MOBILIZING PRIVATE CAPITAL:
NATIONAL STRATEGIC DIALOGUE ON PPPS AND PRIVATIZATION AGENDA

4 September 2026

Master of Ceremony: Kiran Tariq, Senior Project Officer, SD3-PSMG

09:00 – 09:30 hrs	**Registration and Welcome Tea**
09:30 – 09:40 hrs	**Official Welcome** Emma Fan, Country Director, Pakistan Resident Mission Asian Development Bank
09:40 – 09:55 hrs	**Opening Remarks** Yingming Yang Vice-President (South, Central, and West Asia) Asian Development Bank
09:55 – 10:15 hrs	**PPP and Privatization Roadmap** Muhammad Ali Adviser to the Prime Minister on Privatization/Chair, Privatization Commission
10:15 – 10:30 hrs	**Keynote Address** Senator Muhammad Aurangzeb Federal Minister for Finance and Revenue
10:30 – 10:45 hrs.	**GROUP PHOTO (all speakers and panelists with the Minister and VP)**
10:45 – 11:00 hrs	**TEA BREAK**
11:00 – 11:15 hrs	**Presentation on PPP Monitor – Introduction and Key Findings** Muhammad Azim Hashimi Director, Office of Market Development and Public–Private Partnership Asian Development Bank
11:15 – 12:15 hrs	**Panel Discussion 1: Federal and Provincial PPP Delivery** **Moderator:** Ali Asgher Khan, Managing Partner, Ali Khan Law Associates **Panelists:** 1. Ayisha Khalid, CEO, Federal PPP Authority

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	2. Assad Zamin, DG, PPP Unit–Government of Sindh 3. Dr. Faisal Ahmad Khan, CEO, PPPA–Government of Balochistan 4. Shahzad Mehboob, CEO, Chief PPP, PPP Unit–Government of Khyber Pakhtunkhwa 5. Dr. Muhammad Zeeshan Hanif, CEO, Punjab PPP Authority, Government of Punjab **Discussion Themes:** • Delivery track record: from approval to financial close • Federal and provincial complementarity • Provincial pipelines and priority sectors • Moving beyond energy: transport, water, health, social infrastructure • Coordination: shared standards and pooled capacity
12:15 – 13:15 hrs	**Panel Discussion 2: Privatization: From State Balance Sheet to Private Ownership** **Transferring ownership and shrinking the sovereign footprint** **Moderator:** Dr. Vaqar Ahmed, Executive Director, Sustainable Policy Development Institute **Panelists:** 1. Zeeshan Hussain, Service Line Leader for Strategy and Transactions in Pakistan, EY 2. Owais Aziz, Partner, Haidermota & Co. (on the legal hurdles, resolution of HR matters, lessons learned etc.) 3. Asad Rasool, Group CEO, PIA Hold Co Ltd. [TBD] 4. Aasia Ishaque Siddique, Parliamentary Secretary, Privatization Division **Discussion themes:** • Benchmarking against comparable peers • Legal and institutional bottlenecks • Fiscal risk and financial reform • Crowding in private capital
13:15 – 14:00 hrs	**Lunch and Networking**
14:00 – 15:00 hrs	**Panel Discussion 3: Pakistan on the Global Map – Current Bottlenecks and Future Reform Agenda** **Moderator:** Dr. Daud Munir, Managing Partner, Dialectic Matters **Panelists:**

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	1. Asif Qureshi, Board Member, Planning Commission 2. Kiran Fatima, Senior Markets Development Advisory Specialist, OMDP, ADB 3. Ali Farid Khwaja, Commissioner, Securities and Exchange Commission of Pakistan 4. Mohammed Dhedhi, Partner, Kearney and Head of Pakistan 5. Huzefa Mazahir Ali, Partner, Strategy and Transactions, EY **Discussion Themes:** • Benchmarking Pakistan's financial, institutional, and legal practices against comparable regional peers • Legal and institutional bottlenecks stalling bankable projects — contract enforcement, dispute resolution, and maintaining institutional credibility through the transition to a single investor-facing commission • What strategies can Pakistan use to crowd in private capital from national and international investors
15:00 – 15:30 hrs	**Closing Remarks** **Government:** Usman Bajwa, Secretary, Privatization Commission **ADB:** Azim Hashimi, Director, Office of Markets Development and PPP, Asian Development Bank

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