

I-SAPS

Informing Policies, Reforming Practice.

DRAFT

Annual Report, 2008



Institute of
Social and Policy Sciences

Table of Contents

MESSAGE FROM THE EXECUTIVE DIRECTOR	1
ABOUT I-SAPS	3
OUR DISCIPLINARY STREAMS	3
GOVERNANCE, DEMOCRACY & LAW.....	3
ECONOMY & MANAGEMENT	4
DEVELOPMENT & SOCIAL CHANGE.....	5
FOCUS AREAS AND SERVICES	6
I-SAPS IN 2008	7
1. EDUCATION	7
1.1. POLICY DIALOGUE AND ADVICE.....	7
1.1.1. <i>Pre-Budget Policy Dialogue on Education</i>	7
1.1.2. <i>Post-Budget Policy Dialogue on Education</i>	8
1.2. RESEARCH AND ANALYSIS	9
1.2.1. <i>Education Budget Trend Analysis</i>	9
1.2.2. <i>Social Sciences Research Journals; Issues and Way Forward</i>	9
1.2.3. <i>Private Education Regulatory Regime: ICT Private Educational Institutions (Regulation and Promotion) Ordinance</i>	9
1.2.4. <i>Review and Comments on National Education Policy</i>	10
1.3. KNOWLEDGE SHARING AND CAPACITY BUILDING.....	10
1.3.1. <i>Orientation of Parliamentarians on Education related Issues</i>	10
1.4. SOCIAL AND COMMUNITY DEVELOPMENT INITIATIVES	10
1.4.1. <i>District Education Budget Initiative (DEBI) – Rahim Yar Khan District</i>	10
2. PEACE & CONFLICT	11
2.1. POLICY DIALOGUE AND ADVICE.....	11
2.1.1. <i>Confidence-Building Measures to Strengthen Inter-Provincial Harmony</i>	11
2.1.2. <i>Balochistan: Issues and Challenges</i>	12
3. CULTURAL CHANGE AND PUBLIC POLICY	13
4. DEVOLUTION & DECENTRALIZATION	14

4.1. POLICY DIALOGUE AND ADVICE.....	14
4.1.1. <i>Achieving Good Governance: Some Conceptual Issues</i>	14
4.2. RESEARCH AND ANALYSIS	14
4.2.1. <i>Political Parties Commitments Report</i>	14
4.2.2. <i>Police Order 2002: The Power Struggle within</i>	15
5. CLIMATE CHANGE	16
5.1. POLICY DIALOGUE AND ADVICE	16
5.1.1. <i>Climate Change: Effectiveness of Public Spending and Policies</i>	16
5.2. RESEARCH AND ANALYSIS	16
5.2.1. <i>Need to Accelerate CDM Implementation</i>	16
5.3. KNOWLEDGE SHARING AND CAPACITY BUILDING.....	17
5.3.1. <i>Capacity Building of PCHR</i>	17
6. TRANSPARENCY AND INTEGRITY	18
6.1. RESEARCH AND ANALYSIS	18
6.1.1. <i>Review of New Freedom of Information Law</i>	18
6.2. SOCIAL AND COMMUNITY DEVELOPMENT INITIATIVES	18
6.2.1. <i>Promoting Transparency and Access to Information in Education in Haripur District</i>	18
7. TRADE AND DEVELOPMENT	20
7.1 POLICY DIALOGUE AND ADVICE	20
7.1.1. <i>Regional Trade Integration and Conflict Resolution: Prospects for South Asia</i>	20
7.2. RESEARCH AND ANALYSIS	21
7.2.1. <i>Workforce Development in Pakistan: Issues and Way Forward</i>	21
7.2.2. <i>Consumer Financing in Pakistan: Issues, Challenges and Way Forward</i>	21
8. AID EFFECTIVENESS	22
8.1. RESEARCH AND ANALYSIS	22
8.1.1. <i>Critique on Pairs Declaration</i>	22
8.1.3. <i>Aid Effectiveness in Pakistan: Some Critical Issues</i>	23
9. JOURNAL OF SOCIAL AND POLICY SCIENCES	24
ANNEXURE 1:	25
STAKEHOLDER PARTICIPATION: POLICY DIALOGUES. 2008	25
ANNEXURE 2:	26
STAKEHOLDER PARTICIPATION: I-SAPS SEMINARS. 2008	26
ANNEXURE 3:	27
I-SAPS TEAM.....	27

Message from the Executive Director

It gives me immense pleasure to share with you the first annual report of the Institute of Social and Policy Sciences (I-SAPS), Islamabad. For I-SAPS team, 2008 was a year of challenges and achievements. The challenges that had provided the rationale for the establishment of I-SAPS have not only exacerbated during the year, but also provided us with added impetus to work towards achieving our mission: informing policies, reforming practice.

At I-SAPS, the passion and zeal to strengthen the policy research and development in Pakistan along with the advancement of social science research and education are at the center of our identity.

I-SAPS has emerged from the Consumer Rights Commission of Pakistan (CRCP), a national research and advocacy organization working since 1998. A review and evaluation of CRCP's work over a decade convinced the Board of Trustees that new challenges emerging in the social, economic and political spheres call for consolidation of the work already done by CRCP and establishment of an independent research, teaching and training outfit. Thus, I-SAPS was established to conduct multi-disciplinary research, develop human resources, inform public policies, optimize development initiatives and engage state and market actors for sustainable development.

Notwithstanding some resource constraints-human as well as financial-we are well on our way to meeting the goals that we had set for ourselves. Achievement of the goals outlined in the strategic vision is very exciting and we have already moved forward in several areas. Although, we are proud of our achievements, nevertheless we are also deeply aware of the dangers of complacency.

During the year, we have been holding a number of policy dialogues, based primarily on I-SAPS' research. A monthly seminar series and development of policy briefs has become a permanent feature of our work. These seminars are aimed at providing public policy practitioners and academics with a platform to apply their views to the pressing public policy challenges being faced by Pakistan.

Through a strong commitment to quality and innovation that is enhanced by strategic partnerships with other academic and research institutes, international and national organizations as well as government departments, I-SAPS is providing effective evidence base and policy options for critical national needs.

I am honored to work with a very dedicated group of men and women who comprise the Board of Directors, program team and visiting faculty. These individuals have devoted time and efforts, collectively over the past year, to insure that the strategic vision is realized. They all bring an immense amount of talent and experience to the table for the benefit of I-SAPS and society on the whole.

Besides continuing our efforts for improving public policy, during 2009 we are all set to start teaching and training at I-SAPS along with the publication of a high quality research journal, thereby fulfilling all important components of our strategic vision. We have

enjoyed a successful year and we also realize the need to continue to build the institute from this strong foundation.

New challenges, new opportunities and new partners – we look forward to it all in the year to come.

Salman Humayun, PhD
Executive Director

DRAFT

About I-SAPS

The Institute of Social and Policy Sciences (I-SAPS) is mandated to undertake multi-disciplinary research, develop human resources, and inform public policies and engage state and market in informed policy dialogues for sustainable development.

Research and policy support and services offered by the institute are available to public, private and development sector organizations and their staff. The institute is also involved in consulting for development projects at selected geographical areas. Besides, students from undergraduate level to post doctoral scholars can also benefit from the education and training services of the Institute.

I-SAPS also works closely with public sector organizations to leverage their work with a view to ensuring system-wide improvements. This is guided by the realization that the public sector plays an important role in articulating and implementing policies that lead to social justice.

The institute aims to inform the state-market dialectics by facilitating a dynamic interface among research and academic institutions, civil society groups, public sector organizations and corporate actors through its disciplinary inputs and thematic programs with the objective of transforming Pakistan into a knowledge-based and just society.

Our Disciplinary Streams

The institute specializes in three academic streams, which are premised on the disciplines of political science, economics and sociology.

Governance, Democracy & Law

Pakistan has had a checkered constitutional and political history with altercations of civilian and military governments and problems in human rights, civil liberties, transfer of powers, and economic growth etc. The country has experienced a number of constitutions and a variety of political systems ranging from parliamentary to presidential to dictatorial rules. There has also been an intermittent induction of local governments and devolved powers.

A loss of trust is visible with regards to political institutions, public interest groups, and political parties as well as general relationships between groups and individuals.

Pakistan is one of the most heavily legislated countries in the world but people still lack access to justice. Despite an array of legal and judicial reforms, people struggle hard to realize their rights and entitlements. The constitution of Pakistan purports to value equality and procedural merits of cases. However, the absence of courts in far-flung areas and bureaucratic snags has made it virtually impossible for a vast majority to seek justice. Additionally, there has generally been a lack of awareness of constitutionally protected rights among ordinary people, a result of well-nurtured incidence of legal ignorance, which is structured in the very mode of production of law.

Some of the issues from this long list of problems in the realm of governance, democracy and law have not been either adequately researched or are totally missed out from the core research agenda of universities and research institutes. Lack of research and evidence-based knowledge has compromised our ability to frame policies and design reforms making them responsive to the ground realities and aspirations of the people. We have not been able to develop Pakistan-specific case studies or analysis of political challenges and developments from a variety of theoretical perspectives. This is evident from the list of reading materials of undergraduate and postgraduate students and various short courses offered on Governance.

Economy & Management

Pakistan's economy is undergoing a structural transformation characterized by de-regulation, privatization, trade liberalization, and emergence of sectoral regulators. This rather speedy transition has produced mixed results so far. Pakistan has been able to attract sizable foreign direct investment, particularly in services sector. However, the promises made to the general public like provision of better quality services, reduction in tariffs, enhanced consumer choices and responsiveness of entrepreneurs to consumer concerns are yet to be materialized for most of the citizens. There has been criticism of hasty privatization of profit-earning public enterprises and providing sovereign guarantees to select companies.

Market is largely flawed due to cartels, oligopolies and monopolies. Pakistan is striving hard to come up with effective competition laws and regulations and an effective enforcement culture. Pakistan has not been able to evolve a robust regulatory framework and institutional arrangement to ensure that legitimate interests of consumers, investors, and entrepreneurs are protected. Moreover, economic reforms as a vehicle of development and poverty alleviation do not appear to be working.

The policy makers are facing daunting challenges such as a yawning trade and budget deficit. Other challenges include shortage of essential commodities; slowdown in the economy, particularly, in the manufacturing sector with attendant unemployment; declining competitiveness of many sectors; growing inequalities with allied social problems; inability to improve quality of human resource as compared to its major international competitors; weakness of stabilization policies; slow pace of reforms initiatives, and unabated inflation, etc.

Above problems make a perfect case for examining the very rationale and course of the structural transition in economy. There is mounting evidence that the national economy is likely to face unprecedented challenges in sustaining the existing level of growth in the coming months and years because of an ineffective institutional response and a lack of domestic preparedness to compete internationally. The combined impact of recurrent governance crises, weak market regulation, and inadequacy of social protection is visible in the form of low indicators of human development. There is a serious need to revisit the complex relationship between development strategies, trade policies and human development in Pakistan and optimize them to work for a common citizen. We also have to effectively manage and enhance the competitiveness of our firms, businesses and institutions on urgent basis.

While Pakistan is a willing partner in globalization, the shift towards a knowledge-based economy is not taking place in contrast to many of our competitors passing through similar changes. The kind of legal expertise, economic research capabilities, and policy entrepreneurship, which the ongoing structural transformation in the emerging global trading system demands, are greatly missing.

I-SAPS strives to fill this gap by undertaking research and analysis on managing emerging challenges in economy, market, trade and development. Having realized the lack of coordination and linkages among academia, business sector and policy community, I-SAPS works closely with all these sectors for informed and evidence-based policy engagement and advice.

Development & Social Change

The patterns of relationship among structure and dynamics of society, politics, and economy play a decisive role in determining the course and spatial distribution of development and social change. The consequences of this relationship on social organization in Pakistan vary significantly along the lines of gender, class, culture, ethnicity, and age. Particularly, there are phenomenal differences in the nature and pace of change between the rich and the poor, urban and rural areas, and males and females. This is evident from differential access to political and economic resources, opportunities of exposure to technology and media, and human development at the individual, group, community and societal levels. The persistent problems of deteriorating law and order, terrorism, family disputes, crime, conflict, and social injustice continue to exist as symptoms as well as causes of underdevelopment and social decline.

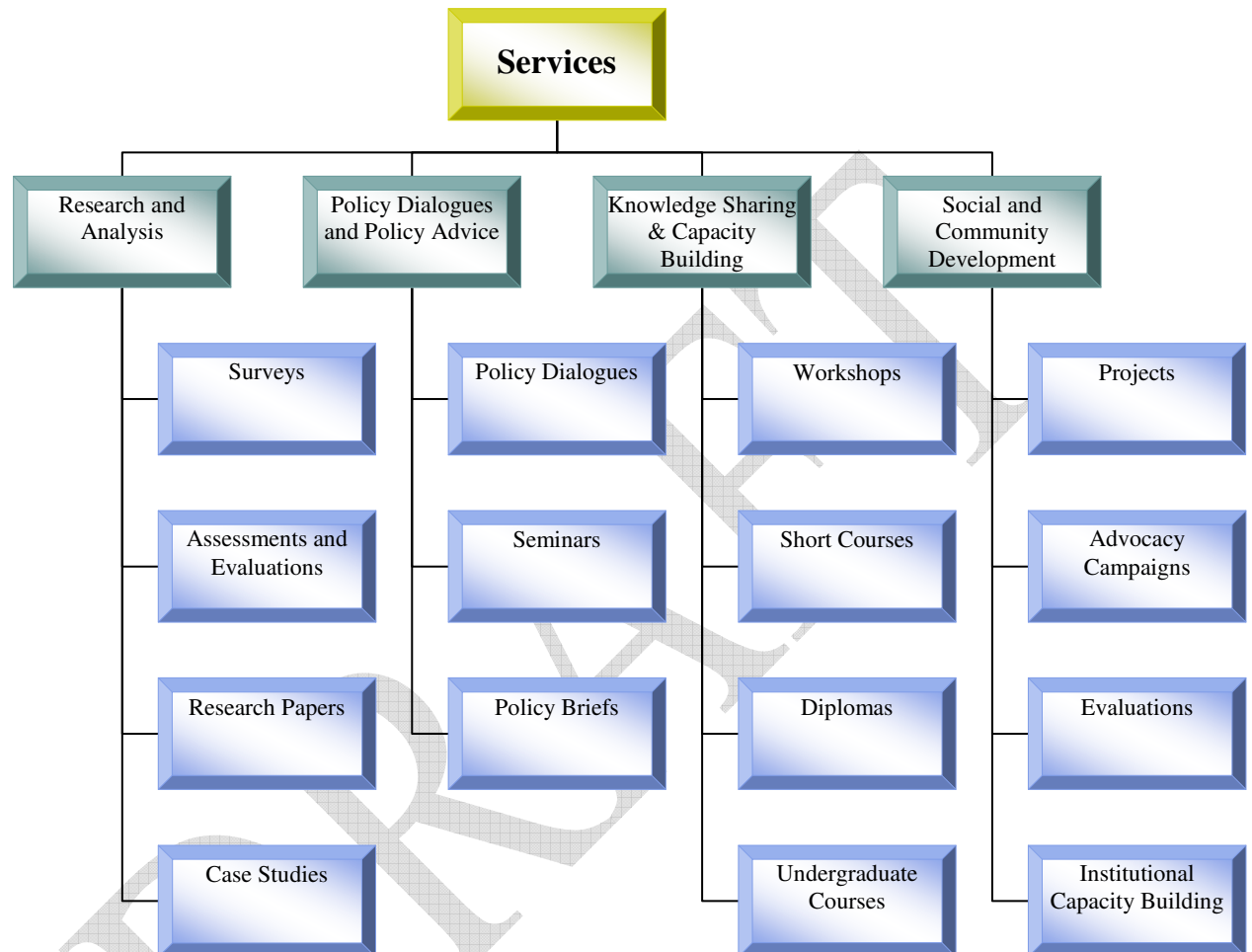
A real dilemma of development policy and practice in Pakistan has been a lack of focus on investigating the role of sociological factors. Instead, political and economic theories and approaches have dominated development planning and decision-making. The way social structures, values, institutions and human behavior affect, or are affected by development and social change remains underemphasized in Pakistan. There is a dire need to integrate sociological perspectives into development research, policy and practice. This kind of research-based evidence is a pre-condition for informing public policy in a way that it is capable of solving persistent social problems in Pakistani society.

There is a need to critically appraise the changes in social structures, institutions and values of the society in the backdrop of its pre and postcolonial history and contemporary challenges. Social transformation, ethnic tensions, sectarian violence and struggle for peace and dominance in Pakistan need to be researched in the context of a multilingual and multiracial society that is coping with the challenges of ever-changing patterns of governance and economy.

In view of the above, I-SAPS is dedicated to supporting the process of development and social change through integrating sociological perspective into research and analysis, policy advice and policy dialogues, and teaching, training and capacity building. In research and analysis, we focus upon examining the role of social factors in development. The research-based evidence thus produced is used to provide policy advice and to inform decision-making processes through communication and policy dialogues.

Focus Areas and Services

Under our disciplinary streams, the institute offers services such as research and analysis, policy dialogues and policy advice, education and capacity building, as well as, social and community development initiatives. Following are the services offered by I-SAPS:



While these services ensure organizational direction and efficiency, thematic divisions facilitate focused work as well as complementarities among the three thematic areas. These complementarities provide the institute much needed synergies and space to work on a large number of cross-cutting focus areas like education, peace and conflict, climate change, transparency and integrity, devolution and decentralization, besides trade and development.

In line with the institute's guiding vision, this arrangement ensures that a strong link is always maintained between theory and practice, and research and training. In addition, as far as possible, all products and outputs such as research papers, policy briefs, surveys, evaluation studies, workshops, diplomas and courses are developed through the approaches and methodologies of multi-disciplinary work, drawing on expertise and body of knowledge available within each of the three thematic streams.

I-SAPS in 2008

Led by its vision of informing policies and reforming practice to achieve the ultimate goal of a just and equitable society, I-SAPS carried out following activities in different areas of focus:

1. Education

Pakistan lags behind many countries in terms of key indicators such as literacy, enrollment, and dropout rates, gender equality in educational attainment, etc. This performance needs to be viewed in the context of system-wide problems of education governance and management, underinvestment, absence of policy levers to determine resource allocation, delays in disbursement, poor spending capacities at the federal, provincial and district levels and lack of transparency in decision making. Our focus on education is driven by the understanding that Pakistan needs to have effective education governance and management systems in place to ensure that education reforms take roots in the system.

I-SAPS concentrates on education with the aim to improve access as well as quality of education across all sub-sectors from primary education to higher education. Particular focus rests on to education governance and management issues with a view to enhance effectiveness of public spending on education. This is done by undertaking research on key education issues and engaging the policy community in political debate and policy dialogues. I-SAPS is also engaged in monitoring budgetary allocations and spending in the education sector. Our major initiatives in the education sector during 2008 include:

1.1. Policy Dialogue and Advice

1.1.1. Pre-Budget Policy Dialogue on Education

I-SAPS, in collaboration with Campaign for Quality Education (CQE), organized a Pre-budget Policy Dialogue on Education on May 13, 2008. This dialogue was a response to the need for public deliberation on the issues of public spending patterns for educational outcomes. The speakers at the occasion included Dr. Salman Humayun (Executive Director, I-SAPS), Mr. Abbas Rashid (CQE), Mr. Razi Abbas (Additional Secretary, Federal Ministry of Finance), Dr. Pervaiz Tahir (Mehboob-ul-Haq Professor of Economics, Government College University Lahore), Mr. Muhammad Sabir (Principal Economist, SPDC, Karachi), and Mr. Mazhar Siraj (Research Fellow, CRCP, Islamabad).

The themes discussed during the dialogue included:

- Critical Issues in Public Spending: Budget Formulation Process;
- Education Budget in Pakistan; An Analysis of Allocations and Spending;
- Education Policy and Budgeting from the Gender Perspective;
- Effectiveness of Public Spending: Evaluation of Learning; and
- Education Budget Tracking and Monitoring: The Role of Parliament, Political Parties, and Civil Society.

Various issues raised by the speakers were commented upon by the discussants, which included Dr. Pervaiz Tahir (GCU), Ms. Shahida Khattak (GTZ), Chaudhry Shafique (PCHR), Dr. Aliya H. Khan (QAU). Participants from different walks of life were present during the dialogue. Presentations and discussions were followed by question answer session. A complete report of the policy dialogue is available at:

<http://i-saps.org/administrator/publication/ISAPS1-Report%20on%20Pre-Budget%20Policy%20Dialogue%20on%20Education%20130508.pdf>

1.1.2. Post-Budget Policy Dialogue on Education

After announcement of budget for the year 2008-09, I-SAPS and CQE held a Post-Budget Policy Dialogue on Education on July 16, 2008. The dialogue was organized to sensitize the stakeholders on the critical relevance of public spending patterns with educational outcomes and make contributions for increased effectiveness of public spending on education. Four distinguished speakers were invited to deliver presentations on different dimensions of education budget and its tracking issues.

Dr. Salman Humayun (I-SAPS) made a presentation on the ‘Analysis of Education Budget 2008-09’ from the perspective of its responsiveness to issues of access to and quality of education. Chaudary Shafique (PCHR) spoke on ‘Effectiveness of Parliament’s Role in Education Budget.’ Mr. Mazhar Siraj (CRCP) delivered a presentation on ‘Institutional Mechanisms for Education Budget Tracking.’ Mr. Abbas Rashid (SAHE) gave a talk on ‘Public Spending: Issues of Access and Quality in Education.’

The discussant at the occasion was Dr. Pervaiz Tahir (GCU). His discussion was followed by remarks from the chair Dr. Fayyaz Ahmed (MoE) and a lively question and answers session. The detailed report of the policy dialogue can be accessed at the following website link: <http://i-saps.org/administrator/publication/ISAPS1-Report%20on%20Post-Budget%20Policy%20Dialogue%20on%20Education%20160708.pdf>

1.1.3 Private Educational Institutions: Issues of Quality and Equity

The third policy dialogue organized by I-SAPS was on ‘Private Sector Education: Policy and Regulatory Issues’ which was held on August 29, 2008. The objective of the policy dialogue was to initiate debate on the regulatory frameworks developed by the higher Education Commission (HEC) and ICT Private School Regulatory Authority and to identify causes of their ineffective implementation. Besides, it also aimed at collecting different views and suggestions to strengthen these regulatory mechanisms.

The first presentation was delivered by Mr. Abbas Rashid (SAHE) on ‘Private Educational Institutions: Issues of Quality and Equity.’ Dr. Salman Humayun (I-SAPS) discussed ‘Private Schools: Policy and Regulatory Issues.’ He strongly criticized the rationale of creating the Regulatory Authority as a self-financing body. It was followed by Mr. Kashif Mumtaz’s (I-SAPS) talk on “Private Sector Higher Education: Policy and Regulatory Issues.” Mr. Mumtaz underlined the need for

beefing up the tools for evaluation, and clearly defining the mandate of sectoral regulators.

Following presentations from speakers, the issues were discussed and encapsulated by the discussants namely, Col. (Rtd.) Muhammad Ashraf (ICT Private Educational Institutions Regulatory Authority), Dr. Riaz Hussain Qureshi (HEC) and Dr. Faisal Bari (LUMS). A report containing detailed proceedings of the dialogue is available at the I-SAPS website on following link:

[http://i-saps.org/administrator/publication/ISAPS1-](http://i-saps.org/administrator/publication/ISAPS1-Report%20on%20Policy%20Dialogue%20on%20Private%20Sector%20Education%20290808.pdf)

[Report%20on%20Policy%20Dialogue%20on%20Private%20Sector%20Education%20290808.pdf](http://i-saps.org/administrator/publication/ISAPS1-Report%20on%20Policy%20Dialogue%20on%20Private%20Sector%20Education%20290808.pdf)

1.2. Research and Analysis

I-SAPS team carried out research on different issues related to education and developed following policy briefs.

1.2.1. Education Budget Trend Analysis

I-SAPS has provided consultancy services to the Department for International Development (DFID-UK) to carry out trend analysis of education data and budget information. Under this initiative the institute collected education statistics and budget information from 2004 to 2008 in FATA and NWFP. A research report was prepared highlighting the findings of trend analysis.

1.2.2. Social Sciences Research Journals; Issues and Way Forward

Mr. Kashif Mumtaz, Research Fellow I-SAPS, has developed a policy brief highlighting issues related to quality of research journals in Pakistan and prevailing social science research gap in the academic institutions. The brief highlights how this dearth of good quality social science research journals is leading towards a brain drain and corrosion in the quality of education in the universities. Mr. Mumtaz explained how low quality output of universities results in the inadequately-trained and ill-equipped human resources for all sectors of economy, leading to the erosion of competitiveness nationally as well as internationally. In this policy brief, the writer has also recommended suggestions to improve the quality of social science research journals in the country.

1.2.3. Private Education Regulatory Regime: ICT Private Educational Institutions (Regulation and Promotion) Ordinance

Another policy brief related to education sector is based on the analysis of private education regulatory regimes in Pakistan. The policy brief tries to identify various lacunae in the Islamabad Capital Territory Private Educational Institutions (Regulation and Promotion) Ordinance, 2006, which have militated against the effective functioning of the regulatory body¹ formed through the Ordinance. After taking into account all weakness and issues in the ordinance the author, Mr. Mumtaz,

¹ . Islamabad Capital Territory Private Educational Institutions (Regulation and Promotion) Regulatory Authority.

has suggested formulation of robust regulatory framework that can respond to the needs of all stakeholders.

1.2.4. Review and Comments on National Education Policy

I-SAPS team has also carried out a comprehensive review and analysis of the National Education Policy 1998-2010 through consultations with different experts. The policy was revised in 2007. I-SAPS shared its comments with the relevant authorities and pressed the newly elected government for initiating proper legislative procedures for approval of the draft policy.

1.3. Knowledge Sharing and Capacity Building

1.3.1. Orientation of Parliamentarians on Education related Issues

I-SAPS joined hands with the UNDP to organize a briefing for the parliamentarians on education-related issues in Pakistan. The briefing was held in May 2008. During the event the parliamentarians were given orientation about different challenges and budgetary issues faced by the education sector in Pakistan. The parliamentarians were also sensitized about the gender responsive budgeting and its significance.

1.4. Social and Community Development Initiatives

1.4.1. District Education Budget Initiative (DEBI) – Rahim Yar Khan District

I-SAPS is implementing a coherent set of activities for tracking education budget in district Rahim Yar Khan, Punjab province. Key activities to be undertaken by I-SAPS include: i) comprehensive analysis of district education budget covering three years, i.e. 2006-07, 2007-08, 2008-09; ii) tracking of district education budget along the current fiscal year, i.e.2008-09; iii) submission of information requests to various offices of the district government to seek information about education budget; iv) preparation and dissemination of IEC material; v) policy dialogue on district education budget; and vi) capacity building of partner organizations for budget tracking.

2. Peace & Conflict

As Pakistan is facing increasing number of conflicts-social, economic, environmental, political, religious, and ethnic-the need for a thorough understanding of the nature, causes, and ramifications of these conflicts and mechanisms for their resolution has also increased. At I-SAPS, we believe that peace and conflict resolution are important preconditions for sustainable economic growth, democracy, and development. We, therefore, undertake research on various conflicts affecting peace and stability of Pakistan and that of the broader South Asian region. As these conflicts stem from the interplay of various political, social, and economic factors, their resolution requires a multidisciplinary approach which could accommodate various aspects of the conflicts, and the multidisciplinary emphasis of I-SAPS research team places them in a particularly advantageous position to strive for their resolution. Currently, I-SAPS is working on inter-provincial harmony in Pakistan with a special focus on the role of business and development sector.

2.1. Policy Dialogue and Advice

2.1.1. Confidence-Building Measures to Strengthen Inter-Provincial Harmony

I-SAPS provided technical support to the Ministry of Inter-provincial Coordination for design, and organization of a national conference on “Confidence-Building Measures to Strengthen Inter-Provincial Harmony” held on February 12, 2008. The conference revisited the question of inter-provincial harmony from the viewpoint of business community. The main idea behind the conference was to engage the business sector for tapping its potential to build confidence and trust among the provinces on the one hand, and to highlight related business concerns, on the other. The conference was convened in three sessions. Speakers of the first session included Dr. Muhammad Amjad, Federal Minister for Inter-provincial Coordination, Mr. Riaz Ahmed Khan, Advisor, Ministry of Water and Power and Eng. M. A. Jabbar, Ex-Vice President of Karachi Chamber of Commerce and Industry. Mr. Tariq Hamid, Federal Minister for Water and Power, chaired the first session.

Second session of the conference was organized to discuss “Protection of Business Concerns and Corporate Social Responsibility”. Mr. U.A.G. Isani, President of Commission on Loss of Private Property and Compensation, Mr. Haseeb Khan, Ex-vice President of Karachi Chamber of Commerce and Industry, and Mr. Sohail Lashari, Ex-vice President of Lahore Chamber of Commerce and Industry, and Dr. Salman Humyun, Executive Director I-SAPS, were speakers for the second session. The Federal Minister for the Interior, Mr. Hamid Nawaz Khan, chaired the session.

During the third session proceedings were wrapped-up and final recommendations were shared. The keynote address at the conference was delivered by Caretaker Prime Minister, Muhammad Mian Soomro.

2.1.2. Balochistan: Issues and Challenges

I-SAPS organized a seminar on “Balochistan: Issues and Challenges” on August 6, 2008. A delegate from Balochistan was invited to discuss the issues and challenges faced by different economic and social sectors of Balochistan. The speakers of the seminar included Mr. Habib Jalib, Secretary, Balochistan National Party, Mr. Kashkol Ali Advocate, ex-leader of Opposition, Balochistan Assembly, Mr. Ibraheem Lehri, former General Secretary, High Court Bar Association, Balochistan, and Malik Siraj Akbar, Bureau Chief, Daily Times and Aj Kal, Quetta.

The discussion and presentations from the speakers were followed by a lively question and answer session during which some of the participants urged the Baluch leaders to distinguish between common Punjabis and the Punjabi elite in civil and military bureaucracy, which might have been responsible for some of Balochistan’s woes.

DRAFT

3. Cultural Change and Public Policy

I-SAPS organized a seminar on “Cultural Change and Public Policy” on October 16, 2008. The seminar was delivered by Dr. Safdar A. Sohail (Director General, Foreign Trade Institute of Pakistan), while Mr. Arshad Waheed (Director, Institute of Social Policy, Islamabad) was the discussant. The seminar was aimed at discussing theoretical issues regarding cultural change and its relationship with public policy.

Dr. Sohail discussed concepts such as social change, norm, and cultural change and public policy. In the last part of his presentation, Dr. Sohail discussed various public policy responses which were more closely correlated with a positive cultural change in the Pakistani public space. In this context, he discussed the planning system, nature and scope of budgetary allocations, political decision-making systems, crisis response system, corporate governance, market regulations, social services provision, and leisure and recreational system.

In his remarks, Mr. Waheed emphasized the importance of realizing that policy formulation was essentially a political process with several interest groups involved in its formulation and implementation. Social change, he said, did affect public policy and the changes in public policy had bearing upon power structures within the society. Mr. Waheed said that resistance to social change was more in the arena of ideas. A lively discussion followed afterwards. Detailed report of the seminar can be downloaded from our website at the following URL:

<http://i-saps.org/administrator/publication/ISAPS1-Seminar%20Report%20I-SAPS%20Seminar%20161008.pdf>

4. Devolution & Decentralization

I-SAPS' work on devolution and decentralization is guided by the framework of Reform Supports that optimizes reforms at all levels by focusing on the demand side. The institute tends to undertake research and capacity building initiatives that contribute to the understanding of political economy of governance reforms in Pakistan. The institute has devised appropriate tools to citizens' capacity for demand articulation. This entails involving with the system around real life issues in a constructive manner, securing citizens' rights while ensuring smooth functioning and sustainability of the system. An important aspect of this approach is facilitation of procedural engagement whereby citizens articulate their demands within procedures set out in the local government system.

4.1. Policy Dialogue and Advice

4.1.1. Achieving Good Governance: Some Conceptual Issues

I-SAPS organized a seminar on "Achieving Good Governance: Some Conceptual Issues" on December 18, 2008. The seminar was delivered by Mr. Naeem ul Haque (Member, National Reconstruction Bureau), while Mr. Javaid A. Malik (Governance Expert) was the discussant. Mr. Haque elaborated the concept of governance which was applicable to states, to corporations, to non profit organizations, to partnerships, and to other associations. He then listed what he said were the six key governance dimensions, quoted in World Wide Governance Indicators by Kaufmann-Kraay-Mastruzzi, which could be helpful in providing some guidelines in dealing with governance issues. Mr. Haque highlighted the importance of focusing on service delivery, lamenting that unfortunately in the civil service the focus was on the service structure.

In his comments, Mr. Malik focused on the linkage between service delivery and good governance, describing it as a very important development which meant that the manner or the process of governance was essentially linked with certain outputs. He stated that there was a need to expand the ambit of governance portfolio, which, he said, would mean chances of better governance. The comments were followed by a lively discussion.

4.2. Research and Analysis

4.2.1. Political Parties Commitments Report

I-SAPS in collaboration with CRCP sought commitments on 47 core policy issues from major political parties participating in the February 18, 2008 elections. The issues pertained to following seven areas. (1) Economy, Trade and Welfare, (2) Education, (3) Health, (4) Safe Drinking Water, (5) Energy, (6) Consumer Protection, and (7) Freedom of Information and Transparency. Commitments in these policy areas were sent to six major political parties, namely: the Muthidda Qaumi Movement

(MQM), the Pakistan Muslim League (N), the Pakistan Muslim League (Q), the Pakistan Peoples Party (PPP), the Awami National Party (ANP), and the Jamiat Ulama-i-Islam (JUI). All political parties provided their party positions on each of the 47 policy actions except the PPP. The exercise was done prior to the general elections. Post-elections, I-SAPS has been engaging parliamentarians, mainly through policy dialogues, to encourage them to follow up on their commitments.

4.2.2. Police Order 2002: The Power Struggle within

A policy brief on the Police Order 2002 was developed by Dr. Salman Humayun, Executive Director I-SAPS. The brief draws attention to the conceptual and structural issues in the Order as well as problems related to the police as an organization. Implications of the power struggle between various groups within the police have also been pointed out by the author. The brief suggests an end to this power struggle for ensuring effective implementation of the Order in letter and spirit.

DRAFT

5. Climate Change

Effects of climate change cut across geographical boundaries. Rise in global temperature, melting of glaciers, proliferation of diseases and increased frequency of disasters like floods, droughts and hurricanes are some of the problems being caused by climate change.

Experts believe that Pakistan will be affected by the impacts far more seriously than is generally recognized by the opinion leaders. Cautious estimates indicate that the Pakistani population is vulnerable to rise in temperature by 0.9C by 2020 and 1.8C by 2050, water scarcity, unfavorable weather conditions, reduced crop productivity, and higher probability of famines, hunger, poverty, diseases and environmental degradation. The poor and disadvantaged groups are more likely to be hit hard, thus paving the way for increased poverty, deprivation, and fragile macroeconomic discipline.

In view of its actual and potential adverse effects on Pakistan and global community, I-SAPS accords high priority to addressing the challenges and vulnerabilities associated with climate change.

Given that this issue has not attracted due attention from decision-makers, I-SAPS is working to bring it high on the government priorities through research and policy dialogues. For this purpose, the institute is engaged in creating an interface with policymakers and legislators to sensitize them on the future implications if this issue is not addressed properly. I-SAPS is involved in policy dialogues to influence the public spending in various sectors from the viewpoint of addressing climate change issues.

5.1. *Policy Dialogue and Advice*

5.1.1 **Climate Change: Effectiveness of Public Spending and Policies**

A seminar was organized by I-SAPS on “Climate Change: Effectiveness of Public Spending and Policies” on May 22, 2008. The seminar was organized to sensitize participants on climate change and related issues, with a particular focus on public policies, public spending, and energy. The speakers and the discussants of the dialogue discussed effectiveness of public spending on environment and climate change, public policies on environment, and implication of energy consumption patterns on climate change.

5.2. *Research and Analysis*

5.2.1. **Need to Accelerate CDM Implementation**

Focusing on climate change issues, I-SAPS has developed a policy brief on the Clean Development Mechanism (CDM). The policy brief, developed by Ms. Rabia Shabbir, Research Associate I-SAPS, informs about the climate changes and its implications for Pakistan. The brief highlights the role of CDM in Pakistan and its

performance so far, which is not considered satisfactory. As of January 2008, Pakistan had registered only one project, resulting in average annual CER reduction of 1,050,000. Whereas, at the same time, India had 302 registered projects. This state-of-affairs in Pakistan is largely attributed to monetary impediments, lack of CDM experts and project developers, and lack of awareness about CDM opportunities.

The brief suggests that in order to address environmental issues, capacity of both public and private sectors should be built for CDM projects development, assessment and promotion. Concerning the growing induction of GHGs in the atmosphere and Pakistan's vulnerability to climate change, the brief stresses to accelerate CDM implementation process in Pakistan through needs-based allocation for fulfillment of its functions, and development, assessment and promotion of the CDM projects.

5.3. Knowledge Sharing and Capacity Building

5.3.1. Capacity Building of PCHR

I-SAPS provided technical support to PCHR for effective participation in parliamentary budget debate, particularly by helping them drafting cut motions on education budget 2008-09.

6. Transparency and Integrity

The exercise of the right to information is a pre-requisite for transparency, good governance and empowerment of communities. Moreover, access to information helps communities identify shortcomings in the public services to which they are entitled on the one hand and influence the decisions that are likely to affect their lives, on the other. In cognizance of the importance of freedom of information (FOI), many nations have taken concrete steps to protect their rights through specific legislation. Until now, about 68 countries have enacted FOI laws. Pakistan is the first country in South Asia, which promulgated the Freedom of Information Ordinance, 2002 at the Federal level. Balochistan and Sindh provinces have also passed provincial FOI laws in 2005 and 2006, respectively. Despite the passage of these laws, the results are far below than one could have expected since their enforcement.

Freedom of information is one of the main areas of I-SAPS' work under the Governance and Law stream. The Institute undertakes research and stimulates policy debate on the right to information legislation. I-SAPS is providing technical support for preparation of FOI policies to three government departments under community empowerment component of Access to Justice Program.

6.1. Research and Analysis

6.1.1. Review of New Freedom of Information Law

The draft Freedom of Information Bill 2008 which was proposed by Ms. Sherry Rehman, Federal Minister for Information, was analyzed by experts at I-SAPS. After critically examining the draft bill, I-SAPS pointed out that the bill failed to introduce any improvement in the institutional mechanism for processing of information requests and complaints. It was also highlighted that the important provision of whistleblower protection was taken out from the current bill thus making it ineffective. In view of its findings, I-SAPS team has proposed that the new bill should not be enacted unless its shortcomings are removed.

6.2. Social and Community Development Initiatives

6.2.1. Promoting Transparency and Access to Information in Education in Haripur District

I-SAPS is implementing an initiative for greater transparency and access to information in the education sector in Haripur district. The main objectives are to: i) create demand for quality information on education services being provided by the public sector; ii) engage the elected representatives, civil society organizations, and district education official for data-based decision-making; and iii) build capacities of stakeholders to access education information by using available procedural space, and to process the available information for improvement in service delivery.

Key activities of the initiative include: analysis of district education budget over the last two years; preparation and dissemination of around twelve information products (brochures, leaflets, posters etc.) based on district education statistics at the district and tehsil levels, and in selected union councils, at the school level; sensitization of the elected representatives and district education officials on transparency and access to information through one-on-one meetings, briefings and correspondence; organization of four policy dialogues on key issues in education in the district; quarterly monitoring of district education budget using district, provincial and national data; and engagement with District Council for operationalization of transparency related provisions of the LGO, 2001 with a focus on education sector. Moreover, under the project two capacity building workshops of stakeholders will be organized. The workshops will focus on explaining the education system of Pakistan, particularly in the devolved context, education data sources, procedures that can be used to access education information; how information can be used to influence education outcomes, etc.

DRAFT

7. Trade and Development

I-SAPS looks at economy and trade from a multidisciplinary perspective. Our work concentrates on liberalization of services sectors such as, telecommunications, education and banking. Under the context of the General Agreement on Trade in Services (GATS), the institute especially looks into the opportunities and challenges offered by liberalization of sectors like, higher education, telecommunication and banking for Pakistan. I-SAPS is engaged in creating an informed policy environment that helps economic managers to take decisions about liberalization of the services sectors and related issues of quality and regulation on the basis of evidence and data. I-SAPS believes that any commitment by Pakistan in the GATS must be based on evidence-based policy research and analysis.

Apart from research and policy dialogues, the institute is developing a short course on GATS for students of economy, development practitioners, service providers, and government officials. The course is expected to be launched by the end of the current year.

7.1 *Policy Dialogue and Advice*

7.1.1 **Regional Trade Integration and Conflict Resolution: Prospects for South Asia**

I-SAPS organized a seminar on “**Regional Trade Integration and Conflict Resolution: Prospects for South Asia**” on November 20, 2008. The seminar was delivered by Dr. Shaheen Rafi Khan (Research Fellow, Sustainable Development Policy Institute, Islamabad), while Dr. Safdar A. Sohail (Director General, Foreign Trade Institute of Pakistan) was the discussant. The seminar tried to explore trade-peace-conflict linkage with a particular focus on South Asia.

After discussing different theories and three Regional Trade Agreements (RTAs) in detail, Dr. Khan examined the causality between trade and conflict by taking the traditional route whereby trade was supposed to mitigate conflict. He noted that though there were considerable trade complementarities within the SAARC region, and the tariffs had declined, RTAs had failed to synergize regional trade which not only remained abysmal but had also declined over the past five decades. The causal links, Dr. Khan noted, were not from trade to conflict but the other way round as all the major trade initiatives in the region had historically been hostage to conflict. In the last part of his presentation, Dr. Khan applied the analysis undertaken at the regional level to Indo-Pak relations and reiterated that it was conflict which drove trade.

Dr. Sohail during his discussion agreed with Dr. Khan that in the case of South Asia there was a need to first address conflicts. However, as far as trade and conflict causality was concerned, he viewed it as more of a circular thing, meaning that if there was less conflict there would be more trade. He observed that as long as there was not a basic notion of truth while defining the outstanding issues, the conflicts could never be resolved. Summing up his thoughts, Dr. Sohail said that South Asians still lacked a South Asian vision which obviously had to

come from the bigger partner. A complete report of the seminar can be accessed at:

<http://i-saps.org/administrator/publication/ISAPS1-Seminar%20Report%20I-SAPS%20Seminar%20201108.pdf>

7.2. Research and Analysis

7.2.1. Workforce Development in Pakistan: Issues and Way Forward

Mr. Muhammad Ilyas, Research Associate I-SAPS, prepared a policy brief on “Workforce Development in Pakistan: Issues and Way Forward”. In his brief, Mr. Ilyas, has highlighted why Pakistan needs a skilled and mobile workforce to achieve sustainable economic and social development, in order to remain globally competitive and be able to respond to changes in technology and work patterns.

The brief suggests establishment of a separate Ministry of Human Resource Development as a policy solution to workforce development issues. According to the brief, all functions of the various ministries related with the human resource development should be assigned to this ministry. It should deal with all aspects of human resource development, from a minor technical training course to specialized engineering, vocational and technological trainings. All engineering universities/colleges, medical colleges, colleges/universities of information technologies, and all colleges and institutes of vocational and technical training should fall under its purview.

7.2.2. Consumer Financing in Pakistan: Issues, Challenges and Way Forward

I-SAPS provided technical support to CRCP for carrying out a research study on Consumer Financing issues in Pakistan. I-SAPS provided support for designing the data collection instruments and data analysis. The report of the study has been published which informs about problems of unjustified tariffs, hidden charges, high profits, service inefficiencies, procedural delays and lack of transparency due to poor enforcement of regulatory policies and rules in consumer banking sector.

8. Aid Effectiveness

The increasing emphasis upon the Millennium Development Goals (MDGs) has also pushed aid effectiveness high on the agenda of governments, donors and civil society. Not only the development practitioners but donors and independent social researchers are also pointing fingers towards ineffectiveness of development assistance for bringing about positive social change and economic development in the recipient countries. The Micro-Macro paradox of development initiatives pointed out by Paul Moseley is quite visible in all regions of the world especially in Pakistan.

Being one of the top recipients of foreign development assistance and a signatory to the Paris Declaration, Government of Pakistan (GoP) is responsible to take steps for improving management and delivery of development assistance vis-à-vis devising strategy for achieving indicators and targets specified in the Paris Declaration. The importance of effective aid management increases manifold for Pakistan especially in the backdrop of increasing poverty and mounting debt burden on the country. Despite its critical role for development of the country, very little research and policy work has been done to devise viable strategies for improving effectiveness of foreign aid in Pakistan.

In this context, I-SAPS is undertaking policy analysis and research for appraising modalities, conceptual issues, challenges and political economy of effective aid management besides providing pragmatic data analysis and case studies. The institute is already actively engaged in budget tracking and providing support for gender responsive budgeting and policy making at all tiers of the government. Along with the monitoring and assessment of public sector spending, the institute is endeavoring to undertake analysis and provide support for maximizing effective delivery and management of development assistance streaming into Pakistan from various bilateral and multilateral donors and international agencies.

The institute provides research based information and strategies to the policy makers and development partners for evidence based decision making. This is envisaged to result in better utilization of development assistance for achieving MDGs and improving efforts for poverty alleviation in the country.

8.1. Research and Analysis

8.1.1. Critique on Paris Declaration

The Paris Declaration was adopted in 2005 by over a hundred developed and developing countries besides international agencies of the world. The declaration right after its announcement was criticized by a few individuals and organizations for its shortcomings but no comprehensive critique was floated especially from the perspective of challenges faced by development partners in Pakistan. I-SAPS carried out a thorough analysis and prepared a critique on the declaration. The critique points out that Paris Declaration which is considered a guiding document for enhancing aid effectiveness is sketchy and muddled, containing numerous conceptual issues besides some structural planning gaps and deficiencies.

8.1.3. Aid Effectiveness in Pakistan: Some Critical Issues

A policy brief on the issues related to the effective management of the development assistance in Pakistan was developed by Ms. Rizwana Shabbir, Research Fellow, I-SAPS. The issues pointed out in the brief include lack of policy coherence and absence of a comprehensive aid management policy in Pakistan, multiple centers of coordination, conceptual and structural limitations of the Paris Declaration, slow progress on the commitments made by the government, uninformed decision making for aid allocation, problems of fungibility and duplication along with wastage and leakage of aid besides a big share of hard loans and tied aid following into country.

After analyzing various issues, the brief suggests that a comprehensive aid effectiveness policy along with a single administrative body, for ensuring harmonization and policy coherence, is imperative for Pakistan. It also recommends that the government efficiently use available information sources for making evidence based decisions thus reducing wastage or mismanagement of development assistance to unleash its full potential for improving development impact in Pakistan.

9. Journal of Social and Policy Sciences

Preparations for launching of a premier peer-reviewed “Journal of Social and Policy Sciences” are in full swing at the I-SAPS. The institute believes that it will be an exciting and flagship service for academic and development communities in Pakistan.

It is envisaged that the in-process quality research journal would focus on the complex issues of public policy as well as on the purely academic issues within the domain of social sciences. The journal would serve as an effective medium for social sciences scholars to get their researches published and disseminated across a wide range of readership. The journal would foster discussion on public policy issues and serve as an effective channel of communication between policy makers, government agencies, academic and research institutions and persons concerned with the complex role of public policy in society. It would also promote and disseminate reflection on debates and critiques of developments in the field of public policy, including factors impacting governance, accountability, and the determination and implementation of policy.

The Journal of Social and Policy Sciences would be a scholarly vehicle for promoting research culture in the country and guide Pakistani policy-makers on how to deal with the challenges thrown up by the ongoing social change, concerns for equitable development, political economy of reforms, changing patterns of trade and markets, and the dynamics of the interface between corporate actors and governance apparatus.

The present stage for the *Journal of Social and Policy Sciences* has been set by thorough conceptualization and deliberation of scholarship within and outside the I-SAPS. To kick-start the birth of this journal, detailed analysis of the need and absence of a quality peer reviewed journal was generated in the forms of a proposal and policy briefs which were disseminated among like-minded and concerned scholars also outside Pakistan.

It is because of a wide consultative process that many internationally reputed scholars in Pakistan and foreign faculty have already consented to be on its editorial board.

Journal of Social and Policy Sciences is aiming at to be a refereed journal that meets the certification criteria and quality standards set by national and international communities of research.

It is expected that first copy of the journal would be launched by middle of the year 2009.

Annexure 1:

Stakeholder Participation: Policy Dialogues. 2008

Around 190 participants were present during I-SAPS policy dialogues, which included 60 female and 130 male participants. The participants of the policy dialogues included representatives from Government Departments, Civil Society Organizations (CSOs), international organizations, social scientists, students and media personnel.

Table 1: Gender-wise Participation Analysis of Policy Dialogues of I-SAPS

Month	Male	Female	Total
May	41	12	53
July	36	19	55
August	53	29	82
Grand Total	130	60	190

Among the participants of the policy dialogues 32 were officials of government departments. Moreover, 36 CSO representatives and 26 officials of international organizations participated in the policy dialogues. In addition, about 41 social researchers, educationists and students of renowned national universities participated. 44 journalists, columnists, and reporters from the print and electronic media were also among the participants. Following table gives detailed analysis of the participants:

Table 2: Detailed Participation Analysis of Policy Dialogues of I-SAPS

Month	Participants from						Total
	Government	CSOs	INGOs	Research & Education	Media	Others	
May, 08	10	14	9	7	11	2	53
July, 08	8	10	12	9	12	4	55
August, 08	14	12	5	25	21	5	82
Grand Total	32	36	26	41	44	11	190

Annexure 2:

Stakeholder Participation: I-SAPS Seminars. 2008

The participants of I-SAPS seminars included representatives from Government Departments, Civil Society Organizations (CSOs), international organizations, social scientists, students and media personnel. A total of 88 participants attended the seminars, which included 26 female and 62 male participants.

Table 1: Gender-based Participation Analysis for I-SAPS Seminars

Month	Male	Female	Total
October	19	8	27
November	18	8	26
December	14	5	19
January	11	5	16
Total	62	26	88

In total, 11 officials of government departments, 11 CSO representatives and 4 officials of international organizations participated in the seminars. In addition, about 56 social researchers, educationists and students of renowned national universities participated. Six journalists, columnists, and reporters from the print and electronic media were also among the participants. Following table gives detailed analysis of the participants:

Table 2: Detailed Participation Analysis for I-SAPS Seminars

Month	Participants from					Total
	Government	CSOs	INGOs	Research & Education	Media	
October	4	3	1	15	4	27
November	5	2	2	15	2	26
December	0	2	0	17	0	19
January	2	4	1	9	0	16
Grand Total	11	11	4	56	6	88

Annexure 3:

I-SAPS Team

I-SAPS is managed by highly qualified and technically competent core team including renowned national experts from the education sector.

Dr. Sarfraz Husain Ansari is a Ph.D. in Pakistan Studies from the Quaid-i-Azam University, Islamabad. He is a member of our board of trustees. Currently, Dr. Ansari is working as the Dean, Faculty of Humanities in the University of Wah, Pakistan. Previously, he has remained actively engaged as a faculty member with the Quaid-i-Azam University, Islamabad and the National Defense University. Dr. Ansari is an active researcher working for social sector development through scientific social research and capacity building programs with different non-governmental organizations like Doaba Foundation, Economic Justice and Development Organization, etc.

Dr, Syed Mujawar Hussain Shah has done his Ph.D. from Quaid-i-Azam University Islamabad, Pakistan. Currently he is on the advisory board of I-SAPS. Since April 2006, He is working as Advisor Academics at the National Defence University. He has also been performing his duties as Professor for Greenwich University, Islamabad. Dr. Hussain is an active social researcher who has consistently been carrying out research in various areas especially focusing on politics in Pakistan.

Mian Abrar Hafeez is the founding member and Secretary General of Consumer Rights Commission of Pakistan (CRCP). He is a graduate in Law from University of the Punjab, Lahore. Since 1998, Mr. Hafeez has remained involved in development and implementation of various projects on governance, law, education and health. He has also presented papers at different forums on the issues related to transparency and accountability, good governance besides civil and consumer rights.

Dr. Nadeem Omar is a Ph.D. in Art History and Theory. He is an anthropologist currently working as Assistant Professor at the Department of Communication and Cultural Studies, National College of Arts, Lahore. Dr. Omar has also worked with Sustainable Development Policy Institute (SDPI). He also works as freelance consultant with various international development organizations on issues of social sector development. His areas of interest include critical theory, art history, social change, and quality education.

Dr. Tanvir Anjum is one of the founding members of the Consumer Rights Commission of Pakistan (CRCP). Currently, she is working as Assistant Professor, Department of History, Quaid-i-Azam University, Islamabad, where she is involved in teaching and research related activities. Dr. Anjum has been actively working in the areas of public policy research with special reference to social conflicts and mitigation, privatization in Pakistan, media and governance.

Dr. Salman Humayun, Director I-SAPS, is a highly accomplished development professional with fifteen years experience managing, designing and delivering technical assistance programs especially in the education sector reforms. He has a proven track record of strengthening policy and planning capacities of the Ministry of Education, for

improved education governance with demonstrated success in improving the use of data-based decision making at national, provincial and district levels. In addition, he is equally good in designing and conducting policy dialogues with a broad range of stakeholders from local to national levels. Dr. Humayun is well-placed to create and sustain the reform support work for multi-sectoral development interventions.

Mr. Mazhar Siraj, is working with I-SAPS as Director Programs. Before joining I-SAPS he was associated with CRCP for more than 7 years. He has achieved M.Phil. degree in American Studies (Social Science) from the prestigious Quaid-i-Azam University, Islamabad. While working at CRCP as Program Coordinator, he was responsible for providing coordination and technical assistance to project managers and program team besides playing supervisory role for administration and finance units. Mr. Siraj possesses expertise in research, program design and management, monitoring project implementation and campaign execution. He has been supervising different projects related to human rights in the areas of freedom of information, access to justice, women empowerment and police reforms. His areas of interest include governance, access to justice and community empowerment.

Mr. Siddiq Tareen is working as Education Data and Public Finance Expert with I-SAPS. He has an MSc in Applied Mathematics from the University of Balochistan and an MA in Education Planning and Management from Allama Iqbal Open University Islamabad. He specializes in education planning, project design and implementation, and budget and financial analysis of education sector. He comes with a very diverse experience both in public and development sector. Mr. Tareen has been working as a consultant with the Aga Khan Foundation, Pakistan and the Academy for Education Development (AED). He has also worked as a Senior Technical Specialist with the Research Triangle Institute. Moreover, he has also worked in the Planning Commission, Government of Pakistan and Education Department, Government of Balochistan. Currently, Mr. Tareen is working on discrepancies of Education Data in different data sets like NEMIS, NEC and NEAS.

Ms. Rizwana Shabbir is working with I-SAPS as a Research Fellow. She has done Masters from the Quaid-i-Azam University, Islamabad. She has been carrying out research under various projects of CRCP including component on Access to Justice Program, Devolution Support Program (DSP) and Gender Responsive Budgeting Initiative (GRBI). She has also been working closely on the assignments related to Access to Information, Policy for Police Department, National Community-based Guidelines for Safe Drinking Water, Consumer Financing in Pakistan, issues in microfinance services and issues related to human rights and governance. In I-SAPS her areas of interest include governance and aid effectiveness.

Mr. Kashif Mumtaz is working as Research Fellow with I-SAPS. He has done Masters in International Affairs from the Australian National University, Canberra, Australia. Mr. Mumtaz has also achieved a masters degree in History from the Quaid-i-Azam University, Islamabad. Previously, he worked with the Pakistan Institute of Legislative Development and Transparency and Institute of Strategic Studies, Islamabad. At I-SAPS along with the research he is also responsible for the monthly seminar series and research journal of the institute. His main areas of interest include legislative strengthening, governance, and peace and conflict.

Ms. Rabia Shabbir, has done her Masters of Philosophy (M.Phil.) in Pakistan Studies from Quaid-i-Azam University, Islamabad. She is working with I-SAPS for carrying out various program and projects related activities on different civil right issues related to education, public services, gender responsive budgeting, and climate change. She also undertakes evidence based advocacy by developing easy to understand Information, Education and Communication (IEC) material on citizens' right to quality education, anti-corruption initiatives and climate change issues.

Mr. Aftab Alam is working as Research Fellow with I-SAPS. He possesses a master degree in Public Policy with a focus on media, information and telecommunication from Central European University (CEU), Hungary, besides graduation in law from International Islamic University (IIU). Mr. Alam is also enrolled as Advocate High Court with Punjab Bar Council and is a member of International Member Lawyers Association (IMLA). He possesses sufficient knowledge of governance systems in South Asia, Europe and the UK. While working with I-SAPS he is developing policy briefs, research papers and short courses on media literacy and regulatory regimes.

Mr. Waseem Rashid Hashmi is working with I-SAPS as Manager Coordination and outreach. He is a highly experienced manager with six years of project management, administration, human resource management and team leadership experience in development sector.

Visiting Fellows

Dr. Safdar Sohail, a career civil servant, is a Visiting Fellow at I-SAPS. He holds an MA in Philosophy from University of Punjab, another in Sociology and Social Demography and PhD in Sociology from Paris University, France. Besides having an illustrious career in public service; he has had several assignments in research and teaching both in Pakistan and abroad. His research interests span social and public policy spheres reflecting both his official capacity as well as academic training. He has undertaken, coordinated, and supervised several independent as well as externally-funded studies, the most recent of which is a World Bank funded policy research project: Impact Assessment of Trade Liberalization on Pakistan's Industrial Growth at the Foreign Trade Institute of Pakistan (FTIP). Dr. Sohail is currently serving as the Director General, FTIP - a policy institution in the public sector, concentrating on issues in international trade.

Dr. Tehmina Rashid is a Lecturer in International Development at Royal Melbourne Institute of Technology (RMIT) University, Australia. She is associated with I-SAPS as a Visiting Fellow. Dr. Rashid has done MA from the University of the Punjab, another MA from University of Melbourne and PhD. University of Melbourne. She has worked as Assistant Professor at the University of Punjab and was an Asia Fellow at the Department of International Relations at the University of Dhaka, Bangladesh. Her main research areas include Pakistan and women in Islam. She has done extensive work on the political and economic situation of women in Pakistan and Bangladesh. She also explores development and human rights issues from a class perspective.