD MOMENTS



Accounting and Business a global magazine in its May 2022 issue has published the achievements and contributions of **Sheikh Umar Saeed**, Deputy Director General (Funds Management), Punjab PPP Authority. Our heartiest congratulations for him and inspiring all of us to work hard to reach our goals. We are proud of you and believe that your skills and years of experience will prove to be a major asset for our organization.



A heartfelt gratitude of all support staff to **Rizwan Ahmad Malik DG (FM & A) for wage increase**

ACHIEVEMENT

APMG PUBLIC PRIVATE PARTNERSHIP (PPP) CERTIFICATION PROGRAM

The aim of this Program is to encourage a common base of PPP knowledge amongst PPP practitioners globally. The three levels of this Program are Foundation (act as an informed member of a PPP finance team), Preparation (become proficient in preparing PPP projects and implementing or developing PPP frameworks) and Execution (learn how to apply the structuring & drafting process of PPP tender documents.). CP3P (Certified PPP Professional) is the credential awarded to candidate who have passed all three exams within the Certification Program.

Following officers of the Punjab PPP Authority have participated and successfully passed PPP Certification Program and awarded with digital badges which gives them immediate global recognition for their proficiency in PPPs:

Name	Designation	Level Passed
Muhammad Danish	DG (Projects)	CP3P (Certified PPP Professional) Foundation, Preparation & Execution
Muhammad Masood Akhtar	DG (Appraisal & Quality Assurance)	Foundation & Preparation
Rizwan Ahmad Malik	DG (Funds Management & Admin)	Foundation
Muhammad Mansoor Sarwar	Deputy DG (Social Sector)	Foundation
Sheikh Umar Saeed	Deputy DG (Funds Management)	Foundation
Zahid Hussain	Gender & Social Safeguard Specialist	Foundation

EMPLOYEE RECOGNITION



Executive Level

Punjab PPP Authority acknowledges the contribution of **Mr. Salman Haider**, Liaison Officer for being someone we can always count on. Your work ethics and involvement are admirable, and we are fortunate to have someone as dedicated as you onboard. You always think of new and different ways of approaching a problem; your unique perspective is a tremendous asset to our team. Keep up the good work! The efforts you put in to deliver high-quality work for the Authority are commendable. May you continue the same every single day for the rest of your career. Kudos!

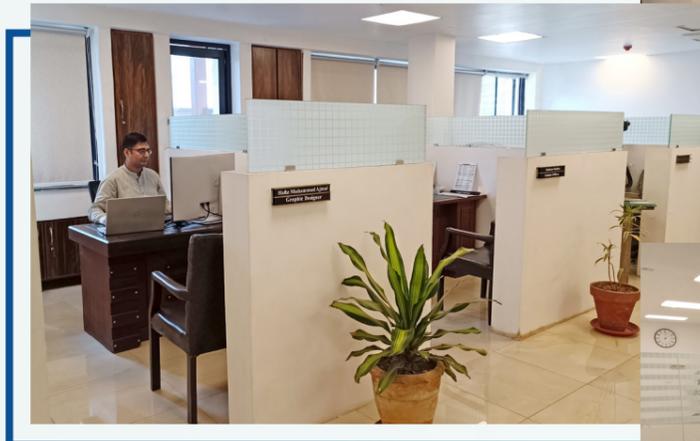
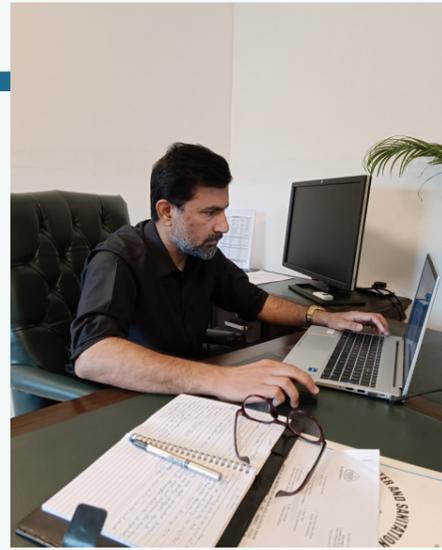


Support Staff

Mr. Ziarat Ali your work is so exhausting but you always manage to keep a smile on your face and never say 'no' to whatever you are asked to do. We appreciate your work and we are grateful to you for serving us daily. We just want to extend our gratitude towards you and want to let you know that you are amazing at your work. Thanks for everything.

WELCOME TO OUR OFFICE

Together
Everyone
Achieves
More





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