




PANGRO



DEVELOPMENT ADVISORS



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OUR STORY

PanGro was formed to bring together expertise of like-minded practitioners, excelling in a variety of areas, and passionate to 'start something of their own'. The focus of setting up this advisory practice was to offer boutique solutions. Our journey from 2009 has been exciting, challenging and engaging whereby PanGro evolved and established itself as a management consulting firm with new practice areas and successful completion of innovative projects. We bring together international and local experiences from a range of industries and sectors, organizations, functional verticals and skillsets to create value for our partners.

PRACTICE AREAS



CORPORATE ADVISORY

A comprehensive suite of services to help organizations in all stages of their lifecycle – start-up to M&A and/or diversification. We put our minds to crafting tailored recommendations that are optimized for competitive and sustainable advantage. Our core areas of expertise covering both - strategic and operational angles are:



BUSINESS PLANNING, DEVELOPMENT & ANALYSIS

- Market Studies
- Strategy Formulation
- Business Plans
- Investment Appraisals



OPERATIONS MANAGEMENT

- Process Studies & Re-engineering
- Financial Management
- Performance Frameworks & Analytics
- Change Management



TRANSACTION ADVISORY

- Due Diligence
- Information Memoranda
- Transaction Documentation
- Oversight & Management of Advisors/Consortia (Financial/Legal/Transaction)

PUBLIC SECTOR MANAGEMENT

PanGro's Public Sector practice primarily focuses on understanding the macro and micro context of public sector institutions, challenges they face and potential opportunities that can be created and developed to introduce reforms. Our team has worked extensively with international development partners, federal and provincial governments on a range of engagements spanning Governance, Public Service Delivery, Private Sector Development, Privatization, Public Private Partnerships, Policy Formulation and Regulatory Reforms. As part of reforming the public sector, we also have expertise in electronic and mobile governance.



PUBLIC PRIVATE PARTNERSHIPS & PRIVATIZATION

- Ecosystem & Frameworks
- Project Lifecycle Management
- Risk Management
- Transaction Structuring
- Advisors/Consortia Oversight & Management



PUBLIC SERVICE DELIVERY

- Process Review & Gap Analysis
- Re-engineering
- Change/Stakeholder Management
- e-Governance
- Performance Management
- Monitoring Systems



PROGRAM MANAGEMENT

- Design
- Institutional Arrangements
- Implementation
- Monitoring & Evaluation
- Budgeting & Control



CAPACITY BUILDING

- Institutional Assessment
- Gap Analysis
- Development Roadmaps
- Training Programs

INFORMATION & COMMUNICATION TECHNOLOGIES

We help our clients transform their way of work – enriching organizations with cutting edge digital flavours allowing them to achieve their objectives in an agile, efficient and productive manner. Our belief in the impact of technology as an enabler of change, fuels the passion behind adapting ICTs for improving outcomes for corporate and public/social sector institutions. With mobiles leading the digital frontier, our focus is to ensure offerings that are scalable, secure and inclusive for the web and mobile space alike.



PRODUCT DESIGN

- Concepts
- Flows
- Features & Functionality
- User Experience
- Design Creation & Enhancements



SOLUTION DEVELOPMENT

- Web & Mobile Applications
- Enterprise Systems
- Portals
- Dashboards
- Process Automations



ADVISORY

- System Reviews
- ICT Extensions & Integrations
- Usability Enhancement

METHODOLOGY

To deliver innovation, efficiency and effectiveness, we believe in collaboration and partnership as the key to achieving greater good. We work with our clients to understand their requirements, context and challenges. We make them aware of possibilities, and through a process of consultative & informed dialogue, arrive at the optimal course of action. Thereon, we enable them with the right tools, methods and resources to implement what they set out to achieve. We operate with a dynamic approach – adapting and evolving our efforts with changing scenarios and iterative reviews.



EXPERIENCE OF TEAM PANGRO

Our team has worked across sectors with engagements covering a range of functional domains in strategic and operational roles

100+ years of collective experience



TELECOMMUNICATIONS



ENERGY



INFRASTRUCTURE



SOCIAL DEVELOPMENT



EDUCATION



HEALTH



SMALL & MEDIUM ENTERPRISES

CORE TEAM

PanGro's team members have worked with and advised corporates, governments, state owned enterprises, SMEs, international and local development partners across functional domains and in a variety of programs.

AAMIR QAWI

Founder / Principal

Aamir has worked in privatization, public private partnerships, regulatory and SOE reforms, private sector and infrastructure development portfolios for over two decades. His expertise areas include Public Private Partnerships, Privatisations, Investment Appraisal, Feasibility Evaluations, Strategic Planning, Policy Development and General Management. He has worked with Federal and Provincial Governments on a diverse portfolio covering a range of projects. His last assignment before PanGro was as CEO of Infrastructure Project Development Facility (IPDF). Aamir has also consulted with international development organizations like The World Bank, JICA and ILO. He has also served on the Board of Directors of several public companies including National Transmission & Despatch Company, Genco Holding Company and Pakistan LNG Terminal Limited Company.

ARSALAN VARDAG

Partner (Financial Management)

Chartered Accountant by qualification, Arsalan has twenty years of experience in Public Private Partnerships, Privatizations, Risk Management, Advisory & Assurance. The focus of his experience has been developing PPP projects from Inception to Procurement Stages, managing privatization of state owned entities & assets including, preparing and reviewing financial models, budgets / business plans, developing policies and procedures for mitigation and minimization of risks. He has recently worked on developing the financial model & proposal of Karachi Lahore Motorway (Lahore - Multan - Sukkur Section - US\$ 2.5 billion project) and Lahore Ring Road - Southern Loop for an international investor (US\$ 600 million project).

UMAR NADEEM

Partner (Governance, ICT4D, Strategy)

A decade of management and leadership experience in corporate and public sector covering banking, telecom, technology and consulting verticals. His recent engagements include public sector reforms with The World Bank and UNDP on e-Governance, Monitoring & Evaluation, Service Delivery, Performance Management, Business Process Re-engineering and Capacity Building in federal and provincial governments. He has been actively involved in program design, strategy formulation and implementation. Previously, Umar has worked at Dubai Islamic Bank and Telenor Pakistan where he managed diverse business & commercial portfolios. His forte is ICT transformations where digital technologies are the core enabler to improve upon existing operations. Umar is a graduate of Lahore University of Management Sciences (LUMS).

CORE TEAM

MOBASHAR SADIK

Consultant (Capacity Building, Operations)

With an MBA from Quaid-e-Azam University, Mobashar has been associated with academics since '97 and has been a core member of teams establishing private sector higher education institutions. He is a trainer of high repute having designed, organized and conducted various training programs for Bank Alfalah, UNDP, ILO, Plan International, HEC, Ministry of Commerce, Ministry of IT, NHA, NICT R&D Fund and NIBAF. Mobashar also specializes in management and financial consulting, primary research, outreach and advocacy, community mobilization and stakeholder consultations. He has extensive experience in social development programs.

NATASHA JEHANGIR

Consultant (Legal / Regulatory)

A lawyer by qualification, Natasha has a diverse background with a focus on research, law, regulatory and policy analysis. She had held leadership positions at SECP being responsible for formulating and reviewing primary and secondary legislation and conducting research pertaining to areas of insurance, company registration, stock markets, non-banking finance companies and financial sector reforms; and providing legal opinions to different departments. Her latest assignments include appointment by Japan International Cooperation Agency (JICA) at the Ministry of Finance (MoF) and Ministry of Water & Power (MoWP) for implementation of Regulatory Reforms.

SALMAN AHMED

Consultant (Technology)

Salman has over 15 years of world class product development experience. He has integrated his extensive understanding of the spectrum of technologies, service models and market trends in the Silicon Valley to develop advantages for his company and clients. Previously, Salman spent 6 years at Cisco Systems, and 5 years at Zilog Inc in various product development roles. He has also founded Silicon Concepts Inc. Fremont, California, a training company that offers technical courses for engineering professionals at fortune 500 companies.

AFFILIATES





Aeon Technologies is a leading provider of Web, Mobile and Telecom services and solutions. Aeon's expertise in the Value Added Services (VAS) vertical over the last 8 years enables it to develop and provide cutting edge solutions for the handheld segment spanning a host of enablers – web and mobile. Aeon's management team comprises of seasoned professionals with vast experience of the telecom sector and have worked with leading operator groups.



JASB Associates is a full fledged chartered accountancy firm with offices in Karachi and Islamabad. JASB team has experience in all economic sectors including banking & finance, insurance, public sector enterprises, public private partnership, manufacturing , FMCGS, strategic marketing, data migration and maintenance, system implementation, audit, taxation and assurance oil & gas , power generation, distribution, and other wide variety of services ranges from pre-establishment to complex business process re-engineering by using latest technologies.

PROJECTS





UNICEF PAKISTAN Mobile Birth Registration

Feasibility Study

Conducted feasibility study on the use of mobile technologies for scaling up birth registration in Pakistan. The study, based on reviews of international initiatives, field research in Pakistan and a diagnostic of the technology landscape, proposed viable models to facilitate and increase access of parents and other caregivers to the birth registration system. The feasibility study included stakeholders' and cost-benefit analysis as well as process mapping of alternative models for developing detailed implementation designs.

Pilot Strategy

Development of pilot strategy to design, implement and support interventions identified as part of the Feasibility Study. The strategy included a complete blueprint for programme management of MBR including scale, technology solution scoping, design & development, stakeholder consultations & management, project governance, capacity building, implementation support, monitoring & evaluation and transfer of technology to respective government offices.

Pilot Implementation

Implementation partner for UNICEF, responsible for delivery of project activities and outputs. Carried out:

- a detailed inception phase to finalize the pilot implementation modalities including process augmentation;
- agency coordination and partner management;
- development of technology solution including management dashboards;
- training programs for field staff and Local Government officials;
- on-ground support for trouble shooting and administration;
- results evaluation; and
- transfer of technology to the Government

The project implemented three models for improving birth registration rates (1) SMS based mobile birth reporting system; and (2) Mobile Gatekeepers enabled with a mobile application (3) Stationary Gatekeepers enabled with a mobile application. The project was implemented in 3 Union Councils (2 in Sindh, 1 in Punjab).



PLAN PAKISTAN Digital Birth Registration

Technical Analysis

Carried out a review of legal, administrative and policy framework for Civil Registration and Vital Statistics in Pakistan using sampled information. The study explained in detail the current CRVS landscape in Pakistan to determine the feasibility of using digital technologies to realise the CRVS vision in Pakistan. Also covered the cost-benefit analysis to using digital technologies for strengthening the CRVS system, along with recommendations for DBR technology solution components required to bring about a scalable and sustainable increase in the birth / death registration rate in Pakistan. A programme blueprint was also proposed to define the key components – technology solution, policy/legislative changes, implementation arrangements, capacity building and behaviour change required for implementation in Pakistan.



PUNJAB OIL MILLS LIMITED Business Process Re-engineering

ERP Implementation

Advised Punjab Oil Mills, a public listed company, on implementation of their ERP solution. The assignment covered assessment of business requirements, ascertaining to-be state model, readiness evaluation of the company, development of procurement documents, vendor selection, oversight and monitoring of ERP implementation till successful go-live.



CHINA STATE ENGINEERING
CONSTRUCTION CORP LTD

Feasibility Studies

Lahore Multan Motorway on BOT Basis

As a partner firm with Associated Consultancy Center (ACC), undertook the financial feasibility for construction of the Multan-Lahore Section of approximately 330 KM in length of Karachi – Lahore Motorway (KLM) on Public Private Partnership (PPP) basis including financial modelling, concession agreement etc. The private sector was envisaged to be responsible for Design, Financing, Construction, Operations, Maintenance and Transfer of the highway.

Lahore Ring Road Project (Southern Loop)

As a partner firm with Associated Consultancy Center (ACC), undertook financial advisory for the Lahore Ring Road (Southern Loop) Project that would enable our client to evaluate different options i.e. Concession period (15 years / 10 years) and types of public private partnership arrangements i.e. Build Lease Transfer (BLT) and Build Transfer (BT). Detailed financial modelling was done along with scenario analyses to evaluate the project returns for our client (NPV, IRR, and Payback) and Government (NPV of Annuity Payments, Taxation Revenue etc) to present findings to Government of the Punjab.



ASSOCIATED CONSULTANCY CENTER
Financial Feasibility

2 Bridges on Indus Highway KhushalGarh

As a partner firm with Associated Consultancy Center (ACC), undertook a detailed financial feasibility for National Highway Authority, including traffic studies, engineering estimates, development of financial model and preparation of commercial feasibility study of an additional two lane bridge on Indus Highway at Khushalgarh on Public Private Partnership basis. The engineering and technical aspects of the project were managed by the lead firm while PanGro was responsible for commercial and financial aspects of the project.



INTERNATIONAL LABOUR ORGANIZATION

Childcare Facilities in Industrial Areas: Korangi, Karachi & Kot Lakhpat, Lahore

Detailed feasibility studies were carried out for each of the industrial areas to assess avenues for establishment of childcare centres within the industrial areas. This was to facilitate working parents who cannot afford high fee for day care services for their children. The study proposed structuring of a pilot project under the PPP modality which could lead to a full-scale programme. The study also entailed extensive stakeholder consultations including working parents, industrial estate associations and Department of Labour in both provinces.

Mainstreaming Gender in Business Curricula in Pakistan

A Strategic Roadmap was prepared to support ILO in engaging academic institutions to mainstream gender in business curricula. The assignment included a review of international best practices for such efforts. A gap analysis was carried out by reviewing courses offered by leading business schools in Pakistan and opportunities to introduce gender dimensions. The strategy to introduce gender dimensions in current courses was supported by draft modules (that can be used as a starting point for gender in related existing courses) and an advocacy plan to engage business schools in introducing such courses.



CRETESOL

Pre-feasibility / Market Study of Adhesive Business

PanGro developed a pre-feasibility study to advise our client on the sector outlook and potential of the adhesive market in order to decide upon investment in a manufacturing facility situated in Pakistan. The study covered Pakistan's economic and demographic highlights, overview of construction sector – focusing on both commercial and residential, overview of tile industry, determination of opportunity to import “Grout / Adhesives” into Pakistan and estimated revenue projections for a 3 year period.



OSMANI & COMPANY

Feasibility of Arfa Karim IT City/Park in Karachi

Carried out a detailed Feasibility Study to evaluate options envisioned by the Government of Sindh for development of an Information Technology Park in Karachi. The study included:

- Advisory with respect to establishment of IT City JV Corporation
- Preparation of the financial feasibility Study including development of business model / financial structure of Public Private Partnership and financial model of the IT City as a whole
- Review of overall investment promotion and advice with respect to potential investors
- Attending discussions and meetings for and on behalf of Osman & Co with its clients



INTERNATIONAL FINANCE CORPORATION

Scoping for Private Investments in the Energy Sector in Punjab

As local partner of the international firm Castalia Advisors, assisted in the formulation of diagnostic report to support the Investment Climate Business Line in identifying the critical policy and regulatory bottlenecks for increased private investments in captive power generation in Punjab, and recommend actionable course of action for removing these barriers. This report supported IFC's strategy to address pressing sector-specific constraints with a view to unlocking private investment opportunities in infrastructure (initially the power sector).

Identification & Evaluation of Advisory and Investment Opportunities in the Water Sector

As local partner of the international firm Castalia Advisors, assisted in carrying out a detailed needs assessment for the water sector in Pakistan as one of five priority countries in IFC's MENA portfolio. The assignment focused on identifying sector requirements to improve investments and subsequently retain consultants to support IFC's business development in Morocco, Egypt, Jordan, Yemen and Pakistan.



TELENOR PAKISTAN

Prospects of Development of Agricultural Commodity Exchange in Pakistan

Undertook an advisory exercise to assess the prospects and options for development of an Agricultural Commodity Platform in Pakistan. An Outline Business Case (OBC) was developed after review of international experience, current market structure, legal requirements and enabling framework. The client's strategy, objectives, budget and desired timeframe were evaluated against the potential of Agricultural Commodity Platform in Pakistan, possible synergies and options along with recommendation on the most viable option were delivered.



THE WORLD BANK
IBRD • IDA | WORLD BANK GROUP

THE WORLD BANK

Development of Framework for Managing Contingent Liabilities associated with Public Private Partnership (PPP) projects

The World Bank as part of its assistance to the Government of Pakistan commissioned Castalia Advisors and PanGro to assess the on ground situation, and advise the Pakistani authorities on developing and implementing a framework for managing the contingent liability risks associated with PPPs. The project comprised of:

- Agreeing on the approach and identifying Government objectives
- Reviewing existing framework and current stock take
- Identifying and analysing Contingent Liability Management options for (a) assessing & approving; (b) monitoring & taking action; (c) disclosing and (d) budgeting & payment mechanisms
- Developing final recommendations & procedures manual



AFRICAN DEVELOPMENT BANK

Workshop on Public Private Partnership for Regional Economic Communities

Organized and conducted a five day workshop in Mauritius for the Joint Africa Institute (JAI) and the African Development Bank. The seminar focused on Public-Private Partnership (PPP) Implementation in the development and management of regional infrastructure projects. Participants from 15 African countries attended the conference.

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