



# PUBLIC PRIVATE PARTNERSHIPS FORUM 2019

SHARED EFFORTS FOR  
SHARED GOALS

28 FEBRUARY | RABAT



## Welcome from the President of Islamic Development Bank Group



H.E. Dr. Bandar M. H. Hajjar, President, Islamic Development Bank Group

Welcome to the Islamic Development Bank's 2nd Annual PPP Forum: Shared Efforts for Shared Goals.

It is a great pleasure to be hosting this event in partnership with the Kingdom of Morocco, as we foster greater public-private sector collaboration to help solve global sustainable development challenges.

We know that IsDB Member Countries are currently facing huge budgetary constraints. For example, during 2004-2008, budget balance of all IsDB

Member Countries was on average in surplus of 3.8% of GDP, which turned into deficit of 3.5% of GDP during 2013-2017.

Due to these constraints, there is a necessity to involve new sources of finance in development projects to create the enabling environment needed to make markets work for development. The private sector has a vital role to play as an engine of growth and investment.

Through the Forum today, we will be covering a number of different topics

around the theme of PPP. For example, we will hear from international experts who will discuss the potential for PPPs to act as a financing mechanism for developing smart cities, with the UN predicting that 68% of the world's population expected to live in cities by 2050.

As well as industry-related sessions, we will be exploring what sort of environment is needed to allow PPPs to thrive, looking at social infrastructure, governance and best practise.

PPP financing enables competitive advantage, higher quality and efficiency. Importantly, PPP financing reduces the burden on State budgets to complete investment-intensive development and infrastructure projects, optimizing the distribution of risks between the two sectors.

We are hugely honoured to be holding this Forum in Rabat this year. Morocco has quickly gathered a reputation as a global leader in the PPP sector, particularly in renewable energy and green cities projects. We are privileged to be here to learn first-hand from a country with a positive track record in this area and we hope that Morocco will be considered as a role model to be replicated across other members

I am excited at the impact that PPPs can have on developing countries and, in turn, on the Sustainable Development Goals. That is why forums like this are critical to bring people together to share their expertise and experience, to learn from each other and to help boost collaboration in the future.

I wish you all an interesting and constructive forum.

## A Message of Welcome



**H.E Mohamed Benchaaboun**, IsDB Governor, Minister of Economy and Finance

It is with great pleasure indeed that I bid you welcome to Morocco on the occasion of the organization of the second Edition of the Public-Private Partnership Forum—an event we are organizing under the High Patronage of His Majesty King Mohammed VI (May Allah assist him), jointly with the Islamic Development Bank, around the theme: “Federated Efforts for the Attainment of Common Objectives.”

Through today's event, we continue the indefatigable work, which has been initiated over the last few years, for

the purpose of fostering Public-Private Partnerships. We should re-assert the firm commitment we have previously made to encourage this new type of undertaking and realizing public contracts—a model adapted to the challenges confronting public figures, designed to foster private initiatives and geared towards stimulating growth dynamics in emerging countries.

In fact, in a global context marked as it is by the persistence, and maybe even the aggravation, of economic and financial vulnerabilities, Public-

Private Partnerships are a privileged means to meet ever increasing funding requirements, to bolster the competitiveness and the attraction of our countries, and to improve the living conditions of the populations.

These partnerships consecrate a cultural change in the relations binding the public and private sectors inasmuch as they make it possible for them to pool their resources and share risks, all in the framework of a balanced and assuredly Win-Win relation.

This forum will be organized in three sessions which will deal with new sectors now open to Public-Private Partnerships, notably: smart cities; the challenges related to social infrastructure; and innovative solutions for the mobilization of private capital in favour of PPP.

We hope that this event will offer a platform for fruitful exchanges and constructive debates centred on experience in the area of PPP projects realized or underway in participating countries. We also hope that it will give them an opportunity to review the latest evolutions in this area and to identify means apt to help them realize structuring investment projects and provide quality services.

We are particularly delighted and honoured to organize this Forum, with such an outstanding partner, namely, the Islamic Development Bank—an institution we thank for its contribution to the promotion of PP at the level of emerging countries, in general, and more particularly, for its continued support to the promotion of economic and social development in the Kingdom of Morocco.

I should like to thank you warmly for your presence and for your precious contributions to the event. And I wish you full success in your works.

## About the IsDB

The Islamic Development Bank (IsDB) is a multilateral development bank that has been working for over 40 years to improve the lives of the communities it serves by delivering impact at scale. We bring together 57 member countries across four continents, touching the lives of 1 in 5 of the world's population. We are one of the world's largest multilateral development banks, with an annual volume of operations above \$10 billion and subscribed capital of \$70 billion.

The IsDB is headquartered in Jeddah, Saudi Arabia, with major hubs in Morocco, Malaysia, Kazakhstan and Senegal, and gateway offices in Egypt, Turkey, Indonesia, Bangladesh and Nigeria.

Our mission is to equip people to drive their own economic and social progress at scale, putting the infrastructure in place to enable them to fulfil their potential. We build collaborative partnerships between communities and nations, and work towards the UN Sustainable Development Goals by harnessing the power of science, technology and innovation, and by fostering ethical and sustainable solutions to the world's greatest development challenges.





## The IsDB & Public Private Partnerships

The role of the private sector in the economic and social development of countries is gaining more and more predominance globally. The public-private partnership (PPP), will lead to higher quality, efficiency, and job creation. It will also reduce the burden on the State budget and optimize the distribution of risks between the two sectors, a perfect space to be occupied by multilateral development banks and the specifically, the IsDB.

To support Member Countries in enhancing the role of the private sector in economic and social development of the country, the IsDB facilitates, coordinates, and participates in financing when needed, through its various programs and products aiming at building capacity, supporting the development of laws, and overcoming obstacles.

To ensure this was the case, the IsDB played a positive role to enhance private sector involvement, and created two investment Funds to finance PPP projects, one in Africa and one in Asia, and established a Fund to finance economic feasibility studies and provide consultancy and training for PPP projects implemented by the IsDB. Currently, the IsDB have an active portfolio of PPP comprising of 55 transactions in the amount of almost USD 4 billion. Total disbursements stand at around USD 3 billion with repayments amounting to USD 680 million.



The largest portion of projects are concentrated in the Middle East region (**56%**) followed by South East Asia (**20%**), North Africa (**19%**) and Sub Saharan Africa (**5%**). With regard to sectoral classification most of the transactions fall under Utilities sector (**40%**), followed by Financial sector (**24%**), Materials (**15%**), Energy and Petrochemicals (**13%**) and Healthcare (**8%**). IsDB have successfully completed a number of PPP projects in the field of energy generation, port modernization, and construction of healthcare facilities as well as in petrochemicals.

The future of PPP for the IsDB can be understood through three key pillars:

**1**

Capacity building and strengthening the regulatory infrastructure environment for private sector inclusion in its member countries through specialised PPP Advisory work

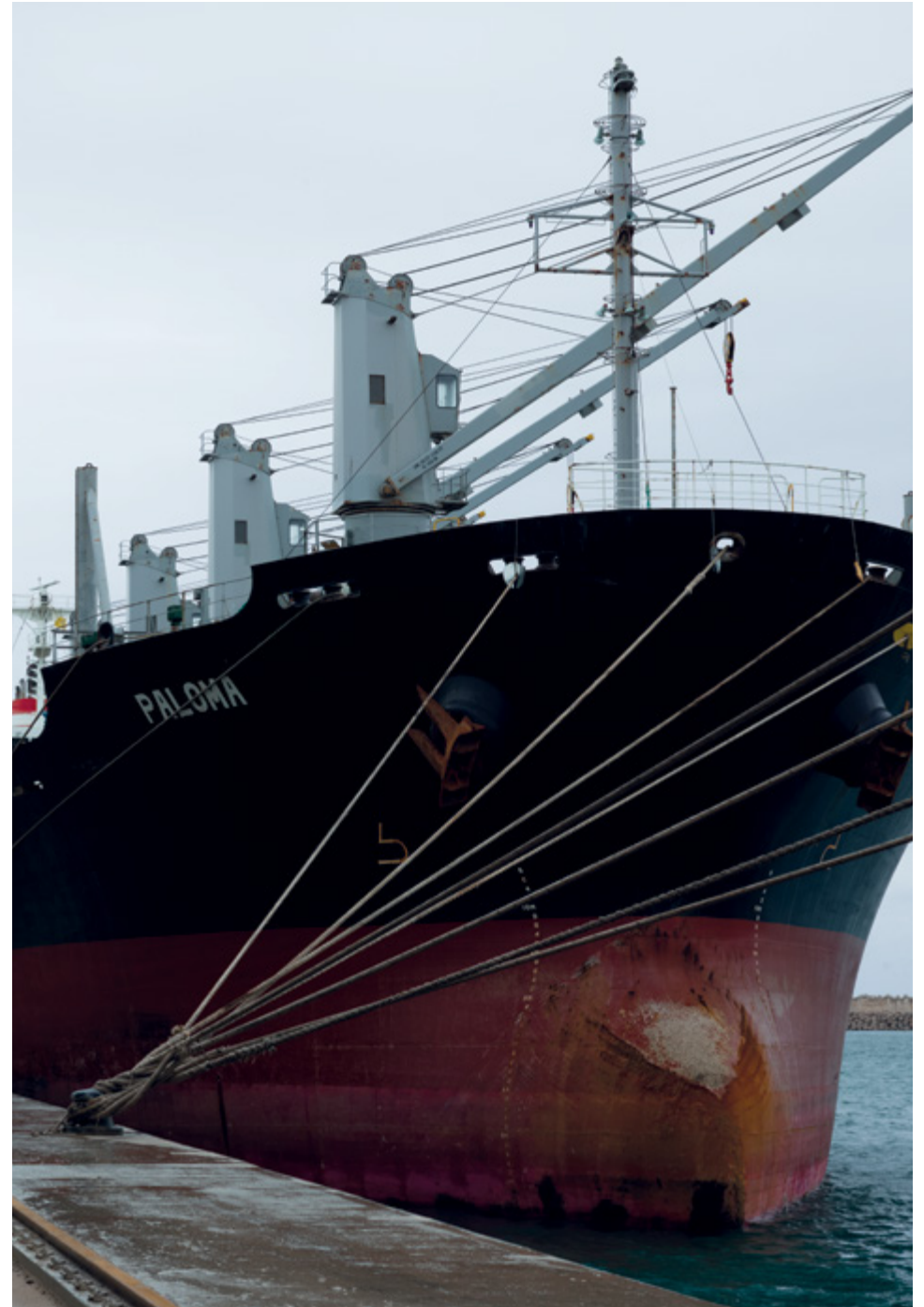
**2**

Assistance in design and implementation of economically viable infrastructure assets through PPP procurement modality.

**3**

Resource mobilization under IsDB's finance umbrella and co-financing from the private debt markets.

# SPEAKERS





### **H.E. Dr. Saad Dine El Othmani, Head of Government of Morocco**

On 17 March 2017, Saadeddine Othmani was appointed as Prime Minister by King Mohammed VI. Prior to this, he has written numerous books on psychology and Islamic law and worked as the editor-in-chief of many magazines and publications. He also earned Master and DEA degrees in Islamic studies in 1983, 1987 and 1999. He was born in 1956 in Inezgane, near Agadir, in the Souss region. He obtained a Doctorate in Medicine from Hassan II University of Casablanca in 1986, and in psychiatry in 1994.



### **Kjeld Binger, CEO, Airport International Group**

Kjeld Binger has been the Chief Executive Officer of Airport International Group PSC since November 2014. Mr. Binger served as the Chief Executive Officer of DAE Airports since January 2007. He served as Acting Chief Executive Officer and Interim President of Grupo Aeroportuario Del Sureste, SAB De CV since June 2, 2003 and served as its Interim Director General and Chief Executive Officer. Mr. Binger holds Bachelor's Degree in Structural and Civil Engineering at Odense University in Denmark.



### **H.E. Dr. Bandar M. H. Hajjar, President, Islamic Development Bank Group**

Dr Hajjar is President of the Islamic Development Bank (IsDB); a multilateral development bank that fosters the economic development and social progress of 57 member countries and Muslim communities. The IsDB touches the lives of 1 in 5 of the world's population, with annual operations exceeding \$10 billion and subscribed capital of \$70 billion. Dr Hajjar served as Minister of Hajj and the Minister of Culture and Information in the Kingdom of Saudi Arabia. He has been active in the field of promotion of human rights and was the founder of the Saudi National Society for Human Rights. He has a PhD in Economics from Loughborough University.



### **Abu Chowdry, Chief Financial Officer of Asma Capital**

KjMr. Chowdhury is a Managing Director and the Chief Financial Officer of ASMA Capital, Manager of the IDB Infrastructure Fund II. Prior to ASMA Capital, Mr. Chowdhury was a Managing Partner and the CEO of EMP Bahrain, where he was responsible for the operations and management of IDB Infrastructure Fund I and was instrumental in the acquisition of assets for the fund. Mr. Chowdhury was on the Board of Directors of the investee companies and was responsible for the divestment of nine of the eleven investments in Fund I's portfolio. Engineering at Odense University in Denmark.



### **H.E. Mohamed Benchaaboun, IsDB Governor, Minister of Economy and Finance**

Mohamed Benchaaboun who was appointed by His Majesty King Mohammed VI on Monday, August 20th, 2018, as Minister of Economy and Finance, is 56 years old. Mr. Benchaaboun is a graduate of the National School of Telecommunications of Paris. In August 1996, he was appointed Director of the Administration of Customs and Indirect Taxes, responsible for coordinating transversal projects on behalf of the Ministry of Economy and Finance.



### **Eva Bui, Managing Director, Ardana Consultants**

Eva Bui is the Managing Director of Ardana Consultants, a consultancy firm specialized in PPPs and investment analysis. Member of the Steering Committee of PPP for Cities (IESE Business School and UNECE) and of the Competitiveness School for Regions, Clusters and Cities (IESE Business School and European Foundation for Cluster Excellence) Consultant in public-private partnership, project finance, procurement and infrastructure management with 20 years of experience working in the public and the private sector.





### **H.E. Professor Samba Ousmane, Minister of Health, Mali**

Samba O. Sow is the Minister of Health and Public Hygiene of Mali since April 2017 and is currently Director-General of the Center for Vaccine Development (CVD) in Mali and Professor of Medicine at the School of Medicine, University of Maryland (USA) where he coordinated clinical trials and epidemiological studies on a range of vaccine-preventable diseases. Minister Sow is a medical doctor and epidemiologist. He received numerous honours, including the French Legion of Honour and National Order of Merit in 2017 for his work on the Ebola epidemic, the 2000 "Paul Laviro" Prize in Tropical Medicine from the University of Marseille (France) and was Commemorative Fund Lecturer of the American Society of Tropical Medicine and Hygiene in 2006.



### **Alain Ebobissé, CEO, Africa50**

Ebobissé is the Chief Executive Officer of Africa50, the Pan-African infrastructure investment platform capitalized by the African Development Bank and, so far, by 23 African countries and two African Central Banks. Prior to joining Africa50, Mr. Ebobissé served as the Global Head for the World Bank Group's Global Infrastructure Project Development Fund ("IFC InfraVentures") where he oversaw a team of highly skilled and experienced infrastructure specialists and led the development of and investment in several infrastructure projects in Africa, Asia, Europe and Latin America. Mr. Ebobissé holds a Master of Business Administration from the International School for Management Development (IMD) in Lausanne, Switzerland.



### **Mohamed Hedi Mejai, Director, Investments Department, Islamic Development Bank Group**

Mohamed Hedi Mejai heads the Investments Department of IsDBG and currently serves on the Investment Committee of the IsDBG Infrastructure Fund 2. His career includes serving as founding CEO of Injazat Technology Fund (Dubai), CEO and Board Member of Oryx Capital (Dubai), and Executive Director at the International Investment Bank (Bahrain). He holds a Master's degree in Development Studies from the University of London and an MBA from EDHEC.



### **Sam Parker, Director, Shell Foundation**

After graduating from Oxford University in 1983, Sam worked for six years in the agrochemical industry, with a focus on Latin America. After 18 months working as a volunteer with street children in Sao Paulo, Sam returned to business with 11 years at UK commodity trading company, ED&F Man Holdings, becoming Managing Director of the company's Asian business in 2001. In 2002, Sam returned to the development sector becoming Organisational Development Manager at the International Save the Children Alliance. In 2006, Sam joined Water & Sanitation for the Urban Poor (WSUP) as its first CEO. WSUP is a not-for-profit company, a private sector-NGO hybrid, which empowers local providers of water and sanitation services to reach low income urban consumers on a commercially viable basis. By 2014, the WSUP programme had provided over two million low income consumers with improved water and sanitation services and five million with improved the hygiene. In the process, WSUP has contributed valuable learning for the WASH sector on how to leverage private sector knowhow to provide sustainable benefits to the BOP.





### **Mark Moseley, COO, Global Infrastructure Hub**

Mark Moseley was appointed Chief Operating Officer of the GIHub on 1 April 2017 having initially joined the GI Hub as a Senior Director in November 2015 pursuant to a secondment agreement with the World Bank. He brings extensive global legal and multilateral development bank experience to his role with the GI Hub.

Prior to joining the World Bank, Mark was Practice Group Manager of the Energy, Projects and Construction Group of a major international law firm in London for twelve years. He practised as an energy lawyer in Canada for over twenty years. Mark is an occasional lecturer at the Harvard Kennedy School and at the University of Dundee's Centre for Energy, Petroleum and Mineral Law and Policy.



### **Khalid Safir, Wali, Director General of Local Governments, Ministry of Interior**

Wali, Director general of local governments at the Ministry of Interior. Prior to this, he was Wali of the Greater Casablanca region, of the Casablanca-Settat region and Secretary-General to the Ministry of Economy and Finance. After serving as Director of compensation and pensions, Director of Modernisation, Resources and Information system at the General Treasury of the Kingdom, and Chargé de mission at the Office of the Minister of Finance and Foreign Investments, he was appointed governor in the Al-Fida-Mers-Sultan district prefecture, then governor in the prefecture of the Casablanca-Anfa district in 2006. He is also President of the Alumni association of the Ecole Polytechnique (X-Maroc). He also served as President of the Association marocaine de prospective.



### **Ayman Sejiny, CEO, ICD**

Ayman Sejiny is highly accomplished financial industry leader. He served as Chief Executive Officer of Ibdar Bank BSC, Bank Alkhair, Barclays Capital Saudi Arabia and as the Chairman of Open-Silicon, Inc and Bahrain Financing Company Group as well as a Board member of Unicorn Bahrain. Sejiny has in-depth knowledge and more than 24 years' experience in investment and corporate banking in the local, regional and international markets. He held a senior role in a number of regional and international financial institutions, including Citi Bank and ABN AMRO affiliate in Saudi Arabia (Saudi American Bank "SAMBA" and Saudi Hollandi Bank).

Sejiny holds a BA in Finance from Eastern Michigan University, United States.



### **Abderrahmane Semmar, Director of State Owned Enterprises and Privatization within the Ministry of Economy and Finance.**

Mr. SEMMAR is the Director of State Owned Enterprises and Privatization in the Ministry of Economy and Finance since 2016. He has 32 years of career in the Ministry where he started as a financial controller of State Owned Enterprises (SOEs), before taking up leadership positions within the "public undertakings and privatization Unit", "studies Unit", "Programming and Restructuring Division" and "Assistant director responsible for studies and information system".

Mr. Semmar is also a member and/or a representative of the State in several SOEs Boards and also a chairman in many SOEs committees. Besides, he is also a member of the National Commission of Corporate Governance, the Chairman of the Inter-ministerial Commission of Public-Private Partnership and the Chairman of the Permanent Committee of the National Accounting Council.



### **Nicholas Livingston, Consultant**

Nick Livingston brings demonstrable international experience in the field of the public private partnerships (PPPs) and private sector participation (PSP), having undertaken some 35 PPP-related advisory assignments in the LAC and MENA regions over the last 10 years.



### **Godfrey Mutizwa CNBC Anchor**

Godfrey Mutizwa is a freelance writer based in Johannesburg. He has covered African affairs for the past 30 years across the print and broadcast media working for both regional and international media. Previously, he was chief editor of CNBC Africa and before that spent a decade at Bloomberg News and Reuters. He currently presents Beyond Markets on CNBC Africa, a business intelligence show focused on the African business environment and African development issues.



### **Mr. Anas Doukkali, Minister of Health, Morocco**

Born in April 04, 1973 in Rabat, he holds a Ph.D. in Physics-Chemistry from the Faculty of Sciences of Rabat. The father of two began his political career in 2003, serving as a member of the Agdal-Riad Council. He was re-elected in 2009. In 2007, he became chairman of the PPS Committee on Urban Planning and Environment at the Agdal-Riad district council and served in office until 2009, during which he became member of the Prefectural Council of Rabat and member of the board of directors at the Ibn Sina Hospital Centre.



### **Mr. Saïd Amzazi, Minister of National Education, Higher Education and Scientific Research**

Mr. Saïd Amzazi was appointed on January 22, 2018 as a Minister of National Education, Vocational Training, Higher Education and Scientific Research. Mr. Amzazi was born on April 11, 1965. He holds a Doctorate of Sciences Biology, specialising in Immunology - Molecular Biology. He also obtained a Ph.D. in Biology from the Cadi Ayad University of Marrakech in 1992. Dr. Amzazi previously held the position of President of Mohammed V University of Rabat since January 2015.



### **Mr. Mohamed El Kettani, the CEO of Attijari Wafa Bank**

Mr. Mohamed Kettani is Chairman at Attijariwafa Bank, Attijari Finances Corp., Attijari International Bank, BCM Corp., CAPRI (Morocco), Casa Madrid Développement, Dar Ad-Damane, Fondation Actua, Fondation AWB, Omnium de Gestion Marocain SA, Regional Gestion, Wafa Corp., and Attijariwafa Bank; and Vice President at Caisse Interprofessionnelle Marocaine de Retraites. He also served on the board at Société Nationale d'Investissement. Mr. Kettani received his undergraduate degree from Ecole Nationale Supérieure de Techniques Avancées.

# PUBLIC PRIVATE PARTNERSHIP CASE STUDIES







## OCP Jorf Lasfar Port Expansion Project

IsDB helped fund the expansion and rehabilitation of the Jorf Lasfar Port project for OCP in Morocco, which bank approved US\$150 million financing for.

The project aims at upgrading the industrial port of Jorf Lasfar, enabling it to sustain the increased transport activities that are expected to follow the production increase in the future, and transfer of phosphate export. Each year, more than 23 million tons of ore are mined out of the Moroccan subsoil, which contains around one third of the world's economically exploitable reserves.

The project was completed end of September 2017 and already it is had several important and significant development impacts for the country. Total shipments of the port have almost doubled after the rehabilitation and extension works, jumping **from 10 million tons for year 2015 (before the project began) to about 17.6 million tons at end of 2018**, while the number of ships charging / discharging from the port increased from 571 to 686 vessels for the same years. Total direct jobs created by the project reached more than **200 staff as of January 2019**.



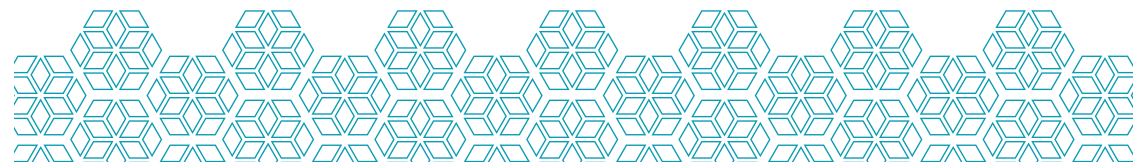




## Hajj Terminal, Jeddah

The number of pilgrims travelling to Makkah for the Hajj has risen dramatically over the past ten years, from about 2 million in 2002 to over 3 million a decade later. But such a large volume of traffic over a short period of time places an enormous strain on the infrastructure of Saudi Arabia, particularly on the airport facilities at Jeddah – the largest port on the Red Sea and the second-largest city in Saudi Arabia after the capital, Riyadh.

The Islamic Development Bank (IsDB) was one of the organizations involved in a public–private partnership to upgrade the Hajj terminal at Jeddah airport that was both forward looking and large scale. Completed in 2011, the new terminal has greatly improved facilities, making for a much better experience for pilgrims.





## Ma'aden Phosphoric Fertilizer Complex Project in the Kingdom of Saudi Arabia

The Kingdom of Saudi Arabia's rock phosphate deposits are estimated at 960 million tonnes – the 11th largest reserves in the world. With some financial input from the Islamic Development Bank (IsDB), the country set about developing these natural resources – and in doing so, diversifying the country's export economy – through the Ma'aden Phosphate Fertilizer Complex project.

Under this, the Saudi Arabian Mining Company, Ma'aden, was given the responsibility to extract and process the phosphate. It successfully established a phosphate fertilizer industry, simultaneously providing a national income stream outside of the oil sector and establishing new centres of economic activity in Al-Jalamid and Arar in the north of the country, and Ras Al-Khair on the east coast. Saudi phosphate fertilizers are now exported all over the world, supporting both the national economy and global food production.

**600 students**  
– capacity of Saudi Mining Polytechnic

**54 graduates**  
in first year (2012) of MPC's Professional Development Program

**11.6 million**  
tonnes phosphate ore mined per year

**5 million**  
tonnes phosphate ore processed per year (target average)

**5 major plants**  
built and operational, plus ancillary plants for power and water, in Al- Jalamid and Ras Al-Khair

**1,000 Saudi**  
employees out of a total of about 1,500 staff (MPC, 2017)

**400,000**  
tonnes surplus ammonia produced per year

**3 million**  
tonnes DAP produced per year (expected full capacity)

**US\$100million**  
IsDB contribution to the project

**US\$5.5 billion**  
total project cost

**128 contracts**  
with local suppliers for skills and equipment

**54.5%**  
cost saving per tonne to transport processed ore by rail rather than by road



## Hydropower Project in Northern Pakistan.

The Khwar Hydropower Project, one of 12 energy projects in Pakistan that the Islamic Development Bank (IsDB) is supporting, comprises three electricity-generating plants in Khyber Pakhtunkhwa Province in north-western Pakistan. These have been supplying electricity since the project was completed in 2014, helping to satisfy Pakistan's growing demand for energy and providing 1.6 million people with a reliable source of 'clean' electricity. This in turn is helping to drive the country's economic growth – which is dependent on a reliable power supply.



**US\$632 million**  
– total cost of the project

**US\$141 million**  
– contribution from IsDB

**4.5%**  
– contribution to  
Pakistan's installed  
hydroelectric capacity

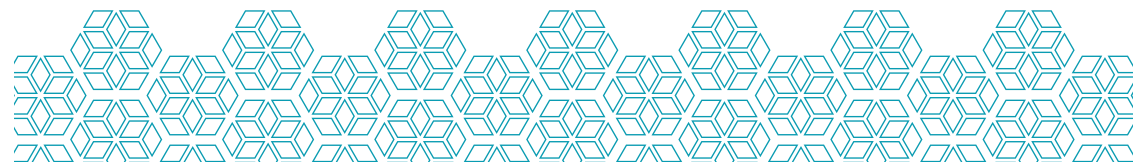
**1.3%**  
– contribution to Pakistan's  
total electricity generation  
capacity, which was 24,906  
MW in 2015

**323 MW**  
– combined capacity of the  
three plants

**1,364 GWh**  
– combined average  
annual output

**1.6 million**  
people benefitting from  
this new capacity

**200**  
permanent jobs  
created by the project



# SPONSORS AND PARTNERS



ASMA Capital is an asset management firm licensed and regulated by the Central Bank of Bahrain and is the manager of the IsDB Infrastructure Fund II ("IsDB Fund II").

The IsDB Fund II is an infrastructure platform with an emerging markets focus across the Middle East, Asia, CIS and Africa.

The IsDB Fund II seeks to invest in Power & Energy, Transportation & Logistics, Telecom Infrastructure, Water & Waste and Social Infrastructure (Education and Healthcare).

The IsDB Fund II has US\$750million of committed capital from investors.



The Islamic Corporation for the Development of the Private Sector (ICD) is a multilateral development financial institution and is part of the Islamic Development Bank (IsDB) Group.

ICD was established in November 1999 to support the economic development of its member countries through the provision of finance for private sector projects, promoting competition and entrepreneurship, providing advisory services to the governments and private companies and encouraging cross border investments.

ICD has an authorized capital of \$4 billion. Currently, the shareholders of ICD are the IsDB, 54 Islamic countries and five public financial institutions.



The Arab Bank for Economic Development in Africa (BADEA) was established pursuant to the resolution of the 6th Arab Summit Conference at Algiers (28th November 1973). The Bank began operations in March 1975.

BADEA is a financial institution owned by eighteen Arab countries members of the League of Arab States (LAS) which signed its Establishing Agreement in 18th February 1974. The Bank is an independent International Institution enjoying full international legal status and complete autonomy in administrative and financial matters. It is governed by the provisions of its Establishing Agreement and the principles of international law.



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## KEY



*CLEAN WATER*



*HEALTH*



*INFRASTRUCTURE*



*RENEWABLE ENERGY*



*TRANSPORT*



## NOTES



NOTES



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