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NEWSLETTER

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From the Desk of the Chairman

Imran Khan's Naya Pakistan: With this short note, I would like to introduce the readers of this newsletter to the work I am currently engaged in and expect to finish by the end of the year. In the work, I ask two questions: How new will Imran Khan's *naya* Pakistan be? And, how does he plan to get there? Full and credible answers to these is well beyond the scope of my intended work. That said, in several ways this book is much more than about the elections of July 2018 which saw Imran Khan, the cricketer-turned politician, become Pakistan's 21st prime minister. The main conclusion towards which I will work is that for a variety of reasons, Pakistan's development as a state and as a nation got stalled for more than seventy years.

Once regarded as a story of economic success - that was during the period when General/Field Marshal Ayub Khan governed the country for eleven years - it came to be regarded as a fragile state, even a failing state. In its World Development Report for the year 2011, the World Bank examined the reasons for state-fragility across the globe. Pakistan was included in the list of the countries the institution termed "fragile."

This work, takes a fairly long route before arriving at the elections of 2018. It provides a quick overview of the way Pakistan's creation and its development have been viewed by many

Previous Publications



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scholars inside the country as well as by some who were looking at it from the outside. In a separate section, I will discuss how my own thinking about Pakistan has evolved over the years. The main conclusion towards which I am headed in this work is that the elections of July 25, 2018 may have turned the corner for Pakistan. This election may have created the conditions that could - perhaps would - take the country towards a stable future in which balanced progress would be made in politics, economics, and social cohesion. The elections that put him and his

party in power represent a significant change in the structure of the Pakistani society.

If Imran Khan plays well the cards he has been dealt with, he could stay in the position to which he has been elevated for a long time. A ten-year stint is possible. That would mean winning the next election that should take place before 2023. If that happens, Imran Khan, used to setting records in the field of cricket, could do it also in the politics. He could become the longest-serving elected leader in Pakistan's history, approaching the time in office spent by two non-elected military leaders. General/Field Marshal Muhammad Ayub Khan and General Zia-ul-Haq, was each in charge for eleven years. The military leaders were kept in power by the organization that put

them in that position and removed by the military, either by direct intervention or working behind the scene. For Imran Khan to stay in the position that he now occupies, he will have to deliver what he has promised his large constituency. He will have to create the *naya* Pakistan. To get to that goal, he will need to understand the country he has inherited and then formulate plans, programs and policies that will get him where he wants to go. This long essay on where Pakistan has been, where it is when the new prime minister was handed the reins of power and where it could be taken, is an attempt to prepare the ground Imran Khan must cover in the years to come. Given the ambition of this work, there is a lot of area to cover.

Shahid Javed Burki
Chairman

The Shahid Javed Burki Institute of
Public Policy at NetSol, Pakistan



Message of the Month

Pakistan's agriculture sector plays a central role in the economy as it contributes 18.9% to GDP and absorbs 42.3% of labor force. It is also an important source of foreign exchange earnings and stimulates growth in other sectors. Within agriculture, the livestock sector has the largest share, contributing about 58.92%

to the agriculture value added and about 11.11% to the national GDP. We are in a region surrounded by importers of agriculture and livestock products from Middle East to Far East, Iran and China. We must focus on our strength and formulate policies and development programs which cater for the needs of our population and harness full potential of agriculture and livestock to generate employment and earn much needed foreign exchange through exports.

Prof. Talat Naseer Pasha, S.I.
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Training and Development of Civil Servants:

The civil service must be equipped with the knowledge and skills-competence mix which enable the state and citizens to progressively evolve and strengthen their systems of governance, social justice and democratic institutions; foster values of peace, harmony and tolerance; promote respect for rights of the citizens; ensure better service delivery; and embark on equitable and sustainable development.

The civil servants, on their part, need to transform themselves into responsive, responsible, accountable, forward-thinking and innovative functionaries to competently address the governance and development challenges of the 21st century in an increasingly globalized and inter-connected world.

Integrity and commitment, motivation and team work, and, passion and professionalism, inter alia, constitute the core values of a modern and efficient civil service. The government should create a conducive

Environment for the civil servants to inculcate core values as guiding principles for their performance and conduct. At the same time, the government should clearly articulate policy, institutional and delivery mechanisms for the civil servants to acquire and expand the necessary knowledge and skills at various stages of their career to be able to use these towards realizing the envisioned objectives.

The training and development system, while chiselling and grooming the civil servants- their talent, energy and creativity - must also ultimately ensure: the establishment and subsequent retention of a highly skilled and motivated workforce; high performance and excellence through associated appraisal and accountability system; management of citizens expectation especially for timely and cost-effective functional and service delivery; and a high degree of citizens satisfaction.

For the purpose, a standardized albeit a differential approach is required to design need-specific training plans for various levels and categories of professional as well as support staff and manage a competency based training catalogue to administer the programs.

An integrated competency framework (ICF) seems to be the most plausible approach for designing the requisite training and development strategy and plan which will, inter alia, assist in

assessing and identifying the training needs for various cadres, levels and functional/occupational domains and allow for a more tailored approach to individuals' career development.

Competencies are usually defined as a set of *Knowledge, Skills* and *Attributes* which lead to superior performance. They describe the "how" in job performance and are critical in defining the type of culture, attributes, behaviors and knowledge-skills that will lead to improved performance and conduct. The Integrated Competency Framework includes core, managerial and job-specific/functional competencies:

- Core competencies embed ethics in the conduct and performance and apply to all staff irrespective of their level or occupational group;
- Managerial competencies relate to the positions and the degree and scope of managerial responsibilities; and equip the staff with the standards of managerial excellence expected of a particular job;
- Functional or job specific competencies pertain to the specialist expertise or functional leadership required for different roles, tasks and duties in the relevant field.

These competencies, it may be emphasized are interlinked and mutually reinforcing. They do not function in isolation.

Shahid Najam,
Vice Chairman

The Shahid Javed Burki Institute of Public Policy at NetSol, Pakistan



From Think Tank Wing

Following its tradition of locally endorsing the UN days, BIPP published two policy briefs each for: (i). The Micro-Small and Medium Enterprises (MSMEs) Day titled “Why Think Small and Medium”¹ and the other for, (ii). The International Day of Parliamentarism.

On SMEs, we at BIPP have long held the opinion that SMEs are vital for economic growth and local development, especially in the CPEC context. The SEZs envisaged under CPEC may not see success if SMEs are not properly integrated and incentivized within the SEZs setups. This was also enunciated in BIPP’s 10th Annual Report on CPEC and will also form an integral part of the 11th report that will, amongst other things, focus upon the importance

in economic development and employment generation. To gain insights into the work that the government is currently doing, a three-member BIPP delegation led by Mr. Shahid Najam met with the CEO and GM SMEDA and other technical members of their team where SMEDA made a presentation on their current activities, the support they are providing to SMEs and their plans for the future.

BIPP provided its perspective to SMEDA on how the under-utilized potential of SMEs could be fully harnessed and integrated with the SEZs initiative within the CPEC ambit. This led to a series of engagement between BIPP and SMEDA which culminated in a final meeting in the third week of September 2018 to intertwine the collective and joint research work of BIPP and SMEDA and reflect it in BIPP’s annual 11th report for enhanced role of SMEs within the long term framework of CPEC. Apart from SMEDA, several other institutions and individuals visited BIPP in the last few weeks to present their research and deliver talks on the various sectors of the

economy, most particularly on agriculture, water and livestock. Of particular mention, is the useful meeting with Mr. Fazal Rehman, Project Director of Cluster Development Initiative (CDI), who was accompanied by his team on 25th Sep, 2018? He provided key information on how cluster development enables SMEs to overcome constraints associated with their small size by promoting technological development and enhancing their ability to compete in the local and global markets. CDI in consultation with UNIDO, has identified the following four prominent clusters for the Punjab’s growth:

- Auto Parts
- Leather Footwear & Products
- Readymade Garments
- Surgical Instruments

During the discussion, the CDI team also touched upon the competitiveness of each cluster, the dynamics of supply and demand, the available support mechanisms as well as the linkages between the backward and forward industries and clusters.

IB-11-2018:

<http://www.sjbipp.org/publications/IB/pdf/IB-11-18.pdf>

IB-10-2018:

<http://www.sjbipp.org/publications/IB/pdf/IB-10-18.pdf>

Asad Ejaz Butt

Director

The Shahid Javed Burki Institute of Public Policy at NetSol, Pakistan





From Knowledge Management Wing

The Challenges for the new Government: Governance

Abstract: The new government is confronted with massive economic and development challenges. One of the priority areas is to improve governance function at all levels. This would require a two pronged strategy: one covering relatively a longer period between now and 2023 to produce tangible results in the political, economic, social, judicial and executive dimensions of governance and initiating the process to demonstrate that the government has embarked on the right course to rectify the widely pervasive institutional and systemic dysfunctions. The other prong, in the immediate horizon, is for the government to reduce the credibility deficit between the citizens and the state and to demonstrate visible improvement in the quality of life of the people. This, a priori, will entail a qualitative improvement in the institutional responsiveness and public sector governance function to the felt needs of the people especially at the interface level between the public sector and the citizens.

Do Cities offer a Better Alternative?

Abstract: The cities offer better social infrastructure through relatively improved schooling and health facilities, however, the absence of income opportunities, especially for new settlers neutralizes such an advantage. The lack of affordable education and health in the cities whose agency is mostly concentrated in the private enterprise offsets any income gains that the cities may offer, albeit only to migrants that are proficient in a certain skill, for others, the income gains may not be present either.

Climate Change, Food Security and Right to Food

Abstract: Climate change and food security are intertwined. Significant changes in climatic conditions affect food security through their impact on all components of global, national and local food systems. More frequent and more intense extreme weather events and droughts, rising sea levels, and increasing irregularities in rainy season patterns are already having immediate impacts on food production, food distribution infrastructure, incidence of food emergencies, livelihood assets and opportunities and human health, in both rural and urban areas.

Limits to Freedom of Gender Equalizing Expression

Abstract: Gender equality, especially in light of this year's 'International Women's Day' agenda 'Leave No One Behind' seems to be at the centre of the global development focus. However, if the feminist movement that is on course to create a more economically and socially gender equal world embarks on ways and methods that do to reinforce gender inequalities and violate and endanger the physical sanctities of women themselves, then the movement is surely misguided and less likely to achieve targets set at the conferences in Beijing in 1995 and during other UN Women deliberations before and after Beijing.

PB-51-2018:

<http://www.sjbipp.org/publications/PB/pdf/PB-51-18.pdf>

PB-50-2018:

<http://www.sjbipp.org/publications/PB/pdf/PB-50-18.pdf>

IB 09-2018:

<http://www.sjbipp.org/publications/IB/pdf/IB-09-18.pdf>

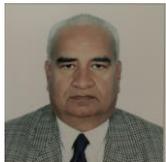
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From Education and Learning Wing

One World One Health

Dr. Syed Muhammad Subtain, Additional Director, Livestock and Dairy Development, Sheikhpura visited BIPP on 27 Sept 2018 to give a talk titled, "One World One Health Concept" which has recently gained increasing attention of the policy makers, health researchers and experts in public health and animal diseases in view of the increasing incidence of animal borne diseases and their deleterious impact on human health. Apart from BIPP staff, external participants benefited from the talk.

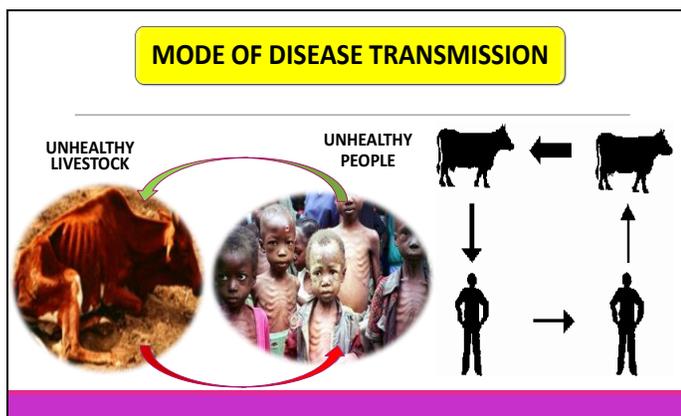
Dr. Subtain explained the link between animal diseases and public health by factoring in the pressures exerted by the population increases and pointed out that "One Health Concept" is presently a worldwide strategy for expanding interdisciplinary collaboration and communication in all aspects of health care involving humans, animals and the environment to curb health hazards and risks to human beings from animal diseases. Spearheaded and coordinated by the World Health Organization of UN, about 950 prominent scientists, physicians and veterinarians worldwide have endorsed the initiative to protect and save millions of lives both of the present and future generations from being affected by some of the deadly diseases.

He informed that 70% of known human infectious diseases are caused by pathogens which originate from animals both

domestic and wild since humans share the same environment and have close contact with domesticated/pet animals. In addition, human population needs a regular diet of protein in the shape of milk, eggs or meat and as such any disease borne by animals could potentially be transmitted to humans causing severe public health problems.

Globalisation, trade and high mobility of people contribute to the emergence of new diseases and aggravate their consequences. One of the major associated threats is the possibility of bio-terrorism through release of biological agents and spread of pandemics like *anthrax*, *plague*, *tularemia*, *ebola*, *bird flue*, *smallpox*, *brucellosis* etc.

He recommended that One Health Concept should be widely introduced and integrated in the health and livestock policies and that comprehensive and concerted programs and projects should be designed to implement and operationalize the concept. He also emphasized the need to



develop institutional capacity to address the emergence and possible re-emergence of these diseases. This would involve interdisciplinary coordination, multi-sectorial engagement, sharing of knowledge and information and infrastructure for diagnosis and treatment of the diseases.

A lecture/ presentation was given on the economic importance and policy perspective of Congo Fever on 10th September, 2018 in the committee room of BIPP office in Lahore.

The purpose of this lecture was to bring to the fore policy issues related to CCHF (Crimean-Congo Hemorrhagic Fever). Dr. Qaseem dwelt upon the description of CCHF, mode of transmission of the disease, its symptoms, control and international and national standards / protocols to control this disease.

He pointed out that on the occasion of Eid-ul-Azha, the chances of spread of this disease from large sacrificial animals to human being are maximum. He highlighted that the viruses which cause CCHF from human-to-human transmission are

potential candidates for agents of bioterrorism. He, as such, recommended to improve the capacity of public health institutions to respond to potential bioterrorism by enhancing awareness and training of clinicians and other health care workers, increasing public health resources and expertise, improving communication between human and animal health authorities, strengthening laboratory capacity and preparing comprehensive public education and media outreach programs.

DR. QASEEM
Head of Business Development and Advocacy Wing
 The Shahid Javed Burki Institute of Public Policy at NetSol, Pakistan



Research and Consultancy Wing

Punjab is the second largest province of Pakistan by area and the largest by population which is set to become even larger given its rapid and enormous growth as unveiled by the recent census in 2017. The release of the census data has generated enthusiastic interest amongst the academicians, and policy-makers within the country to rethink and analyze the population issues, especially in the context of its rapid growth and the concomitant sprawl of cities that are expanding much quicker than

their food production systems. The urban areas are becoming increasingly congested, social services scarce, water stressed and ridden by poverty.

According to the labor force survey of Pakistan, 2014-15, 25.1% of the rural population of Punjab migrated to urban centers. The current population of Punjab is estimated at 110 million, and according to projection by the Pakistan Bureau of Statistics, this number will surpass 125 million by the year 2025. This will reflect quite badly on the socio-economic indicators, especially those that estimate socio-economic trends by using population data as input.

The Government of Punjab seems hesitant to report the GDP of the province, presumably for politico-economic reasons. We at BIPP, far back even in our 2012 report on the state of the economy: "The Punjab Story", made a serious effort to estimate the GDP in Punjab which we estimated to be in the ball park of \$150 billion as opposed to roughly \$280 billion which was, as per our research estimates, the GDP of whole of Pakistan.

So, basically, Punjab produced more than 50% of the entire country's GDP.

Now, when the overall national GDP is estimated around \$325 billion, Punjab's share to the national GDP can presumably of the same proportion as of 2012 and thus around \$180 billion. This represents a 20% growth in 5 years which is pretty much in line with the five-yearly growth of Pakistan in the same time.

But the worrying sign is that this growth is both non-consistent and non-uniform. For quite some time, industry's share in the economy was declining and in 2015-2016, the share of agriculture to GDP also dropped to negative levels. It is to be understood that all the sectors of the economy have to work in tandem and produce positive growth to be able to meet with the demands of an increasing

population, especially within the urban centers that are not only resource poor but also have been witnessing haphazard proliferation of slums where living conditions are extremely bad and unhealthy. These health hazards and poor environmental conditions have not only affected the standard of living in the slums but also challenged the capacity of the health infrastructure in the province.

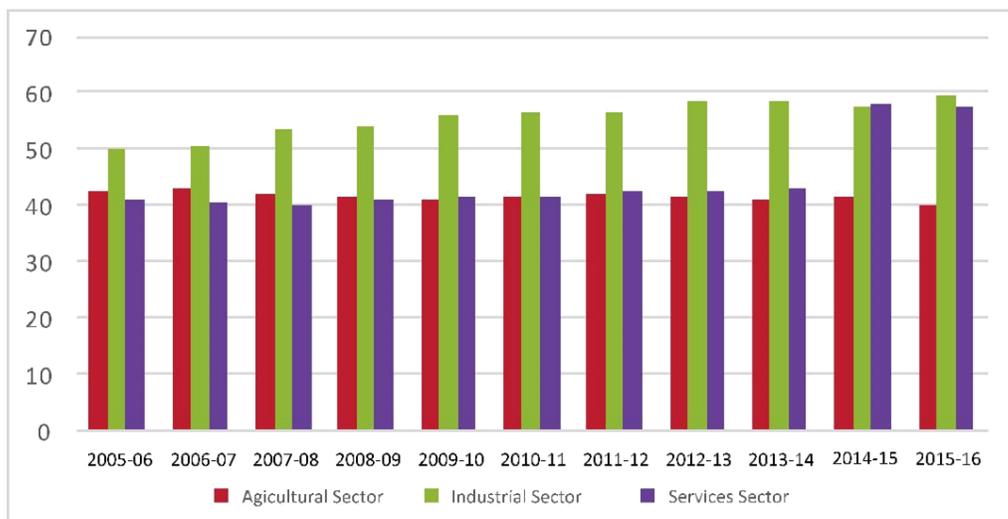
Punjab seems to have invested too disproportionately and imprudently in the building mega road and transport infrastructure. According to analysis by the Punjab SDGs Unit, the largest development investment in Annual Development Plan, 2017-18 went to SDG 11 that is focused on infrastructure and building safe and resilient cities. The major justification underlying such an inclinations was discouraging

migration into urban centers because of connectivity, quicker commutation and easy access and make the cities resilient. However, more important should have been investment in social infrastructure like schools and hospitals and farm to market or trade routes that enable poverty reduction, especially amongst the migrant class. Also such infrastructure, if provided in the rural centers first, will discourage casual and unconsidered migration to the urban centers.

We are of the view that the development investments of the province must be diversified to look beyond investment in transport and infrastructure. It must be channeled to incentivize business, technology and skills transfer-building, enhancement of resource efficiency and productivity in the agriculture sector and to also provide a conducive environment for the service sector to innovate and provide essential banking and support services to both agriculture and industry.

The sectoral shares of Punjab in the national GDP including the share of Punjab's agriculture sector are provided in Figure. 1

Figure 1: Sector-wise share of Punjab in National GDP, 2005-16(%)



Source: Punjab Bureau of Statistics

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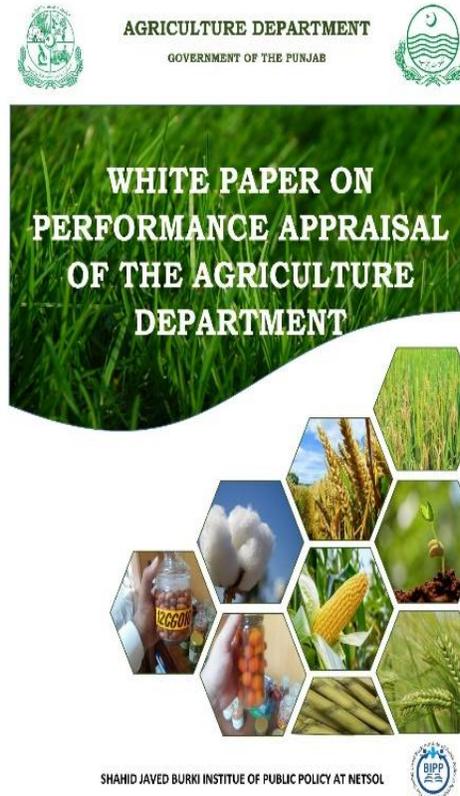
Research and Consultancy Wing

Progress Report: White Paper on Performance Appraisal of the Agriculture Department:

Over the last few months, the Shahid Javed Burki Institute of Public Policy at NetSol (BIPP) was engaged by the Agriculture Department Punjab to conduct an appraisal of the past 1-1.5 year performance of the Department. The major aim of the appraisal exercise was to highlight both the achievements and areas of improvement in policy, institutional and operational domains as well as of selected on-going projects.

BIPP's team followed a comprehensive analytical albeit inclusive approach in carrying out the appraisal exercise which included desk review of policy documents and position papers, primary data collection, field visits, focus group discussions and key informant interviews. BIPP shared the zero draft of the White Paper with the Department

on 10th July, 2018 and based on a series of meetings and written communication with the Agriculture Delivery Unit of the Department, submitted the final version on 28th September, 2018 for consideration and further action.



and major constraints. The second chapter analyzes the data and information collected by the desk review of policy and position papers, field visits, focus group discussions and key informant interviews. The third chapter appraises the selected five projects currently implemented by the department and provides key analytical insights on them. Chapter four provides an in depth analyses of the major policy issues and the new agricultural policy. The last chapter, fifth in the series, embodies the gist of recommendations for consideration by the government to harness full potential of the sector and achieve the envisioned objectives lucidly articulated in the upstream documents e.g., vision, mission, strategy and policy.

Tabeer Riaz
Research Associate
The Shahid Javed Burki Institute of Public Policy at NetSol, Pakistan

Succinctly, the White Paper comprises five chapters. Chapter one highlights the importance of agriculture sector in the economic development of the country and the province along with the contribution of Punjab's share in the agricultural economy. It also brings out the methodology, approach



**From
Finance and
Administrative
Wing**

Dam Fund Contribution:

BIPP's employees contributed one-day salary to Diamer-Bhasha and Mohmand Dam Fund-2018, established in light of Supreme Court's decision for construction of the two projects to increase water storage capacity to meet the increasing requirement of water in the country.

Audit for the Fiscal Year 2017-18:

Audit for the fiscal year 2017-18 will start at the end of October 2018.

WITHHOLDING STATEMENTS & amp; Tax Returns:

BIPP is submitting WHT Returns on a monthly basis. The Annual Income Tax Return for the year 2018 is also under process.

Awais Khalid

Manger Finance
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Mission Statement

IPP's mission is to improve welfare of the citizenry with particular emphasis on identifying policy measures that will lead to inclusive growth, socio-economic stability and sustainable development, besides fully harnessing the potential for regional and global interation.

Partners

