AGREEMENT BETWEEN GOVERNANCE INSTITUTES NETWORK INTERNATIONAL (GINI), ISLAMABAD AND INNOVATIVE DEVELOPMENT STRATEGIES (IDS), ISLAMABAD ON CONDUCT OF BASELINE RESEARCH RELATED TO USER NEEDS PROFILE OF EXECUTIVE EDUCATION ON GOVERNANCE IN PAKISTAN

1. Governance Institutes Network International herein after referred to as GINI hereby accepts and agrees with the proposal of Innovative Development Strategies (IDS), Islamabad to conduct the baseline research related to user needs profile of executive education on governance in Pakistan in accordance with the Terms of Reference (TOR) at Annex-I of this agreement. The initial submission at Annex-II developed by the IDS to achieve the requirements of the TOR is subject to the terms & conditions given below.

2. The research shall be supervised by Dr. Sarfraz Hussain Ansari, designated member Executive Education Sub-committee, herein after referred to as the supervisor, with contact details as follows:
   Asst Prof, Department of Government & Public Policy, NDU, Islamabad
   Tel: 051-2008125710/0300-8560120
   sarfraz.ansri@gmail.com

3. Professor Harald Baldersheim, Department of Political Science, University of Oslo and Dr. Arne Tesli, Senior Researcher, Norwegian Institute for Urban and Regional Research (NIBR), focal persons for executive education with contact details as under shall be consulted for international input at design and analysis stages of research:
   Tel: +47 22 95 88 00
   harald.baldersheim@stv.uio.no
   arne.tesli@nibr.no

4. NIBR and the Research team shall submit an inception report to the Supervisor and GINI with in three weeks of the signing of this agreement. The inception report shall include the detailed research method such as names of institutions, data collection formats, table formats and questionnaires as applicable to achieve the requirements of the TOR. For quantitative research components this will include the sampling frame and attendant details. For Qualitative methods this shall include the approach adopted such as focus group discussions, structured interviews the planned dates and locations as well as proposed participation.

5. The research shall be punctuated by reviews in accordance with the following timeframe:
   i. Submissions for First review of the research report to Executive Education Sub-committee by 31st August, 2009
   ii. Submission of Second review of research report to Executive Education Sub-committee by 20th September, 2009

6. The approved cost of research shall be Rs.1, 400,000 including Rs.250, 000 on account of honorarium for the supervisor. Bank Account information details for the IDS shall be provided to GINI for receiving the approved cost as per the terms & conditions and payment schedule provided in the TOR at Annex-I.
7. Contribution in kind of the participating institutions and individual of the network shall be Rs.600, 000 on account of cooperation and time devoted, use of office facilities, equipment, library etc by IDS and supervisor in completing the baseline research.

8. The IDS shall provide C.V. of all members of the research team and any changes therein shall be brought to the notice of GINI immediately for consideration and regularization.

9. The IDS shall provide statement of expenditures itemizing the work completed before receiving the second and final payment to the satisfaction of GINI as per the schedule provided in TOR at Annex I to GINI for meeting the audit requirement of project budget.

10. Any dispute with regard to the terms of this agreement shall be settled in accordance with the decision of GINI after consultation with the respective notified Sub-Committee of the GINI Governance Education Network.

11. The above conditions are hereby accepted.

Islamabad, 22 July, 2009
On behalf of GINI

(Nasim Raja)
Secretary

Islamabad, 23 July, 2009
On behalf of IDS
ANNEX-I

TERMS OF REFERENCE FOR BASELINE RESEARCH
ON USER NEEDS PROFILE OF EXECUTIVE EDUCATION
ON GOVERNANCE IN PAKISTAN

Title: Baseline research on user needs profile of executive education on governance in Pakistan

Period: June- September, 2009:

i. Selection/contracting of Pakistani short term consultant/Norwegian expert by GINI in consultation with Executive Education Sub-committee/NIBR by 15th June, 09

ii. Development of detailed research proposal including survey framework/questionnaire and international input by short term consultant and its approval by Executive Education Sub-committee by 30th June, 09

iii. Conduct of research including international input by short term consultant – July-August, 09

iv. Review of first draft research report by Executive Education Sub-committee in 1st week of September, 09

v. Review of final research report by Executive Education Sub-committee in 4th week of September, 09.

Budgeted amount for research:
To be decided consultatively between GINI and Sub Committee

Scope of work:

1. To prepare a comprehensive report on the situation analysis covering user needs profile of executive education on governance in Pakistan. This will include requirements of legislatures, local governments, government institutes, think tanks/NGOs/associations/clubs/chambers/unions

2. The consultant/researcher will be expected to obtain the requisite information in the following manner:

   i. A survey may be conducted to assess the existing state of executive education and tools required for addressing the complex issues of governance.

   ii. International input in executive education through close liaison with the Norwegian expert through designated supervisor.

   iii. Contacts established with or requests made to the concerned institutions.
3. Consultant’s/researcher’s personal assessment for identifying gaps in the executive education and measures for filling of these gaps with a view to advancing Executive Education in Governance to enhance the practitioners and civil society awareness and technical understanding of governance in order to enable them to play a pro-active constructive role in improving the institutional environment in Pakistan.

4. The Consultant/researcher are required to work in close coordination with the NIBR designated technical resource person. Any details arising from such coordination requiring clarifications may be directed to the respective Sub-Committee Chair/designate and GINI Secretariat for consultation with NIBR and appropriate response.

5. The NIBR designated technical resource person will provide inputs based on an appraisal of the existing conditions as stated in section one above for Norwegian institutions as well as internationally. This is with a view to identify the core competencies of either side in order to identify areas where partnerships could be mutually beneficial.

6. The NIBR designated technical resource person will be required to provide tangible inputs in terms of draft reports separately for Norwegian and internationally offered courses/programs in line with the objectives of these TOR’s as well as any revisions that may be required.

7. Consultant/researcher will be supervised by the designated member of Executive Education Sub-committee in consultation with GINI Secretariat and the terms will be agreed with the Sub Committee designated member interactively.

8. Consultant/researcher and NIBR designated technical resource person shall provide research outputs as specified in these TOR and receive remuneration as per following schedule:

   Pakistani Researcher:

   i. 30% of budgeted amount on approval of detailed research proposal by the Executive Education Sub-committee.

   ii. 30% on certification of first draft research report by Executive Education Sub-committee.

   iii. 40% on certification of final research report by Executive Education Sub-committee.

   Norwegian Technical Resource Person:

   i. To be determined by NIBR with in budgetary allocations for 2009.
Technical and Financial Proposal

for

Baseline Research on Executive Education in Pakistan

for

GINI Pakistan

June 29, 2009

by

Innovative Development Strategies

Head Office: No. 5, Street 38, Sector F 8/1 Islamabad, Pakistan
Phone: (92-51)2853080-1 Fax: (92-51) 2256356
Email: ids@idspak.com
www.idspak.com
# Table of Contents

Covering Letter ................................................................................................... 1  
Technical Proposal ............................................................................................. 2  
Work Plan and Project Time Line ..................................................................... Annex 1  
Proposed Team Members .............................................................................. Annex 2  
Financial Proposal ........................................................................................... Annex 3  
Capability Statement of IDS ........................................................................... Annex 4
To

Brig Mohammad Saleem Wains, Retd
Coordinating Consultant
Governance Institutes Network International
H.No.21, St. No. 56,
F-6/4, Islamabad
Tel 051 2876511-3
Cell: 0300-8500140

Subject:

Dear Brig Saleem:

We, the undersigned, offer to provide the consulting services for “Technical Proposal on in accordance with your Request for Proposal dated June , 2009. We are hereby submitting our Proposal, which includes this Technical and Financial Proposal.

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We undertake, if our Proposal is accepted, to initiate the consulting services related to the assignment not later than the date agreed during contract negotiations.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Imran Malik
Imran Afzal Malik
Director Admin and Finance
Innovative Development Strategies (Pvt.) Ltd.
House 2, Street 44, Sector F-8/2, Islamabad
Ph: ++92-51) 2853081, 2816038
Mobile: 0322-5087728
Baseline Research on Executive Education in Pakistan
Technical Proposal

Governance Institute Network International (GINI) with the assistance of Government of Norway and in partnership with the Norwegian Institute for Urban and Regional Research (NIBR), Oslo has launched an initiative to promote governance education in Pakistan through the Governance Education Network (GEN). GINI program on governance education network aimed at developing a national integrated network by bringing together learning and research institutions from both the private and government sector in an effort to create a sustained basis for Pakistan to systematically approach the furtherance of governance knowledge. The objective of the program is to create governance capacity in various spheres of governance covering universities, institutions, practitioners, researchers, NGOs, think tanks and the student body of Pakistan which elects to take up governance courses.

The governance education program is structured on five components of governance curriculum, training needs assessment, executive education, research and annual conference. Under the research component, a research fund has been created for conducting quality research in the core areas of governance. The research findings would be shared with all stakeholders and appropriately incorporated in the governance curriculums to be developed under the program.

GINI in collaboration with the Norwegian Institute of Urban and Regional Research desire to conduct a base line research to determine the user need profile of executive education on governance in Pakistan and co-relate it with the current state of executive education courses programs being run in public and private sector institutions of Pakistan.

Scope of work:

To prepare a comprehensive report on the situation analysis covering:

- user needs profile of executive education on governance in Pakistan. This will include requirements of legislatures, local governments, government institutes, think tanks/ NGOs/ associations/ clubs/ chambers/ unions.

Technical Approach

Good governance is the basic building block on which a country’s efforts for economic, social and policy reform are structured. In Pakistan good governance has been established as one of the three pillars of the Pakistan Poverty Reduction Strategy Papers (PRSP). The four elements of good governance identified through best international practices and laid down by the Asian Development Fund for Pakistan are:

- Accountability
- Participation
- Predictability and
- Transparency

Governance is a very broad term and virtually covers all organizations. The federal and provincial governments, local government, semi-government organizations, corporations, educational institutions, corporate world, trade organizations, etc. all have the governance factor built in as their organizational structure and role. Each has its own distinctive form of
governance. Equally, as governance affects everyone in one form or the other virtually everyone is a stake holder in the governance issue.

**Methodology**

A comprehensive base line report on the situation analysis covering user needs profile of executive education on governance in Pakistan will be prepared using the following methodology:

I. **Desk Review** of executive education on governance in Pakistan with the following targets:
   a. Existing executive education on governance: Curricula, practicum and program scope
   b. User needs profile: Existing literature review, focusing on major themes of executive education in the country.
   c. International best practices in executive education in governance, primarily from South Asia

II. **In-depth Interviews** with educators and researchers on challenges and opportunities in the field of executive education with the following objectives:
   a. *User needs profile*: Exploring the shortcomings and gaps in current programs in terms of facilities, programs, curricula, access to international research and academicians/researchers etc.
   b. *Filling the gaps*: recommendations for improved programs, faculty and curricula development, making educational programs more relevant for governance mechanisms in Pakistan
   c. 10 - 12 in-depth interviews will be conducted with the aim to cover pre-identified stakeholders

III. **FGDs**: Expert inputs on the findings and proposed recommendations
   a. *Filling the gaps*: Revisiting the critical issues
   b. Recommendations
   c. Two focus group will be organized comprising representatives of the key stakeholder sets.

IV. **Report**
   The report will be furnished in two phases, i.e. the first draft and the final draft. Please refer to Annex 1 for the timeline of the two drafts.

The following general principles will guide the operationalization of the different research tools to be employed:

9. The process of preparation of questionnaires and developing the samples framework will be an interactive exercise with the Norwegian consultant from the Norwegian Institute of Urban and Regional Research
10. IDS will facilitate the process of verification, monitoring, evaluation and sharing of objective benchmarks set for various activities and phases in the process as per the work plan attached here as Annex 1.
Annexure

Work plan and project timeline:
Please refer to Annex 1 for detailed description of the project activities and their schedule

Project Research Team:
Please refer to Annex 2 for detailed resumes of the key project personnel

Project Budget:
Please refer to Annex 3 for detailed breakdown of the project cost

Comments on TORs

1. The time frame laid out for this work may kindly be reviewed. The base study is the foundation on which all future capacity building programs are to be anchored. It needs to be very focused and deliberate. The survey has to be wide based and incorporative of all the stake holders so that a clear and comprehensive picture of user needs is developed

2. The project is highly cost intensive. It involves a lot of traveling and stay at Karachi, Lahore and other provincial capitals. The cost of preparing the questionnaire, administration of the questionnaire, writing of the various computer programs are all front loaded costs. It is therefore recommended that the financial disbursement methodology be as follows:
   a. 45 % of the amount on signing of the contract
   b. 20 % on submission of the user needs profile
   c. 20 % on submission of the first draft report
   d. 15 % on submission of the final report
Annexure
## Work Plan

<table>
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<tr>
<th>S. No</th>
<th>Activity and Sub-Activities</th>
<th>Timeline</th>
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<tr>
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<td>1st 2nd 3rd 4th 5th 6th July 8th 9th 10th 11th 12th</td>
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<tr>
<td>1.</td>
<td>Desk Review</td>
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<td>2.</td>
<td>In-depth Interviews</td>
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<td>a. Respondent Selection</td>
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<td>b. Questionnaire Designing</td>
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<td>c. In-depth interviews fieldwork</td>
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<td>3.</td>
<td>FGDs</td>
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<td>a. FGD Design</td>
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<td>b. FGDs conduct (Workshops)</td>
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<td>4.</td>
<td>Report</td>
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<td>a. First Draft</td>
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<td>b. Final Draft</td>
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PROJECT PERSONNEL

1. **Team Leader**

SOHAIL J. MALIK

Thirty three years of international experience in policy-oriented research into development problems with a focus on the issues of the agricultural sector, rural development, rural finance, food security and poverty alleviation.

**SUMMARY OF INTERNATIONAL TECHNICAL EXPERIENCE**

- Joint-Team Leadership of Multi Country Project (MP 5) on Rural Financial Markets and Food Security 1994-95 for IFPRI.
- Research and Policy Design of Food Security and Nutrition (for IFPRI).
- Evaluation of Public Expenditure Reviews and Mainstreaming Gender in World Bank Programs 2000
- Policy Research on Social Safety Nets for the World Bank and the International Food Policy Research Institute (IFPRI), Washington DC
- Trade and Development Policy and Implementation for Developing Countries, and especially the grass roots consultations and formulation of Pakistan’s Technical Cooperation Amongst Developing Countries (TCDC) policy and its evaluation 2002-2008.
- Research and Dissemination on Globalization and the WTO – especially the implications of various Trade agreements for Pakistan’s economy 2002-2008.
- Administration, Survey Design and Analysis of Large-Scale Socio-Economic Household Surveys for IFPRI and PIDE (Including Pakistan’s Only Longitudinal Survey 1986 to 1994).
- Documentation and development of Policy Impact for IFPRI and PIDE 1985 to 1995
- Organization of Conferences, Dissemination of Information and Outreach including all aspect of relations with the print and electronic media for IFPRI and PIDE.
- Teaching at Quaid-e-Azam University, Islamabad, Pakistan as Adjunct Professor from 1987 to 1992. Taught courses in Applied Econometric Analysis, Project Appraisal, General Equilibrium Analysis and Welfare Economics; supervised over 100 Masters and 27 M. Phil. dissertations. Was awarded a citation by the Department of Economics, Quaid-e-Azam University, Islamabad for outstanding contribution also supervised one Ph.D. at the Department of Economics, International Islamic University, Islamabad.
- Teaching as Foreign Faculty Professor for the Higher Education Commission of Pakistan at the University of Agriculture, Faisalabad 2004-05; and at University of Sargodha 2005 to 2007

**EDUCATION**

- Ph.D. (Econometrics), The University of New England, Australia, 1985
- M. Sc. (Economics), Quaid-e-Azam University Islamabad, Pakistan, 1975
PROFESSIONAL HISTORY

2004 to 2007
Professor of Economics, Higher Education Commission of Pakistan, Foreign Faculty Program at University of Faisalabad and university of Sargodha
Post Graduate Teaching – Applied Econometrics Research methods
Thesis Supervision – PhD and MPhil

3/2002 to date
Chairman, Innovative Development Strategies (Pvt) Ltd. Islamabad Pakistan

2/2001 to date
President, The Daedalus Foundation, Richmond Highway, Alexandria, Virginia, USA

3/98 – 1/2002
Coordinator, Poverty Cluster (World Bank UPI # 000087130), OEDCR The World Bank, 1818 H Street, NW, Washington DC
- Evaluation of the Effectiveness of the Bank’s Poverty Reduction Strategy.
- Evaluation of Public Expenditure Reviews
- Evaluation of the World Bank’s Poverty Assessments
- Evaluation of the World Bank’s Efforts to Mainstream Gender
- Evaluation of Social Funds
- Review of the IDA 10-12
- Evaluation of the World Bank’s Rural Development Strategy – From Vision to Action
- Development of the OED poverty focused evaluation methodology

1/97 – 3/98
Chief Executive Officer, Innovative Environnemental Technologies Inc. Vienna, VA, USA
- Identification, adaptation and transfer of environmentally friendly technologies to developing countries.
- Consultation services for United States Agency for International Development (USAID), the World Bank and the United Nations Food and Agriculture Organization.

9/95 – 1/97
Vice President, John Mellor Associates, Washington DC. USA
- All aspects of agriculture development policy research, project development and execution from proposal writing to research and dissemination.
- Consultation for World Wild Life Fund (WWF) and USAID.

1/88 – 8/95
Chief of Party/Research Fellow, International Food
Policy Research Institute, (IFPRI) Washington DC, USA

- Managed one of the largest multi-year USAID funded policy research projects for IFPRI. Raised several million dollars in project support. This project was independently evaluated to be the most successful USAID funded technical assistance project for the Ministry of Food and Agriculture of the Government of Pakistan. Widely cited by IFPRI as its most successful single country program based on Winrock evaluation.
- **Team Leader**, IFPRI Multi Country Project (MP 17) on Social Safety Nets 1995.
- **Deputy Team Leader**, IFPRI (USAID funded) Food Security and Structural Adjustment Project in Egypt 1993.

Senior Research Economist, Pakistan Institute of Development Economics (PIDE), Islamabad, Pakistan

- Policy-oriented research into the development problems of Pakistan.
- **Lecturer** in Project Appraisal Techniques. Courses conducted thrice a year for mid- to senior-level Government Officials from Pakistan and the Neighboring Countries.
- **Organizer** of the Annual International Meetings of the Pakistan Society of Development Economists (PSDE) between 1985 and 1993. The Annual Meetings attract over five hundred participants from within Pakistan and the international development community including a number of Nobel Laureates.
- **Chief** of the Information Dissemination Section PIDE between 1985 to 1993 covering all aspects of information dissemination and outreach including relations with the print and electronic media

**LANGUAGES**  English, Urdu

**PERSONAL**  Pakistan citizen.
2. PROJECT CONSULTANT

BRIG GENERAL (RETD) RAZI UDDIN

Brigadier General (Retd) Razi Uddin is an expert on strategic policy and strategic management. He has 34 years of quality experience in policy formulation and implementation, management of very large organizations and training and training need assessment related matters. He has the honor of being Advisor to the Qatar Armed Forces and Royal Saudi Armed Forces. In acknowledgement of his capabilities and performance, he has been decorated with Sitara-e-Imtiaz by the Government of Pakistan and King Abdul Aziz Military Medal by H.H. King Abdullah of Saudi Arabia.

EDUCATION

- O&A Levels from Telopea Park High School, Canberra, Australia, 1965-1970
- Bachelor of Arts (Economics), Punjab University, Lahore, 1973
- Bachelor of Science (Honors, War Studies), Balochistan University, Quetta, 1988
- Masters (Defense Studies), Quaid-e-Azam University, Islamabad, 2001
- Higher Degree Strategic Studies National Defense University Beijing China, 1997

Formal Training

- Advanced ADA Course, Fort Bliss, Texas, USA, 1986
- Command Staff Course, Command and Staff College, Quetta, 1988
- National Defense Course, National Defense University, Beijing, China, 1996-97
- Armed Forces War Course, National Defense University, Islamabad, 2000-01.
- AD Staff Course, Army School of Air Defense, Karachi, 1984
- Administration & Logistics Course, Army School of Logistics, Murree, 1981
- Operational Research Course, University of Engineering & Technology, Lahore, 1999
- Basic Arabic Course, Institute of Languages, Doha, Qatar.

Employment:

- Military service from 1974 to December 31, 2007
- Advisor to Qatar Armed Forces, 1989-90
- Advisor to Minister of Defence, 2004-07
- Retired as Brigadier General on December 31, 2007
- Consultant Strategic Issues Innovative Development Strategies Islamabad,

Experience

1974–1984 Mid-Level Command, Management and HR Organization
- Command of Platoon, Battery
- Staff Management at Unit and Brigade level
- Leadership at mid level
- Command of an AD Regiment in the field

1984–1989 Training and Instructional Experience
- Instructor, School of Army Air Defense. Head of employment, management and leadership wing
- Directing Staff Command and Staff College, Quetta. Specialized in management, leadership logistics and strategic evaluation studies.
o Designing of courses, preparation of syllabus, selection and guidance of training teams.
o Planning, conduct and execution of large scale military exercises and war games.
o Planning, conduct and executive management of joint military exercises of Pakistan armed forces and Royal Saudi Armed forces
o Planning Organization and conduct of National Strategic Course for Royal Saudi Armed Forces
o Guidance and assistance to Royal Saudi Armed Forces on establishment of their War College
o Visiting Faculty member Royal Saudi War College
o Post training evaluations and report writing

1989 -1992 Training Needs Analysis
o Conduct of Training Needs Analysis for Qatar Armed Forces
o Annual conduct of TNA at Regimental level
o Biennial conduct of TNA at Brigade and Divisional level
o Conduct of TNA for higher echelons of Royal Saudi Armed Forces.

1984-2000 Planning, Formulation, Conduct and Executive Management of SWOGs
o Participation in SWOGs during AD Staff Course and General Staff Course
o Participation in SWOGs in National Defense University
o Organization of SWOGs and their executive management at Command and Staff College Quetta and National Defense University
o Organization and management of higher management Swogs and DWOGs with the Royal Saudi Armed Forces
o Planning, formulation, organization and conduct of focused group discussions at numerable forums

2004-2007.1 Marketing and Sales
o Coordinated the sale of Mashak aircraft to Royal Saudi Armed Forces
o Proposed and planned sale of Al Khalid tanks to Royal Saudi Armed Forces. The Project was spread over two years. It involved conduct of three stage trials of Al Khalid tank, preparation of trial reports and marketing. Also Provided guidance to Saudi Armed Forces on preparation of induction and specification parameters and drawing up of a Procurement plan. The sale is at present under consideration
o Proposed sale of Baktar Shikan anti tank missile to Royal Saudi Armed Forces. Two trials of the weapon system were organized and Conducted. The sale Proposal is under consideration
o Sales of small arms ammunition and artillery ammunition between Pakistan Ordinance Factories Wah and Saudi armed Forces were concluded
o Renegotiated the extension of maintenance support Contract for Mashak aircraft with the Royal Saudi Airforce. As a Result the contract has been extended for three years

1996 -2007 Research and Development
Director, Faculty of Research and Doctorial Studies, Command and Staff College, Quetta
Head of Research Panel at National Defense University, Islamabad
Director, Trials and Research, Branch Headquarters, Air Defense Command
Nominated on the Board of Directors of Saudi Armed Forces Research and Technical Committee by His Royal Highness Prince Sultan bin Abdul Aziz Crown Prince Of Kingdom of Saudi Arabia

1997 – 2004 **High Level Command and Management**
- Command of an Air Defense Brigade in a field formation
- Command of a Composite Brigade with over 5000 personnel in the Brigade
- Director of Staff Duties to Chief of Army Staff, General Pervez Musharraf

- **Advisory Experience**
  - Military Advisor to Qatar Armed Forces, 1989-1992

1996 – 2007 **Logistics Experience**
- Planning and conduct of large scale logistics exercises
- Planning and conduct of large scale Military Field exercises
- Planning, conduct and executive management of large scale joint military exercises between Royal Saudi Armed Forces and Pakistan Armed Forces. The exercises entailed movement of large contingents of personnel and equipment including tanks, APCs and guns from Saudi Arabia to Pakistan and back. This involved long road moves, transportation by ships and aircraft.

1996 – 2007 **HR Experience**
- Formulating job specifications for specific appointments for Qatar Armed Forces
- Laying down requirements for selection of instructors for Command and Staff College
- Establishing Selection Criteria for Instructors for Saudi War College
- Establishing Selection Criteria and job specifications for higher appointments in Saudi Armed Forces
- Determining specific manpower requirements for the maintenance branch of Royal Saudi Naval Forces and selection and provision of the desired manpower
- Determining specific requirement of manpower and instructors for Training Institutes of the Royal Saudi Medical Corps. Formulating job specifications, selection and provision of the required HR

1996 – 2007 **Publications**
- Chief Editor, Citadel Magazine, Command and Staff College, Quetta
- Research Publication on Pakistan’s Defense Production Industry
- Clausewitz, Jomini and Sun Tzu – Citadel Magazine
- Low Intensity Conflict – Armed Forces War College
- Pakistan’s Role in UN Peace Keeping Operations, HQ Army AD Command
- Military Paper on “Training for Low Intensity Conflicts”, HQ Air Defense Command

- **Important Papers**
• Military Paper on “Surprise and Deception”, Armed Forces War College
• Concept Paper For President of Pakistan on Strategic Engagement with Royal Saudi Armed Forces
• Concept Paper for President of Pakistan on Sale of Military hardware to Saudi Arabia
• Concept Paper for Saudi Armed Forces on Training of Higher Command and Management appointments
• Concept Paper for Saudi Armed Forces on National Defense Strategy
• Concept Paper for Saudi Armed Forces on Strategic Evaluation Techniques

• Distinctions
  • Passed out First in my course from Pakistan Military Academy
  • Position of Merit, School of Army Air Defense and School of Logistics
  • Distinguished Instructor, School of Army Air Defense
  • Distinguished Graduate, School of ADA Fort Bliss, Texas, USA
  • Position of Merit, National Defense University, China
  • Merit scholarship Quaid e Azam University 1973

• Meritorious Awards
  • Sitara-e-Imtiaz (Military), Government of Pakistan
  • King Abdul Aziz Military Medal, HRH King Abdullah, Royal Kingdom of Saudi Arabia.

LANGUAGES English, Punjabi, Urdu

PERSONAL Pakistan citizen.
3. **PROJECT CONSULTANT**

Najeeb Ullah Khan

**EDUCATION**

MPhil, International Relations  
Quaid-i-Azam University  
Islamabad  
2002 - 2004

MA, International Relations  
University of Peshawar  
Peshawar  
1996 - 1998

**PROFESSIONAL EXPERIENCE**

Innovative Development Strategies  
Manager-Technical  
Islamabad  
July 2009 – to date

Pakistan Poverty Alleviation Fund  
Consultant  
Islamabad  
July 2009 – to date

Pakistan Poverty Alleviation Fund  
Management Executive  
Evaluation, Research and Development  
Islamabad  
2005 – 2009

Responsibilities and Assignments:

1) **Monitoring and Evaluation of Program/Project Outputs and Outcomes**

   a) Assisted in the formulation of Monitoring Plans
   b) Formulation of Output/Outcome Indicators for specific Program Components
   c) Assisted in Evaluating the Performance of Partner Organizations

2) **Baseline and Impact Assessment Surveys**

   a) Assisted in the Design of Household and Community Questionnaires for Impact assessment of PPAF Projects
   b) Designed Research Methodology for Baseline and Impact Assessment surveys with focus on both Quantitative and Qualitative Techniques
   c) Training of Enumerators
   d) Supervised Survey Teams in PPAF Program Area

3) **Reports, Research Studies, Case Studies**

   a) Drafted all PPAF Quarterly Progress Reports (Oct-Dec 2005 to Jan-Mar 2009)
   b) Drafted all PPAF Annual Reports (2005 – 2008)
   c) Researched and drafted Thematic Studies on PPAF interventions (Community Mobilization, Microfinance, Rural Infrastructure, Earthquake Rehabilitation and Reconstruction)
   d) Researched and drafted Case Studies on Individual Projects and Beneficiaries
4) Data Analysis and Dissemination

a) Regularly collated and analyzed input/output/outcome data of PPAF partner organizations
b) Analyzed input/output/outcome data using standard and customized software applications
c) Routinely formulated and disseminated summary data within PPAF to facilitate decision making

5) Liaise with Third Parties (Donors, Research Institutions, Government Departments, other Stakeholders)

Publications


- **Pakistan’s Kashmir Policy After 9/11: Domestic, Regional and Global Imperatives**, MPhil Thesis, Supervised by Dr. Muhammad Waseem, Chair, Department of International Relations, Quaid-i-Azam University, Islamabad, Pakistan.

- **2002 Elections in Pakistan: An Analysis**, Study conducted for The Asia Foundation, Islamabad, Pakistan, April 2004

SKILLS AND COMPETENCIES

Languages: Fluent in English, Urdu, and Pashto.

Computer skills: Microsoft Office (Word, Excel, PowerPoint,), SPSS, STATA
### Financial Proposal

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<th>Consultants</th>
<th>Rate/day</th>
<th>Days</th>
<th>Amount Rs.</th>
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<tr>
<td>1</td>
<td>a. Project Director (Dr. Sohail)</td>
<td></td>
<td>2 Weeks</td>
<td>300,000.00</td>
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<td>b. Project consultants (2)</td>
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<td>3 Months</td>
<td>300,000.00</td>
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<td>d. Data Analyst</td>
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<td>3 Week</td>
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<td>Sub Total</td>
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<td>a. Travel Cost 2 persons</td>
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<td>Karachi, Lahore, Quetta, Peshawar</td>
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</tbody>
</table>
ORIENTATION
AND
CAPABILITY STATEMENT

(Incorporated as a Private Limited Company in Pakistan in 2002)

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ORIENTATION AND CAPABILITY STATEMENT

Background

There is now a general consensus in the profession that poverty reduction requires efforts that (i) **promote opportunity**; (ii) **facilitate empowerment**; and (iii) **enhance security**. Implementing such an ambitious and broad agenda requires steps to:

- Build country ownership and participation through participatory processes.
- Create opportunities for all through broad-based growth
- Empower the poor by improving governance and increasing accountability
- Reduce vulnerability and increase security
- Mobilize global actions to reduce poverty
- Build results based management and accountability

**Strengthen data gathering processes and execute scientific quantitative and qualitative surveys to support decision making**

- Introduce E-Governance and Modernize systems through computer based data handling, processing and decision making

Slow economic growth and the financial crunch of the late 1980s resulted in increasing levels of poverty in most developing nations. The low literacy rate and inadequate access to health care facilities, safe drinking water and sanitation facilities, coupled with the declining but still high fertility rate and alarmingly high levels of malnutrition amongst vulnerable groups highlight the distressing situation. The low levels of labor productivity and generally inadequate and inequitable employment prospects exacerbated by gender and regional disparities, poor governance and increasing levels of corruption highlight the challenges. In most developing countries there is thus a need to:

- improve the state of human resources by directly addressing the issues of poverty, child labor, health and education.
- increase the rate of growth of the commodity producing sectors,
- pay special attention to the growth of the agricultural sector and the rural economy,
- reduce gender and regional imbalances
- improve public sector management and create public expenditure monitoring and accountability through results based management,
- strengthen data gathering systems
- modernize systems through computer based data handling, processing and decision making
- promote governance and accountability and address corruption
- address the issues related to industrial development and employment growth,
- promote public and private savings,
- increase investment opportunities for the domestic and foreign investors,
- improve trade balances,
- increase efficiency through effective monitoring and evaluation.

The inadequacy of the public systems to meet the existing problems and the emerging challenges has highlighted the need for a private sector organization that can provide expertise in:

- Project and program monitoring and evaluation
- Outreach, facilitation, dissemination and capacity building
- Sectoral situation and performance analysis with a special focus on productive as well as social sectors
- Survey methodology, design and analyses
- Specialized aspects of strengthening opportunity, empowerment and security for poverty alleviation
• Computer based data processing, handling and decision making
• All aspects of public finance, public sector resource mobilization and public expenditure reform
• Supporting integrated development and micro-level operational planning for effective implementation
• Dealing with the emerging challenges of globalization and compliance with WTO rules.

What is the Solution?

IDS capability offers the optimal solution. IDS provides modern and innovative solutions to all the management, organizational and programmatic problems associated with economic development. IDS guarantees measurable efficiency gains. At IDS, development issues are identified and rigorously analyzed to support, implement and monitor policy actions.

IDS offers a multi-disciplinary approach with specialization in several interdependent areas such as governance, the social sector (including education, health, water and sanitation), gender issues, the environment and institutional development. IDS professionals have decades of international experience and commitment to poverty reduction and economic development.

Partnership is the key to all IDS actions. IDS staff work closely with clients and stakeholders to build ownership and capacity for sustainability and capability to execute necessary modifications in programmatic, managerial and organizational structures for overall improvement in systems and institutions.

Who We Are and What We Do

Established in 2002, IDS is a private sector consultancy organization which carries out diagnostic and evaluative exercises, hones onto the best possible solutions and implements them with focused commitment in the field. Its research and outreach is devoted to the identification and analyses of economic, social, cultural, political, business, and institutional problems connected most particularly to economic development and poverty alleviation. In addition to existing core staff IDS utilizes the services of a vast group of professionals from a variety of disciplines; including economics, statistics, information technology and computing, finance, taxation, planning, communications, management, demography, anthropology, other social sciences and engineering. The staff has extensive experience in providing technical assistance to public sector programs and projects, as well as organizing technical meetings and workshops.

IDS services reflect the spectrum of support in all areas of economic development, poverty reduction, social sector to public sector reforms and governance, and from agriculture and rural development to industrial development and trade. In all these areas IDS offers support in sector capacity building and development of Monitoring and Evaluation capability at all levels. IDS has special expertise in the setting up, implementation and analyses of large- and small- scale household and market surveys and rapid assessments and appraisals. IDS research work is based on quantitative as well as qualitative data. It both collects data and utilizes existing data. IDS staff employ the most modern research tools and techniques.

Our Work

In the six years of its existence, IDS has provided support to the World Bank, the Asian Development Bank, the UNDP, UNICEF, WFP, FAO, DIFID, the Government of Bangladesh, the Government of Pakistan, the Government of Punjab, the Government of the NWFP, the Government of Sindh and the Government of the Balochistan. A detailed list of studies developed by IDS is provided below.

1) A set of ten studies pertaining to Domestic Commerce of Pakistan 2007-08 (Ministry of Commerce, GoPakistan)
2) Punjab Economic Report-2007 (GoPunjab)
3) Rural Investment Climate Survey—Punjab, Sindh and NWFP (The World Bank)
IDS support all the goals of the Poverty Reduction Strategy Paper (PRSP) and its staff has been extensively involved in the drafting, evaluation and monitoring of Poverty Reduction Strategies. In Pakistan, IDS staff has assisted the Governments of the NWFP, Sindh and Balochistan in the drafting of the Provincial PRSPs.

**Current Initiatives**

IDS is currently assisting the Government of Balochistan in the drafting of the PRSP II. It is also assisting Punjab Education Foundation (PEF), Go Punjab in conducting a Third Party Evaluation of FAS programmed and the Higher Education Commission of Pakistan in writing its Five Year Progress Report. IDS has also been short listed by the Trade Development Authority of Pakistan for the establishment of Integrated Agri Marketing Centers, development of certification facilities, improvement in domestic trade
and enhancement of exports. Our company has been shortlisted by the Balochistan Education Foundation to validate the World Bank program of enhancing Technical & Vocational education in the province. IDS has also been selected by the Punjab Government to Validate their Asian Bank sponsored Technical and Vocational program.

Program Areas
The major program areas at IDS include:

1. **Economic Development Strategies; Policy Analysis, Implementation and Poverty Alleviation:**
   
a. **Economic Policy Analysis**
   • Fiscal Reform, Public Expenditure Analysis and Policy Implementation
   • Financial Management
   • Governance and Corruption
   • Public sector Management
   • Capital Markets and Financial Sector Issues
   • Trade and Development

b. **Agriculture and Rural Development**
   • Agriculture Policy Analysis and Support
   • Food Security Policy and Implementation
   • Rural Finance
   • Agri trade finance
   • Rural Investment Climate
   • Agricultural Marketing

c. **Industrial Development**
   • Technology Policy and Employment Issues
   • Small and Medium Enterprise Development

d. **Globalization**
   • International Trade and Issues of WTO
   • Foreign Direct Investment

e. **Social Sector Development**
   • Poverty Assessment, Analysis and Policy Formulation
   • Human Resource Development - primary focus on Health, Education and Nutrition
   • Manpower Planning
   • Population Welfare Program and Reproductive Health Initiatives

f. **Child Rights and Gender Issues**

g. **Sustainable Development**
   • Environmental Degradation
   • Biodiversity Conservation
   • Water Resource Management

h. **Development of Domestic Commerce and Trade**
   • Evaluative report on state of domestic commerce in Pakistan
   • Identification of main issues impeding growth of commercial activities
   • Value chain analysis
   • WTO related matters on trade
   • Trade enhancement strategies

2. **Advanced Data Processing, Information Technology and Computer-based Solutions and Survey Design and Analysis**
   
a. Software Design and Implementation. Data Base Development, Implementation and Handling and Complete Computer Based Solution
b. Methodology, Questionnaire Design, Implementation and Analysis of Quantitative and Qualitative household and establishment Survey Data

c. Administering Rapid Assessments especially in rural areas

d. Conducting Brand Loyalty and Market Surveys for the corporate and private sector

3. Some Surveys Supervised/Conducted By IDS Staff and Associates

- Dr Malik – National Surveys of Ten Aspects of Domestic Commerce 2006
- Dr. Malik – Rural Investment Climate 2005 – The World Bank
- Dr. Malik - The Panel Survey of Rural Households 1986-1993 – IFPRI/Ministry of Food and Agriculture
- Dr. Larik - Federal Bureau of Statistics, Household Income and Expenditure Surveys several years
- Dr. Larik - Federal Bureau of Statistics Pakistan Intergrated Household Surveys FBS several years
- Dr. Larik - Federal Bureau of Statistics Agriculture Data Collection (ADC) several years
- Dr. Larik - Federal Bureau of Statistics Opinion Surveys of Pakistan - several
- Ms. Nazli – Pakistan Rural Household Survey World Bank/PIDE
- Ms. Nazli – PPAF Socio-Economic Survey – PPAF/PIDE

3. Monitoring and Evaluation

- Support in setting up Monitoring and Evaluation Programs
- Undertaking project, program and country level evaluations of poverty reduction efforts
- Market Intelligence Assessment, Analysis and Reporting

4. Outreach and Capacity Building

- Dissemination of knowledge and experience
- Training and Skill Development to meet challenges of Devolution and poverty reduction - integrated planning, implementation, management, monitoring and evaluation at the grass roots

IDS Capability Pertinent to USAID World Bank and other International organizations

Economic Policy Analysis. IDS has remained intricately involved with the federal and provincial governments of Pakistan and international donor agencies in various aspects of economic policy analysis and reforms. IDS has an excellent team of highly qualified economic experts to undertake policy analysis and develop reform strategy.

Agriculture and Rural Development. Dr Sohail J Malik, Chairman of IDS is the leading agri-economist of Pakistan. IDS with its team of leading Agri experts has remained involved in policy making, evaluation and planning of rural and agricultural development of Pakistan. Extensive work on Pakistan’s rural and agriculture sector has been done by IDS for IFPRI, the World Bank and Asian Development Bank. Dr. Sohail Jehangir Malik is Member Senior Advisory Group FAO Regional Office Asia and Pacific Bangkok. He is also a Member of Agriculture Credit Consultation Committee, State Bank of Pakistan and High Powered Committee on WTO Agreement on Agriculture.

Poverty Alleviation. IDS has remained involved in all major poverty alleviation initiatives in Pakistan.

Domestic Commerce Study: was conducted by IDS in 2006-07. This two year long study has provided IDS with an understanding of the various commercial sectors, the market chain and value chain system in Pakistan. IDS have a clear understanding of the main impediments to growth which
afflict our small and medium enterprises. IDS have a clear understanding about the functioning of the formal and informal sectors in the SME arena.

**Trade Related Issues**
- **IDS** has remained involved in trade related issues from providing assistance to Government of Pakistan on WTO matters to strengthening local stakeholders understanding of issues which effect them.
- **IDS’s Trade development team** is headed by Mr. Inam ul Haq who not only has been a director of the World Bank but has been the Chairman the Trade Development Authority of Pakistan (TDAP).
- Mr Inam brings with him invaluable experience in all matters pertinent to Pakistan’s domestic and international trade. He clearly understands the maladies in the system but more important has a clear vision of the path to progress.

**Punjab Economic Report**
- IDS carried out the study and wrote the Punjab Economic Report of 2006-07 on behalf of the government of Punjab
- IDS Team hence has a clear understanding of the various sectors especially of agriculture, agri-trade, small and medium enterprises in Punjab.
- IDS Team can evolve a comprehensive Sector Development Strategy and ensure its implementation.

**Agri- Marketing Centers**
- IDS is involved with the TDAP for the proposed establishment of Integrated Agri-Marketing centers throughout the trade Corridor of Pakistan.
- This will involve setting up of warehouse facilities, cool chain facilities, certification facilities of international credence and capacity building of stakeholders in the supply chain.
- The initiative is presently in the proposal stage.

**Education and Vocational Training Program Evaluation**
- IDS has carried out evaluation of Punjab Education foundation Program and is also involved with TEVTA to evaluate technical and vocational training programs launched by the Punjab Government. We have also been short listed by the Balochistan Education foundation to evaluate their vocational and technical educational program.
IDS has offices in the federal capital and all the provincial capitals of Pakistan. Details are as under:

<table>
<thead>
<tr>
<th>Cities</th>
<th>Contact Person</th>
<th>Address</th>
<th>Telephone</th>
<th>Fax</th>
</tr>
</thead>
<tbody>
<tr>
<td>Islamabad</td>
<td>Dr. Sohail J. Malik or Imran Afzal Malik</td>
<td>Office 1: House # 2, Street 44, F-8/1, Islamabad</td>
<td>++92-51-2853081</td>
<td>++92-51-2816038</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Office 2: House # 5, Street 38, F-8/1, Islamabad</td>
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<tr>
<td></td>
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<td>Qurtaba University Phase 3, Sector K-1, Street 4, Hayattabad</td>
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<tr>
<td>Peshawar</td>
<td>Dr. Qadir Baloch</td>
<td>Qurtaba University Phase 3, Sector K-1, Street 4, Hayattabad</td>
<td>++92-51-2853080</td>
<td>++92-51-2816038</td>
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<td></td>
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<tr>
<td>Lahore</td>
<td>Dr. Innam-ul-Haq</td>
<td>Block A-1, Model Town Lahore</td>
<td>++92-42-5831173</td>
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</tr>
<tr>
<td>Karachi</td>
<td>Dr. Farhat Qureshi</td>
<td>Block 6 – L, PECHS Karachi 754000</td>
<td>++92-21-4381949</td>
<td>++92-21-4312708</td>
</tr>
<tr>
<td>Quetta</td>
<td>Mudasir Siddique</td>
<td>Awan-i-Kalat Building, Rustam G –Lane, Jinnah Road, Quetta</td>
<td>++92-81-286611</td>
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**Organizational Structure of IDS**

IDS maintains an office in Washington D.C., USA in addition to the head office in Islamabad, Pakistan. IDS also has offices in the four provincial capitals of Pakistan. All IDS offices are well equipped with the latest computer equipment and technology, wireless internet connection, software and communications support.

IDS has a Board of Directors with a Chairman, who is an academic of international repute with previous work experience with the World Bank and the International Food Policy Research Institute Washington DC and the Pakistan Institute of Development Economics Pakistan. He is Pakistan’s leading expert on rural finance and poverty alleviation. Amongst other national advisory positions, he is currently serving as Advisor to the Pakistan Poverty Alleviation Fund (PPAF) and is a member of the State Bank’s Agricultural Credit Advisory Committee. The Chief Executive Officer (CEO) is a former Director of the Pakistan Institute of Development Economics (PIDE), and one of only two Pakistanis to be awarded the Sitara-e-Imtiaz for services to the economics profession in Pakistan. The Chairman and the CEO have been associated with every national survey and analysis of the rural credit market in Pakistan conducted since 1973. Both have been members/Chairpersons of National Committees set up by the Government of Pakistan to design policy for rural credit in Pakistan. The Board of the company defines the key areas of emphasis for the Firm as well as its policies and procedures.

Broadly the company is divided into two wings; the Analysis and Implementation wing and the Administration wing.

The Statistical and Survey work of the Firm is supervised by one of Pakistan’s leading statisticians, Dr Noor Muhammad Larik is the former Director General of the Federal Bureau of Statistics. The company has a network of seasoned enumerators in ALL districts of Pakistan. All statistical analysis is carried out at the Head Office, which is equipped with an up-to-date network of computers.
References

- Shamshad Akhtar, Governor State Bank of Pakistan.
- Mr. Syed Asif Shah, Secretary Commerce, Government of Pakistan
- Mr. Ismail Qureshi, Secretary, Water & Power and Former Secretary, Food & Agriculture, Government of Pakistan

International Peer Review

IDS has access to a panel of international advisory peer reviewers that comprises of some of the most notable names in the profession. The peer review of IDS work is a guarantee of its quality. These experts include:

<table>
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<tr>
<th>Professor John W. Mellor</th>
<th>Professor D.S.P, Rao</th>
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<tr>
<td>Professor Michael Lipton</td>
<td>Professor Gunvant Desai</td>
</tr>
<tr>
<td>Professor Jock R. Anderson</td>
<td>Professor G.E.Battese</td>
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<tr>
<td>Professor Joachim von Braun</td>
<td>Professor S Hirashima</td>
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<tr>
<td>Dr. Harold Alderman</td>
<td>Professor Manfred Zelller</td>
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<tr>
<td>Professor Vouter Tims</td>
<td>Professor M Ali Khan</td>
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<tr>
<td>Dr. Nadeem Ul Haque</td>
<td>Professor Nurul Islam</td>
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Board of Directors

**Dr. Sohail Jehangir Malik, Chairman**
(Ph. D Econometrics, University of New England, Australia)
formerly the World Bank, Washington, DC. USA, and the International Food Policy Research Institute (IFPRI), Washington D.C., USA. Dr. Sohail Jehangir Malik is Member Senior Advisory Group FAO Regional Office Asia and Pacific Bangkok. He is also a Member of Agriculture Credit Consultation Committee, State Bank of Pakistan and High Powered Committee on WTO Agreement on Agriculture.

*Fields of expertise:* Household survey design, administration and analysis; public sector resource mobilization and expenditure reform, agriculture policy analysis, technology choice and employment, biodiversity conservation, poverty analysis, rural finance, food security and nutrition, social safety nets.

**Dr. Sarfraz Khan Qureshi,, Chief Executive Officer**
(Ph. D Economics, Harvard University, USA)
formerly Director Pakistan Institute of Development Economics, (PIDE)

*Fields of expertise:* Agriculture development, agriculture pricing and taxation, rural financial markets, macroeconomic planning, and poverty analysis.

**Brig ® Raziuddin**
MS, Quaid e Azam University Islamabad, National Defense Course China, Advance Course USA
Formerly Advisor to Royal Armed Forces of Saudi Arabia and Commander of Pakistan Military Mission in Saudi Arabia

*Fields of expertise:* Geo-Strategic and Strategic Policy Matters, Strategic Management, Large scale multi-faceted logistic operations, Leadership, SWOG Coordination, Training and TNA, HR strategies and management, Disaster management

**LT Col ® Imran Malik**
MBA Preston University (Participant)

*Fields of Expertise:* General administration, Business Development, Training and HR management

**Mr. Mohsin Khan Toru, Company Secretary**
(MBA, IBA, Karachi, Pakistan)
also CEO Toru Auto Fuels Pakistan

*Fields of expertise:* Management and Finance

*Fields of Expertise:* Public Policy, Finance, Commerce, Taxation and Governance

Lt Col ® Imran Malik
Senior Research Associates

Mr Inam ul HAQ
Former Director of World Bank, Chairman Trade Development Authority of Pakistan
Fields of Expertise: International and domestic trade, WTO related matters
Trade Sector development planning,

Dr. Mohammad Khan Niazi
(PhD, Economics, Boston University, USA)
formerly Deputy Chief, Planning Division, Government of Pakistan and Economist, World Bank, Pakistan
Fields of Expertise: Public Expenditure Policy, International Trade, Private Sector Development, Manpower Sector, Poverty

Dr Zakir Hussain
(PhD Economics Colorado State University USA)
Fields of Expertise: Agriculture Development, rural sociology, water management, cotton and livestock

Dr Abdul Salam
(PhD Agriculture economics, University of Hawaii USA)
Fields of Expertise: Agriculture policy, rural development and agriculture commodity pricing

Dr. Noor Mohammad Larik
MSc. (Statistics), Ph.D (Econometrics/Statistics) Southampton UK
formerly Director General Federal Bureau of Statistics
Fields of Expertise: Survey Design and Supervision, Analysis and Policy

Ms. Hina Nazli
(MS, Economics, University of Illinois, USA)
formerly Research Economist Pakistan Institute of Development Economics, (PIDE).
Fields of Expertise: Poverty Gender, human resource development and administration of household surveys

Ms Safiya Aftab
(MSc.Economics Quaid-e-Azam University Pakistan; MA Economics London School of Economics UK, MPA Harvard University USA)
formerly IFPRI, Asian Development Bank
Fields of Expertise: Applied Economic Analysis, Project Management