



# P4A

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

# PUNJAB PPP GAZETTE

# 2023



**Mr. Zahid Akhtar Zaman**

Chief Secretary of Punjab, has been conferred the Hilal-i-Imtiaz in recognition of his outstanding contributions to public service



**Mr. Ali Sarfraz Hussain**

Former Chairman P&D Board, who has a distinguished career in civil service has now assumed his new role as Pakistan's Ambassador / Permanent Representative in Permanent Mission of Pakistan to the WTO, Geneva



**Mr. Iftikhar Ali Sahoo**

Assumed the pivotal role as Chairman P&D Board due to his exceptional expertise in public administration, development planning and corporate governance



**Mr. Iqbal Hussain**

Senior civil servant from Pakistan Administrative Service assumed the charge as CEO of Punjab Public Private Partnership Authority (P4A) in May, 2023



## Mr. Zahid Akhtar Zaman

Chief Secretary of Punjab, has been conferred the Hilal-i-Imtiaz in recognition of his outstanding contributions to public service

**Mr. Zahid Akhtar Zaman**, the current Chief Secretary of Punjab, assumed office in January 2023. His appointment by the Punjab government

underscores his remarkable career in the Civil Service of Pakistan, marked by dedication and excellence. Belonging to the 24th Common of the Civil Service, he brings a wealth of experience to his role. Over the course of his distinguished career, Mr. Zaman has held pivotal positions such as Additional Chief Secretary South Punjab, Additional Secretary Cabinet Division, Senior Member of the Board of Revenue (BoR), Secretary Health Punjab, and Director General of the Lahore Development Authority. His tenure has been characterized by the efficient and effective execution of various development projects, highlighting his administrative prowess. Mr. Zaman's

exceptional contributions to public service has been recognized at the state level with the conferment of the Hilal-i-Imtiaz, a prestigious honor. This award reflects a lifetime of achievements and unwavering dedication to the nation. This recognition underscores the significant impact he has made in his various roles and his enduring commitment to the betterment of Pakistan.

We extend our sincere congratulations and deep admiration for his exceptional accomplishments, and may he persist in his dedicated service to the nation with even greater energy, enthusiasm, and fortitude.

**Public Private Partnership  
Driving Growth & Development**

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## Mr. Ali Sarfraz Hussain

Former Chairman P&D Board, who has a distinguished career has now assumed charge as Pakistan's Ambassador / Permanent Representative in Permanent Mission of Pakistan to the WTO, Geneva



**Mr. Ali Sarfraz Hussain** is a civil servant with a diverse and impressive career spanning various important roles in both government and the private sector. Currently, he serves as the Pakistan's Ambassador / Permanent Representative in Permanent Mission of Pakistan to the WTO, Geneva where he represents Pakistan's interests on the global stage in matters related to international trade. Across his professional journey, Mr. Hussain has served on pivotal roles in government service, underscoring his adept leadership and policy formulation prowess. Notably, he served two terms as Chairman, Planning and Development (P&D) Board, first from May to July 2022 and later from March to August 2023. In this capacity, he played an instrumental role in shaping and executing development

policies and initiatives in the Punjab province.

He has also held significant positions as Secretary of Labour and Human Resource, Secretary of Industries, Commerce, Investment & Skills Development Department and CEO Punjab Skills Development Fund (PSDF). During his tenure as Secretary of Food in Punjab, his efforts encompassed extensive collaboration with federal authorities, provincial administrations, and international organizations, all aimed at fortifying food security at regional and national scales. Furthermore, his experience as the CEO of Karandaz Pakistan underscores his dedication to catalyzing economic growth and innovation. In this role, his adept management of funds, with a strategic focus on impact investments in SMEs, fintech enterprises, women-led businesses, and digital financial services, undoubtedly fueled the expansion of these critical sectors.

## Mr. Iftikhar Ali Sahoo

Assumed the pivotal role as Chairman P&D Board due to his exceptional expertise in public administration, development planning and corporate governance.

**Mr. Iftikhar Ali Sahoo** is a distinguished civil servant of Pakistan belonging to the Pakistan Administrative Service (PAS). Currently, he is holding the prestigious position of Chairman, Planning and Development (P&D) Board, Government of the Punjab. With a career spanning over twenty three (23) years, he has served on various key positions in Federal Government and in the Provinces including Secretary Planning and Development Board, Secretary Finance, Secretary Agriculture, Principal Secretary to Chief

Mr. Sahoo is also serving on the Board of Directors of various leading state-owned companies and autonomous bodies. His expertise encompasses the areas of social policy, public finance, public administration and development planning. Throughout his illustrious career, he has demonstrated exceptional leadership skills and administrative acumen. He completed his Masters in Social Policy from University of Nottingham.

His contributions to various sectors underscore his commitment to public service and substantial impact on Pakistan's governance and economic landscape.



Minister, Govt. of the Punjab, Secretary Establishment, Govt. of KPK and Additional Secretary, Ministry of Industries and Production, Govt. of Pakistan.

جن سے مل کر زندگی سے عشق ہو جائے وہ لوگ  
نہم نے شاید نہ دیکھے ہوں، مگر ایسے بھی ہیں

## Mr. Abdullah Khan Sumbal

(Late)

Federal Interior Secretary **Abdullah Khan Sumbal** peacefully passed away on September 6, 2023. We pray that Allah, the Most Merciful, grants him eternal peace and the highest place in Jannah, Ameen, sum ameen. He was an outstanding individual, both as a dedicated officer and a compassionate human being. He belonged to a rare category of individuals who possessed exceptional qualities of intellect and kindness. His sudden passing away left everyone who even remotely knew him in a state of shock. Described as an intellectual, guide, mentor, and a paragon of professionalism, Abdullah Khan Sumbal was not only a gentleman but also one of the most compassionate and noble souls.

Abdullah Khan Sumbal's remarkable career included serving as the Chief Secretary of Punjab, Chairman of the Planning & Development Board, and Commissioner of Lahore division. His previous roles encompassed positions such as Secretary of the Higher Education Department, Secretary

(Coordination) to the Chief Minister of Punjab, Commissioner of Sahiwal Division, Secretary of the Information Department, and Secretary of the Special Education Department, all within the Government of Punjab. Additionally, he held various key positions, including Special Secretary in the Health Department, Programme Director for the Punjab Resource Management Programme, Additional Secretary (Development) in the Health Department, Programme Director for the Punjab Devolved Social Services Programme, and Deputy Secretary (Staff) to the Chief Secretary of Punjab. One of his noteworthy achievements was his role as Project Director for the Lahore Ring Road SL I&II under PPP mode, where he worked tirelessly to complete the project within the stipulated timeline, earning recognition through a best performance certificate.

Life continues its course, but his memory will forever reside in the hearts and minds of not only his loved ones, his close associates but also numerous other people who had the privilege of crossing paths with him, even just once.



## Mr. Iqbal Hussain

A career civil servant from Pakistan Administrative Service assumed the role of CEO Punjab Public Private Partnership Authority (P4A) in May, 2023

**Mr. Iqbal Hussain** is a career civil servant from Pakistan Administrative Service (PAS). He is a public policy practitioner and civil service leader with more than twenty years of demonstrated experience of management, governance and development. Before heading the Punjab



PPP Authority (P4A), he has held various important positions, in the provincial governments of the Punjab, Gilgit-Baltistan and Khyber-Pakhtunkhwa, including Home Secretary Gilgit-Baltistan, Secretary Education Gilgit-Baltistan, Special Secretary Home Punjab, Special

Secretary Specialized Healthcare and Medical Education Department Punjab, Special Secretary School Education Department and Deputy Commissioner/ District Coordination Officer (DCO) Jhelum. With his vast experience and leadership skills, he has made significant

contributions in public policy formulation and implementation, governance & efficient administration, institutional reforms and planning & development.

His academic background is rich and diverse. He won AusAid scholarship and completed a Master of Education Policy (International) from MGSE, University of Melbourne, Australia. He also holds a Master of Science degree from Bahauddin Zakariya University Multan. Throughout his career, Mr. Hussain has played key roles ranging from heading district administrations and provincial government departments to leading national and province-level social sector projects. His extensive experience has provided him with a deep understanding of the complexities and challenges associated with public service delivery and policy-making. With a wide-ranging practical experience and a diverse skill set acquired through training, Mr. Hussain is well-equipped to lead the Punjab PPP Authority (P4A) to success.

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## Inside This Issue

<b>01   P4A SUCCESS STORY</b>	10
<b>02   MEETINGS</b>	
• Exploring Social Sector PPPs for Improved Services	11
• 15th Executive Committee Meeting	12
• Consultative session on PPPs	14
• Engaging Dialogue to unveil PPP opportunities	16
• Visit of Azerbaijan PPP Center	17
• PPP P&M Board	18
• Visit of KPK delegation	20
<b>03   PROJECTS SECTION</b>	
• Progress update on flagship project 'Water metering in Lahore'	22
• Field visits	25
<b>PROJECTS UNDER DEVELOPMENT STAGE</b>	26
<b>04   PPP BUSINESS PROCESS</b>	30
<b>05   M&amp;E OF OPERATIONAL PROJECT</b>	32
<b>06   EXCLUSIVE INTERVIEW</b>	34
<b>07   CAPACITY BUILDING</b>	
• Two days training programme on Solar PPPs	40
• Advanced Environmental Safeguards by ADB	42
• Two days workshop on common Procurement mistakes	42
• First aid and fire safety training by Rescue-1122	43
<b>08   PPPs GLOBALLY</b>	44
<b>09   INSIDE PUNJAB PPP AUTHORITY (P4A)</b>	46

**P4A SUCCESS STORY**

OPERATIONAL JOURNEY OF THE PPP PROJECT,

# 'Dualization of Sheikhupura-Gujranwala Road' Begins

**On the occasion of Independence Day, a remarkable achievement has been made through a successful PPP venture. The grand inauguration marked the operationalization of 'Dualization of Sheikhupura Gujranwala Road' project, which serves as a critical linkage between two major urban cities of Punjab.**

A significant highlight is its intersection with the Lahore-Islamabad motorway M-2, positioned just 4 km from Sheikhupura. This strategic alignment has dramatically reduced travel time between Sheikhupura and Gujranwala to a mere 26 minutes. The distinguished Chief Guest for the ceremony was the Honorable **Chief Minister of Punjab, Syed Mohsin Raza Naqvi**, who graced the event on August 14, 2023.

This expansive road project spans a length of 43.4 km, commencing from the M-2 Sheikhupura interchange and culminating at Khiyali bypass in Gujranwala. This comprehensive undertaking includes the construction of 08 bridges and 2 toll plazas, strategically situated, with one in each district. The government's contribution, manifested in the provision of an encumbrance-free Right of Way (ROW) in facilitating the project's smooth progress. The project lacks any financial backing from the government and model is based on revenue-sharing with the government.

The remarkable contributions of Punjab PPP Authority (P4A) in this project are evident in their effective resolution of challenges faced by the



private party during project execution. P4A's Appraisal & Quality Assurance Wing has played a pivotal role in resolving issues by taking up matters with DC Gujranwala and Sheikhupura district respectively. The efforts have successfully addressed various obstacles, including the removal of stay orders, the resolution of disruptions caused by local residents at multiple sites, such as carriageways and weigh bridges, and the relocation of utility services like electricity, telephone poles, and high-pressure gas pipelines (SNGPL). Additionally, the strategic relocation of mosques, government offices, schools, and madrasas to different sites has resulted in the provision of encumbrance free ROW.

The CEO of P4A Mr. Iqbal Hussain lauded this accomplishment a major milestone, recognizing the collective dedication of various government departments in making it a reality. He viewed that completion of the 'Dualization of Sheikhupura Gujranwala Road' stands as a significant achievement, showcasing the prowess of PPPs. This transformative infrastructure initiative not only strengthens connectivity but also sets a promising precedent for future PPP endeavors.



**MEETINGS**

# Exploring the Power of Social Sector PPPs for Enhanced Service Delivery

In a pivotal meeting led by the Chairman P&D Board on December 2, 2023, substantial strides were made to enhance Public-Private Partnership (PPP) initiatives. The focus of the gathering emphasized extending PPP projects beyond traditional domains, such as roads and infrastructure, highlighting their role in contributing to social development and service-oriented sectors. The strategy introduced during the meeting involves integrating government-owned land as equity, presenting an innovative approach within the PPP landscape to foster more inclusive and diverse projects. In alignment with these directives, the Punjab PPP Authority (P4A) recently conducted consultative sessions from January 11th to 17th, 2024, with key government departments, including Industries Commerce, Investment & Skills Development (ICI&SD), C&W, Local Government & Community Development (LG&CD), Primary & Secondary Healthcare, Livestock & Dairy Development, School Education, Higher Education, Agriculture, Transport, Energy, Mines & Minerals, Youth Affairs & Sports, Tourism, HUD & PHE, and Forestry. The discussions yielded innovative ideas, spanning water meters,

modern service areas at district boundaries, Skill Technology Park, a TV channel for skill development training, Foot & Mouth Disease vaccination for the livestock sector, Cath lab services for the public hospitals, outsourcing IT labs, establishing AI labs in universities, digital libraries, smart classrooms, enhanced Operations & Maintenance (O&M) of sports facilities, wastewater treatment plants, water testing laboratories, innovative parking plazas, processing plants for mines & minerals, model agricultural markets, nursery raising, cropping/plantation, waste to energy, eco-friendly buses, O&M of bus stations, and construction of bus shelters.

To further these initiatives, the P4A and PPP Cell will organize exclusive meetings with each department to process concept papers. These sessions serve as crucial platforms to elucidate the PPP process, highlight its potential benefits, and strategize new PPP projects within the social development sector. The primary objective is to align these forthcoming initiatives with the Chairman's vision, diversifying PPPs towards social development sectors.



# 15th Executive Committee Meeting of P4A Greenlights Two Transformative PPP Projects



**Mr. S. M. Tanveer, the Provincial Minister for Energy and Industries, Commerce, Investment & Skills Development (ICI&SD) chaired the 15th meeting of the Executive Committee of Punjab PPP Authority (P4A) on 31 October 2023.**

The meeting has approved Project Development Fund (PDF) requests for two important projects, 'Construction of underground parking facilities at the outside Gates of walled city, Lahore and 'Lahore Waste Recycling' under PPP Mode. The participants of the meeting includes Mr. Muzaffar Khan Sial Secretary P&D Board, Mr. Iqbal Hussain CEO of P4A, Mr. Ali Bhukhari Additional Finance Secretary (Economic Services) Finance Department, Mr. Ali Arshad Member (PPP) and Mr. Asad Mumtaz Baloch Head RMU Finance Department.

The first project, the construction of underground parking facilities, marks a significant milestone in addressing traffic congestion and parking shortages while simultaneously revitalizing Lahore's historic Walled City. This visionary undertaking will strategically benefit the areas surrounding Delhi Gate, Sheranwala Gate, Kashmiri Gate, Mochi Gate, and Taxali Gate. Furthermore, the restoration of the circular garden, preserving the



area's historical charm, will make Lahore a cultural and touristic beacon. Mr. Iqbal Hussain, CEO of P4A presented a holistic picture, emphasizing its potential to transform the city's landscape, alleviate environmental concerns, and foster an enriched cultural experience for both residents and tourists.

The second project, 'Lahore Waste Recycling,' aligns with the Lahore Waste Management Company's (LWMC) mission to efficiently manage waste collection, transportation, treatment, and disposal. The LWMC currently handles the daily collection

of approximately 6,000 tons of waste from various parts of the city, but as Lahore has expanded, traditional waste disposal methods, particularly open dumping, have become environmental hazards. This project aims to combat these environmental challenges and health risks by converting solid waste into valuable resources, including biogas, electricity, compost, Refuse-Derived Fuel (RDF), and plastic. The CEO of P4A underscored the dangers posed by toxic gases emanating from solid waste and fervently supported the project, emphasizing its potential to mitigate

environmental and health hazards.

During the meeting, the Committee also deliberated on administrative and financial matters of P4A and underscored the importance of cost-effectiveness in project execution. The Provincial Minister stressed the need for efficiency and resource conservation, emphasizing the broader societal benefits that efficient projects can bring. He acknowledged the caretaker government's efforts in enhancing public facilities, reinforcing the government's commitment to progress and public welfare.



# Consultative Session on PPPs to Unlock the Collaborative Potential for Sustainable Progress

The consultative session on PPPs was held on 18 December 2023 at AKS Auditorium under the Chairmanship of Chairman P&D Board emerged as a pivotal platform for collaborative dialogue among administrative departments. The session was a concerted effort to bring transformational changes in the landscape of Public-Private Partnerships (PPPs) across the province.

The session aimed to reshape Punjab's PPP strategies, signaling a strategic shift beyond conventional sectors. It underscored the necessity for comprehensive reforms in the legal and institutional frameworks governing PPPs, advocating for an expansion into social/ service sectors and exploring the use of government land as equity in new PPP ventures.

Mr. Iqbal Hussain, the CEO of Punjab PPP Authority (P4A) provided a brief overview of the meeting's background and purpose, the evolution of PPPs in Punjab and the current portfolio. Subsequently, discussions were catalyzed by the Chairman P&D Board for a candid assessment of Punjab's PPP performance stressing the need for fundamental reforms in current framework.

Administrative Secretaries from various departments including Health, Transport, Local Government & Community Development, HUD & PHE, Livestock, Agriculture and Higher Education weighed in with significant insights, addressing bureaucratic hesitancy, accountability concerns, and untapped potential of social sector PPPs. The crux of discussions revolved around streamlining processes, altering mindsets, and enhancing



departmental capabilities to navigate PPP complexities effectively. The Chairman P&D Board reiterated Punjab's commitment to fortifying PPPs as catalysts for economic growth and development, urging collective efforts from all the administrative departments to align with the delineated strategic directions, thereby charting a dynamic and impactful developmental course for the province.

## The session concluded with actionable takeaways aimed at bolstering PPP effectiveness in Punjab:

- Urgent reforms in legal and institutional frameworks
- A strategic pivot towards social/service sectors and leveraging government land in PPP projects.
- Decentralization of PPP project execution responsibilities to line departments.
- Identification of top 10 relevant departments for PPP development.
- Establishment of a robust Transaction Advisory Framework.
- Strengthening collaboration between departments and PPP teams for seamless project identification.



## Engaging Dialogue to Unveil PPP Opportunities

**In order to comply with the guidelines set forth by the P&D Board, the Punjab PPP Authority (P4A) took proactive steps by reaching out to major departments and organized a dialogue session on 21st March, 2023.**

The session was co-hosted by the PPP Cell with the moderation carried out by Mr. Mansoor Sarwar Deputy DG (Projects) along with Mr. Zahid Hussain, Gender & Social Safeguard Specialist from P4A, Mr. Shoaib Iftikhar, Chief (Projects) and Mr. Rehan, Manager Finance from PPP Cell.

During the session, the Deputy DG (Projects) provided an overview of the guidelines issued by the Planning & Development Board regarding the formulation of the ADP 2023-24. These guidelines mandated each administrative department to identify at least one project to be implemented through PPP mode. Moreover, major departments such as C&W, HUD&PHE, Agriculture, L&DD, Health, Education, Tourism, Skill Development, LG&CD, Forestry, Fisheries & Wildlife were specifically instructed to propose a minimum of five projects each under the PPP mode.

The purpose of the session was to explore potential projects suitable for PPPs and to assist departments in identifying such projects. The P4A team explained the purpose and process of identifying suitable



projects for PPP, and representative from each department was given the opportunity to share and discuss their proposed concepts for potential PPP projects.

Several sectors, including energy, tourism, water and sanitation, agriculture, urban development, health, road, transport, education, and skills development, were identified as having potential for PPP projects. However, the concerned representatives were advised to submit concept papers in the prescribed format of P4A. The participants were assured that P4A and PPP Cell will remain available to provide assistance during the development of these basic concept notes.



## Empowering the Future with Energy Initiatives

**In order to enhance Pakistan's energy sector and promote sustainable waste management, the Punjab Board of Investment & Trade (PBIT) convened a meeting on January 24, 2023 to discuss energy and waste-to-energy initiatives under PPP mode.**

Key participants included Mr. Fazeel Asif Shah, Chairman of PBIT, Ms. Saniya Awais, MD of Punjab Power Development Board (PPDB), and Mr. Amjad Ali Awan, CEO of Punjab PPP Authority (P4A). Ms. Saniya Awais highlighted existing and upcoming energy projects in Punjab, emphasizing the importance of renewable sources like wind, solar, and hydroelectric power to diversify the energy mix and reduce reliance on traditional sources. She stressed the necessity of robust infrastructure and smart grid systems for efficient energy transmission.

Mr. Awan outlined a comprehensive plan for waste-to-energy projects, underscoring the potential of converting waste into renewable energy and its economic and environmental benefits. He advocated for PPP as the means to effectively execute these projects, leveraging available resources. He discussed the role of energy projects in addressing the country's growing demands and emphasized the need for innovative, sustainable solutions. He also addressed the challenges, opportunities, and necessary regulatory frameworks for PPP-based energy sector projects. Chairman PBIT concluded the meeting, highlighting the urgency of implementing discussed initiatives and urged continued collaborative efforts.

## Azerbaijan PPP Center explored collaborative opportunities

In order to strengthen the bilateral ties and foster collaboration in the realm of PPPs, Anar Yusufzade, the Head of Department PPP Center Azerbaijan met Mr. Amjad Ali Awan CEO of Punjab PPP Authority (P4A) on 24 February 2023. The meeting focused on exploring the PPP regime in Punjab and exchanging valuable insights on successful PPP projects. Both representatives expressed a keen interest in learning from each other's experiences, strategies, and best practices in order to enhance their own PPP frameworks. Yusufzade acknowledged Punjab's progressive approach and expressed admiration of the key achievements. He highlighted the importance of knowledge sharing and building strong partnerships between countries to harness the full potential of PPPs in driving economic growth and development.

Mr. Awan highlighted Punjab's commitment to creating an enabling environment for PPP investments. He shared key initiatives undertaken



by P4A to attract private sector participation in infrastructure development and expressed enthusiasm to explore for potential collaborations with Azerbaijan. During the discussion, both parties explored avenues for mutual cooperation, including knowledge exchange programs and capacity building initiatives. They also discussed the potential for cross-border investments, identifying sectors such as transportation, energy, and urban development as areas of mutual interest.

# Highlights from PPP P&M Board deliberations

## The key deliberations and highlights of the Board meetings are as follows:

The 12th meeting of the PPP Policy & Monitoring (P&M) Board, chaired by Chief Minister, Punjab, was held on January 14, 2023 in which the Board decided to reject the received bid for the project, Multan Vihari Road amounted to PKR 24,268 Million (including VGF amounting to PKR 15,920 Million), due to the excessively high project cost and VGF demand. Furthermore, the Board approved the third option (Multan-Tibba Sultanpur) with a total cost of PKR 12,768 Million (after incorporating the MRS for the first biannual of 2023). The Board considered this option to be the most viable, with VGF debt amounting to a maximum of 40% of the project cost. The remaining portion, Tibba Sultanpur-Vehari, was approved for construction in the traditional mode of development.

Originally, the project was approved at a cost of PKR 12.012 billion in the 5th Board meeting on 12 November, 2020. However, the approval was revised to PKR 13.625 billion in the 8th Board meeting on 5 August, 2021, due to a revision in the MRS. The project was advertised on 23 October, 2021, but no bid was received. The second revision approval was granted in the 11th Board meeting held on 3 January, 2022, at a cost of PKR 16.650 billion. However, after the bidding process, only one bid was received, which exceeded the approved estimates. Considering the higher project cost and multiple MRS revisions, various options were presented to the Project Review Committee (PRC) in its meeting on 4 January, 2023. The Committee observed that option 3 (section from Multan to Tibba Sultanpur) accounted for two-thirds of the traffic count and generated maximum revenue. Based on the PRC's discussions, the Transaction Advisor was directed to restructure the project to enhance its bankability and same proposal was subsequently approved by the Board.

In the same meeting, another project, the 'Dualization of Faisalabad Chiniot Sargodha' road, currently in the bidding stage, was also discussed. The original proposal for this project was approved in the 7th Board meeting on 28 April, 2021, at a cost of PKR 12.770 billion. The revised approval was granted in the 8th Board meeting on 5 August, 2021, at a cost of PKR 14.491 billion. Due to a revision in the MRS rate, the second revision approval was granted in the 11th Board meeting on 3 January, 2022, at a cost of PKR 18.185

billion. The bidding process was initiated on 4 February, 2022, but no bid was received. Multiple deliberations and revisions in the project proposal were undertaken by the PPP Cell and Punjab PPP Authority (P4A), leading to the restructuring of the project proposal. Based on discussions in the Project Review Committee (PRC) meeting held on 4 January, 2023, a revised project proposal was developed by the Transaction Advisor, which was subsequently approved by the 12th Board meeting at a cost of PKR 25,995 Million, including VGF amounting to a maximum of 35% of the total project cost.

The Board has also approved the guidelines for Viability Gap Funding (VGF), which outline the eligibility criteria, processes for VGF requests, approval, disbursement, monitoring, reporting, and auditing requirements. Additionally, the Environmental and Social Management System (ESMS) guidelines were also approved which have been established to ensure compliance with national laws, regulations, international conventions, agreements, and best practices fulfilling ADB requirements and other Financial Institutions (FIs).

### KEY PROGRESSION

- EOI published in local Newspaper on 21st Jan 2023 but further process was stopped due to ban of Election Commission of Pakistan (ECP) on 22 January 2023
- P4A made first attempt to relax the ban on 29th March 2023, however, ECP lift the ban in 2nd attempt on 24th July 2023.
- Due to MRS 2nd bi-annual 2023, P4A did extensive exercise in revising both the project proposals in consultation with Transaction Advisors and taking all the concerned stakeholders (C&W Department, PPP Cell, RMU) on board
- The revised project proposals were placed before Project Review Committee (PRC) in its meeting held on 12th October 2023 under the Chairmanship of Minister Planning and Development, Punjab. The recommendations of the Committee will be placed before PPP P&M Board for final decision

The 13th meeting of the PPP Policy & Monitoring Board, Chaired by the Chief Minister of Punjab and held on 15th April 2023 discussed an Unsolicited Proposal (USP) submitted by Gujranwala Constructors and Developers Limited (GCDL). The proposal aimed to construct the Gujranwala Link Road from Benazir Chowk to Lahore Sialkot Motorway M-11. After a thorough evaluation involving the Punjab PPP Authority (P4A), C&W department, Punjab Ring Road Authority and an Independent Consultant, it was determined that the USP was costly and offered limited social and economic benefits. Considering inputs from relevant departments, the Board considered the Unsolicited Project Proposal (USP) unfeasible under the PPP mode and rejected it.

Moving forward, the 14th meeting of the PPP Policy & Monitoring (P&M) Board was held on May 29th, 2023 under the Chairmanship of the Chief Minister of Punjab. During this meeting, the 'Construction of Lahore Ring Road, SL-III' project was presented for consideration to be excluded from the PPP portfolio. The Chairperson of the Punjab Ring Road Authority (PRRA) explained that M/s NLC's bid for the project amounting PKR 10.583 billion had been initially approved in November 2019, with the Concession Agreement signed in June 2020. However, legal complications arose when Bahria Town filed a stay order on land acquisition in August 2020. The stay order was lifted in March 2021, but subsequent challenges, including achieving Financial Close and significantly revised cost estimates, led M/s NLC to terminate the awarded contract. Furthermore, Secretary PPP P&M Board explained that this termination was attributed to the project's escalating costs, estimated at approximately PKR 20 billion, with a substantial portion requiring Viability Gap Funding (VGF).

Considering these facts, the Board unanimously approved the exclusion of the project from the PPP mode, recognizing its unviability in its current form due to substantial cost escalation and funding challenges.

The 15th meeting of the PPP Policy & Monitoring (P&M) Board, Chaired by the Punjab's Minister for Planning and Development was held on November 29th, 2023, deliberated on the revised proposals of 'Dualization of Multan-Tibba Sultanpur' and 'Dualization of Faisalabad Chiniot Sargodha road' following recommendations from the 2nd Project Review Committee (PRC). After meticulous consideration, the Board supported the PRC's advice to exclude both the projects from the PPP portfolio due to potential financial risks to the government.

In acknowledging the significance of the Multan-Vehari road, the Chairman P&D Board endorsed the PRC's suggestion to pursue traditional execution methods for its development. Stressing its importance for commuters, the Minister directed the C&W department to develop a rehabilitation proposal for approval. Regarding the 'Dualization of Faisalabad Chiniot Sargodha Road,' it was informed that now the project would be undertaken through traditional mode by the C&W department.

Furthermore, an unsolicited proposal for the 'Vehicle Fitness Testing System (VFTS) for private vehicles in Punjab' faced rejection during the meeting due to identified deficiencies. In response to environmental concerns, the Chairman P&D Board directed the Transport Department and Punjab PPP Authority (P4A) to develop on a solicited project proposal tailored specifically for Private Vehicle Fitness and Testing Systems in Punjab.



## Visit of KPK delegation

A delegation comprised of Additional Secretary Development, Deputy Secretary (Reforms & Implementation), PPP Advisors, and representatives from Elementary & Secondary Education Department (ESED), Elementary & Secondary Education Foundation (ESEF), Planning and Development and Finance Department of Khyber Pakhtunkhwa (KPK) paid a visit to the office of the Punjab PPP Authority (P4A).



The purpose of their visit was to gain a comprehensive understanding of the legal and institutional framework of PPPs in Punjab, with a particular focus on the education sector PPP projects.

During the meeting, Mr. Amjad Ali Awan CEO of P4A provided a comprehensive overview of the legal and institutional framework governing PPPs in Punjab. The delegation was enlightened on the processes, guidelines, and regulations involved in implementing successful PPP projects. The CEO also shared valuable insights into the current footprint

of PPPs in Punjab, highlighted executing, ongoing/ pipeline projects. The delegation expressed keen interest in replicating successful PPP models from Punjab in KPK, which could contribute to enhanced infrastructure development and public service delivery in their province. This collaboration between the KPK and P4A will mark a significant step towards sharing knowledge and best practices in PPP implementation, specifically within the education sector. The visit by KPK delegation is a milestone in strengthening inter-provincial collaboration and to expand the presence and impact of PPPs.



## Revamping Punjab's PPP Legal Framework for Enhanced Project Implementation

The Punjab PPP Authority (P4A) team is at the forefront of revising the legal and institutional framework that governs Public-Private Partnerships (PPPs) in Punjab. This ambitious effort aims to boost the efficacy of PPP operations by addressing and removing existing barriers and refining the processes for project execution. Under the guidance of the Chairman of the Planning & Development Board, this initiative is tailored to amplify the impact of PPP ventures in Punjab.

A meticulous process has been undertaken to draft an amended Act. This involved a series of comprehensive review meetings and consultations led by a seasoned Legal Consultant, ensuring a thorough and informed approach to the amendments.



In a move towards greater transparency and collaborative effort, the P4A team has proactively shared the draft of the amended Act to all relevant stakeholders. This exercise is an open invitation for stakeholders to provide their valuable insights and feedback, ensuring a well-rounded and inclusive approach to the restructuring process.

## Fortnightly Meetings with TAs to speed up project proposal completion

As per directions of CEO of Punjab PPP Authority (P4A), Project Wing has conducted fortnightly meetings with Transaction Advisors engaged in developing PPP project proposals. These meetings aim to review the progress of projects against predefined milestones outlined in the consultancy agreements. In this regard, meetings were organized on 7th & 9th June, 4th July, 10th August and 25th September 2023 with M/s KPMG and M/s I-Consult to track the progress of PPP projects including, 'Construction of Hotel at Nishtar Park Lahore', 'Procurement, Installation and O&M of water meters in four cities (Multan, Rawalpindi, Faisalabad & Gujranwala)', 'Construction of Faisalabad parking plaza and Dualization of Tarandah Muhammad Panah, KLM Head Punjnad Muzafargarh road. By convening these meetings, P4A seeks to ensure



that project development remains on track and to identify and resolve potential roadblocks at an early stage. These continuous follow up meetings provided an opportunity for Transaction Advisors and relevant stakeholders to collaborate, share insights, and collectively address any issues that could hinder project execution at later stage.

## PROJECTS SECTION

# Water metering project in Lahore moves to implementation

The Appraisal & Quality Assurance Wing of Punjab PPP Authority (P4A) has conducted several meetings and follow up with WASA, Lahore and Concessionaire to expedite the pace of work. A gist of all meetings along with decisions made are as follows:



**An inter-departmental meeting between Punjab PPP Authority (P4A) and WASA Lahore was held on 20 March 2023 under the Chairmanship of the CEO of P4A to review the updated status of the Escrow Account and to finalize the modalities for Viability Gap Financing (VGF). The following decisions were made during this meeting:**

- WASA, Lahore was requested to expedite the opening of Escrow Account in light of decisions of the P&D Board dated 22 April 2022.
- WASA, Lahore was requested to complete the financial management questionnaire of ADB by the end of March, 2023.

**A progress review meeting was held on 18 May, 2023 under the Chairmanship of the CEO of P4A wherein following decisions were made:**

- Execute the project in a timely manner and expedite the pace of work to compensate for the delays already occurred.
- MD WASA, Lahore was requested to conduct regular meetings of the Execution Committee to review the implementation status, and update all the key stakeholders on the progress.
- The Concessionaire was directed to sign the Lender Direct Agreement and submit to WASA, Lahore at the earliest.
- MD WASA was requested to ensure implementation of the decisions of the P&D Board dated 22 April 2022.

**A meeting of the Execution Committee was held on 24 May, 2023 under the chairmanship of the Deputy Managing Director (FA&R) / Director Revenue, WASA, Lahore where following decision were taken:**

- Concessionaire was directed to expedite the opening of Escrow Account as significant delay was already occurred.
- Dy. Director (QCD) WASA, Lahore was directed to expedite the process of hiring of Joint Auditor and Quality Assurance Inspector.
- Committee took serious cognizance on delay of commencement of the project and failure of the Concessionaire to implement the water meter assembly unit installation plan submitted by them to WASA on 19 December, 2022. It was unanimously agreed to serve Preliminary Notice to Remedy to SPV as per Clause 11.2.1 of the Concession Agreement.



**A progress review meeting was held on 13 June, 2023 under the Chairmanship of the CEO of P4A wherein following decisions were made:**

- An internal meeting between the DG (Projects) P4A and Members of the Execution Committee will be convened at the earliest to devise a way forward for execution of the project in light of terms and conditions stipulated in the concession agreement.
- The Deputy Managing Director (Engg.), WASA, Lahore was directed to schedule an online meeting with the CEO and Consortium Partners of Concessionaire / Private Party to deliberate on the project progress.

**An online progress review meeting with the CEO and Consortium Partners of Concessionaire / Private Party was held on 21 June, 2023 under the Chairmanship of the Deputy Managing Director (DMD)- Engg. WASA, Lahore wherein the Concessionaire was directed to:**

- Communicate all its concerns with necessary supporting documents to WASA, Lahore by 3 July, 2023.
- Kick start the installation of water meters at the project site in coordination with the WASA, Lahore team on immediate basis.

## Current status:

- The Concessionaire has acquired the land needed for plant on monthly rental basis in January, 2023.
- Provincial Support agreement of the project has been signed on 21 March, 2023.
- The Joint Auditor is hired whereas hiring of Quality Assurance Inspector is under process with WASA Lahore, as part of Condition Precedents
- The Construction Performance Guarantee has been submitted by the Concessionaire in form of Call Deposit Receipt (CDR) amounting to approx. Rs. 186 Million. The guarantee is valid for indefinite period unless the same is returned by the WASA, Lahore

- The certificate of compliance for Condition Precedents (CPs) met by the Concessionaire has been issued by the Managing Director WASA, Lahore on 11 March, 2022, stating that all the CPs mentioned in Article 3.1.2 of the signed Concession Agreement have been met by the Concessionaire.

- The Execution Committee for the instant project had been constituted on 18 April, 2022 comprising members both from

Punjab PPP Authority (P4A) and WASA, Lahore to carry out the hiring of consultants and complete execution of the project. Mr. Mansoor Sarwar Deputy DG (Projects) has been representing P4A in the EC meetings.

- The Punjab PPP Authority (P4A) has transferred local component of VGF amounting to PKR 549 Million in commercial account of WASA, Lahore on 27th June 2023 to avoid any lapse of funds. This fund will be transferred to Escrow Account of the project.

The project faced delays in implementation due to unexpected inflation, a surge in USD rates, and a ban on opening Letter of Credit (LC). However, the private party is now willing to install water meters subject to the approval for an extension in the construction period.

- The Legal Consultant of WASA, Lahore, has endorsed the extension of the construction period as outlined in the signed CA and this extension will not incur any additional financial impact on project execution. Following formal approval, the private party will commence installing water meters in Lahore.

### Salient Features of the Water Metering Project in Lahore:

PPP Modality	Build-operate and transfer (BOT) mode
Sponsoring Agency	Housing, Urban Development and Public Health Engineering (HUD & PHE) Department
Executing Agency	Water and Sanitation Agency, Lahore
Project Approval	28 <sup>th</sup> April, 2021
Signing of Concession Agreement	14 <sup>th</sup> March, 2022
Financial Close	30 <sup>th</sup> November, 2022
Cost	Million 9,299 PKR
Location	Lahore
Source of Revenue	WASA to collect user charges through installation of water meters and O&M
Number of Water Meters	711,265
Concession Period	10 Years (excluding installation period)
Objectives	<ul style="list-style-type: none"> <li>Improving collection levels</li> <li>Minimizing illegal connections and water theft</li> <li>Minimizing non-revenue water</li> <li>Conservation of water</li> <li>Minimizing water pumping cost</li> </ul>
Role of Government	<ul style="list-style-type: none"> <li>To facilitate the concessionaire in getting all necessary approvals.</li> <li>Set tariff including meter charges, revision of rates, and period.</li> <li>WASA to pay capital expense with profit to private party during the concession period.</li> </ul>
Role of Private Party	<ul style="list-style-type: none"> <li>Locally assemble and installation of water meters.</li> <li>Ownership of assets (water meters, test beds, and software) during concession period for O&amp;M</li> <li>Transferring all assets to WASA, Lahore after completion of the concession period.</li> </ul>
Successful Bidder	<p>Consortium Of</p> <ol style="list-style-type: none"> <li>M/s Wenling Younio Water Meter Co. Ltd.</li> <li>M/s Jiangsu Xinlang Environmental Company (Pvt.) Ltd.</li> <li>M/s China Energy Engineering Group Jiangsu No.3 Electric Power Construction Co. Ltd.</li> </ol> <ul style="list-style-type: none"> <li>Special Purpose Vehicle Titled, "XINLANG Lahore Water Metering (SMC-Private) Limited" registered with SECP</li> </ul>

## On-Site visit of Faisalabad Chiniot Sargodha Road

Mr. Amjad Ali Awan CEO of Punjab PPP Authority (P4A) along with Deputy DG (Projects) and a representative from C&W Department visited Faisalabad Chiniot Sargodha Road on 8 February 2023 for a thorough physical inspection of the acquired land and the current condition of the road. Accompanied by a team of experts, the CEO meticulously examined the acquired land to ensure its suitability for the project's requirements which is currently under bidding stage. The hands-on inspection allowed for a comprehensive assessment of the proposed land and any potential challenges that may arise during construction.

The Dualization of Faisalabad Chiniot Sargodha Road holds immense potential for enhancing regional connectivity, facilitating trade and commerce, and improving the overall quality of life for the residents. With continued dedication and collaborative efforts, the project is poised to create a significant positive impact on the region's infrastructure and economic growth.

## PPP Potential for Tourism Sector explored during Murree visit

**Mr. Amjad Ali Awan, CEO of Punjab PPP Authority (P4A) and Deputy DG (Projects) along with representatives from Tourism Development Corporation of Punjab (TDCP), visited a site in Murree on 10 March 2023.**

The purpose was to assess the potential of the land for the development of a tourist resort, which was previously intended for the construction of a 100-bedded mother and child hospital through ADP scheme. However, it was later realized that the project costs would outweigh the expected benefits, as the hospital would only be operational for three to four months during the summer. Moreover, the project faced various challenges that would increase costs and may cause delays, considering the limited availability of funds. During the visit, it was mutually observed that the proposed land is ideal for developing a tourist resort under PPP mode and the recommendation may be placed before the competent forum to proceed further.



This tour was planned as a result of a follow-up meeting chaired by the Chairman P&D Board wherein Specialized Healthcare & Medical Education (SHC & ME) Department was directed to assess the feasibility of project site, taking into account the absence of water supply, access roads, and the optimal use of the valuable land through a PPP arrangement.

## PROJECTS UNDER DEVELOPMENT STAGE

# Utilization of Auqaf land for PPP projects

A meeting was convened on 25 May 2023 under the Chairmanship of Mr. Iqbal Hussain, the Chief Executive Officer (CEO) of Punjab PPP Authority (P4A) to discuss the endorsement and ownership regarding specific locations identified for the implementation of PPP projects on land under the administrative control of the Auqaf Department.



During the meeting, the Director General (Projects) P4A informed that an amount of PKR 20 million had been approved by the Executive Committee in a prior meeting held on August 19th, 2020, for the said project. However, during the process of hiring of Transaction Advisory Services (TAS) in 2021, the cost had increased beyond the approved amount and consequently, the matter was placed before the Executive Committee for approval of the revised cost. The Executive Committee granted revised approval subject to the provision of clarification regarding ownership/possession of the land by the Auqaf Department.

Mr. Tahir Raza Bukhari, Secretary of the Auqaf Department shared that identified six sites for the proposed project resides in various districts, including Lahore, Kasur, Sialkot, DG Khan, and Pakpattan. It was further informed that the Darbar Hazrat Data Gunj Bakhsh R.A site, which spans an area of 19 kanals, may be excluded because basement of the site already provides parking facility which has now become operational after a gap of 13 years. While responding about potential commercial activities on the other site, the Deputy Director Auqaf Department shared that the nearby location of Datadarbar Hospital, spanning 52 kanals of Auqaf land, could be developed into a multi-story building housing a medical complex, musafar

khana, food court, and parking facilities. He further proposed converting the horizontal structure of the hospital into a vertical smart building may accommodate additional facilities. Regarding the acquisition of private land for Pakpattan and DG Khan Districts, the Secretary Auqaf opined that both shrines are considered prominent, with people coming from far flung areas, therefore, land nearby the shrines may be utilized for the visitors. CEO of P4A directed Auqaf Department to provide information regarding status of encumbrance-free land for the available sites so that Transaction Advisor can be engaged to develop the PPP project proposal.

Additionally, the Secretary Auqaf Department shared that the department has also other sites located at prime locations for commercial purposes. The CEO of P4A suggested to share concept paper containing basic details of the proposed locations and their potential usage as well as anticipated public facility.

## Construction of Hotel at NPSC, Lahore

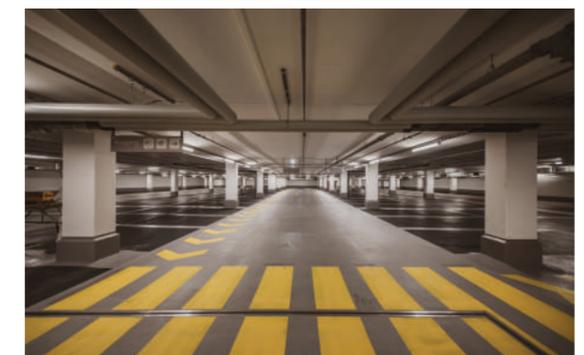
A meeting was held with the Secretary Youth Affairs & Sports Department on 16 March 2023 to discuss the availability of suitable land for the construction of an international standard hotel at Nishtar Park Sports Complex (NPSC), Lahore. The detailed optional analysis of four locations were presented by the Transaction Advisor M/s KPMG, Habib Fida Ali Savills Pakistan & Axis Law and after thorough evaluation of each site based on its proximity to the sports complex, accessibility, and potential impact on the existing infrastructure, they recommended a location frontage to Ferozepur Road. After finalizing the location, the Transaction Advisors have commenced the project development. The P4A is exerting maximum effort to expedite the project execution in a timely manner.

## Procurement, Installation and O&M of water meter in four cities of Punjab

A meeting took place between the Secretary Housing, Urban Development & Public Health Engineering (HUD & PHE) Department with the CEO of Punjab PPP Authority (P4A) on 29 March 2023 to review the progress of 'Procurement, installation, and O&M of water meters in four cities (Rawalpindi, Multan, Faisalabad & Gujranwala) currently under project development stage. At the outset Deputy DG (Projects) briefed that M/s KPMG Taseer Hadi & Co. has been appointed as the Transaction Advisor for the said project. He further informed about the requirement for basic data from HUD & PHED required for project development. In the light of discussion held, the requisite data has been provided to the Transaction Advisor and HUD & PHED extended their support for necessary facilitation in future. To ensure effective coordination and seamless communication between the stakeholders, a focal person from the Department was also nominated during the meeting. The Transaction Advisor has developed and submitted the technical and financial proposal, along with the EIA report. The P4A has commenced preliminary discussions on these submitted documents with the representatives from the respective WASAs, the HUD & PHE Department, RMU, and PPP Cell. For a more comprehensive review, these documents were shared with all relevant stakeholders for their feedback and input. At present, the project proposal is undergoing revision, taking into account the feedback received from all relevant stakeholders.

After successfully implementing the advanced stage project of water meter in Lahore, this project was envisioned as a replication of the same model in four cities of Punjab. It aims to enhance efficiency in water usage and promote sustainable practices. It is a crucial step towards better resource management and improving the overall water supply system. The project will discourage the wastage of water by the consumers and therefore will help in the conservation of water resource, eliminate the Non-Revenue Water (NRW) and thus will increase the income recoveries of respective WASAs.

## Progress in the Development of Parking Plaza at Old Mayor House, Faisalabad



Municipal Corporation Faisalabad (MCF) and P4A are collaborating on a project to construct a parking cum commercial plaza at the Old Mayor House in Faisalabad. This ambitious project encompasses seven floors, a basement, and a rooftop, situated on a 7 Kanal 15 Marla area adjacent to Chinioti Bazar, Kotwali Road, near Faisalabad Ghanta Ghar. It's strategically located near the clock tower and is surrounded by eight bustling bazaars and shopping areas, promising substantial revenue potential.

The project has reached a significant milestone as the Transaction Advisor has submitted the project proposal, which has undergone a thorough review by the project team. Following this review, it has been recommended to revise the project's financials based on the updated MRS (Market Rate System) and subsequently resubmit the proposal.

This innovative PPP initiative holds the promise of revolutionizing parking services in Punjab, addressing longstanding challenges while harnessing the lucrative potential of prime urban real estate.

## Punjab's Healthcare Takes a Revolutionary Leap with PPP Collaboration

In a groundbreaking move set to revolutionize Punjab's healthcare landscape, the Punjab PPP Authority (P4A) is collaborating with the Specialized Healthcare & Medical Education (SH&ME) Department to enhance healthcare services through an innovative Public-Private Partnership (PPP). This strategic alliance focuses on implementing PPPs within the existing structures of tertiary hospitals, introducing advanced medical facilities such as Cath Labs, MRI/CT Scan/ PET Scan with/without Cyclotrons, CSSD Solutions, Hospital Waste Management, Blood Banks, medicines supply chain, warehousing, dispensation solutions, and initiatives related to Nursing/Paramedics education, emphasizing equipment and soft side interventions. By embracing a pay-for-performance model, Punjab aims to elevate its healthcare standards, aligning with global trends in medical service enhancement through PPP mechanisms. This visionary approach signifies a commitment to adopting progressive methods that have proven successful in other countries. P4A has formally requested essential information from the SH&ME Department for a comprehensive due diligence process, demonstrating an unwavering dedication to advancing healthcare accessibility. This initiative is poised to bring cutting-edge medical services to Punjab residents, marking a significant step toward a more robust and inclusive healthcare system.



## Advancing Urban Infrastructure: Cutting-Edge Parking Plaza Project in Rawalpindi

In an effort to enhance urban infrastructure and alleviate traffic congestion in Rawalpindi, the Municipal Corporation Rawalpindi (MCR) and P4A are jointly executing a project to develop a state-of-the-art parking cum commercial plaza. This project, originally conceived for three locations within Rawalpindi, has been streamlined to focus on a single location—the MCR office site on Jinnah Road, spanning 13 Kanal 11 Marla. Currently the project proposal is under revision.

This strategic decision optimizes resource utilization and expedites the delivery of cutting-edge parking facilities. As Rawalpindi's urban landscape undergoes this remarkable transformation, residents and visitors can look forward to an improved urban experience characterized by enhanced convenience and accessibility. The project holds the promise of revolutionizing parking services in the area, addressing long-standing parking challenges while capitalizing on the central and easily accessible location of the site. Additionally, the project envisions incorporating commercial and recreational parking facilities, poised to cater to the diverse needs of the community and attract a substantial customer base from the surrounding areas.



## Advancements in Road Infrastructure Development through Public-Private Partnership (PPP)

On August 25, 2023, a meeting chaired by the Chairman of the P&D Board discussed a roadmap for the development of new roads in Punjab, proposing their execution under a Public-Private Partnership (PPP) mode. Subsequently, on August 29, 2023, a detailed discussion meeting took place in the Committee Room of P4A, featuring representatives from the Communication and Works (C&W) Department. The purpose was to explore the potential of the proposed projects and outline the way forward.

During this preliminary meeting, the project team at P4A conducted an initial screening of each project, considering fundamental PPP parameters to evaluate their suitability for implementation under this mode. As the next step, P4A and the C&W Department will collaboratively develop Concept Papers to request funding from the Public Development Fund (PDF) for the development of project proposals. These initiatives underscore Punjab's commitment to advancing infrastructure development through PPP arrangements, promising a brighter future for the region's transportation network.



### Potential projects:

1. Dualization of Faisalabad Sargodha road from 47 Pull to District Boundary Sargodha. Length 28 Km, District Sargodha
2. Dualization of road from Khushab to Lilla interchange upto District Boundary Khushab. Length 42 Km, District Khushab
3. Rehabilitation of Kallar Kahar Choa Saidan Shah road. Length: 29 Km, District Chakwal
4. Rehabilitation of road from Narowal to Muridke. Length 75.21 Km, District Narowal
5. Dualization of Jhang Bhakkar road from Bhakkar to Toba Tek Singh motorway interchange via 18 Hazari & Majhi Sultan. Length: 161 Km
6. Dualization of Jhang Shorkot Kabirwala road from Shorkot city to Khanewal motorway interchange. Length: 73 Km
7. Dualization of Jhang Toba Tek Singh Chichawatni Kamalia road from Jhang Bypass to Kamalia. Length: 62 Km
8. Widening & improvement of metaled road from Bahawalnagar to Head Sulemanki via Minchinabad. Length 79 Km. District Bahawalnagar
9. Dualization of Shahi road from Channi Goth to Rahimyar Khan. Length: 109 Km. District Rahimyar Khan
10. Rehabilitation of Sahiwal Bahawalnagar road. Length: 80 Km. District Sahiwal, Pakpattan, Bahawalnagar
11. Dualization of Multan Duniyarpur road. Length: 45 Km. District Multan & Lodhran

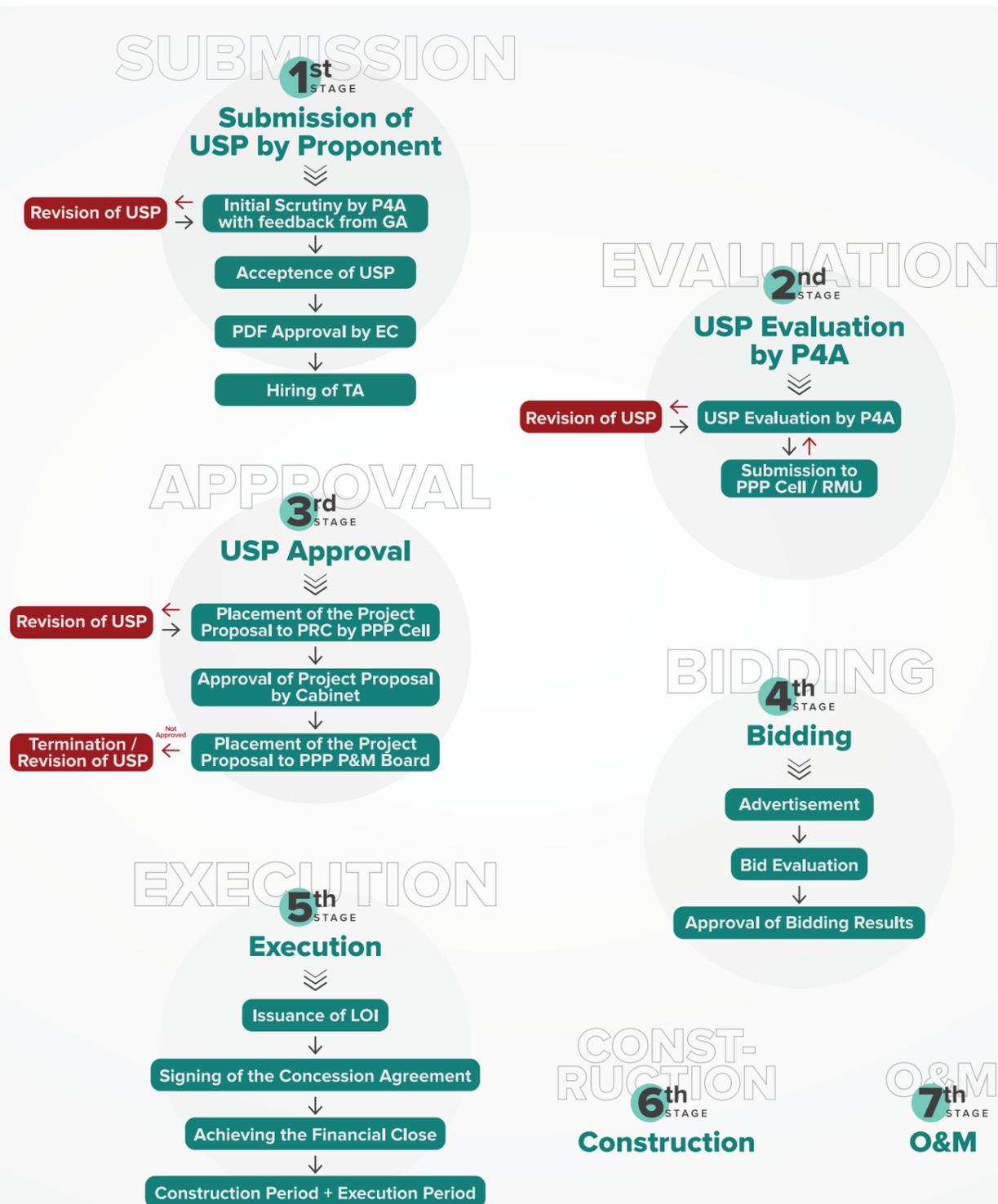
### FIVE WAYS PPPS DELIVER IMPACT

- 1. Do more with less**  
By partnering with the private sector through PPPs, governments can do more with less.
- 2. Share risk to make projects bankable**  
Governments don't have to bear the entire burden
- 3. Improve public service delivery**  
PPPs can help governments expand access to these services
- 4. Boost infrastructure resilience to climate change**  
Some governments experienced climate mitigation measures in their infrastructure PPPs
- 5. Improve gender equality and economic inclusion**  
Incorporate standards to ensure development gains reach women, youth, and underserved or marginalized communities.

Source:  
<https://blogs.worldbank.org/ppps/five-ways-ppps-deliver-impact>

# PPP Business Process

## for Unsolicited / Privately Initiated Project

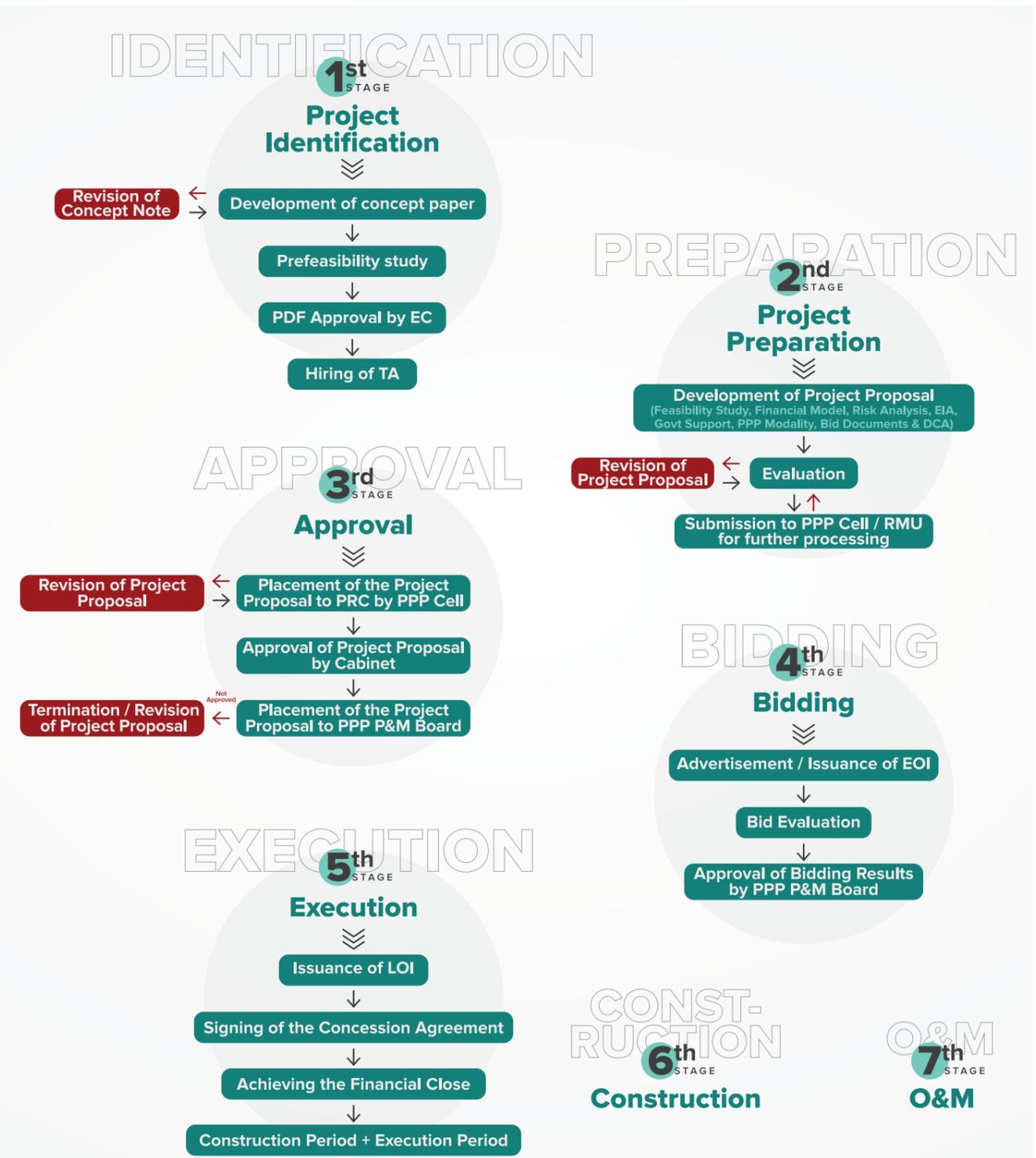


- Incentives to Proponent**
- ▶ Exemption from prequalification
  - ▶ 5% additional weightage in technical scoring
  - ▶ First right to match or improve the best bid received
  - ▶ Reimbursement of the cost of project development in case the bid fails to match

TA:	Transaction Advisor
PDF:	Project Development Facility
PPPPA:	Punjab Public Private Partnership Authority
PPP Cell:	Public Private Partnership Cell
RMU:	Risk Management Unit
P&M Board:	Policy & Monitoring Board
LOI:	Letter of Intent
PRC:	Project Review Committee
EC:	Executive Committee
GA:	Government Agency

# PPP Business Process

## for Solicited / Government Initiated Project



TA:	Transaction Advisor
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LOI:	Letter of Intent
PRC:	Project Review Committee
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GA:	Government Agency

# M&E of Operational Project

## The Transport Department had signed a Concession Agreement with M/s OPUS Inspection (Pvt.) Ltd. on February 3, 2015 to establish 39 VICS Stations in Punjab on BOT basis for a concession period of 20 years.

The Concessionaire has completed the construction of following 30 out of 39 VICS Stations, which are fully operational and the existing system of Motor Vehicle Examiner (MVE) has been de-notified in those districts:

Non-Operational VICS Stations	
1.	SHEIKHUPURA
2.	FAISALABAD
3.	OKARA
4.	Jhelum
5.	Sialkot
6.	Narowal
7.	Khushab
8.	Multan
9.	Bahawalnagar

Operational VICS Stations			
1.	GREEN TOWN, LAHORE	16.	Hafizabad
2.	KALA SHAH KAKU, LAHORE	17.	Gujrat
3.	MULTAN ROAD LAHORE	18.	MB Din
4.	Kasur	19.	Sargodha
5.	Nankana Sahib	20.	Bhakkar
6.	T. T. Singh	21.	Mianwali
7.	Chiniot	22.	Khanewal
8.	Jhang	23.	Lodhran
9.	Sahiwal	24.	Vehari
10.	Pakpattan	25.	Bahawalpur
11.	Rawalpindi (Westridge)	26.	R Y Khan
12.	Rawalpindi (Mandra / Rawat)	27.	DG Khan
13.	Chakwal	28.	Layyah
14.	Attock	29.	Muzaffargarh
15.	Gujranwala	30.	Rajanpur

#	Type of Station	No of Stations	Vehicle lanes	Area requirement
1	Fixed Type A	11	One HTV & Two LTV Lanes	Minimum 10 Kanal Area
2	Fixed Type B	04	One LTV Lane	Minimum 05 Kanal Area
3	Mobile Unit Type C Station	24	Mobile Unit For HTV & LTV	Minimum 02 Kanal Area



Punjab PPP Authority (P4A) 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) of the Appraisal & Quality Assurance Wing of the P4A visited the operational Type-C VICS station at District Layyah on 16 March 2023 to physically inspect and evaluate the implementation issues of project.

### The following activities were performed for the inspection of vehicles:

- A Mobile Unit with a fixed shed and pit has been constructed specifically for inspecting LTV and HTV vehicles over a period of 15 days. To facilitate the process, vehicle inspection appointments can be made via telephone, online, or in person.
- Upon arrival vehicle owners undergo document verification, including engine/chassis numbers, after which fee slips are issued to them. The braking test, conducted using a decelerometer, yielded a favorable result with an acceleration value of 4.8 m/s<sup>2</sup>, below the maximum permissible value of 5 m/s<sup>2</sup>, thus indicating a successful result.
- During the inspection, the vehicle's alignment and suspension tests were scheduled for the 1st position. However, it was noted that the suspension module was not in working condition, resulting in the inability to perform the alignment & suspension tests.
- Moving on to the 2nd position, a comprehensive examination of various vehicle components took place, including brake lights, indicators, wipers, seat belts, handbrakes, tyre conditions, tie rods, steering rods, leaf springs, and engine oil leakage.
- At the 3rd position, specific tests such as headlight assessment, emission testing, and sound testing were carried out. To ensure accurate and efficient reporting, the Concessionaire site staff employed a mobile app called GeoMap Camera. This app captures pictures along with the date and location, allowing for daily reporting to the head office.
- Following the completion of all required tests and based on the vehicle's condition, a Fitness Certificate is issued to the vehicle owner. RFID tag is issued and pasted on the vehicle's windshield during the initial inspection only.

- In compliance with the concession agreement, if a vehicle fails a test, next date for a free inspection (1st revisit) is assigned, accompanied by a failure report detailing the identified defects. If rectifications are made during the 1st revisit, a Fitness Certificate is then issued; otherwise, a date for the 2nd revisit is scheduled. This process continues for subsequent visits, with fees of 25% and 50% of the standard fee being charged for the 2nd and 3rd revisits, respectively.

- The inspection time for LTV vehicles was approximately 20 minutes, while for HTV vehicles, it extended to 25 minutes. Finally, the average number of daily inspections conducted at the Layyah VICS Station was reported to be between 15 and 20.

### The following recommendations were made to address the issues identified to improve the efficiency, safety, and compliance of the VICS Station:

- Rectify the suspension module promptly to facilitate necessary vehicle tests and fitness certificates should only be issued after conducting all mandatory tests as specified in the concession agreement.
- Perform regular maintenance and repair work to keep the VICS Station in good operational condition.
- Rectify observed problems such as cracks, paint issues, dampness, and seepage in the building.
- Lay tuff pavers, concrete footing, and kerb stones after proper compaction and replace cracked kerb stones with fresh pre-cast concrete kerb stones.
- Deploy qualified and experienced staff to ensure quality inspections. Inspectors conducting the braking test using a decelerometer should possess a valid driving license.
- Prepare and display safety precautions in the inspection area. Provide safety equipment in the inspection area, including Personal Protective Equipment (PPE), to protect the inspection team from workplace hazards.
- Transport Department should direct the concerned quarters to enforce a compliance rate of at least 50% for revenue sharing with the Government of Punjab.

# Exclusive Interview Mr. Kashif Anwar



**PRESIDENT LAHORE CHAMBER OF COMMERCE & INDUSTRY (LCCI)**



*Mr. Kashif Anwar, a distinguished business leader & President of Lahore Chamber of Commerce & Industry (LCCI) has significantly impacted Pakistan's economic landscape. His expertise was evident during his tenure as Director of AMK Engineering Private Ltd., showcasing his profound understanding of the engineering industry. Beyond corporate realms, he contributed to tax policy formation as a Member of the Advisory Committee at Federal Tax Ombudsman Central and the Committee for Tax Reforms at Regional Tax Office Lahore. His academic involvement as Chair at Hailey College of Commerce Lahore and Corporate Advisory Board Member at University of Central Punjab (UCP) reveals his commitment to grooming future business leaders. His extensive engagement with Federation of Pakistan Chambers of Commerce & Industry (FPCCI), including Chairmanship of the Regional Standing Committee on 'Sales Tax and Inland Revenue' and directorships in Pakistan Iran Business Council and Pakistan Portugal Business Council, underscores his role in advancing trade relationships with these countries.*

## 1. What is the current status of private investment in Punjab? Can you please provide an overview?

The current level of private sector investment in Punjab, as well as the rest of Pakistan, falls short of the desired level. Private investment currently contributes only 9% to Pakistan's GDP, highlighting the urgent need to enhance and promote private sector involvement in economic activities throughout the region. The President LCCI recognizes that increasing private sector investment would yield numerous benefits, including stimulating economic growth, generating employment opportunities, fostering innovation, and promoting competitiveness within the province. Moreover, private investment plays a crucial role in driving economic development, fostering entrepreneurship, and diversifying the economy. According to him, encouraging private sector participation in key sectors like manufacturing, services, agriculture, and information technology not only contributes to Punjab's growth but also has positive ripple effects across Pakistan.

## 2. What steps can Pakistan take to enhance its economy and effectively compete with the emerging economies across the globe?

I am fully aware of the challenges that the Pakistani economy and local business community face. In order to transform Pakistan into a thriving global economy, we must consider several strategies. These include utilizing funds from the grey economy and implementing amnesty programs to assist individuals in disclosing undisclosed assets.



To promote economic growth, Pakistan must bring the informal sector into the formal economy. This can be accomplished by implementing effective policies such as tax reforms, reducing tax burdens, and simplifying compliance procedures. By encouraging the conversion of funds from the grey economy into legitimate investments, we can not only boost tax revenues but also create fair competition for businesses and encourage greater participation in the formal economy. Additionally, introducing amnesty programs allows individuals to disclose their undisclosed assets without fear of legal consequences. By providing this opportunity, the government can expand the tax base, increase government revenues, and promote transparency. Amnesty programs also foster trust between the government and taxpayers, which sets the stage for long-term economic growth.

While utilizing funds from the grey economy and implementing amnesty programs are crucial for Pakistan's economic growth, it is essential to complement these strategies with broader economic reforms. This includes improving the ease of doing business, enhancing infrastructure, investing in human capital, promoting innovation and entrepreneurship, and strengthening governance and institutional frameworks. By addressing these various aspects, Pakistan can create a favorable environment for businesses to flourish, attract both local and foreign investments, and establish itself as a growing economy on the global stage.

### 3. How would you assess the impact of PPP initiatives on the economic development of Punjab?

The impact of PPP initiatives can be significant and far-reaching. These partnerships leverage the strengths of both the public and private sectors by fostering investments in crucial areas such as infrastructure, healthcare, education, tourism, and IT. This also allows for the implementation of large-scale projects that would have been difficult

to achieve solely through public funding. As a result, new job opportunities are created, productivity is enhanced, and the quality of services improves. Additionally, PPP initiatives address infrastructure gaps and enhance the overall business environment in Punjab. Through partnerships with the private sector, the government gains access to expertise and cutting-edge technologies, leading to the modernization of sectors such as healthcare, agriculture, and manufacturing. This, in turn, increases efficiency, productivity, and competitiveness. Overall, PPP initiatives have had a substantial impact on Punjab's economic development, attracting investments, improving infrastructure, driving innovation, creating jobs, and promoting sectoral growth.

### 4. How well-informed is the private sector about public-private partnerships (PPPs)?

As the President of LCCI, I find the overall investor awareness to be relatively low. Unfortunately, there is a lack of specific programs aimed at educating investors about the benefits and opportunities that PPPs can offer. To address this issue, I strongly urge Punjab Public Private Partnership Authority (P4A) to take the lead in developing comprehensive awareness programs. These programs should include workshops, seminars, and conferences targeted at both existing and potential investors. By organizing such events, the P4A can create a platform for knowledge sharing. Experts can provide valuable insights into successful PPP models, the business process of Unsolicited Project Proposals (USPs), as well as present case studies and best practices around the world. Furthermore, the Authority should consider sharing informative brochures, handbooks, and online resources with business associations and industry experts. These resources should provide a clear understanding of the PPP framework, processes, and the potential risks and rewards involved.

### 5. What are the common challenges encountered by investors when participating in bidding process and what are the potential solutions to address these challenges?

Investors commonly face political uncertainties and the risk of policy changes that can impact their investments. To address this, it is essential to establish a stable and transparent regulatory framework for ensuring consistency in policies and providing investor protection. Engaging in regular consultations with stakeholders, including investors and industry associations, can help identify potential challenges and find suitable solutions. Secondly, access to financing is a key concern for investors. Commercial banks often hesitate to provide adequate project finance due to perceived risks. To address this challenge, close collaboration between the government and financial institutions is crucial. He opined that we should encourage banks to develop specialized PPP financing options, streamlining approval processes, and offering appropriate risk-sharing mechanisms which can attract more investment and alleviate financial challenges. Moreover, currency devaluation, high interest rate and fluctuating exchange rates can negatively impact project economics, especially for projects resilient on imports or foreign investment. This can be achieved through measures such as enhancing foreign exchange reserves, promoting FDI, and implementing transparent currency management policies. Investors often face challenges related to rising construction costs, which can delay the project implementation. Consequently, the implementation of the project may be pushed back, potentially affecting profitability and overall success. Managing and mitigating these rising construction costs is crucial for investors to ensure timely project completion and minimize financial uncertainties.

### 6. How can we enhance investor's confidence particularly given the recent volatility in Pakistan's economy?

The President of LCCI offered several suggestions to enhance investor confidence in PPP projects. Firstly, he emphasized the importance of highlighting the government's commitment to creating an enabling investment environment, including legal protections, transparent processes, and favorable incentives. Engaging with international financial institutions, business associations, and chambers of commerce was also recommended to promote PPP opportunities in Pakistan. To attract expatriate Pakistanis, the President proposed showcasing investment opportunities in PPP projects and creating platforms/events for them to connect with local businesses and government officials, fostering trust and familiarity. Strengthening local industries was also identified as a catalyst for attracting investment.

Improving the ease of doing business was another key area of focus, involving streamlining regulatory processes, reducing bureaucratic hurdles, and encouraging collaboration with local investors. Addressing the grey economy and implementing measures to formalize informal sectors, discourage tax evasion, and promote transparency were highlighted as crucial steps for building investor confidence. The President suggested engaging with relevant stakeholders to raise awareness about the benefits of PPPs and the long-term advantages of operating within a legal framework.

The President appreciated the government's establishment of the Special Investment Facilitation Counsel (SIFC) and emphasized its role as a single window for multi-domain cooperation. The SIFC aims to attract investment from diverse sources and expand cooperation beyond traditional partners by effectively communicating Pakistan's investment proposals. The President also called for enhancing

the scope of the SIFC beyond the Gulf Cooperation Council (GCC), recommending its expansion to Africa and Central Asia. Furthermore, he suggested incorporating sectors like tourism, housing, construction, and food processing into the SIFC's purview to broaden its impact.

## 7. What are the particular initiatives that the LCCI might implement to increase awareness among local investors about PPPs?

The LCCI has various avenues to facilitate networking and business opportunities in PPPs. One such avenue is organizing networking sessions and business matching events that bring together local investors, experienced PPP practitioners, government officials, and potential project partners. These events serve as valuable platforms for investors to establish connections, foster relationships, and explore potential joint ventures in PPP projects. Additionally, LCCI can arrange workshops and seminars focused on PPPs, inviting experts, government officials, and seasoned investors to share their knowledge and experiences. These informative sessions enable local investors to gain insights into the benefits, risks, and processes involved in PPP projects.

To create awareness and educate its members and the broader business community about the advantages and opportunities offered by PPPs, LCCI can launch targeted awareness campaigns. These campaigns can utilize various channels such as print and digital media, social media platforms, as well as collaborations with other industry associations and business networks. LCCI can also play a crucial role in sharing information about PPPs through newsletters, publications, or its official website. These resources can highlight the positive outcomes and potential returns on investments in PPPs, showcasing successful business models to encourage private sector participation.

## 8. Which particular sectors hold promising investment prospects for investors in PPP projects?

There are several sectors in Punjab that offer diverse investment potential for private investors in PPP projects. These sectors include infrastructure, manufacturing, agriculture, healthcare, tourism, and water resource management. In terms of infrastructure projects, opportunities exist in areas such as roads, bridges, airports, seaports, railways, and renewable energy initiatives. These projects not only contribute to the economic growth and development of the province but also offer attractive returns on investments. Moreover, the establishment of special economic zones and industrial parks in Punjab opens up doors for private investors, providing them with an enabling environment, incentives, streamlined procedures, and ready-to-use infrastructure for businesses.

In the agricultural sector, there are opportunities in agro-processing, food storage and transportation, cold chain facilities, value-added products, and technology-driven solutions to enhance productivity. The healthcare sector also presents potential for private sector involvement, with possibilities in the development of hospitals, clinics, diagnostic centers and medical colleges. Similarly, the demand for quality educational institutions in Punjab creates avenues for private investments in this sector.

Recognizing the cultural and historical heritage of Punjab, there is a significant scope for investments in tourism infrastructure, including hotels, resorts, eco-tourism projects, and recreational facilities. Furthermore, the rise in demand for IT parks, e-commerce platforms, digital services, and smart city solutions has opened up opportunities for private investment in these areas. Lastly, water resource management projects, such as dams, canals, wastewater treatment plants, and water supply systems, presents investment potential for private investors.

## 9. Are there any specific policy recommendations that you believe would further encourage private investment?

A strong legal and regulatory framework is vital to safeguard the rights and interests of all stakeholders engaged in PPP projects. The President LCCI emphasizes the importance of clear laws, regulations, and mechanisms for resolving disputes to instill investor confidence. According to the President, the government should establish a stable and predictable policy environment to foster confidence among investors and ensure political stability, thereby attracting and retaining private investment. To achieve this, the President suggested implementing a Charter of Economy that outlines the government's commitment to economic policies supporting private sector growth and creating a favorable business environment. Additionally, transparency and accountability must be enhanced in PPP projects to build trust between the public and private sectors. This can be achieved through the implementation of clear guidelines, competitive bidding processes, and effective oversight mechanisms to ensure fair and transparent decision-making. The President also highlighted the significance of Unsolicited Project Proposals (USPs) to investors, as these initiatives enable private entities to bring forth viable project ideas and expand investment opportunities. Furthermore, the President recommended replicating successful global PPP projects/models to gain valuable insights and may serve as a reference to increase footprint of PPPs in Punjab.

## 10. How can LCCI and Punjab PPP Authority (P4A) collaborate to enhance investor engagement?

LCCI and P4A can collaborate effectively by leveraging various strategies to promote investor engagement. One approach is to raise awareness among LCCI members and the broader business

community about the benefits and opportunities available through organizing informative seminars, workshops, and conferences. To strengthen this partnership further, the President of LCCI suggested establishing a dedicated PPP group or PPP club within the LCCI. This group will organize networking events like roundtable discussions, forums, and industry-specific meetings, facilitating direct interaction between investors, project developers, P4A representatives, and other stakeholders. Serving as a knowledge hub, the PPP group would disseminate information about ongoing and upcoming PPP projects, investment opportunities, and relevant policies. By ensuring members are well-informed about the latest PPP developments, the group will attract more investors and encourage their active participation in projects. Additionally, the group may arrange specialized training programs, workshops, and seminars to enhance members' understanding of PPP mechanisms, project evaluation, risk assessment, and financial analysis. Equipping investors with the necessary knowledge and skills would create a pool of informed and capable individuals ready to engage in PPP projects. Furthermore, the President suggested establishing Investor Support Services within LCCI. These services would provide guidance and assistance to potential investors throughout the PPP project lifecycle, including project development, facilitating access to financing options, aiding with regulatory compliance, and offering post-investment support. By fostering a conducive environment for investor engagement, this collaborative effort aims to create a vibrant ecosystem that encourages private sector investment, drives economic growth, and strengthens the partnership between the government and the business community.



## CAPACITY BUILDING

# Training Session on Solar PPAs



**A two days training workshop on 'Solar PPAs for public sector enterprises' was organized by Private Financing Advisory Network (PFAN) hosted by UNIDO in collaboration with Punjab Public Private Partnership Authority (P4A) at Avari Hotel Lahore.**

A wider participation from the government departments including Agriculture, Environment Protection, Energy, Higher Education, HUD&PHED, Industries, health, Transport, WASA Lahore and the allied entities along with private sector representatives attended the programme.



The training module was designed and delivered by Engr. Faiz M Bhutta CEO Energy Training and Research Center which mainly cover the procedures involved in installation, technical/financial concepts, PPA process, and requirements of solar PV systems, contract development and solar business models. The CEO Nizam Energy, Technical Head Premier Energy, Chairman Syed Bhai Group and Prof. Dr Abdullah Yasar from Government College University Lahore also shared their experiences of the successful launch of solar PPAs in their respective companies/buildings. An active participation was observed throughout the training programme and participants were motivated to come up with solar projects through PPAs or PPPs in future.

At the welcome session Mr. Amjad Ali Awan CEO of P4A highlighted the challenges and issues of installing solar projects and emphasized to create trends and rhythm for some unified goal towards renewable energy and integrate one window policy for all the provinces. He shared that till 2010, renewables could not be a mainstream trend in the world because of the cost disadvantage however, from 2010 to 2020, the solar PV cost reduced by 78%. With this new trends of energy transformation, world is dovetailing actually the cost advantage to the ecological advantage.

He shared that unfortunately in Pakistan the term renewable energy is being used consistently as a slogan but the key objective of the Alternative and Renewable Energy Policy 2019 regarding displacement of more expensive fossil energy with cheaper all-in cost of renewable energy could not be implemented in accordance with global energy trends. In Pakistan, more than 60% of electricity is being generated through fossil fuels and imported fossil fuels. He viewed that Pakistan need to gain advantage of system integration and may utilize spinning reserve to managing the fluctuations of wind and solar especially the hydro and gas can be good spinning reserves to manage the load of the renewables. The potential of energy through wind corridor can be up to 32-34 gigawatt and currently Pakistan produces only 1 gigawatt. He mentioned that country like Denmark with comparatively low energy potential is going for

80% of renewable by 2050 so why not Pakistan can harness its potential. Similarly China is basically a coal intensive country and in a single year of 2021 it has deployed almost 136 gigawatts of renewable energy in the country. He iterated that despite the problems world has witnessed so far since last three years like the supply chain disruptions, the COVID issues, fluctuations in the prices, the developed world, particularly Denmark, USA and Germany are planning to meet 50% of their electrical demand with solely renewables.



Mr. Ahmed Ammar Yasser Chief of Party Pakistan Private Sector Energy (PPSE) project shared that PFAN is a global network of climate and clean energy financing experts that aims to bridge the gap between entrepreneurs developing climate/clean energy projects and private sector investors. It originate and build investor ready business proposals and also facilitate project to finance matchmaking. He further said that one of the focus area of PPSE is solar with preference for PPA based solar projects in B2B or B2G mode.

While addressing the concluding session, Mr. Awan appreciated the efforts of PFAN for organizing this training programme through which participants got clarity about the technical concepts in simple and crisp manner. He suggested to frequently hold these kinds of training sessions for the sake of imparting awareness. While sharing the prospect of solar projects through PPPs, he informed that project proposal under 'Solicited' or 'Unsolicited' mode can be developed for small to large scale renewable energy project for the government entities and submitted to P4A for further processing. He shared that a joint venture of Dubai based company has already submitted unsolicited project proposal of 25MW grid tied solar power system for WASA Lahore which will reduce the operational cost and provide low-cost electricity by signing Power Purchase Agreement (PPA). He emphasized to install solar projects through PPA or PPPs instead on turnkey basis because robust O&M of the facility is ensured under these execution models. He shared the example of education sector where lot of solar projects were deployed but failed to sustain within few years due to serious maintenance issues. He also suggested that Pakistan need to harvest the advantage of solar PPAs or PPPs in future and the final narrative should not just to solarize Pakistan, but energize Pakistan through renewables which are sustainable and cost effective with the least burden on budget and economy.

## CAPACITY BUILDING

## Advanced Environmental Safeguards Training by ADB

The Asian Development Bank (ADB) organized a comprehensive three-days training program called the Advance Environmental Safeguards Training (AEST) Course for Environmental Safeguards Staff of Executing and Implementing Agencies of ADB-financed Projects in Pakistan. Held from 2-4 May, 2023, at the Ramada Hotel Gulberg II in Lahore, the workshop aimed to enhance the knowledge and skills of participants in environmental safeguards management.



environmental management clauses in bid and tender documents, understanding risk assessment concepts, developing site-specific management plans using risk assessment techniques, and designing monitoring programs tailored to project requirements.

Ms. Hira Fatima, represented the Punjab PPP Authority (P4A) and enriched her understanding of environmental safeguards implementation within ADB-funded projects.

## Two Days workshop on common Procurement mistakes

Two days workshop on common Procurement mistakes was organized by the Institute of Tender Management (ITM) from 6-7 March 2023 and focused on various crucial aspects of public procurement in government offices, aimed to address common discrepancies and violations of the PPRA Rules-2014. Participants learned about mis-procurement, splitting in procurement, misconceptions of petty purchases in government organizations, poor procurement planning, and the

major loopholes that arise after the procurement process. The participants also gained insights into handling and addressing the discrepancies and how to address audit observations. Concluding the session, Mr. Muhammad Irfan, principal ITM, distributed certificates among the participants, recognizing their successful completion of the training. Manager Admin Muhammad Usman Ghani from Punjab PPP Authority (P4A) attended the workshop.

## First Aid and Fire Safety Training by Rescue-1122



In an effort to promote workplace safety and emergency preparedness, the Punjab Emergency Services (Rescue-1122) conducted a comprehensive one-day training session on First Aid and Fire Safety on 11 March 2023 at the office of Punjab PPP Authority (P4A).



The topics covered included:

1. First aid techniques and procedures
2. Managing severe bleeding
3. Dealing with cardiac arrest
4. Proper handling of accident victims
5. Fire incident response protocols
6. Effective usage of fire extinguishers

The initiative aimed to equip the P4A staff with essential knowledge and skills to ensure a safer working environment. It was part of ongoing efforts to prioritize employee well-being and emergency preparedness within the organization. Fifteen dedicated support staff members enthusiastically participated in this activity and were awarded with certificates.

Throughout the training session, the experienced trainers provided in-depth knowledge and practical guidance on various aspects related to first aid and fire safety. Additionally, the trainers conducted a physical training exercise to enhance the participants' practical skills and preparedness in emergency situations. In concluding session, Sheikh Umar Saeed, DDG (FM)/ DG(FM&A) Additional Charge expressed his gratitude and appreciation for the valuable services rendered by the Rescue-1122 trainers. He presented them with honorary shields/certificates and acknowledged their significant contribution to the training program.



## PPPs GLOBALLY



## UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT

# 8TH WORLD INVESTMENT FORUM 2023

## INVESTING IN SUSTAINABLE DEVELOPMENT

The 8th edition of the World Investment Forum (WIF), organized by the United Nations Conference on Trade and Development (UNCTAD), successfully concluded in Abu Dhabi. This significant event, held from October 16th to 20th, 2023, revolved around the theme of 'Investing in Sustainable Development.' The WIF garnered extensive participation from international thought leaders, investors, experts, and stakeholders from around the world.

The five-day forum welcomed over 8,000 participants from 160 countries, including 1,100 speakers, two Royal Highnesses, five heads of state and government, 69 ministers and deputy ministers, and 57 high-level representatives from international organizations, policymakers, and legislators. The forum addressed crucial investment challenges arising from today's global crises, with a focus on areas such as food security, energy, health, supply chain resilience,

and productive capacity growth in the least developed countries.

Additionally, the World Association of Public-Private Partnership (WAPPP) hosted its Annual Forum on October 17th and 18th as part of the WIF. This forum featured keynote speeches, thought-provoking panel sessions, and valuable networking opportunities. It provided a unique platform to deepen understanding of PPPs and engage in meaningful discussions with PPP professionals. During this event, WAPPP formed partnerships for the establishment of a PPP Technical Assistance Facility in collaboration with partner organizations.

The Punjab PPP Authority (P4A) is an official member of WAPPP, utilizing this platform to connect with the global investment community and networking groups, thereby enhancing its understanding of global investment and PPP policies.

## WAPPP Small-Scale PPPs 2024 Program Overview

Small-scale PPPs will be the central theme of The World Association of PPP Units & Professionals (WAPPP)'s work this year. WAPPP's Chapters will allow participants to discuss all aspects, be they geographic, sectoral, political, financial, legislative, environmental, social, or governance-related. Small-Scale PPPs will also be the cornerstone of 2024 WAPPP Annual Congress.

TIMEZONE: CET	SESSION DURATION 90	OPEN TO PUBLIC, REGISTRATION REQUIRED
JAN 19 2024 14:30	SESSION DISCUSSION 1: WHAT ARE SMALL-SCALE PPPS?	
FEB 02 2024 14:30	SESSION DISCUSSION 2: WHAT ARE THE ISSUES FACED BY SMALL-SCALE PPPS?	
FEB 16 2024 14:30	SESSION DISCUSSION 3: WHAT ARE SOME OF THE POSSIBLE SOLUTIONS?	
MAR 01 2024 14:30	SESSION DISCUSSION 4: WHAT HAS BEEN TRIED? SUCCEEDED? FAILED?	
MAR 15 2024 14:30	SESSION DISCUSSION 5: PRESENTATION OF CASE STUDIES	
MAR 29 2024 14:30	SESSION DISCUSSION 6: PRESENTATION OF CASE STUDIES	
APR 12 2024 14:30	SESSION DISCUSSION 7: PRESENTATION OF CASE STUDIES	
APR 26 2024 14:30	SESSION DISCUSSION 8: HOW CAN TECHNOLOGY HELP SMALL-SCALE PPPs?	
MAY 10 2024 14:30	SESSION DISCUSSION 9: WHAT REGULATORY FRAMEWORK ELEMENTS ARE NEEDED?	
MAY 24 2024 14:30	SESSION DISCUSSION 10: WHAT ARE SOME USEFUL FINANCING APPROACHES?	
JUN 07 2024 14:30	SESSION DISCUSSION 11: HOW CAN BANKS GET INVOLVED?	
JUN 21 2024 14:30	SESSION DISCUSSION 12: SMALL-SCALE PPPs IN WATER & SANITATION SECTOR	
JUL 05 2024 14:30	SESSION DISCUSSION 13: SMALL-SCALE PPPs IN HEALTHCARE SECTOR	
JUL 09 2024 14:30	SESSION DISCUSSION 14: SMALL-SCALE PPPs IN EDUCATION SECTOR	
AUG 02 2024 14:30	SESSION DISCUSSION 15: SMALL-SCALE PPPs IN URBAN HOUSING SECTOR	
AUG 16 2024 14:30	SESSION DISCUSSION 16: SMALL-SCALE PPPs IN ELDERLY CARE SECTOR	
AUG 30 2024 14:30	SESSION DISCUSSION 17: SMALL SCALE PPPs IN MUNICIPAL SERVICES SECTOR?	
SEP 13 2024 14:30	SESSION DISCUSSION 18: SMALL-SCALE PPPs in ENERGY SECTOR	
SEP 27 2024 14:30	SESSION DISCUSSION 19: SMALL-SCALE PPPs in TRANSPORTATION SECTOR	
OCT 11 2024 14:30	SESSION DISCUSSION 20: FINAL SESSION	



Visit the website [www.wappp.org](http://www.wappp.org) and follow WAPPP on LinkedIn to stay updated on upcoming announcements.

## INSIDE PUNJAB PPP AUTHORITY (P4A)

# EMPLOYEE RECOGNITION

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### Support Staff



#### **Mr. Zulfiqar Ali**

**Naib Qasid**

Our gratitude goes to Mr. Zulfiqar Ali for his efforts and hard work to make the everyday tasks easy for us. Mr. Zulfiqar, through his relentless efforts, has become an indispensable part of our team. His dedication and commitment to his official duties are exemplary, and it is not just the physical tasks that he accomplishes but the way he does them with utmost care and sincerity that sets him apart. We would like to extend our heartfelt appreciation to Mr. Zulfiqar Ali for all that he does. We all are so grateful to have you!

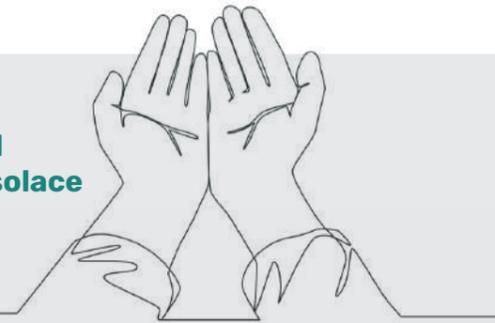
## Condolence Announcement

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The Punjab PPP Authority (P4A) expresses its sincere condolences and with deep sorrow to inform that the father of Hafiz Muhammad Ajmal (Graphic Designer), the sister of Mr. Talha Tahir (Office Secretary) and the daughter of Mr. Waseem Qasim (Driver) have passed away.



**May Allah bless the departed souls with mercy and grant solace to the bereaved families! ameen sum ameen.**





**P4A**

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

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