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## FROM THE DESK OF THE CHAIRMAN



### *Reflecting on the developments around our borders*

As a think-tank working on policy issues it is important for us to point out that those who are in charge of thinking about the country's future must lift their eyes and see what is happening outside our borders. Pakistan is an island of turbulence surrounded by a turbulent sea. We cannot think about designing a future for ourselves without factoring in what is happening in the world outside. In this brief note I will underscore the five changes our policymakers should be mindful of. The first is the rise of a Hindu nationalism in India. I have always been impressed by the success until now of what some Indian historians have called the "idea of India." By that they meant the belief that India had crafted a political structure and a judicial system that accommodated its very diverse people. That idea is now under assault by some of the close associates of Prime Minister Narendra Modi, himself a Hindu nationalist. The prime minister's colleagues have a strong interest in creating a Hindu idea. Their work and pronouncements are a threat to India's stability where the Muslims now constitute 15 percent of the total population.

Some of the developments outside our country are positive. The agreement the P5+1 Group of countries and the European Union have reached with Iran is a game changing event. It will result in Iran reentering

the world, reenergizing its economy, reevaluating its role in the Middle East, and reassessing its relationship with the United States. I have estimated elsewhere that by recovering from the economic slack that was the result of the stiff sanctions imposed on it, Iran may see its economy grow at a rate of 10 percent a year. If that happens, the size of its national product would have quadrupled between now and the year 2030. At that time the Vienna agreement of July 14, 2015 would have run its course. Iran's growing economic strength will reduce the influence of Saudi Arabia on the non-Arab Muslim world.

Developments have occurred in Afghanistan that have the promise of bringing peace to that long-suffering country. Pakistan-initiated peace talks have begun in Murree between the government in Kabul and the leadership of the Afghan Taliban. Mullah Omar's death has led to the possibility of the movement's leadership passing into hands of more moderate men who may choose peace over war in their country. As President Ashraf Ghani said to me in a long conversation I had with him in his palace in Kabul in early May, his two priorities are a negotiated settlement with the Taliban and better relations with Pakistan.

Pakistan has to take note of the resilience of the Islamic State in Iraq and Syria (ISIS) that prefers to be called the Islamic State with no reference to any geographic area. It hopes to represent the entire Muslim Ummah, not just the people of Iraq and Syria. The West is responding to this development by using

## Publications



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aerial bombing as a way of controlling the movement, limiting its expansion, and weaning off from it the disillusioned and disgruntled Muslim youth. Iran's rise may help in coalescing various Muslim groups in dealing with this menace.

The final development on my list of five is the rise of China which now has the world's largest economy, having overtaken that of the United States. It is now led by a group of strong leaders who are

willing to project their growing economic and military strength on the world stage. This effort will be resisted by the United States which is seeing some decline in its paramount position in world affairs. However, this rivalry will take a long time to play out but we have to be prepared for the fact that we are located in the geographic space where this drama will be staged.

**Shahid Javed Burki**

## MESSAGE OF THE MONTH



Pakistan Government's bold and substantial step towards the Pak China Economic Corridor agreement is bound to strengthen Pakistan's already eminent position in the region. With the success in anti-terrorism operations like "Zarb-e-Azb", Pakistan's way to economic progress seems promising; indeed, opening new economic investment opportunities for this land of natural treasures and brilliant minds. The time has arrived when business organizations and companies

need to invest and enrich their capabilities for growth. Sino-Pak understanding has always been reflective of strong mutual trust and interdependencies. Even in the worst circumstances, the two countries have shared a bond of prosperity. Economic MOUs and business ventures are surely going to strengthen this bond further

**Salim Ghauri**

## STRATEGY DOCUMENT TO COMBAT TERRORISM – FROM THE THINK-TANK WING

The Shahid Javed Burki Institute of Public Policy at NetSol (BIPP), in conjunction with the National School of Public Policy (NSPP), held a two-day Policy Dialogue: "Strategy for the Effective Implementation of National Action Plan on Counter-Terrorism" on 8-9 May at the NSPP campus, Lahore. The Policy Dialogue benefited from the perspectives and input of major stakeholders including senior government officials, retired Army Generals and Federal Secretaries, eminent citizens, members of the media and academia, security experts and religious scholars. The participants exhaustively dwelt upon the causative and etiological factors which fomented and led to terrorism and came up with specific set of prescriptions and recommendations to comprehensively deal with this scourge confronting Pakistan. The National Internal Security Policy of February 2014 and the 20 points National Action Plan (NAP), announced by the Government on 24 December, 2014 to counter terrorism were also intensely considered during the course of the deliberations.

The participants acknowledged and lauded the efforts of the Government in launching NAP and especially effective military action to flush out the terrorists and their networks. There was, however, a general consensus that a much broader strategy was



needed to combat terrorism on a sustainable basis and restore stability, peace and order in the country. The proposed strategy should not only ensure effective implementation of NAP but, going beyond NAP, should also articulate specific measures to (a) address and root out the nexus between terrorism, religious sectarianism, militancy and organized crime and (b) ensure enforcement and establishment of rule of law in Pakistan.

Accordingly, based on the recommendations of the Policy Dialogue, BIPP prepared a document: "Strategy to Combat Terrorism including Effective Implementation of the National Action Plan on Counter-Terrorism" and, inter alia, shared it with the relevant authorities on 3 July 2015 to contribute to the Government's efforts.

Hopefully this document will receive serious consideration by the



Government to put in place: coherent and well integrated policy frameworks; robust institutional mechanisms; and effective action plans through better state-citizen synergy to curb and eradicate terrorism in all its forms and manifestations from the country.

View Report at:  
<http://sjbipp.org/PR/PDOCT.pdf>

## SMART PROCUREMENT, SUPPLY CHAIN AND DISTRIBUTION OF MEDICINES AT GOVERNMENT HEALTH FACILITIES - THE RESEARCH AND CONSULTANCY WING

The Department for International Development (DFID), UK has provided a grant of GBP 250,000 equivalent to PKR 39,085,050 for the implementation of the SMART procurement project in Sheikhpura District through the District Development Challenge Fund (DDCF) under the Sub-National Governance (SNG) programme. The Shahid Javed Burki Institute of Public Policy at NetSol together with Pakistan Administrative Staff Alumni Research Centre and E2E are the implementation partners for the project.

During the months of June and July 2015, a number of meetings were held with the consortium partners including PASARC and E2E. Briefing sessions were also held with the Provincial Health Department, the Divisional Administration of Lahore and the District Government Sheikhpura.

In the meeting of 24 June at the Commissioner office Lahore, the Vice Chairman BIPP, Mr. Shahid Najam together with Dr. Ummad Mazhar, Director Research and Coordination provided a detailed briefing to the Commissioner Lahore and his team on the objectives, the management structure and the salient features of the project. The participants especially the Commissioner, the District Coordination Officer Sheikhpura and the Direct Development gave a very positive feedback and suggestions to ensure effective



implementation of the project. They in particular appreciated the contribution which the project envisages to make in improving the health delivery system, curbing corruption, pilferage and embezzlement in procurement and distribution of medicines, Disease Early Warning System (DEWS) and data/information about the stocks, inventory and availability of medicines through a transparent system using ICT tools.

A team comprising members from BIPP, PASARC and E2E led by Mr. Khalid Sherdil, Director BIPP had a meeting with DG Health Services at his office to explore the possibility of integrating the

various IT based systems of Health Department to maximize the efficiency and synergy as also vertical linkage of the SMART project IT system with the mainframe. The team subsequently met the Medical Superintendent DHQ hospital Sheikhpura along with team of doctors and pharmacists and briefed them about the project and its implementation modality to bring them fully on board. The team also had a full round of DHQ Hospital including OPD, IPD and emergency wards to acquaint themselves fully with the existing systems of procurement and acquisition of medicines by the hospital and onward allocation and distribution to different wards and departments. The team thoroughly analyzed the flow of medicine and information to and from different departments of the DHQ hospital for the purposes of developing the proposed ICT system under the project both for inventory maintaining and

## CHANGE MANAGEMENT – FROM THE EDUCATION AND TRAINING

The twin factors of globalization and the rapid technological advancements in the recent years have posed a great challenge to the organizations to survive and retain their competitive edge, relevance and efficiency in the conduct of their operations. The innovations and information technology and communication infrastructure have indeed revolutionized the business processes and placed new demands on the organizations to constantly evolve and review their internal procedures and management processes. The organizations have to anticipate the need for change, precisely identify the niche for change and prepare and buy-in the personnel and their commitment to articulating and implementing the envisioned change. If the leadership succeeds in inculcating a "learning culture" in the organization and puts in place robust mechanisms and systems for change management, the impediments and pangs to change in terms of fear about the job security, uncertainty about the future and doubt about the ability to perform and succeed are effectively surmounted without major hiccups or interruptions.

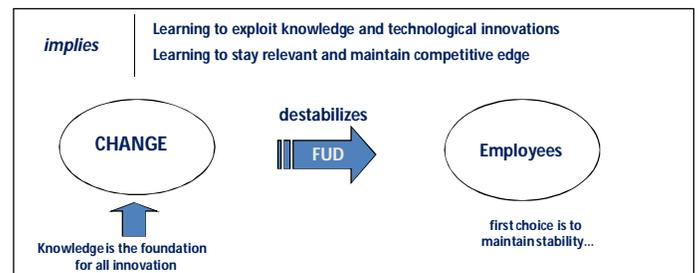
This, however a priori, entail a pent-angular approach to manage the transition based on a shared vision articulated through participatory, inclusive and cohesive approach. The five elements are: human resource management to acquire and develop the required competency-skills mix to perform new roles and responsibilities; the



management as well as dispensation to the patients. Later, a detailed meeting was held with DCO Sheikhpura, AC Sheikhpura and EDO Health about the implementation of the project.

synergy through establishment of the new units if needed and weeding out the obsolete; process re- engineering to achieve efficiency gains; system revamping and reform to benefit from the technological innovations for cost effective and efficient conduct of business; and last but not the least inculcating an operational culture in the organization characterized by passion for realizing the organizational goals; high level of motivation; constant strife for expanding frontiers of performance and excellence; and commitment to galvanize and promote team work.

## CHANGE MANAGEMENT



*The acquisition of knowledge and technology is not once-in-a-lifetime phenomenon. The constantly evolving and changing external environment necessitates the need to learn, unlearn and re-learn on a continuous basis for the organization to remain relevant and retain competitive edge. Hence the imperative of change management.*

*There is however a delicate balance between change over which individuals can exercise little control and the emotional and practical need for stability and job security. The tensions arising from FUD (Fear, Uncertainty and Doubt) can have a profound effect on an individuals ability to function and perform. The role of the leadership is, as such, of critical importance.*

## FROM THE KNOWLEDGE MANAGEMENT WING

### a) Partnerships

As a part of the Shahid Javed Burki Institute of Public Policy at Netsol (BIPP) efforts to develop partnerships and expand collaboration network, BIPP concluded a Memorandum of Association with the Journalists and Writers Foundation, Turkey (JWF) on 16 June 2015. The major aim of the MOU is to: work in concert and jointly cooperate in promoting inclusiveness in policy and decision making; carry out research in the areas of social, economic and sustainable development; share best practices and knowledge products; foster intercultural and regional dialogue for security, peace and stability; and facilitate opinion exchanges and state-citizen synergy.

JWF, it may be added, is accredited to UN ECOSOC and committed to universal democratic principles, promoting peace and understanding, establishing rule of law, upholding human rights and espousal of transparency, participation, dialogue and pluralism in order to create a better world for humanity. It carries out its objectives by means of intellectual platforms, symposia and seminars, consultations and conferences and research and publications. This partnership will, inter alia, enable both the Parties to jointly identify and promote policy measures that will lead to inclusive growth, socio-economic stability and sustainable development besides fully harnessing the potential for regional and global integration.

### b) Visit of Mr. Khalid Sherdil to Singapore

"Mr. Khalid Sherdil, member Board of the Directors, BIPP made a ten days visit to the National University of Singapore and the of South Asian Studies (ISAS) to explore the possibility of forging a

collaboration between BIPP and ISAS on policy and research issues of mutual interest. During the visit, he held a series of meetings and presentations. Of particular mention was his presentation to ISAS on BIPP's objectives, areas of strategic focus and activities. The Director of ISAS Prof Subrata Kumar Mitra chaired the session. The session was also addressed by Mr Shahid Javed Burki who dwelt on the changes in the global scenario and their likely impact on South Asia.

During the visit, It has been agreed to formalize long term cooperation between ISAS and BIPP through an MOU. The two sides also agreed to jointly host a two day Policy Dialogue on the above topic i.e., Changes in the Global Scenario and Impact on South Asia with a mix of speakers from South Asia, the Western countries and Pakistan. ISAS committed a funding of \$10,000 towards this initiative. This will be followed by similar sessions in Sri Lanka, Bangladesh, Nepal and India.

Mr. Sherdil also gave a presentation on major issues confronting Balochistan which attracted keen interest of the participants. This session was moderated by Dr Iftekhar Ahmed Ch. of Bangladesh, a former CSP Officer.

Mr. Sherdil also held a meeting with Prof Riaz Hassan of University of South Australia in which Prof Riaz expressed immense interest to cooperate with BIPP. He will accordingly initiate the process for setting up a collaboration mechanism between his University and BIPP.

Ambassador Pillai, Chairman ISAS also hosted Mr. Sherdil for a luncheon meeting"

## RECENT PUBLICATIONS

Between June and July 2015, The Institute produced the following publications and also received some publications from the partner Institutes, which can be viewed on our website under Publications section:

- Strategy to Combat Terrorism Including Effective Implementation of National Action Plan
- The Management of Religion in Turkey
- Sustainable Women's Rights
- Retrospective Review of Turkey's Middle East Policy
- ISAS Insights No. 285: Modi's Urban Initiatives – a Paradigm-shift?
- ISAS Brief No. 380: Issues of South Asian Security, and the China Factor
- ISAS Brief No. 381: India and the Korean Peninsula – I: Political Will is the Test of India-South Korea Special Strategic Partnership
- ISAS Brief No. 382: India and the Korean Peninsula – II: Political Risks in India-North Korea Ties



### 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 integration.*

### Partners

