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## Publications



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## FROM THE DESK OF THE CHAIRMAN



### *China and the Great Central Asia*

With President Xi Jinping's April 2015 visit to Islamabad, Pakistan took another long step towards embedding its future in the region to which it belongs. For more than sixty years, it had turned to the West – in particular to the United States – for developing its economy and securing itself against what the policymakers in Islamabad and Rawalpindi saw as the Indian threat. A succession of civilian leaders operating from Islamabad had looked to China when Pakistan faced some crisis or other. The leaders of the Pakistani army headquartered in Rawalpindi had developed close relations with Beijing. China had become an important source of military hardware supplies to Pakistan. Xi went to the Pakistani capital carrying a huge gift: the promise of investing \$46 billion in building the Pakistani economy. The Chinese President did not provide the details about this massive capital inflow into Pakistan. Over what period of time would this money be invested? what kind of projects would receive the Chinese support? how will these projects be prepared? how will they be implemented and, once completed? who would maintain and manage them? and how would China-financed projects get linked with the Chinese economy? were some of the many questions that needed answers. That answers were not provided suggested that

what the Chinese had in mind was the beginning of a process rather than the availability of a detailed plan of action.

According to the authorities in Pakistan, finance from China would go into the building of what they call the China-Pakistan Economic Corridor (CPEC). An important component of the CPEC would be the road – possibly also a rail-line – linking the deep water port at Gwadar on Pakistan's Balochistan coast and Kashgar, a city in China's Xinjiang autonomous Region. This will make use of the 800-mile-long Karakoram Highway (KKH) built with Chinese assistance. The CPEC will also include a number of energy projects to generate electricity from coal, water, wind and the sun. Several industrial estates are to be located along the Gwadar-Kashgar Road in which Chinese firms will invest.

Informally the Chinese expected that a number of state-owned enterprises would get involved, creating joint ventures with entities in Pakistan. In other words, the CPEC will not be a project financed by government-to-government capital flows. It was expected that it would also involve investments by Pakistani partners. Once completed say in 10 years, the total investment may amount to \$75 billion or \$7.5 billion a year, equivalent to 2.7 percent of the Pakistani GDP of \$280 billion in 2016. This amount of investment done well could add a full percentage point to the rate of growth in national income. Were

these expectations to be realized, the CPEC could prove to be a game-changer not only for Pakistan but for the region in which Pakistan is located. This leads to another set of questions that also need answers.

Both the United States and India are competing with China for influence in the area we call the Greater Central Asia (GCA). How would this competition shape the GCA which we define to include Afghanistan, Iran, Pakistan and Turkey along with the five "Stans" that were once part of the Soviet Union. With China investing heavily in the GCA – it has identified for development not only the CPEC but also a highway that will connect it through Kazakhstan with Europe –which would undoubtedly change the structure of this region's economy. How would China's deepening involvement in this area affect the advance of Islamic extremism? Since this advance is also

Seen by the United States as a threat to its security, should the two super powers cooperate with each other rather than compete? If what appears to be a "contain China's rise" were to become the most important part of what President Barack Obama called the United States' pivot to Asia, how would growing China-Pakistan relations affect it? Finally, will the slowing Chinese economy and some related economic and financial problems associated with the slow down affect Beijing's approach towards the GCA? Will it have the resources to finance the megaprojects in the GCA? These are some of the questions to which the BIPP would seek answers as it designs its work program for the coming months".

**Shahid Javed Burki**

## MESSAGE OF THE MONTH



The energy requirements to boost the economic development and meet the domestic consumption needs are progressively increasing in Pakistan which is experiencing a huge energy deficit.

Afghanistan (300 MW) and Pakistan (1000 MW) by, inter alia, laying an electrical grid of 1227 km from Kyrgyzstan through Tajikistan and Afghanistan to Pakistan.

Although the project presents a win-win situation for the participating countries, there are major challenges e.g., the security situation in Afghanistan which may accentuate on withdrawal of US/NATO forces; the volatile bilateral relations between Pakistan and Afghanistan etc. In the long run, it is extremely important for Pakistan to fully harness its own hydel potential of over 60,000 MW as a sustainable solution.

**Khalid Sherdil**

CASA-1000 project concluded in Dushanbe on May 12, 2016 between Pakistan, Tajikistan, Afghanistan and Kyrgyzstan seems to be a step in the right direction to bridge the gap between demand and supply. The project costing \$970 million envisions import of 1300 MW of electricity from energy-rich Central Asian States of Kyrgyzstan and Tajikistan to the energy deficient

## FROM THE THINK TANK WING

The team at the Shahid Javed Burki Institute of Public Policy at NetSol (BIPP) is never reluctant or hesitant in raising voice on issues of national and global economic importance which it thinks are not being paid adequate heed to. In order to institutionalize this organizational practice, the Think Tank wing of BIPP launched a branded initiative titled: *"Inclusive Development – Responsive Governance"* (IDRG). The initiative involves citizen journalism and voluntary reporting of policy and development planning failures especially those impacting the lives and well being of the poor and marginalized.

As part of this IDRG initiative, a series of videos, texts and pictures called the Development Deficit (DD) are recorded and analyzed by BIPP researchers, on a weekly basis. These videos, texts and pictures provide real time evidence on the governance dysfunction and exclusionary or discriminatory development processes. In the first phase of this engagement, the costs incurred by the Government of Punjab to construct a signal-free road (SFR) from Mozang Chungi to Centre Point Gulberg and the extent

of deprivation and exclusion of the population expected to cross the road to access hospitals, schools, residential and commercial areas on both sides was ascertained. It was estimated that as high as around 30% of the entire population especially those who cannot climb the newly constructed overhead bridges including the elderly, disabled

and the pregnant women were excluded/ignored by the government in the development process. The strategic team at BIPP envisages to make DD reporting a regular and sustainable feature of BIPP's think tank function.

## FROM THE RESEARCH AND CONSULTANCY WING:

The research team at the Shahid Javed Burki Institute of Public Policy at NetSol (BIPP) has developed significantly over the last couple of months; in terms of both size and capacity with the result that our frequency and depth of publications have considerably increased. The highlight of this progress, amongst other things, is an interim report that does a policy gap analysis of BIPP's policy recommendations espoused in the last five annual reports and the policy adoptions and current frameworks of the government. The interim report serves the much needed purpose of charting a future roadmap of the government while testing the validity of BIPP's policy recommendations of the past. The report is in the editing phase and due for publication in the month of June.

Furthermore, we have begun to streamline the processes of the research unit, promote and encourage a deadline culture and produce focused research through a "Theme of the Month" initiative where a development/policy dimension mutually decided by the research team is agreed and adopted. Each team member produces a research paper or a policy brief on a topic that falls directly under the intellectual and academic sphere of the decided

theme. This we started at the turn of the Month of May; the theme for the first month was "Human Development".

A deadline was communicated to the entire team which was duly met and a comprehensive literature on Human development which includes three policy briefs and one research paper was produced. A whiteboard that reads the topic of the papers, theme of the month and weekly progress of the writers is displayed in the main hall of the BIPP office. This informs the entire team of what other people are working on, acts as a casual deadline reminder and creates synergies imperative for functioning of an effective knowledge sharing process.

On the consulting side of things, we have been working on a number of request for proposals (RFPs). BIPP and the Urban Unit - a partner organization - collaborated to respond to Punjab Economic Research Institute's RFP to write the Punjab economic report (PER) for 2016. The proposal is in the evaluation phase by PERI. Apart from that, a proposal to the British Council was submitted in the last week of May for conducting a quantitative survey on the problems and needs of the elderly (60+) population in Pakistan.

## PROGRESS REPORT ON THE SMART HEALTH PROJECT "TEEMARDAR"

TEEMARDAR Project has entered in its penultimate Quarter after successful implementation of four Quarters while achieving all the milestones envisaged. In the fourth Quarter, the Project focus shifted from hard-interventions to soft-interventions which included active pursuit of branding and communication activities; capacity building and training of project staff as well as relevant government functionaries for efficient operation of the Teemardar integrated IT system; and research and analysis to optimize TEEMARDAR outcomes.

More specifically, patient bio-data recording system was integrated in the Teemardar software at 4 project locations i.e. RHC Kharianwala, RHC Farooqabad, BHU Ghang & BHU Farooqabad. A total of 18615 patients' bio-data including name, CNIC number, cell number and age have so far been collected along with the medicines dispensed in all these locations. This record will serve as Baseline data for future research and to assess the system capability and need, if any, for further adjustments or improvements. It may also be noted that TEEMARDAR covered 168,855 patients in Quarter-4.

A Team of DFID/SNG comprising representatives of DFID HQ London, Islamabad Office and Lahore Sub-office visited DHQ Sheikhupura site on 11 April, 2016 to see the practical working of the Teemardar system. This was followed by visit of the Punjab Information Technology Board Team on 3 May 2016. Both the teams were extremely satisfied with the functioning of the system.

Upon successful deployment of hardware at project locations, a formal launch ceremony of Teemardar was held on 17 May 2016 at DCO office Sheikhupura. Among other high officials of the district administration, EDO Health, Medical Superintendent DHQ Sheikhupura, Senior Medical Officers and Medical Offices from all project locations participated in the ceremony.

During this Quarter, a Capacity Building Workshop for higher government officials was also organized on 31 May 2016 primarily to build capacity of Provincial Health Administration, District Administration and Hospital Management in the use of TEEMARDAR integrated solution. The major components were: familiarization with the inventory management; stocks and store management; medicine distribution; procurement planning; and exit strategy for sustainability of activities beyond project life. Round-3 of "Patient Caregiver Survey" has also been successfully conducted.

The initial findings show a slight improvement in public opinion about government health facilities. The patient satisfaction survey also shows very encouraging results.

## **FROM THE EDUCATION AND LEARNING WING: CHANGE MANAGEMENT: A DEVELOPMENT PRACTITIONER'S PERSPECTIVE**

As a part of efforts to engage the university system in the pursuit of implementation of BIPP's strategic pillar: *Education and Learning*, the Vice Chairman, Mr. Shahid Najam made a presentation to the students and faculty of the Department of Management Sciences of the Bahria University Lahore Campus on 20 May 2016. The topic of the seminar was: "*Change Management: Perspective of a Development Practitioner*".

The presentation comprised three Parts. In Part I, he dwelt



However, the exact change in patient satisfaction will only be determined after the round-2 of "Patient Satisfaction Survey". As for the communication and branding strategy, besides regular radio programs, display and distribution of promotional material, LEDs' were installed at all project locations to display information about the project as well as critical health service messages. Lady Health workers were also engaged in disseminating the project message to sensitize public especially Women.

on the dictates and determinants of Change; Part II illustrated the Change Management Model; and Part III pertained to successfully managing the transition. He, in particular, emphasized the fundamental need to articulate a shared vision of what an Organization aspires to accomplish with special focus on excellence in the entire process of implementing and managing the change.

The Change Management Model consisted of a composite of 5 inextricably interwoven elements which he argued need



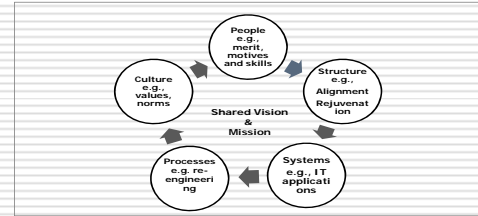
## (I) Focus on Excellence

- Relevance **Doing the right things**
- Performance **Doing things right**
- Ethics **Doing things better**



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## (II) Pent-angular Approach



*Inclusive, participatory and cohesive approach*

to be pursued simultaneously to ensure successful implementation of the desired change. These include: primacy of people; structural alignment; systems improvement through harnessing technological advancements; process engineering; and above all cultural re-orientation of the employees characterized by integrity and commitment, high degree of motivation, urge to expand frontiers of knowledge and excellence, and, team work.

The students and the faculty found the seminar extremely

beneficial and informative. The Commodore (R) M Amjad Zaman, the Director of the Campus in his closing speech lauded this initiative and underscored the need to link research, practice and education which besides mutually beneficial for the research institutes and the university system, will better prepare the students to enter the competitive job market. He also expressed interest and keenness for further expanding this collaboration to other Departments of the Bahria University.

## FROM THE KNOWLEDGE MANAGEMENT WING

BIPP is in the process of establishing a Data Portal that would contain time series data on a variety of subjects vitally important to Pakistan. The Data Portal is intended to provide sector wise time series information for the policy analysts and researchers and will hopefully be launched during the coming quarter.

### Recent Publications

#### Policy Brief

- Needing a fruitful Pak-Iran cooperation
- Pakistan's place in Obama's world
- Understanding corporate behaviour
- Turning the Trump way
- Pakistan's water worries
- Change is coming to Saudi Arabia
- Dealing with an uncertain environment
- Pakistan and globalisation
- Using technology for understanding the economy

#### Research from Partner Institutes

- Implications of an Indo-Iranian Initiative
- A Preliminary Assessment of Skills Development in India
- India's Maritime Turn: A Blue Economy Strategy in the Making?
- Kerala's Election: Signposts and a Paradox
- Skills Development Landscape in India: Backdrop and the Policy Framework
- Tamil Nadu Polls: Populism and Political Reverberations
- Nepal: Unfolding Internal Political Contradictions



### 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

District Delivery



**THE URBAN UNIT**  
Urban Sector Planning & Management Services Ltd (Pvt.) Ltd.  
A Public Sector Company.

