POST EVENT REPORT

9TH SESSION OF THE UNECE WORKING PARTY ON PUBLIC-PRIVATE PARTNERSHIPS (WP-PPP)

Palais des Nations, Geneva, Switzerland

Event Dates: 24–25 November 2025

Advancing Sindh's PPP Readiness on a Global Governance Platform



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1. EXECUTIVE SUMMARY

The Ninth Session of the Working Party on Public-Private Partnerships convened at the Palais des Nations in Geneva with participation from policymakers, PPP regulators, development institutions, industry leaders, and government representatives from over seventy countries. The Sindh Economic Zones Management Company (SEZMC), as part of the Government of Sindh's delegation, participated to strengthen its understanding of global PPP frameworks, sustainable infrastructure development, and People-First PPP standards aligned with the United Nations Sustainable Development Goals (SDGs).

The delegation, led by Syed Qassim Naveed Qamar, Abdul Azeem Uqaili and Hammad Shams, engaged in structured sessions, bilateral meetings, and thematic discussions that focused on improving PPP governance, institutional capacity, and industrial PPP readiness. Participation provided exposure to global best practices in project structuring, blended financing, AI-enabled evaluation, and sustainable infrastructure development. Key benefits included insights into innovative financing models, access to UNECE PPP tools and methodologies, opportunities for cross-border collaboration, and strengthened relationships with international PPP centers of excellence.

The visit enhanced SEZMC's institutional positioning as a facilitator of large-scale industrial development in Sindh, particularly for PPP-enabled industrial projects. It provided actionable guidance on governance frameworks, risk management, sustainable financing mechanisms, and People-First project design, thereby directly supporting Sindh's long-term industrial transformation agenda.

2. INTRODUCTION



The Working Party on Public-Private Partnerships under UNECE serves as a premier intergovernmental platform focused on advancing sustainable, inclusive, and high-impact PPPs globally. By establishing international standards, providing evaluation tools, issuing guidelines, and conducting capacity-building programs, WP-PPP supports governments in strengthening PPP governance, institutional readiness, and project delivery across key sectors, including infrastructure, industrial development, transport, energy, water, healthcare, and digital transformation.

The Ninth Session, held on 24–25 November 2025, concentrated on advancing People-First PPPs, an approach that emphasizes social value creation, climate resilience, stakeholder inclusivity, and long-term sustainability. The session included technical presentations, policy discussions, country case studies, and dialogues on developing regulatory frameworks that ensure equitable and impactful project outcomes. SEZMC's participation aligned with Sindh's strategy to implement structured PPP models for industrial growth, improve operational efficiency within existing zones, and integrate international best practices in risk management, investor facilitation, and governance. Attendance also increased Sindh's visibility on an international platform, highlighting the province's commitment to private-sector-led industrial transformation.

Timetable of Activities

Monday 24 November

15:00 – 18:00 **Working Party on Public-Private Partnerships**
Session | **Location:** Palais des Nations, A/3-7 - A-3-7 - Room VII

15:00 – 18:00 **Working Party on Public-Private Partnerships**
Session | **Location:** Palais des Nations, A/3-7 - A-3-7 - Room VII

Tuesday 25 November

10:00 – 13:00 **Working Party on Public-Private Partnerships**
Session | **Location:** Palais des Nations, A/3-7 - A-3-7 - Room VII

11:00 – 13:00 **Working Party on Public-Private Partnerships**
Session | **Location:** Palais des Nations, A/3-7 - A-3-7 - Room VII

15:00 – 18:00 **Working Party on Public-Private Partnerships**
Session | **Location:** Palais des Nations, A/3-7 - A-3-7 - Room VII

15:00 – 18:00 **Working Party on Public-Private Partnerships**
Session | **Location:** Palais des Nations, A/3-7 - A-3-7 - Room VII

3. DELEGATION OVERVIEW

The SEZMC delegation comprised senior officials with complementary expertise to maximize the impact of participation. Syed Qassim Naveed Qamar provided strategic leadership and policy guidance, representing Sindh in high-level discussions. Abdul Azeem Uqaili contributed technical and institutional insight, evaluating the applicability of global PPP frameworks for Sindh's industrial development objectives. Hammad Shams managed documentation, communication, and knowledge capture, ensuring that all insights and engagements were systematically recorded for institutional adaptation. This combination of strategic, technical, and communications expertise enabled SEZMC to fully leverage the forum's learning opportunities.





4. OBJECTIVES OF PARTICIPATION

The SEZMC delegation attended the Ninth Session of the UNECE Working Party on Public-Private Partnerships with well-defined objectives aimed at strengthening Sindh's institutional, strategic, and operational capacity in the domain of public-private partnerships. The objectives were as follows:



Deepening Institutional Knowledge of Global PPP Frameworks: To gain a comprehensive understanding of international PPP standards, best practices, and methodologies, with a particular focus on People-First PPP principles that emphasize social impact, climate resilience, stakeholder inclusivity, and long-term sustainability. This knowledge would enable SEZMC to design and implement projects that are aligned with global benchmarks and UN Sustainable Development Goals.

Strengthening Sindh's Capacity for PPP Implementation and Governance: To acquire insights into effective project preparation, risk assessment, monitoring, and governance structures adopted by leading international institutions. This objective aims to enhance SEZMC's internal processes for project evaluation, financial planning, and institutional coordination, ensuring that PPP initiatives are both operationally robust and socially responsible.

Establishing Strategic Networks and Partnerships: To engage with international PPP regulators, multilateral development institutions, and private-sector experts. Building these relationships facilitates access to technical assistance, capacity-building opportunities, advisory support, and potential collaborative partnerships for future industrial and infrastructure projects in Sindh.

Benchmarking Provincial Practices Against Global Standards: To evaluate Sindh's current PPP frameworks and policies in comparison to international practices, identify gaps and areas for improvement, and adapt global lessons to the local context. This enables informed decision-making, enhanced regulatory alignment, and improved project outcomes within the province.

Enhancing Sindh's Visibility in International PPP Discourse: To position Sindh and SEZMC on the global PPP map by showcasing ongoing initiatives, commitment to sustainable industrial development, and openness to international collaboration. Participation strengthens Sindh's reputation as a credible and investor-friendly region for large-scale industrial and infrastructure projects.

Supporting SEZMC's Mandate for Sustainable Industrial Development: To directly support SEZMC's overarching mandate of facilitating sustainable, socially inclusive, and investor-friendly industrial development in Sindh. Insights gained from the forum are intended to guide strategic planning, project design, and policy formulation, ensuring that SEZMC-led initiatives are globally aligned, financially sound, and socially impactful.

5. FORUM OVERVIEW

The Ninth Session of WP-PPP combined policy dialogue, technical learning, capacity-building, and networking. It included high-level discussions, technical presentations on financing and risk allocation, panel sessions on inclusive and climate-resilient PPPs, and workshops introducing UNECE's assessment and evaluation tools. Delegations from over seventy countries shared experiences and case studies. Bilateral meetings enabled SEZMC to engage directly with global stakeholders, while participants gained access to UNECE publications, evaluation templates, and sustainable PPP frameworks.

The Ninth Session of the Working Party on Public-Private Partnerships brought together more than seventy national delegations, UN regional bodies, international financial institutions, private-sector experts, and civil society organizations. This session formed part of UNECE's continued efforts to advance People-First PPPs by introducing upgraded governance tools, assessment criteria, and policy recommendations tailored to emerging economies.

The forum placed special emphasis on digital innovation in PPPs, the integration of AI in project evaluation, the growing role of blended finance, and the need for climate-aligned investment frameworks. Delegates explored the application of the People-First PPP Evaluation Methodology, a comprehensive tool for measuring sustainability, resilience, inclusivity, and social value throughout the project lifecycle.

A major highlight of the event was the presentation of UNECE's updated PPP Readiness Assessment Framework, enabling governments to evaluate institutional capacity, regulatory maturity, risk management structures, and investor engagement processes. This framework is directly relevant to SEZMC and the Government of Sindh as they expand their PPP pipeline for industrial parks, SEZ infrastructure, logistics corridors, and energy-efficient industrial systems.



The forum also included knowledge sessions on sustainable procurement, climate finance, shadow bidding, long-term risk allocation, and integrated reporting frameworks. These sessions provided insight into contemporary PPP challenges and opportunities, helping regions like Sindh benchmark themselves against high-performing global PPP markets.





6. UN TOOLS AND FRAMEWORKS

The Ninth Session of the UNECE Working Party on Public-Private Partnerships (WP-PPP) reviewed the impact of UNECE's existing normative tools, standards, and capacity-building frameworks that guide governments in developing sustainable, inclusive, and well-governed PPP projects. These frameworks form part of UNECE's broader mandate to support PPPs that contribute to the 2030 Agenda for Sustainable Development and ensure that public infrastructure delivers measurable social and environmental value.

The session, held at the Palais des Nations, Geneva, on 24–25 November 2025, brought together policymakers, PPP regulators, development institutions, industry leaders, and government representatives from over seventy countries. The official session documents and related UNECE policy papers provide guidance on global PPP frameworks, People-First

PPPs for the SDGs Approach: A flagship UNECE framework emphasizing PPPs that advance five desirable outcomes: equitable access, economic effectiveness, environmental sustainability, replicability, and strong stakeholder engagement. This approach ensures PPPs deliver people- and planet-centered results consistent with the SDGs.

UNECE PPP and Infrastructure Evaluation and Rating System (PIERS): A structured self-assessment tool used internationally to evaluate how infrastructure and PPP projects align with SDG principles. PIERS provides governments with quantitative and qualitative indicators to assess inclusivity, sustainability, resilience, and long-term value creation.

Standard PPP/Concession Legal Framework in Support of the SDGs: A comprehensive legal reference published by UNECE that guides governments in drafting PPP contracts, defining institutional roles, structuring procurement procedures, and ensuring PPP agreements embed sustainability, transparency, and accountability.

UNECE PPP Normative Guidance and Knowledge Resources: This includes sector-specific PPP standards, implementation guidelines, case studies, performance monitoring templates, and best-practice recommendations available through UNECE's PPP Knowledge Platform. These resources support government institutions in improving project governance, risk management, and evaluation of PPPs.

Policy Papers and Session Documentation: The official WP-PPP session documentation, including the Annotated Provisional Agenda for the Ninth Session and associated UNECE policy papers, serve as practical references for policymakers and institutions such as SEZMC. These resources provide guidance on aligning PPP strategies with international best practices and SDG-oriented project development.

Collectively, these frameworks provide significant relevance for SEZMC as it strengthens its PPP strategy for industrial development. The tools support improved project screening, transparent feasibility evaluation, and alignment of Sindh's industrial PPPs with global sustainability standards and investor expectations. Integrating these frameworks into SEZMC's workflow will enhance institutional capacity and reinforce Sindh's position within the international PPP community.

United Nations ECE/CECI/WP/PPP/2025/1

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Economic Commission for Europe

Committee on Innovation, Competitiveness and Public-Private Partnerships

Working Party on Public-Private Partnerships

Ninth session
Geneva, 24 – 25 November 2025
Item 1 of the provisional agenda
Adoption of the agenda

Annotated provisional agenda for the ninth session

To be held at the Palais des Nations, Geneva, starting at 15.00 on 24 November 2025.*

I. Provisional agenda[1]

1. Adoption of the agenda.
2. Policy discussion: Implementing Public-Private Partnerships and resilient infrastructure for a sustainable future.
3. Review of the work since the eighth session of the Working Party on Public-Private Partnerships on 25 – 26 November 2024.
4. Implementation plan for 2025 – 2026.
5. Rules of Procedure.
6. Election of officers.
7. Other business.
8. Modalities for the adoption of the report of the ninth session.

* Delegates attending meetings at the Palais des Nations should register online and complete an electronic registration form available at https://www.unece.org/ppp/wpppp9.html. Prior to the session, delegates (with the exception of delegates from the Geneva-based Missions) are requested to present themselves with a valid identification card/passport at the Pass and Identification Unit of the UNOG Security and Safety Section, located at the Pregny Gate, Avenue de la Paix 8-14, for the issuance of an identification badge. Additional information for delegates is available at: https://www.ungeneva.org/en/about/practical-information.

[1] In line with the request by UNOG to reduce the length of meetings in 2025 due to the UN liquidity crisis and considering the high regular staff vacancies in the Cooperation and Partnerships Section servicing the Working Party, the Bureau decided to reduce the ninth session by half-a-day for a total of three 3-hour sessions.

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II. Annotations to the provisional agenda

Item 1. Adoption of the agenda

Title of document	*Document symbol*	*For information/decision*
Annotated provisional agenda	ECE/CECI/WP/PPP/2025/1	Decision

1. The Working Party will adopt the agenda of its ninth session.

Item 2. Policy discussion: Implementing Public-Private Partnerships and resilient infrastructure for a sustainable future

2. Under this agenda item, member States will have the opportunity to explore how Public-Private Partnerships (PPPs) and resilient infrastructure can contribute to a sustainable future. More concretely, the policy discussion will explore best practices and strategies for integrating resilience and mobilizing sustainable and innovative finance, while leveraging artificial intelligence (AI) in PPP and infrastructure projects.

3. The policy discussion also contributes to the cross-cutting theme of the 71st session of the Economic Commission for Europe (ECE) in April 2025, and it will be structured in separate panels,[2] as well as the first Meeting for Government Delegates, as follows:

A. Panel 1: Scaling up sustainable and innovative finance for Public-Private Partnerships and infrastructure projects

4. Mobilizing sustainable and innovative finance is critical to bridging the infrastructure investment gap and advancing the Sustainable Development Goals (SDGs) through PPPs. A starting point in the discussions will be the UN Sevilla Commitment adopted in July 2025 at the Fourth International Conference on Financing for Development, which reaffirms the importance of well-designed PPPs as a key instrument to promote foreign direct investment (FDI). The session will highlight the key factors and explore strategies to attract sustainable finance in PPPs and infrastructure projects, including blended finance, green bonds, impact investment, and other innovative financing tools.[3]

B. Panel 2: Harnessing the potential of artificial intelligence (AI) in Public-Private Partnerships and infrastructure projects

5. AI offers transformative potential for enhancing the identification, implementation, and impact of PPPs and infrastructure projects, but it also presents challenges and risks. The panel will explore how AI can: assist in data collection; improve decision-making in the identification, planning and operational phases of projects; facilitate better communication and engagement with stakeholders; develop more efficient financial models, such as blended

[2] The policy discussion might be supplemented by other topics within the Working Party's mandate.
[3] The ECE Guidelines on the state of PPP and infrastructure finance midway to 2030 (ECE/CECI/WP/PPP/2024/6), endorsed by the Working Party in 2024 and approved by the Committee on Innovation, Competitiveness and Public-Private Partnerships in 2025, include a detailed toolbox of sustainable finance instruments, some of which will be further elaborated and presented during the panel.

finance; enhance the procurement process of infrastructure assets, and assist in monitoring and reporting.[4]

C. Panel 3: Promoting fiscal sustainability and tariff affordability in Public-Private Partnerships and infrastructure projects

6. Fiscal sustainability and tariff affordability are fundamental elements for governments to consider in all PPP projects. The panel will explore strategies and tools to ensure the fiscal sustainability of PPP projects, and for tariffs to be and remain affordable to users and taxpayers throughout the identification, development, and implementation phases of projects.[5]

D. First Meeting for Government Delegates only: Opportunities and challenges in advancing national Public-Private Partnerships programmes

7. The first Meeting for Government Delegates only[6] will serve as a platform for sharing experiences, progress, and challenges in implementing national PPP programmes across the ECE region and beyond. The Meeting will foster peer-to-peer learning and facilitate the exchange of best practices, while also identifying capacity-building needs to support the development of sustainable and resilient PPPs and infrastructure projects.

8. The detailed programme of the policy discussion and the first Meeting for Government Delegates only will be developed in consultation with the Bureau and will be made available to participants on the ECE website.[7]

Item 3. Review of the work since the eighth session of the Working Party on Public-Private Partnerships on 25 – 26 November 2024

Title of document	*Document symbol*	*For information/decision*
Annual summary report of Bureau decisions since the eighth session of the Working Party on Public-Private Partnerships on 25 – 26 November 2024	ECE/CECI/WP/PPP/2025/INF.1	Information
Draft guidelines on promoting gender equality and women empowerment through PPPs for the SDGs	ECE/CECI/WP/PPP/2025/INF.3	Information
Draft guidelines on enhancing stakeholder engagement	ECE/CECI/WP/PPP/2025/INF.4	Information

[4] At its eighth session in November 2024, the Working Party launched a new workstream on AI-enhanced PPPs (see Decision 2024 – 5.2(3)(ii) in document ECE/CECI/WP/PPP/2024/2). Policy Briefs on the topic are being developed under the auspices of the secretariat.
[5] At its eighth session in November 2024, the Working Party launched a new workstream on enhancing fiscal sustainability and affordability in PPPs for the SDGs (see Decision 2024 – 5.2(3)(i) in document ECE/CECI/WP/PPP/2024/2). A practical guide on the topic is under preparation.
[6] A closed meeting for Government Delegates.
[7] The programme will be available at: https://unece.org/ppp/wpppp9.

Title of document	*Document symbol*	*For information/decision*
throughout the PPP project lifecycle in support of the SDGs		
Draft guidelines on promoting climate resilient PPP and infrastructure projects in support of the SDGs	ECE/CECI/WP/PPP/2025/INF.5	Information
Draft standard supporting the use of off-grid rural electrification renewable energy and energy efficient PPP solutions	ECE/CECI/WP/PPP/2025/INF.6	Information

9. The Working Party will review the PPP work since its last session on 25 – 26 November 2024 on:

(a) Policy documents: International PPP standards, guidelines, guiding principles, declarations, training material, and recommendations; and

(b) Implementation: Capacity-building activities and policy advisory services.

A. Policy documents: International Public-Private Partnerships standards, guidelines, guiding principles, declarations, training material, and recommendations

10. The following documents are being presented for information:[8]

(a) Draft guidelines on promoting gender equality and women empowerment through PPPs for the SDGs (ECE/CECI/WP/PPP/2025/INF.3);

(b) Draft guidelines on enhancing stakeholder engagement throughout the PPP project lifecycle in support of the SDGs (ECE/CECI/WP/PPP/2025/INF.4);

(c) Draft guidelines on promoting climate resilient PPP and infrastructure projects in support of the SDGs (ECE/CECI/WP/PPP/2025/INF.5); and;

(d) Draft standard supporting the use of off-grid rural electrification renewable energy and energy efficient PPP solutions (ECE/CECI/WP/PPP/2025/INF.6).

11. Drafting teams developing the above-mentioned documents paid particular attention to the rights of vulnerable people by adopting, where possible, a human-rights based approach to PPPs and infrastructure.

12. The Working Party will receive a progress report on the draft PPP standards, best practice guides and policy briefs at various stages of preparation and on the use of existing PPP standards, tools, and best practice guides.

[8] Taking note of UNOG's decision to reduce the number of documents in light of the liquidity crisis and the high staff vacancy rate in the Cooperation and Partnerships Section, the Bureau decided to prioritise the revised Rules of Procedure for issuing as an official document (discussed under agenda item 5) over other normative documents. A number of draft normative documents at various stages of development are submitted for information.

13. In line with Rule 16 of the Rules of Procedure, an annual summary report of the Bureau decisions (ECE/CECI/WP/PPP/2025/INF.1) will be submitted to and presented at the Working Party for information.

B. Implementation: Capacity-building activities and policy advisory services

14. The Working Party will review the impact of capacity-building activities and the policy advisory services undertaken since the last session, noting the challenges arising, given the UN's ongoing liquidity crisis.

15. The Working Party will also have the opportunity to take stock of past PPP activities, discuss effective means for the promotion and dissemination of this work, and review, as appropriate, the evaluation undertaken by the UN Office of Internal Oversight Services (OIOS) in 2022, including recommendation 2 on the development of a division-wide integrated strategic plan covering subprogrammes 4 and 6.

Item 4. Implementation plan for 2025 – 2026

Title of document	*Document symbol*	*For information/decision*
Report of the Working Party on Public-Private Partnerships on its eighth session	ECE/CECI/WP/PPP/2024/2	Information
Intersessional Implementation Plan for 2025 – 2026	ECE/CECI/2025/2, Annex I	Information
Proposals for future work on PPP policy documents	ECE/CECI/WP/PPP/2025/INF.2	Decision

16. The Working Party will discuss proposals for work to be undertaken in the remainder of 2025 and in 2026 in accordance with the Intersessional Implementation Plan for 2025 – 2026 approved by the Committee on Innovation, Competitiveness and Public-Private Partnerships (ECE/CECI/2025/2, Annex I).[9]

17. The Working Party will decide on the venue of the 10th edition of the UNECE International PPP Forum to be held in May 2026.[10]

18. Building on the document on future work prepared and presented by the Bureau at the last session (ECE/CECI/WP/PPP/2024/INF.2), the Working Party will have the opportunity

[9] In particular, paragraph 11: "The work on PPPs focuses on supporting ECE member States closing the SDG financing gap through sustainable PPPs and infrastructure finance in support of the UN 2030 Agenda on Sustainable Development. Activities include the development of normative tools, such as good practices, policy recommendations, guidelines and standards, demand-driven capacity-building activities and policy advisory services, policy dialogue and peer learning, and analytical work on the mobilization of financing for PPPs and infrastructure in the ECE region. The ECE Guiding Principles on PPPs for the SDGs and the various policy documents adopted by the Committee, including the PIERS methodology, provide the normative basis for the work on PPPs."

[10] The Committee on Innovation Competitiveness and Public-Private Partnerships decided to hold the 10th edition of the UNECE International PPP Forum in May 2026. In addition, recognizing the growing interest of ECE member States in hosting the annual editions of the PPP Forum, the Committee decided to maintain a geographical balance in the hosting of the Forum within the ECE region, subject to the interest expressed by ECE member States (Decision 2025 – 4b.4, ECE/CECI/2025/2).

Item 7. Other business

Dates of the next session

27. The secretariat proposes that the tenth session of the Working Party takes place in Geneva in the last quarter of 2026, subject to conference room availability at the Palais des Nations. The Working Party will decide on the dates of the next session.

Item 8. Modalities for the adoption of the report of the ninth session

28. After the conclusion of the session, the secretariat will prepare a draft report and distribute it to the Permanent Representatives in Geneva and the Bureau for subsequent approval by silence procedure in accordance with Rule 21 of the Rules of Procedure.

III. Tentative timetable

Time	*Agenda Item*
Monday, 24 November 2025	
15:00-18:00	Item 1. Adoption of the agenda
	Item 2. Policy discussion: Implementing Public-Private Partnerships and resilient infrastructure for a sustainable future
Tuesday, 25 November 2025	
10:00-13:00	Item 2. Policy discussion (continued)
13:00-15:00	Lunch break
15:00-18:00	Item 3. Review of the work since the eighth session of the Working Party on Public-Private Partnerships on 25 – 26 November 2024
	Item 4. Implementation plan for 2025 – 2026
	Item 5. Rules of Procedure
	Item 6. Election of officers
	Item 7. Other business
	Item 8. Modalities for the adoption of the report of the ninth session

Countries That Participated in the Ninth UNECE WP-PPP Session

Region	Countries
Europe	Albania, Armenia, Austria, Azerbaijan, Belarus, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Greece, Hungary, Iceland, Ireland, Italy, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Malta, Moldova, Montenegro, Netherlands, North Macedonia, Norway, Poland, Portugal, Romania, Russian Federation, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Türkiye, Ukraine, United Kingdom
Asia / South & Central Asia	Pakistan, Uzbekistan, Kazakhstan, Kyrgyzstan, Tajikistan, rkmenistan
Americas	United States, Canada, Brazil
Africa	South Africa, Senegal, Uganda, Zambia, Kenya, Cameroon, Malawi
Middle East / Other	Israel, Jordan, Lebanon

7. SESSION SUMMARIES



7.1 DAY ONE (24 NOVEMBER 2025)

Panel 1: Innovations in Blended Funding and Institutional Strengthening

The panel highlighted the transition from traditional PPP models to blended and hybrid financing mechanisms, combining public funds, private capital, and development finance instruments. M.I.D. Newzie from Serbia presented a case study on institutional capacity-building and introduced a Blended Funding Curriculum for government PPP units in emerging economies. Emphasis was placed on establishing dedicated PPP Private Sector Desks for investor facilitation, transaction advisory.

The session underscored the significance of integrated AI-supported PPP data platforms, enabling structured project pipelines, measurable outcomes, and alignment with fiscal responsibility. The principle of approving only what can be measured was emphasized, highlighting the importance of accurate data, updated financial models, and transparent reporting. References were made to past infrastructure platforms and the PIERS model, alongside cross-financial market instruments to support large-scale development. The panel concluded that simple PPP models are increasingly outdated, and innovation-driven approaches including AI are essential.

Panel 2: Harnessing Artificial Intelligence in PPP Project Delivery

Experts presented the MNOV model, integrating AI into project selection, design, risk allocation, and monitoring. AI was shown to improve predictability, risk mitigation, transparency, and continuous monitoring. Discussions highlighted AI's role in smart feasibility modeling, supporting green infrastructure, and forecasting long-term fiscal implications. AI-enabled systems were recommended as standard analytical tools for emerging economies where data gaps and resource constraints often impede decision-making.

UNECE Five Quality Principles for People-First PPPs:

1. Purpose & Need: Projects must address real societal needs.
2. Planning & Delivery**:** Robust planning and disciplined implementation are required.
3. Cohesive Operational Models: Integration across institutions and financing bodies is essential.
4. Thought Process & Documentation: Strategic clarity, evidence-based planning, and transparent risk allocation are critical.
5. Output & Impact: Evaluation must focus on social impact, climate resilience, and long-term value creation.

Financing and Risk Insights

Discussions emphasized predictable financing, risk mitigation, and de-risked loans for emerging economies. The role of green technology, sustainability-linked financing, and climate-aligned instruments was highlighted. Topics included sovereign debt, affordability thresholds, tight budgets, and long-term obligations. The PEARs initiative, covering over 280 projects, illustrated the importance of integrated planning and active monitoring.

Feasibility and Governance

Sessions emphasized proper budgeting, avoidance of hidden liabilities, compliance with public law, and transparent feasibility assessments. Risk management, conflict resolution, and continuous monitoring were identified as essential for successful project delivery.

Key Policy Question for Pakistan

Provincial and federal governments were advised to consider: clear mandates, institutional roles, regulatory support for renewable energy, expert inclusion, transparent risk allocation, and sustainability-focused feasibility studies. These insights directly support Sindh's PPP strategy.

7.2 DAY TWO (25 NOVEMBER 2025)

Day Two focused on funding, feasibility, risk management, and governance for People-First PPPs, particularly for emerging economies. Key discussions included:

- **Funding Context:** Predictable financing as a tool for risk mitigation, integration of green technologies, active monitoring, and transparency.
- **Feasibility:** Proper budgeting, avoidance of hidden liabilities, and alignment with national policy frameworks.
- **Relevance:** Debt sustainability, public law compliance, and fiscal prioritization.
- **Risk Value:** Continuous monitoring, conflict management, and conventional financing integration.
- **Key Policy Consideration:** Governments should ensure clear mandates, expert inclusion, and regulatory support for renewable energy and sustainable infrastructure.

Discussions highlighted structured financial planning, sustainability-linked financing, and integration of green technologies. Decision-making frameworks emphasized thorough review, evidence-based feasibility, and alignment with long-term social and fiscal objectives.

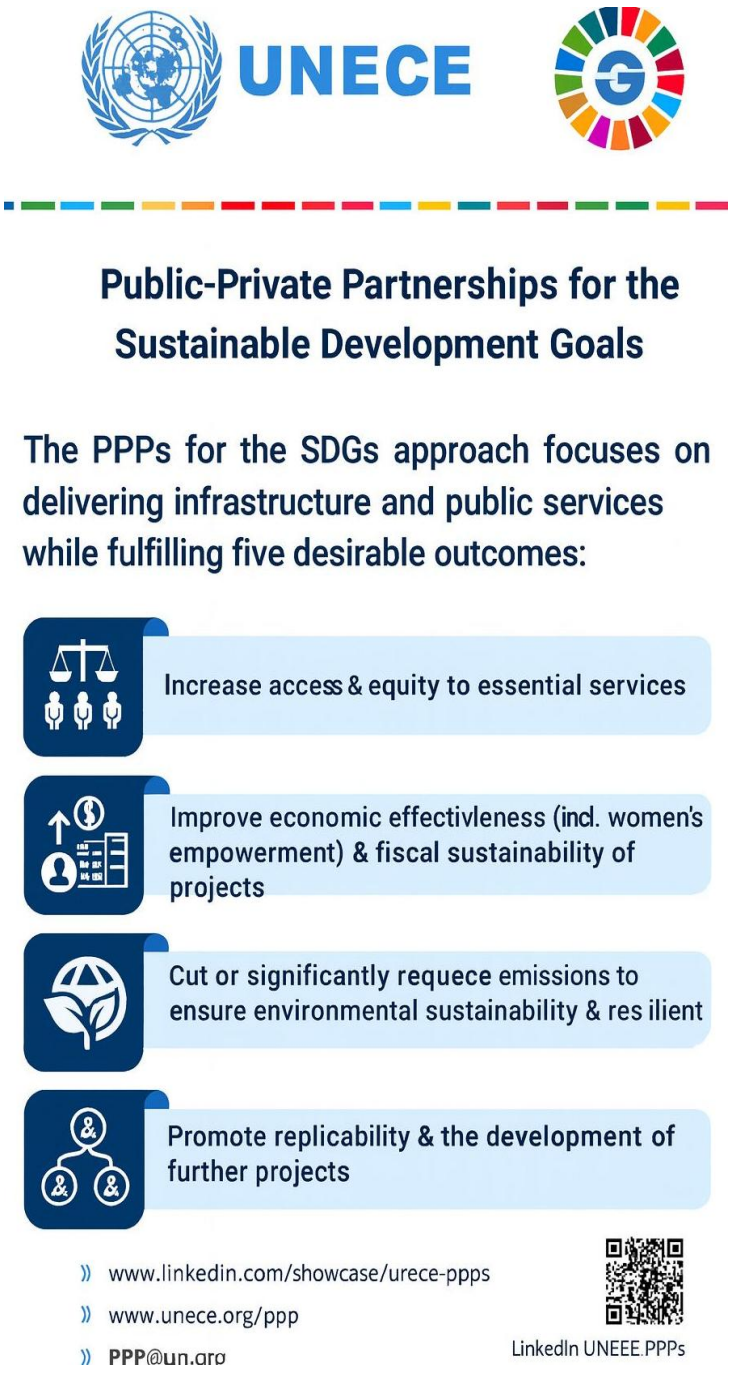
8. STRATEGIC SIGNIFICANCE OF SEZMC'S PARTICIPATION

SEZMC's participation advanced Sindh's industrial transformation agenda, strengthened institutional capacity, and enhanced PPP-based development frameworks. Engagement with global PPP experts, multilateral institutions, and policymakers enabled Sindh to position itself within international PPP discourse. Insights on blended financing, AI-based evaluation, People-First PPP criteria, governance frameworks, data platforms, predictable budgeting, and sustainability-linked financing will inform SEZMC's policies, regulatory updates, and operational planning. The forum strengthened linkages with UNECE PPP Centers of Excellence and created opportunities for technical assistance, training, and advisory support. The session also served as a strategic platform for positioning SEZMC within international PPP networks. Engagement with UNECE's PPP Centres of Excellence opens pathways for technical cooperation, staff training, peer learning programs, and potential joint capacity-building initiatives in Sindh. This will support SEZMC in adopting standardized methodologies for project preparation, impact assessment, contract structuring, and monitoring areas identified as priorities for Sindh's expanding industrial portfolio.



9. GLOBAL PPP INSIGHTS

Global PPP frameworks increasingly prioritize People-First principles, emphasizing social impact, stakeholder inclusion, environmental sustainability, and resilience. Blended funding, viability gap support, de-risked loans, digital transformation, AI integration, and integrated data platforms are central to project lifecycle management. Governance emphasizes transparent procurement, risk allocation, conflict resolution, performance evaluation, and ESG compliance. Capacity-building and technical assistance are critical for institutional readiness, providing direct relevance to Sindh's PPP strategy. Several international case studies presented at the session offered direct lessons for Sindh.



Kazakhstan highlighted its successful use of blended finance and sovereign guarantees to attract long-term industrial investments. Serbia showcased digital PPP monitoring systems that track project performance across ministries. Uzbekistan shared its experience in adopting People-First PPP standards for industrial zones, strengthening social inclusion and environmental compliance. African PPP units discussed the role of green financing and how climate-linked guarantees have supported infrastructure expansion in constrained fiscal environments.

These global insights demonstrated that successful PPP implementation requires a combination of strong regulatory frameworks, capacity development, transparent risk allocation, cross-sector coordination, and integration of technology. For SEZMC, these lessons help inform the design of new industrial projects, support investment facilitation, and strengthen governance structures.

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10. OUTCOMES OF PARTICIPATION

- Enhanced understanding of global PPP standards, financing mechanisms, risk management, and AI-enabled tools.
- Strategic relationships with international regulators, development institutions, and private-sector experts.
- Operational insights on governance, project evaluation, and monitoring.
- Capacity-building through exposure to UNECE tools, frameworks, and methodologies.
- Actionable recommendations to advance Sindh's PPP-based industrial and infrastructure agenda.

11. WAY FORWARD AND RECOMMENDATIONS

- Adopt UNECE assessment, monitoring, and evaluation tools for project readiness, feasibility, social impact, and sustainability.
- Strengthen governance frameworks with transparent procurement, risk allocation, performance-based contracts, and stakeholder engagement.
- Train staff on People-First PPP principles, innovative financing, AI-enabled project management, and ESG compliance.
- Pursue strategic partnerships with multilateral institutions and private-sector experts.
- Integrate sustainability and social-value considerations into all PPP initiatives.
- Establish an internal monitoring and evaluation framework and archive forum materials, contacts, and tools for institutional knowledge.

12. CONCLUSION

Participation in the Ninth Session of the UNECE Working Party on Public-Private Partnerships provided SEZMC with significant institutional, strategic, operational, and capacity-building benefits. The engagement offered a unique opportunity to interact with global policy makers, PPP regulators, international development institutions, and industry leaders, enabling SEZMC to benchmark its practices against international standards and emerging best practices. Adoption of the insights, tools, and frameworks presented during the forum will enhance Sindh's PPP readiness by strengthening governance structures, improving project evaluation and monitoring mechanisms, and integrating People-First principles into all phases of PPP project lifecycle management.

Furthermore, exposure to innovative financing models, blended funding approaches, AI-enabled project assessment tools, and sustainability-linked financial instruments will allow SEZMC to structure projects that are fiscally responsible, socially impactful, and environmentally sustainable. The forum also facilitated the establishment of strategic relationships with multilateral institutions, development partners, and private-sector experts, which can be leveraged for technical assistance, capacity-building initiatives, and international collaboration.

The knowledge gained will directly inform SEZMC's internal policies, operational frameworks, and investor engagement strategies, enabling more effective planning, risk management, and decision-making for industrial and infrastructure projects in Sindh. Overall, participation has reinforced SEZMC's institutional credibility, enhanced Sindh's visibility within the global PPP ecosystem, and provided a strong foundation for advancing sustainable industrial development.

Overall, the Ninth Session reinforced the strategic direction of Sindh's industrial and PPP agenda. The insights gained will support SEZMC in embedding global best practices, strengthening investor confidence, and developing industrial projects that are resilient, socially inclusive, environmentally responsible, and globally competitive. The forum served as a catalyst for institutional advancement and positioned SEZMC to play a leading role in driving sustainable industrial development in Sindh.














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