

PUNJAB PUBLIC PRIVATE PARTNERSHIP AUTHORITY

Newsletter

ISSUE JUL-DEC

2022



**PUBLIC PRIVATE PARTNERSHIP
DELIVERING HIGH QUALITY & EFFICIENT SERVICES**

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Public Private Partnership
Delivering High Quality & Efficient Services

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PROJECT'S SECTION

— Projects at Advance Stage

Procurement, Installation and O&M of Water Meter in Lahore

PROJECT	PROCUREMENT, INSTALLATION AND O&M OF WATER METER IN LAHORE
Description	The current water supply system of WASA is based on the over exploration of ground water and unmetered water supply due to which water losses are enormous. In the absence of water meters, it is impossible to estimate the supply and demand of the water resources. Due to unmetered water supply and low tariff, the per capita consumption of water is very high and this higher consumption of water puts an extra burden on the water aquifer. In order to conserve water resources and to reduce the declining rate of Ground Water Table, it is necessary to reduce the water losses. This can be done by water metering as reduction in the water losses will reduce the stress on the aquifer and may avoid excessive pumping / extraction of water.
Location	Lahore
Salient Features	Installation of 711,265 water meters (93% domestic and 7% commercial) will be installed in Lahore and consumers will be charged as per their actual usage of water.
Sector	Urban Development
Project cost	PKR 9,300 Million
Implementing Agency	WASA, Lahore
Private Party	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
Concession Period	10 years
Current status	Financial Close achieved on 25th November, 2022.



SMART WATER METER IN LAHORE

Installation of 711,265 water meters (93% domestic and 7% commercial) will be installed in Lahore and consumers will be charged as per their actual usage of water.



DUALIZATION OF MULTAN TIBBA SULTANPUR ROAD

To dualize the existing road at the length of 39.6 KM



DUALIZATION OF FAISALABAD CHINIOT SARGODHA ROAD

To dualize Faisalabad Chiniot Sargodha Road at the length of 67 KM

 **Dualization of Multan Tibba Sultanpur Road**

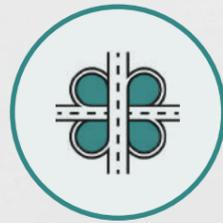
 **Dualization of Faisalabad Chiniot Sargodha Road**

PROJECT	DUALIZATION OF MULTAN TIBBA SULTANPUR ROAD
Description	This Project was initially approved to dualize Multan Vehari Road. However, after the completion of bidding process, the PPP P&M Board advised to revised the scope of work due to unprecedented demand of VGF and re-tender the project with revised scope i.e. Multan to Tibba Sultanpur (39.6 KM) instead of Vehari. This road is intersecting at M-4 of Karachi to Lahore Motorway (KLM), named as a Multan-Vehari Link road. The importance of the project is closely related to the construction of Karachi to Lahore motorway (KLM) in terms of direct linkage, trade route, time saving as well as socio-economic activities of the local community and surrounding areas.
Location	Multan-Tibba Sultanpur
Salient Feature	To dualize the existing road at the length of 39.6 KM
Sector	Roads and Bridges
Estimated cost	PKR 12,768 Million
Executing Agency	C&W Department
Concession Period	25 years
Current status	PPP Policy & Monitoring Board accorded approval to re-tender the project with revised structure/reduced scope. Now the project is ready for bidding.

PROJECT	DUALIZATION OF FAISALABAD CHINIOT SARGODHA ROAD
Description	In order to meet the development objectives, the Government of Punjab is focusing to engage private parties for designing, building, financing and operating the projects for sustainable development in the region. Faisalabad Chiniot Sargodha road is one of the major routes which C&W Department has selected to dualize under PPP modality. This road connects Chiniot and Sargodha cities with M4 (Pindi Bhattian–Multan Motorway) which ultimately provides opportunity to move across Pakistan using motorway networks.
Location	Faisalabad-Chiniot-Sargodha
Salient Feature	Length: 67 KM Design speed: 120 KM Lane width: 3.65 M No of Lanes: 2 each side
Sector	Roads and Bridges
Estimated cost	PKR 25,995 Million
Implementing Agency	C&W Department
Concession Period	25 years
Current status	The revised project proposal was approved by the PPP Policy & Monitoring Board. Based on revised approval, the project is ready for bidding.

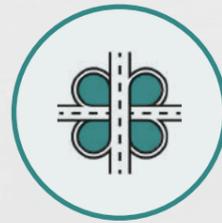
— Pipeline Projects

Construction of Sialkot Ring Road



CONSTRUCTION OF SIALKOT RING ROAD

Length: 54KM



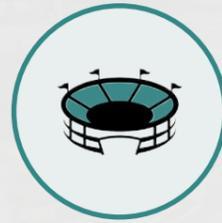
CONSTRUCTION OF MULTAN RING ROAD

Length: 66KM



CONSTRUCTION OF 07 RING ROADS IN PUNJAB

Locations: Sargodha, Gujranwala, Sahiwal, Faisalabad, Dera Ghazi Khan, Bahawalpur, Lahore – Commercial and Economic Corridor



HOTEL AT NISHTAR PARK SPORTS COMPLEX, LAHORE

Construction of 5 Star Hotel within the premises of NPSC Lahore



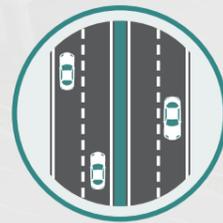
CONSTRUCTION OF PARKING PLAZA IN FAISALABAD

Parking cum commercial plaza
shops: 397, Car Parking: 835,
Bike parking=2105



PROCUREMENT, INSTALLATION AND O&M OF WATER METER IN 4 CITIES

Water Conservation, minimize water production cost, lower electricity cost, increasing WASA revenues and minimizing non-revenue water.



DUALIZATION OF TARANDHA M. PANAH KLM HEAD PANJNAD MUZAFFARGARH ROAD

Length: 115KM

PROJECT	CONSTRUCTION OF SIALKOT RING ROAD
Description	Punjab Ring Road Authority intends to construct Sialkot Ring road which circles the city of Sialkot covering all major connecting points. Sialkot Ring Road is a vital project and will be beneficial not only for the residents of Sialkot but also would boost industry of the area.
Location	District Sialkot
Salient Feature	54KM
Sector	Roads and Bridges
Estimated cost	PKR 50,000 Million
Implementing Agency	Punjab Ring Road Authority (PRRA)
Current status	Feasibility study is under process



Construction of Multan Ring Road

PROJECT	CONSTRUCTION OF MULTAN RING ROAD
Description	Multan Ring Road is a greenfield project of Punjab Ring Road Authority. The proposed ring road is the extension of two-bypasses i.e Northern and Sothern Bypass that complete the ring road Multan city.
Location	District Multan
Salient Feature	66KM
Sector	Roads and Bridges
Estimated cost	PKR 60,000 Million
Implementing Agency	Punjab Ring Road Authority (PRRA)
Current status	Feasibility study is under process



Construction of 07 Ring Roads in Punjab

PROJECT	CONSTRUCTION OF 07 RING ROADS IN PUNJAB
Description	Ring roads serves to connect suburbs to each other, allowing efficient travel between them. New roads are expensive to build and governments are often constrained in their ability to commit fiscal spending. This is an area where PPPs can bridge the financing gap to meet the increasing demand arising from population growth and economic development. Realizing this potential, Punjab Ring Road Authority (PRRA) has submitted Project Development Funding (PDF) request to Punjab PPP Authority to engage the consultancy services for conducting the feasibility study/option analysis of ring roads requirement in the major cities / divisions of the Punjab as well as feasibility study for commercial / economic corridor for Lahore Ring Road Project.
Locations	Sargodha, Gujranwala, Sahiwal, Faisalabad, Dera Ghazi Khan, Bahawalpur, Lahore – Commercial and Economic Corridor
Sector	Roads & Bridges
Implementing Agency	Punjab Ring Road Authority (PRRA)
Current status	Feasibility study is under process



Procurement, Installation and O&M of water meters in 04 cities of Punjab

PROJECT	PROCUREMENT, INSTALLATION AND O&M OF WATER METERS IN RAWALPINDI, FAISALABAD, MULTAN AND GUJRANWALA
Description	The successful launch of the project 'Procurement, installation and O&M of water meters in Lahore' sets a good example to replicate the benefits of the project throughout Punjab. Punjab PPP Authority has initiated a similar project in four cities Rawalpindi, Faisalabad, Multan and Gujranwala. The ground water in Faisalabad is brackish and Rawalpindi has already been depleted. Although situation in Multan and Gujranwala is not too bad but there is need to adopt water conservation practices strictly.
Locations	Rawalpindi, Faisalabad, Multan and Gujranwala
Salient Features	Water Conservation, minimize water production cost, lower electricity cost, increasing WASA revenues and minimizing non-revenue water.
Sector	Urban Development
Estimated cost	PKR 10,000 Million
Implementing Agency	Punjab PPP Authority
Current status	The proposed project proposal is under development by the Transaction Advisor JV of M/s KPMG -Taseer Hadi & Co.



Construction of the Parking Plaza with Shopping Mall at Old Mayor House, Faisalabad

PROJECT	CONSTRUCTION OF THE PARKING PLAZA WITH SHOPPING MALL AT OLD MAYOR HOUSE, FAISALABAD
Description	Development and management of parking plaza through PPP arrangement is a successful model globally and may be replicated in all metropolitan cities of Punjab having poor parking services. Municipal Corporation Faisalabad (MCF)/PPPPA also intends to construct parking cum commercial plazas comprising 7 floors, basement and roof top at Old Mayor House, Faisalabad. The area is 7 Kanal 15 Marlas and located at the edge of Chinioti Bazar at Kotwali Road near Faisalabad Ghanta Ghar.
Location	Old Mayor House, Faisalabad
Salient Features	Parking cum commercial plaza, shops: 397, Car Parking: 835, Bike parking=2105
Sector	Urban Development
Estimated cost	PKR 3,527 Million
Implementing Agency	Punjab PPP Authority
Concession Period	20 year
Current status	The Transaction Advisor has submitted the revised project proposal to PPPPA which is under evaluation.



Dualization of Tarandha M. Panah KLM Head Panjnad Muzaffargarh Road

PROJECT	DUALIZATION OF TARANDHA M. PANAH KLM HEAD PANJNAD MUZAFFARGARH ROAD
Description	Taranda M. Panah is a thickly populated city located in Punjab about 80 km southwest of Bahawalpur and about 95 km northeast of Rahim Yar Khan. Karachi- Lahore Motorway (KLM) is a six lane, high speed, access controlled motorway that connects Karachi with Peshawar through Islamabad, Lahore, Multan and Sukkur. The project road will meet the Sukkur - Multan (Motorway M-5) section of Karachi - Lahore Motorway. Communication and Works Department/PPPPA intends to dualize the road from Tarandah Muhammad Panah to Muzafargarh via head Panjnad under PPP mode.
Location	The project starts from Taranda M. Panah and ends at Muzaffargarh passing through Sukkur - Multan Section (Motorway M-5) of Karachi - Lahore Motorway and Head Panjnad.
Salient Features	Length: 115 KM This road passes through agricultural areas, thickly populated cities, small towns and chaks and construction will reduce travel time, vehicle operating cost and traffic accidents.
Sector	Roads and Bridges
Estimated cost	PKR 34,000 Million
Implementing Agency	C&W
Concession Period	25
Current status	Feasibility study completed. Project proposal is under discussion



Hotel at Nishtar Park Sports Complex (NPSC), Lahore

PROJECT	HOTEL AT NISHTAR PARK SPORTS COMPLEX (NPSC), LAHORE
Description	Nishtar Park Sports Complex (NPSC), Lahore is one of the most popular and major Sports Complexes of Punjab spreaded over an area of approximately 159 acres of precious land. The largest cricket stadium i.e. Gaddafi Stadium with a capacity of 60,000 spectators and the national Hockey Stadium with a capacity of around 70,000 spectators along with the other sports facilities of international standards are located in the Sports Complex. 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 issues and accommodation of players/officials during national and international events. The Sports and Youth Affairs Department has earmarked 23 kanal land for the construction of proposed project.
Location	Nishtar Park Sports Complex Lahore
Salient Features	5 Star hotel along with allied facilities, parking
Sector	Urban Development
Estimated cost	PKR 10,000 Million
Implementing Agency	Punjab PPP Authority
Current status	<ul style="list-style-type: none"> Punjab PPP Authority has engaged M/s KPMG, Habib Fida Ali, Savills Pakistan Ltd. and Axis Law Chambers as Transaction Advisor. The Projects wing of Punjab PPP Authority has done multiple meetings by taking all relevant stakeholders on board and it was decided that TA will conduct initial surveys and optional analysis of available plots within the NPSC to recommend a most suitable land for the development of hotel. The Consultants have proposed a location frontage to Ferozpur road as recommended option and the matter is under discussion with the relevant stakeholders.

Unsolicited Project Proposals (USPs)

G.T Road Benazir Chowk to Eminabad Sialkot Lahore Motorway (Gujranwala Link Road 16 Km)



SOLAR POWER SYSTEM FOR WASA LAHORE

The project will provide low-cost electricity to WASA Lahore which will ultimately reduce the operational cost.



G.T ROAD BENAZIR CHOWK TO EMINABAD SIALKOT LAHORE MOTORWAY

The project will provide link road to the city of Gujranwala by connecting N-5 and Sialkot-Lahore Motorway M-11.



25MW Grid Tied Solar Power System for WASA Lahore

PROJECT 25MW GRID TIED SOLAR POWER SYSTEM FOR WASA LAHORE

Description	Joint Venture comprising of The Private Office of His Highness Sheikh Ahmed Bin Dalmook Al Maktoum Dubai and Grace Solar Power Company (Pvt.) Limited from Pakistan submitted Unsolicited Project Proposal. The project will provide low-cost electricity to WASA Lahore by signing Power Purchase Agreement (PPA) which will ultimately reduce the operational cost.
Location	WASA Lahore
Salient Features	Tube wells/water supply schemes, disposal stations and other designated sites across Lahore.
Sector	Renewable Energy
Estimated cost	PKR 8,000 Million
Concession Period	26 year
Current status	USP is under revision after round of discussions between the private party and Punjab PPP Authority and the observations raised by WASA Lahore.

PROJECT G.T ROAD BENAZIR CHOWK TO EMINABAD SIALKOT LAHORE MOTORWAY

Description	The project will provide link road to the city of Gujranwala by connecting N-5 and Sialkot-Lahore Motorway M-11. The alignment passes through various villages like Burjke, Bhalloali, Jambo chak, Kotli Nao, Chobara and Madde etc. of Gujranwala division.
Location	Gujranwala Link Road begins at N-5 near Benazir Chowk, in Gujranwala and ends at Lahore Sialkot Highway M-11 near the Wando Interchange.
Salient Features	M/s Gujranwala Constructors and Developers Limited (GCDL) has devised a plan to provide a link road to the city of Gujranwala by connecting National Highway N-5 and Sialkot Lahore motorway (M-11) through a multi lane access controlled highway to avoid crowded urban areas alongside the existing Bypass of National Highway. The total length of the project is about 16.175 KM.
Sector	Roads and Bridge
Estimated cost	PKR 15,000 Million
Private Party	Gujranwala Constructors and Developers Limited (GCDL)
Concession Period	25
Current status	Technical feasibility is under discussion.



Development of a Four Lane Flyover at Railway Crossing on Defence Road at Kahna Kacha Lahore

M&E of Operational Project

Snapshot: The Concession Agreement between Lahore Development Authority and M/s ZKB & Reliable Engineering Services (Pvt.) Ltd was signed on 9th January 2015 to develop 4 lane flyover to facilitate and streamline the flow of traffic on the Defence road at railway crossing at Kahna Kacha. The flyover has provided smooth and safe traffic flow and route is a short access to the Ferozeour road which provides better and timely connectivity within the city.

PROJECT INFORMATION

Government Agency	Lahore Development Authority, Govt. of Punjab
Private Party	M/s ZKB & Reliable Engineering Services (Pvt.) Ltd.
Cost	2,994 Million
Length	1572 km (2 Lane Dual Carriage)
Right of Way (ROW)	100 Feet
Average Daily Traffic	7560 Vehicle per Day
Walkways	2 x 6 Ft Wide
Project Location	Kahna Kacha, Lahore
Concession Period	25 Years
Construction Period	12 Months
Source of Revenue	Toll-based Revenue Collection
Type of PPP Proposal	Unsolicited
PPP Modality	BOT (Build, Operate, Transfer)
Role of Private Party	Invest, build and operate the infrastructure and transfer it back to the government after the concession period
Role of Government Agency	Encumbrance free ROW
Approval & Award	<ul style="list-style-type: none"> Submission of Un-Solicited Proposal in August 2013 Approval of the project proposal on 20th Feb 2014 by 12th PPP Steering Committee meeting Bid submission on 10th November 2014 Issuance of Letter of Award on 31 December 2014 Signing of Concession Agreement on 9th January 2015 Financial close achieved on 21 September 2015 COD 22nd June 2016

The Appraisal & Quality Assurance (A&QA) Wing of Punjab PPP Authority has the mandate to monitor the operational PPP projects in accordance with the terms and conditions of signed Concession Agreement. In this regard, Ms. Asma Yaqoob Assistant Manager (Monitoring) and Engr. Waleed Hussain Assistant Manager (Evaluation) visited the project site on 5th July 2022 to physically inspect and evaluate the implementation issues. The team observed the standards of equipment and facility as per approved KPIs and recommended following measures to run the smooth operations:

- O&M works should be performed regularly to keep all the civil & MEP works in good working condition.
- As per Concession Agreement, Joint Auditor should be hired in consultation with Lahore Development Authority to conduct financial audits for all the toll-based revenue generated during the concession period.
- With reference to observations, missing / damaged kerb stones should be placed at respective location, settled tuff pavers should be laid down after proper compaction and cracked pavers should be replaced with fresh one
- The Concessionaire should submit the O&M report on a monthly basis highlighting the progress as well as actions taken to rectify defects as per standard construction practices.



EVENTS

— Consultative Session on Generation of Retail Electricity Market through PPPs for Renewable Energy Projects in Punjab



Fast track efforts towards refining wheeling regulations of NEPRA and seeking broad based consensus on PPP based electricity retail systems were envisaged during the consultative session.

A consultative session was called upon in the premises of Punjab Public Private Partnership (PPP) Authority on 5th October 2022 chaired by the Chief Executive Officer (CEO), Amjad Ali Awan. The session involved participants from National Electric Power Regulatory Authority (NEPRA), Lahore Electric Supply Company (LESCO), Punjab Power Development Board (PPDB), Water and Sanitation Agency (WASA) Lahore, Quaid-e-Azam Thermal Power Plant Private Limited, Punjab Power Development Board Limited (PPDB) and other private sector developers and Transaction Advisors including Earnest & Young. The session was mainly called upon to analyze the options relating to the provision of carbon neutral sources of energy i.e. solar, biomass etc. to government entities, which may partially or wholly shift the load from expensive grid

based power to cheaper green (Renewable) Energy resources through PPP modalities.

Addressing the event, Mr. Amjad Ali Awan, CEO Punjab PPP Authority briefed that enactment of Punjab PPP Act 2019 has been the key milestone, whereas a reasonable footprint of PPP projects has already been attained in Punjab. Mr Awan addressed that Punjab PPP Authority in addition to executing the projects in the pipeline intends to approach different sectors of economy through its sector diversification strategy involving, water, transport, energy, housing and tourism areas. Presently, the concession agreement for PPP projects worth of PKR 50 billion have already been executed, while a broad based pipeline of PKR 200 billion has been earmarked, involving PPP projects

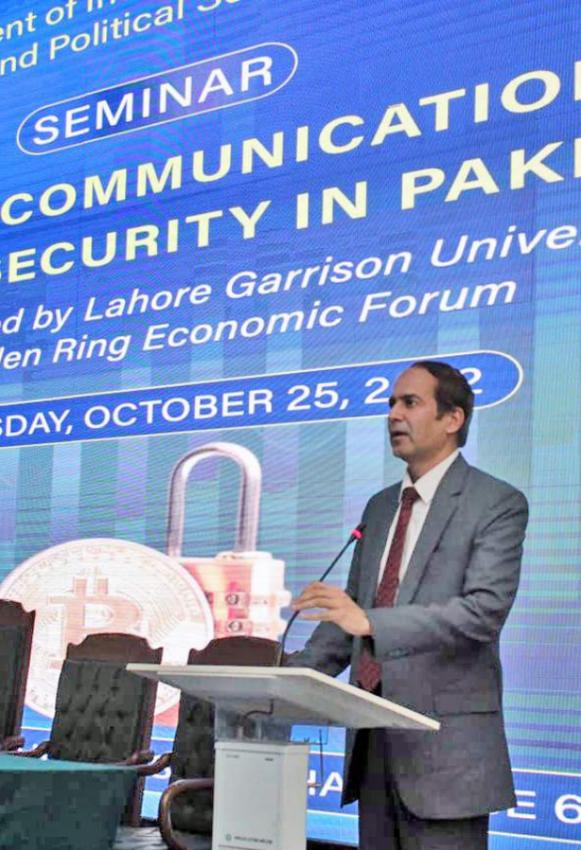
evolving at different stages of project structuring as part of PPP life cycle in the province of Punjab. The Punjab PPP Act, 2019 provides a liberal pathway that allow the private sector to propose PPP projects in the renewable energy sectors for which Authority is jointly working out with all stakeholders to structure viable PPP projects while maintaining transparency as well as achieving desired Value for Money (VFM).

Mr. Awan informed that the generation of energy through renewable and indigenous resources will ultimately result into low carbon footprint that will match with the countering climate change phenomena which entails critical vulnerability on the part of Pakistan. Regarding liberalization of electricity market he opined that there is ample appetite being felt by the market players towards deregulation of electricity sector involving multiple buyers and sellers of electricity. He appreciated the measures of NEPRA for its ongoing regulatory reform being introduced in the country in the form of Competitive Trading Bilateral Contract Market (CTBCM) and further opined that the next steps should be to allow Business to Business (B to B) and Business to Government (B to G) arrangements in the market to take the market re-structuring at retail levels. He explained that the later arrangement better suits the PPP modality, by which the load requirement of government entities like WASA Lahore with the current requirement of 90 MW of power can be partially shifted to cheaper and green energy resources like solar photovoltaic. This is the way PPP modalities can be employed to procure cheap green resources of power to government entities and industries.

Mr. Awan further highlighted that accumulation of circular debt and its progression can be stopped through better models of institutional governance and through a firm strategy of reducing reliance on imported fossil fuel resources and paving the pathway towards building indigenous energy economy that may equally reduce the price of electricity as well as shrink the carbon footprint. He shared that many countries have adapted energy

policies and laws to encourage investment in renewable energy (RE) sources to leverage private capital and expertise to support the development of renewable energy projects. While sharing his proposal under PPP arrangement Mr. Awan said, although B2G option can be utilized for the provision of energy supply to government entities by involving private sector, however the wheeling of electricity will be a critical factor. This requires shifting the focus for the anticipated agreeable form of "Wheeling Regulations" which were previously issued by NEPRA. He said that partial requirement of meeting electricity demand of WASA on the basis of dedicated retail sale will be a best pilot case for the procurement of cheap solar energy through PPP mode.

The representative of NEPRA, Mr. Gul Hasan Bhutto appreciated the efforts of Mr. Awan for his efforts towards playing his part in the process of market liberalization and building consensus through stakeholder. He further viewed that market liberalization through PPPs is an encouraging initiative, which needs to be reviewed by all the concerning stakeholders in the light of grid code and prevalent market re-structuring initiatives. He informed that eventually future is of the retail marketing and NEPRA is working on the frameworks of institutional, regulatory and policy side which will support private sectors players in provision of energy. The participants raised key questions regarding new policy initiatives to be introduced by NEPRA for the private sector developers. Mr. Awan desired that similar sessions will take place in order to not to break the momentum, which may involve fast track efforts towards refining wheeling regulations of NEPRA and seeking broad based consensus on PPP based electricity retail systems as envisaged during the consultative session. While giving vote of thanks he showed his unflinching support towards market liberalization measures which may make the best use of abundantly available natural renewable energy resources with added cost advantage that may achieve decarbonizing of Pakistan's energy economy as well as to ultimate elimination of energy crisis.



Pakistan has formulated and issued its first National Security Policy, primarily developed on the foundations of human security approach. In this approach the dimension of economic security is emphasized most and scenario puts the academia at forefront to join hands with industry, ponder upon incumbent challenges and opportunities and yield a viable discourse in order to engage all levels of political, social and economic sectors. Lahore Garrison University took the lead and arranged a seminar on 25th October 2022 to understand the conceptual and practical requirements of strategic communication and its importance for economic security. The Vice Chancellor Lahore Garrison University, Maj Gen (R) Shahzad Sikander welcomed the guests and urges that it is the responsibility of the academia to explore these upcoming challenges and steer a debate which will lead the policy making sections. The Chief Guest Lt. Gen.(R) Sikander Afzal emphasized the need to understand and introduce the concept of Strategic Communication especially in the times of hybrid warfare. The keynote speaker Prof. Dr. Saeed Shafiqat explained how the communication and miscommunication of information distortion leads to immense security issues. He emphasized the need to formulate a strong framework of strategic communication to build on effective narratives.

Mr. Amjad Ali Awan CEO Punjab PPP Authority opined that Strategic Dialogue builds international linkages and an important tool to resolve global, political, economic and social issues. He viewed that no state is master of economy by virtue of its own resources because in this heterogeneous world every country has different resources and size of the economy and diplomat relations promotes and builds competitive economy. He urged that designing of a consistent development strategy is direly needed to ensure economic security. Giving the example of Pakistan being an agrarian country, he opined that value addition of export oriented products of agriculture sector may enhance investment portfolio. He viewed that developed nations explored new markets for economic growth, however, Pakistan is still re-strategizing its policies by targeting same markets. While summarizing, he emphasized that Pakistan needs sustainable resources, workable governance and institutional models along with Strategic Dialogue process through which country can achieve energy security.

Dr. Zainab Ahmed, Assistant Professor, Department of International Relations and Political Science, Lahore Garrison University shared a complete framework of Strategic Communication which needs to be built to implement National Security. She said that strategic communication for economic diplomacy is the nascent dimension of public diplomacy to achieve economic and trade goals. The approach requires a comprehensive and consolidated plan delineating the national agenda with a consensual framework of communicating that agenda to the targeted audience with the engagement of diplomats, academicians, think tanks and members of business community/ business councils in Pakistan.

Strategic Communication for Economic Security in Pakistan organized by Lahore Garrison University

Engagements at NIMs Islamabad

 Mr. Amjad Ali Awan CEO Punjab PPP Authority delivered a lecture on 'Public Private Partnership' at National Institute of Management Islamabad on 31 October 2022.

The CEO broadly explained the concept of PPPs, development portfolio of infrastructure and social sector services, challenges, private sector investment for growth & development and PSDP+ initiative. The lecture was designed for 35th Mid-Career Management Course (MCMC) aims to enhance the capacity of potential BS-19 officers for effective public sector service delivery. The hands on exercises regarding successful case studies/PPP models were also performed by the officers. Mr. Awan was also invited as 'Review Panelist' on 24 November 2022 for the same MCMC group where a simulation exercise was presented on 'Action plan for harnessing Effectiveness of Regulatory Bodies for Power & Natural Resource Sector (NEPRA & OGRA). The group has analyzed various factors from public policy perspective to develop strategic measures accordingly.

ADB Consultative Session on Safeguard Policy Statement (SPS).

A consultative session for senior government officials was organized on 3 November 2022 by Asian Development Bank (ADB) to disseminate and solicit feedback on ADB's approach to the safeguard policy review, findings of preliminary benchmark studies and comments obtained through regional consultations on the studies. The policy update sought to strengthen the safeguard implementation effectiveness and efficiency in ways that will enhance beneficial safeguard outcomes for the environment and the effected people. The key stakeholders includes managerial staff in charge of environmental and social safeguard at relevant ministries and executing agencies of ADB assisted projects as well as civil society organizations. Mr. Rizwan Ahmad Malik DG (Funds Management & Admin) and Sh. Umar Saeed Deputy Director General (Funds Management) represented Punjab PPP Authority and shared the valuable feedback.

Five Key Takeaways from COP27

United Nations (UN) climate summits are held every year, for governments to agree steps to limit global temperature rises. They are referred to as COPs, which stands for «Conference of the Parties». The parties are the attending countries that signed up to the original UN climate agreement in 1992. COP27 is the 27th annual UN meeting on climate and took place in Sharm el-Sheikh until 18 November. The five key takeaways from COP27 are as following;

- 1 Establishing a dedicated fund for loss and damage**
COP27 closed with a breakthrough agreement to provide loss and damage funding for vulnerable countries hit hard by floods, droughts and other climate disasters because for the first time, countries recognized the need for finance to respond to such climate change losses.
- 2 Maintaining a clear intention to keep 1.5°C within reach**
At COP27, countries reaffirmed their commitment to limit global temperature rise to 1.5C above pre-industrial levels. At COP27, governments were also requested to once again revisit and strengthen the 2030 targets in their national climate plans by the end of 2023, as well as accelerate efforts towards the phasedown of unabated coal power and phase-out inefficient fossil fuel subsidies.
- 3 Holding businesses and institutions to account**
The transparency of commitments from businesses and institutions will be a priority of UN Climate Change in 2023.
- 4 Mobilizing more financial support for developing countries**
Mitigation, adaptation, loss and damage, climate technology – all of it requires sufficient funds to function properly and to yield the desired results. On this crucial topic, COP27 created a pathway to align the broader finance flows towards low emissions and climate resilient development.
- 5 Making the pivot toward implementation**
Climate pledges aren't worth the paper they're written on if they aren't taken off the page and turned into concrete action. That's why COP27 was expected to be one of "implementation." Speaking about the year ahead, UN Climate Change Executive Secretary Simon Stiell said "The heart of implementation is: Everybody, everywhere in the world, every single day, doing everything they possibly can to address the climate crisis,"

Source: <https://unfccc.int/>



— International Symposium at Lancaster University, UK



 **Amjad Ali Awan**
CEO Punjab PPP
Authority represented
Pakistan in International
symposium at Lancaster
University, UK

An international symposium ‘Communities Together’ was held on 2nd December 2022 at Lancaster University, United Kingdom to explore the impact of climate disaster in Pakistan and focused about the work being done in response to catastrophic climate change. It also explored the impact of climate disasters and emphasis was on how communities can respond in the context of recent floods in Pakistan. It provided a space for academics, students, community leaders, charities and policy makers to come up with innovative solutions in the

face of environmental challenges. Mr. Amjad Ali Awan CEO Punjab PPP Authority was especially invited by Vice Chancellor Lancaster University Prof. Andy Schofield to share his views and experience regrading sustainable and resilient infrastructure in the context of climate change in Pakistan. While addressing, he highlighted that Pakistan is one of the most vulnerable countries to climate change and this year it has experienced the terrible, catastrophic floods which inundated more than half of Pakistan's physical geography. In the face of an increasingly costly cycle of flood damage and repair, government and localities are taking a harder look at mitigation and resilience measures to decrease losses while improving long-term sustainability. But achieving that can be too expensive for the government, therefore, to combat the increasing trend of costly flooding across much of the country, PPPs can restore and improve basic services and physical infrastructure in a resilient and sustainable manner. He shared that the government is also striving hard to fetch support from the external resources, international support organizations, donor agencies and the friendly governments. However, one of the potential avenues to bridge up the gap is to look inwards for seeking desired investment support from the private sector that may collaborate with the government for arranging fast-track support lines against the most shattering tragedy being faced in the country. He also discussed about PPP modalities which can be applied to bring about the relief measures to flood stricken masses. He viewed that 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.

The symposium has also explored efforts of the experts on climate disaster and how they can work for the benefit of both our community and climate through design research, environmental projects and community-led collective action programs. The event also supported the sharing of knowledge and creation of networks in ways that build understanding and uncover opportunities for future collaboration in teaching, research and engagement. Key management and students were also invited to join with community members in exploring the impacts of climate change and how collaborative efforts can be made to mitigate its adverse effects. The Vice Chancellor, Lancaster University appreciated the efforts and career discourse of Mr. Awan.

— The Delegation of PPP Unit Gilgit Baltistan visit to Punjab PPP Authority



In a series of meeting with Federal and Provincial PPP Authority/Units, a group of officers from PPP Unit Gilgit Baltistan visited the office of Punjab PPP Authority on 22 December 2022 to learn the experience and challenges in establishing new Authority as well as the legal and institutional framework. The aim was also to understand the working models of the existing PPP setup of Punjab province and to learn from their experiences. Mr. Yasir Abbas Special Coordinator legal affairs to Chief Minister Gilgit Baltistan informed that keeping in view the huge potential of energy, hydro power and road infrastructure of Gilgit Baltistan, Chief Minister desired to involve private sector investment and PPPs is the way to foster development as the government lacks the resources and capacity to address the ever-growing fiscal challenges.

Mr. Amjad Ali Awan Chief Executive Officer Punjab PPP Authority welcomed the delegation and apprised them about the Punjab PPP framework, current foot print and list of pipeline projects at various level of execution. He also briefed about mode of engagement, project approval processes, government support and requisites for development of a PPP project proposal. He emphasized to build capacity of the newly established unit to equip itself with competent PPP professionals and experts. He further suggested

that robust marketing strategy should also be in place to attract local and international investors so that readily available PPP bids may gain attention of the market players.

The delegation raised various questions related to PPP project life cycle, government support, potential sectors of the economy and the hiccups in implementing the PPP portfolio. Mr. Yasir Abbas thanked the entire team members and acknowledged the efforts of Punjab PPP Authority for its achievements as projects worth billions are nearing fruition. While sharing the potential sectors for Gilgit Baltistan he commented that there is a great potential for the PPP model to flourish in the field of energy, eco-tourism, health, education, and infrastructure. CEO Punjab PPP Authority suggested that mapping of potential PPP projects may be explored by PPP Unit Gilgit Baltistan to start with doable initiatives and assured his full facilitation and cooperation.



EXCLUSIVE INTERVIEW

— CEO Punjab Central Business District Development Authority



1. What type of work CBD Punjab is doing and please share pipeline projects at this moment?

Central Business District (CBD) is an internationally acclaimed concept to boost economic activities for any country/region. There are many business districts in the world e.g. Canary Wharf in London, DIFC in Dubai, La-Defense in France etc. These kinds of infrastructures are a mainly a decent sized land bank in the heart of the city with commuting access and consist of high-rise skyscraper development and unfortunately, Pakistan does not have specialized skillsets for such development. To implement the concept of CBD in Pakistan, a focused autonomous body Punjab Central Business District Development Authority (PCBDDA) also known as Central Business District Punjab (CBD Punjab) was established by an Act of parliament in February 2021 and it was tasked to register Pakistan on the global economic map by establishing Pakistan's first business district. CBD Punjab is an authorized body incorporated to establish and promote environment-friendly, urban regeneration projects on vertical principles. Core concept of this is to capitalize under utilized governmental lands into revenue ventures with private entities to develop modern commercial, residential, health and institutional developments. Financial feasibility for the Walton strip has determined around 2700-3000B PKR based on development as

economic advancement and shall generate employment in various sectors. The development has been categorized further into various sub-districts namely, Commercial, IT & Digital, Residential, Retail & Entertainment, Hospitality, Health and Government Districts, each district having unique characteristics, dynamics and amenities. The projects currently at various level of execution includes Kalma Chowk underpass remodeling, project like Sirius tallest skyscraper in Punjab, parking plaza, hi-end branded residencies The Regalia, 5-star hospitality hub, Bab district, health care facility, eco-friendly initiatives and digital clusters.

2. How do you think that Punjab PPP Authority and CBD Punjab can enhance development portfolio through PPPs in Punjab?

The Joint Venture of Punjab PPP Authority and CBD Punjab can be very beneficial because PPPPA has the statutory mandate in executing PPP projects and CBD Punjab is working for commercial development. Similarly, mutual representation of PPPPA and CBD Punjab at international forums may commence potential investment to expand business activities in Pakistan. The development of commercial market is just barely started in Pakistan and we need pool of investors to sign commercial agreements.

Mr. Imran Amin

CEO of Punjab Central Business District Development Authority (PCBDDA)



Mr. Imran Amin is a seasoned development executive with over 22 years of international & national development and management experience spanning to the United Kingdom, Kingdom of Saudi Arab & Pakistan with leading roles in major government and private sector entities in urban development, infrastructure development & re-developments and economic growth projects.

Imran has developed, restructured numerous organizations and has introduced concept of zero base authority with no funds from government and to generate revenue streams that would support its related governmental revenue partners and also support in upgradation of infrastructure thus reducing government costs on developments.



Actually Pakistan has a micro market of investors due to less developed financial markets, therefore, focus should be more to attract foreign companies for investment. Unfortunately in Pakistan many authorities or institutions are working in different directions and sometimes overlapping roles and tiers may create complex situation. To overcome this, we have established Saudi Arabia General Investment Authority (SAGIA) in Saudi Arabia that oversees foreign investment in the country besides issuing licenses to foreign investors. We have tried to create conducive environment for investors under SAGIA where all the leading government departments as well as commercial banks are providing one window solution and thus providing ease for investors. Now foreign company registration till signing of the contract agreement for potential investment in any sector is managed under one roof. On the similar lines, the JV of PPPA and CBD Punjab can attract investors and this approach may enhance PPP footprint all over the Punjab.

3. Which sector of the economy other than road infrastructure is most attractive for PPPs and why?

Viable opportunities related to commercial development are already available including hotels, housing, office buildings, tourism sites, hospitals, multipurpose parking plazas etc. CBD Punjab is working on a hotel project with a Joint Venture with an International Brand to construct five star hotel in CBD Punjab Quaid District (Old Walton Airport) near to the Qaddafi Stadium. Development of international level hotel near to the Qaddafi Stadium Lahore is necessary to avoid security issues and accommodation of players/officials during national and international events. Similarly construction of parking plazas, hospitals and housing provides lucrative business prospects from investment perspective. Just take the example of Indian model of economic development where PPP transaction is based on population numbers. Obviously end product or facility will be used by its people and keeping this in view Lahore has the strategic location to execute urban and commercial development projects. In my opinion road sector PPP projects should be given least importance due to higher demand of VGF and single profit earning through toll collection. However, clubbing of commercial development along with road sector project may generate more sources of revenues with minimum user levies. Another key factor we must consider is that employment generation for commercial development PPP projects is more as compared to road sector. A single industry may increase demand in labor, productive manufacturing activities and innovation.

Pakistan is standing on the cusp of economic revival and we are importing small items from China, Thailand for our industrial units which can be locally manufactured. For government, it is also equally important to think through its own priorities and further the national agenda through a well-articulated industrial policy. There is a need to develop a clear understanding of import priorities amongst policymakers and to form a view on how to safeguard interests of local industries.

4. Do you believe political willingness and support does play a critical role in the PPP process?

Off course it does. Countries such as India, Colombia, Turkey, and Egypt have been able to develop and sustained strong and successful PPP programs. I believe that the very idea of private sector management, operation or ownership of public services for a specific terms in a PPP agreement requires significant political leadership. The main key attraction for our investors is that all these projects are backed by the Government. Investors looking to enter a new PPP market like to see strong political support from the highest levels of government especially considering that firms take much more risk in a PPP than they do under a more traditional public procurement contract. In the context of FDI that may come into Pakistan predominantly been motivated by market seeking as well as political stability. In doing this the existing and potential investors may come at a point to commence, conduct and expand their business activities in Pakistan.

5. In what ways do you think we can gain investors' confidence in PPP project finance, especially on the heels of a volatile Pakistan economy?

There is an ample evidences to say that investor friendly policies and regulations must be absolute to attract better investment. In Pakistan corporate sector is profitable but public sector is not because corporate governance has been actualized by the private sector. The enabling environment for private sector development needs to be further strengthened within an improved policy and regulatory framework that consists of a well-defined competitive policy, an investment policy, and stronger and capacitated regulatory institutions in key sectors of the economy. At CBD Punjab, we have not only favorable by-laws but also have feasible and easy installment plans, ease of doing business, one window solution and approvals from concerned authorities in 21 working days. The lengthy timeframe of PPP project development

till execution may lead to price escalation in construction material like cement, fuel, steel etc. Notably investors always do market sounding before entering into any PPP contract and foreign investors are more meticulous therefore lengthy procedures and delays increases the uncertainty for investors.

6. What are the solutions to the challenges facing PPPs in Punjab and what measures you would like to see implemented?

PPP policy should be enshrined in the economic growth policy where by PPPs be recognized as one of the main drivers for growth. Making credible, high-quality PPP bids requires time, effort, and money, however, procedures should be streamlined to avoid delays. To justify the high transaction costs, investors entering into a PPP contract needs to know their bids will be reviewed in a timely manner using a transparent and standardized process. Private sector investors will always examine the legal and regulatory framework and its ability to ensure the effectiveness of long-term PPP contracts. Streamlined public sector processes and strong institutional capacities can manage the relatively complex PPP lifecycle and these aspects should not be underestimated.

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

Promote Pakistan as business case at national and international forums. CBD Punjab has done many remunerative wonders and proved itself as a wealth generator for the development of Punjab. CBD Punjab has also paved the road towards a stable economic welfare state. The overwhelming response of foreign investors and governments is blatant proof that CBD Punjab has positively brushed the economic image of Pakistan on the world's economic map. We are also in talk with international investors, especially from Middle East. Recently we have taken active part in International Property Show (IPS) at WTC Dubai from 12-14 February, 2023 where CBD Punjab has showcased its projects to attract international investors. Also I believe that your working vision and legal framework should be sync and that's why twice revisions have been made to fix the Act keeping in view our actual mandate to deliver. Now we are planning to introduce UN procurement process, guidelines and procedures in our Act because it foster effective international competition among investors, applies the principles of fairness, integrity, and

transparency to achieve Best Value for Money. We also need a platform like Invest India which is transforming the country's investment climate by simplifying the business environment for investors. Its experts, specializing across different countries, Indian states and sectors, handhold investors through their investment lifecycle right from pre-investment to after-care. Our investment policies should be aligned if we want to compete globally.

8. How do you see prospects of PPPs in coming years?

Historically, Pakistan's economy had shown periodic boom-bust growth cycles. The reasons for such volatile growth cycles include the wide-ranging economic challenges like shrinking fiscal space, exchange rate pressure, mounting current account deficit, inflation, energy sector bottlenecks, and the absence of a supportive environment for the private sector. The PPP is a way to combat economic crunch by bringing private sector finance, innovation and efficiency. The rapid economic development in Punjab necessitates a significant injection of finance to keep pace with the expanding provision of economic infrastructure and urban development. Some funds are available via governmental budgets yet finance is still sought from international and domestic project finance markets and one attractive mechanism is to source finance via a PPP. Because of the unique nature of projects in emerging economies, testing of the value gained from alternate procurement strategies such as PPP innovative financing solution is required.

9. What is your main motivations to succeed at work?

In my early professional career, I worked for a public sector organization based in England and during that time I acquired basic business skills which have remained useful throughout my professional life. I developed a solution maker attitude towards complex situation because you have to handle so many challenges in doing a simple job at England. The success and grooming elements were my top priority to adopt and I have embedded the same culture at CBD Punjab. It's a 100% corporate organization and our motivation is based on national spirit. I believe to revamp Pakistan and it will be great honour for me if I may contribute towards its success. The government is implementing a number of reforms to improve the investment climate and diversify the investment portfolio and CBD Punjab is tasked to work on high pace deliverables.

— Flood Relief and Public Private Partnerships

 With the current wave of catastrophic floods in the country, the consequent state of inundated rural infrastructure has profoundly shaken the already trembling rural and agriculture economy.

With the current wave of catastrophic floods in the country, the consequent state of inundated rural infrastructure has profoundly shaken the already trembling rural and agriculture economy. In the current milieu, not only the waterways, barrages, culverts, dams, and other basic water management infrastructure has been ruined, rather it has vastly razed the wholesome structure of housing, health, education and other facilities at the grassroots levels, which though have never been up to mark in the past but were at least available to rural population in one form or other. In such an appalling scenario, the worst coincidence is the most exhaustive economic melt down being experienced at the macroeconomic levels in the backdrop of unprecedented price hike and the strangulating inflationary trends. Under such pressing circumstances, understandably the capacity of government to finance the loss of infrastructure as well as to rehabilitate the basic state of life supporting services clearly falls short, whereas the need to rebuild is compelling, imminent and emergent.

In consequence of the sorry state of affairs, the government is striving hard to fetch support from the external resources, international support organizations, donor agencies and the friendly governments. However, one of the potential avenues to bridge up the gap is to look inwards for seeking desired investment support from the private sector that may collaborate with the government for arranging fast-track support lines against the most shattering tragedy being faced in the country. The question is not when but how the principle and modalities of Public Private Partnership (PPPs) can be applied to bring about the desired consolation through the range of remedies to flood stricken masses.

the key strategy should be to strike worthwhile PPP deals with the private sector, by which government should be allowed to pay the same through long term partnerships with them as part of well-structured PPPs.

The time is high for some long-term commitments and striking doable partnerships to structure the fast relief projects in the domains of housing, health, education and agriculture etc. which may keep the wolf away from the door. The challenge is about how to strike the PPP deals in due course of immediacy which may specifically cater for the immediate needs of infrastructure and social services in the flood affected areas. In this regard the possibilities do exist, whereas the PPP units and authorities already functional at federal and provincial levels share the prime responsibility to liaise with the line departments and work out the best programs and projects, which may supplement the government's efforts targeting the rebuilding and revitalization of infrastructure services against the widespread destruction and economic loss.



Nearly all the big and medium corporates in the country have the CSR (Corporate Social Responsibility) wings as part of their organization set-ups. While the immediate relief rests with the provisions of food, cloth and shelter to the affected people and calamity migrants, the government must motivate and incentivize the private sector to activate their CSR wings and spread the relief and life support services, where necessary. In the meantime, the government should measure the account of loss and prioritize the projects which can be implemented with the help of private sector.

In context with the health sector, particularly the provincial governments can chalk out their plans through building webs of hospitals and health facilities under the umbrella of PPPs and shifting the responsibilities of project finance and operations to private sector. We have examples in the country where number of small projects were integrated as a single project for tendering purposes to spark the interest of private sector and develop appropriate partnerships with them. In such case of emergent PPPs, government with a greater responsibility of relief may increase their exposure through upfront offering of necessary concessions and / or paying the major share of annuity-based payments to private sector as part of the deal structure. In this regard, the PPPs may even be formed in such a way to capture hundred percent or most of the expense of running those health facilities through the annuity payments to be paid by government to private sector partner without burdening the people, who may not be able to pay the cost of services being delivered by such hospitals and health facilities. In this regard, the government may take advantage of the PPPs through paying such annuity payments through regular intervals instead of paying the one-time capital cost of those projects.

Needless to mention that in a typical PPP project, the responsibility of the capital cost is naturally borne by the private sector at the first stage after the execution of concession agreements. This arrangement will shift the responsibility of building public assets to private sector counterpart as part of Build Own Operate (BOT) modality. Such health schemes can be transformed into PPP projects covering different parts of the country, where health services are shattered in result of the calamitous situations.

In the above perspective, the government must charge immediate efforts which may target the quickest possible

structuring of PPPs through the help of concerning organizations. The next step will be to showcase and to push forward the marketing of these schemes within private sector and investment domains to ignite their interests and seeking their inputs for the best and the most pragmatic designing of such schemes and the best possible execution models of service delivery. In parallel to such measures, banks and other financing institutions must also be engaged for supporting such relief-based initiatives of the government through the best loaning avenues to be dedicated for the private sector engaged in such emergent PPPs.



Besides health sector, there is vast margin of developing similar PPPs in the education, energy and housing sectors, subject to sensitizing the concerning departments for charging their efforts and dedicating resources in pursuit of such plans. In past we have plausible instances where public private partnership worked successfully through the 'Management Contract' modality in the education sector. In such PPP models, the government built the educational facilities in the rural areas from its own resources and handed over the management contract to private sector for the provision of educational services to general masses in compliance of established quality standards. This is another possible avenue, where government can staple relief to the flood-stricken people for the rapid re-development of educational facilities to be served at their doorstep already devastated in the

floods. Alternatively, there are other flexible options for the government to engage private sector through Build Operate Transfer (BOT) and other tailor-made viable PPP opportunities which may suit the existing situations of emergency. For that very purpose, the government may incentivize the PPP units to create such schemes which may cater for the medium and long term needs of the people without compromising the quality and long term disconnection of desired infrastructure facilities.

In the giving circumstances, where the all-out focus is shifted towards seeking financial aid and support for

which government should be allowed to pay the same through long term partnerships with them as part of well-structured PPPs. Towards this end, although one can make the best use of annuity model through number of variations and improvements, however there are innumerable possibilities of BOT and other PPP modalities which can be applied in accordance with the typical stringency of the situation and vis-à-vis the nature of the project. Long and short, public private partnership is a tool which is interdisciplinary in nature and can be sufficiently applied in accordance with the need of an hour, even in these times of national exigency.

the immediate rebuilding of the grass root economy, there is still an ample margin left to make the best use of creativity, innovation, out of box solutions and to make the best use of what is spared and saved. In this regard, private sector must be taken as a resource that can be engaged, motivated, incentivized and partnered for the best possible PPP deals focusing on the rebuilding of infrastructure and social services which are devastated by the dreadful floods.

At this stage in time, this will be utterly unwise to expect from the government for not only withstanding the gigantic loss of property and services as well as to pay against the debilitation of infrastructure facilities. With these facts in mind, the key strategy should be to strike worthwhile PPP deals with the private sector, by



Written by
AMJAD ALI AWAN
Chief Executive Officer
Punjab Public Private Partnership Authority

CAPACITY BUILDING

— Training on Data Management, Cleaning and Analysis

The Punjab SDGs Support Unit has organized five days training program at Hotel One Mall Road Lahore from 19-23rd December 2022 for the statistical officer of Provincial Government departments on data management, cleaning and analysis by using STATA. The course content was designed to ensure that it is demand driven and effective in building statistical capacity-enhancing skills in data management and improving departmental reporting on SDGs. The overall training was divided into multiple phases to maintain a batch size of about 20 participants during each phase. The objective of the training was to strengthen the provincial data ecosystem as 2030 Agenda on SDGs puts a lot of emphasis on statistical capacities of the national as well as provincial government departments to monitor and report progress on SDGs indicators. Two Assistants from the project wing of PPPPA Ms. Mariam Aslam and Ms. Hira Fatima participated and learnt various skills of data analysis and management to timely track the progress against the SDGs indicators. Certificate of completion was also given on the last day of the training sessions upon maintaining 100% attendance and submission of the final STATA test.



Programme on “Public Sector Project Management for GoP Executives - Cohort II



Housed within the LUMS, Raising Executive Development Centre (REDC) organized four days training on “Public Sector Project Management for GoP Executives - Cohort II from 13-16 December 2022. Muhammad Mansoor Sarwar Deputy Director General (Social Sector) Punjab PPP Authority attended this exciting programme to find the learning experience and beneficial skills. The training programme covered overall project management theory, case studies, tools, techniques and the special focus was given to the management of government sector projects. The learning mode was based on lectures, case studies and presentations to directly transfer academic knowledge. Through participation in interactive sessions, group discussions and stimulation exercises, participants exchanged ideas on the respective topics. A number of participants from other government departments also attended this training course.

— Workshop Organized for the Support Staff



 A workshop on ‘Office Hospitality Management’ was organized by Funds Management & Admin Wing of PPPPA on 10th December, 2022.

All officials of Punjab PPP Authority has attended and actively participated in the training session through their talent and live skits. The lead trainer Miss Namra Nasyr and co-trainer M.Kazim Ali from Aniq Communication imparted the skills pertaining to presentation, communication, self-improvement, conflict resolution and stress management. Participation certificates were also distributed among the officials to boost their confidence and good performance.

Mr. Rizwan Ahmad Malik, DG (FM&A), Mr. Salman Haider, Liaison Officer and Mr. Asim Ali Akbar Accounts Officer from Punjab PPP Authority played key role in organizing and managing the session.



Projects in Focus in 4Q 2022

Largest Capital Value Projects



GREENFIELD PPP AIRPORT IN KUWAIT

Country	Stage
Kuwait	In Tender
Subsector	Value
Airport	USD 12B

The project involves the construction and operation of a new airport in northern Kuwait. The airport would be able to handle 25 million passengers a year and would generate over 5,000 new jobs



MUMBAI-AHMEDABAD HIGH SPEED RAIL (MAHSR) PROJECT

Country	Stage
India	Contract Signed
Subsector	Value
Railway	USD 10B

The project involves the development of a 508 km high-speed railway between Mumbai and Ahmedabad in India. The Mumbai-Ahmedabad High-Speed Rail Corridor will operate at a speed of 320 km/hr and include 12 stations.



AUCKLAND LIGHT RAIL PPP PROJECT

Country	Stage
New Zealand	In Tender
Subsector	Value
Railway	USD 9.1B

The project involves the development of a 24km long light rail network in Auckland, New Zealand. The light rail will feature 18 stations and stops from the City Centre to Māngere and the airport. The project will form the spine of a new rapid transit network for the whole city, that can be expanded in time to connect with other lines to the North Shore and North West.



CENTRALNY PORT KOMUNIKACYJNY (CPK) AIRPORT PPP PROJECT IN POLAND

Country	Stage
Poland	Contract Awarded
Subsector	Value
Airport	USD 8B

The project involves the development of a passenger terminal building, railway station and public transport interchange for the Centralny Port Komunikacyjny (CPK) Airport in Poland. The project will be built between Warsaw and Łódź connecting air passengers to a 2,000 km network of railways. The airport will have a capacity of 40 million passengers which can be expanded up to 60 million.

Financial Closure



ONTARIO LINE RSSOM PPP IN TORONTO

Country	Value
Canada	
Subsector	Value
Railway	USD 8.1B

Development of a 3.2 GW high-voltage direct current (HVDC) sub-sea transmission network in the MENA region. The Offshore transmission system will comprise two independent sub-sea HVDC links and converter stations.



GANGA EXPRESSWAY PPP PROJECT IN UTTAR PRADESH

Country	Value
India	
Subsector	Value
Road	USD 4.5B

The project involves the development of a 595 km six-lane greenfield Ganga expressway connecting 12 districts namely Meerut, Hapur, Bulandshahr, Amroha, Sambhal, Badaun, Shahjahanpur, Hardoi, Unnao, Rae Bareilly, Pratapgarh, and Prayagraj located in Uttar Pradesh state of India.



JFK AIRPORT TERMINAL 6 PPP PROJECT IN NEW YORK

Country	Value
USA	
Subsector	Value
Airport	USD 4.2B

The project involves the development of a new terminal 6 at John F Kennedy airport located in New York, USA. The new International Terminal will connect to Terminal 5 and be equipped with capacity for ten new gates, as well as bright and airy check-in halls and arrival spaces designed to enhance the customer experience. The terminal will also have 100,000 square feet of commercial dining and retail amenities, lounges, and recreational spaces.



DEEP-WATER CONTAINER TERMINAL PROJECT IN PORT OF GDANSK

Country	Value
Poland	
Subsector	Value
Port	USD 0.8B

The project involves the development of a third deep-water container terminal in port of Gdansk on the Baltic Sea, Poland. The terminal will add 717 m of deep-water quay and 36 ha of yard area and be equipped in the first phase with 7 energy-efficient ship-to-shore cranes and 20 semi-automated rail-mounted gantry cranes.

Source: Quarterly PPP Deal Update 4-Q 2022 By WAPPP & Infra PPP

-- Punjab PPP Authority Joined WAPPP



World Association of Public Private Partnership (WAPPP) is a Geneva-based non-profit global association, which brings together all public and private stakeholders in the field of Public Private Partnership (PPP). Its members are both institutional and individual. They include public PPP units, corporate investors, financial investors, and consultants across all sectors. More than a procurement tool, WAPPP considers PPP as a tool for development and for achieving the UN SDGs. It promotes best practices and the sharing of knowledge and experience among its members.

Punjab Public Private Partnership Authority (PPPPA) is a lead statutory agency of Government of Punjab that is hub of all activities related to structuring and execution of PPP projects in the province. The PPPPA was established with an objective to develop a centralized hub and strategic arm of the government of Punjab for the generation and promotion of viable PPPs. The Authority is involved in formulating the strategy to develop and optimize a portfolio of PPP projects as an autonomous body. It works as one window solution to identify, develop, execute and implement PPP projects across various sectors in Punjab as an alternate tool for development financing and achieving the objective of higher economic growth in the province.

The Authority believes that partnership with global PPP units will build linkages with international PPP organizations/associations/country units and through this network innovative PPP approaches and best practices can be adopted/promoted. Through the WAPPP membership, PPPPA can promote projects, share knowledge and give momentum for the growth and professional development of PPP practitioners.

Mr. Amjad Ali Awan Chief Executive Officer PPPPA said that "It is an honor to join WAPPP and PPPPA looks forwards to work with other members which would create synergies and provide an opportunity to learn and adopt global standards of PPPs".

Mr. Ziad-Alexandre Hayek, President of WAPPP, welcomed PPPPA and said that "sub-national PPP authorities, such as PPPPA, are becoming increasingly important players in the effort to achieve the SDGs, and WAPPP is delighted to assist with their continued development".

INSIDE PUNJAB PPP AUTHORITY

-- 14th August Celebration

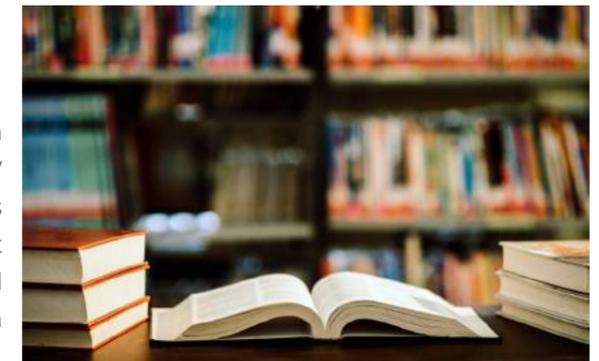


A cake cutting ceremony was held in the Committee Room of Punjab PPP Authority with all the staff members to celebrate patriotism and colors of the day.



-- PPP Knowledge Lab

A dedicated PPP Knowledge Lab has been established in the office of Punjab PPP Authority comprising of books/journals, PPP reference material, research publications and resource material of relevant government departments/PPP Units. This initiative proves to build healthy minds especially in digital era of communication and will develop reading habit among employees.





Achievement

Ms. Maryam Naseer, Communication Specialist Punjab PPP Authority recently completed another degree Executive Master Public Policy from Forman Christian College Lahore. She got third position in this post graduate program and awarded higher honors Magna Cum Laude. The program is designed to bring together policy relevant research, training and professional skill development under one umbrella. She says, 'The program has developed analytical expertise and inculcated efficient and transparent governance which will be helpful in policy formulation and planning paradigms'.

Support Staff

Dear **Mr. Mazhar Ali** thank you for helping us every day and thanks for being so disciplined in your work. We all are pleased and delighted by the punctual and disciplined work that we want to gratitude towards your efforts. You are an important part of the organization and the best support staff member in our office. We are proud to have Mr. Mazhar Ali.



Employee Recognition

The Project Wing of Punjab PPP Authority is heading towards achieving the mandate of the organization to execute PPP projects. This Wing has multiple assignments to perform and required robust coordination with line departments. Authority is fortunate enough to have **Muhammad Mansoor Sarwar** Deputy Director General (Social Sector) whose work ethics are incredible and demonstrate inclusive teamwork approach. He has done multi-tasking in fulfilling his official commitments and has created an excellent template for the entire team members to follow. Your excellent performance is inspiration for all and keep up the great work. We appreciate and value your hard work.

Obituary

It is with great sadness to inform that **Mr. Asad** working as driver in Punjab PPP Authority died on 27th October 2022. He had been a valued member of our team and will be missed. May Allah rest his soul in peace ameen sum ameen. Please keep his family in your prayers.



Proud Moment

CEO Punjab PPP Authority has given 'Letter of Appreciation' to **Mr. Zahid Hussain** Gender & Social Safeguard Specialist for his outstanding performance, grip on technical knowledge and helping attitude and hope that his significant role will contribute future success of the PPP regime in Punjab.





**Punjab Public Private Partnership Authority
Planning & Development Board
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