# Celebrating Ten Years of CPPG

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The Centre for Public Policy and Governance (CPPG) was created with a vision to build links between the academic community and policy makers. It particularly focuses on Punjab, since Forman Christian College (FCC) has its University Charter under the Punjab Provincial Assembly. The intent is to contribute towards improving both governance and policy-making processes.

In its commitment to preparing leaders for tomorrow through raising awareness on policy and governance, FC College has been working in close cooperation with public policy-making institutions. The result is that CPPG designed and has been offering a one-year Executive Master’s in Public Policy geared towards mid-career professionals mostly in public service.

At FCC, liberal education is the major emphasis in the undergraduate programs. Since acquiring its University Charter, however, the college has been making efforts to promote graduate programs, particularly MPhil and PhD programs. In that spirit, FCC initiated an MPhil in Public Policy in the year 2014 to further boost a culture of research and to contribute towards policy-relevant research.

Through research, policy dialogues, seminars, international conferences and short term trainings, CPPG has emerged as the university face of FCC. It has built a Resource Centre, which has digital facilities and a library with a special focus on public policy with access to various resource archives. It is a place that is rapidly growing as it is open to academics, researchers, policy analysts, government functionaries and interested citizens. The hope is that this will soon become a Centre of Excellence in Public Policy.

It is my vision as Rector that CPPG will be a centre not just for Pakistan but also for the region. It already functions as a think tank where academia, government, business and civil society link up together to produce significant, practical research on a wide range of issues and concerns. It is not just Forman Christian College that benefits from the Centre but Pakistan is becoming a better place because of the work being done here.
The CPPG was established in 2007, the year 2017 marking a decade since its inception. In the ten years of its existence, the CPPG has significant accomplishments in research, teaching, training and advocacy in the areas of governance, civil service reform, demography, urban policy, citizens engagement, youth, electoral democracy, energy, and conflict resolution and peace building, to mention a few.

Building on our initial achievements, the Centre is currently pursuing the following goals:

- Firstly, we continue to encourage and promote a culture of research that feeds into policy processes at the local, provincial and federal levels of government. We will continue to raise awareness on social issues among citizens, and elected public and non-elected public officials. Our effort is to expand the listening capacity of decision makers, in order to achieve tangible results in terms of improved governance, data-driven policy making and effective delivery of services for citizens.
- Secondly, the CPPG will continue to solicit and bid for projects in the broad domain of Social Sciences and Public Policy so that it contributes towards enhancing policy outcomes while promoting citizen ownership of these policies.
- Thirdly, We plan to initiate short courses and certifications in specific policy areas and research techniques. Simultaneously, we seek to expand merit based scholarships and financial aid for our students. To this end, we aim to create an Endowment Fund and will welcome any suggestions to achieve this goal.
- Given the launch of our MPhil program in 2014, the CPPG plans to launch its doctoral program in 2018 with the expectation that it can get recognition as a Centre of Excellence in research, teaching and training nationally, across the region and globally.
- I gratefully acknowledge the support and assistance of the entire faculty and staff of the CPPG in compiling this document. I am particularly indebted to Ms. Saba Shahid, Research Associate and two student interns Mr. Raza Shahid (MPhil) and Mr. Haseeb Asim for designing and developing its layout. We welcome any critique, comment and recommendation that helps us achieve these objectives in the near future.

Dr. Saeed Shafqat
The history of Forman Christian College (A Chartered University) goes as far back as 1864, when the American Presbyterian Mission established the Rang Mehal School and proposed the idea of setting up a college. Prior to this, there were no colleges in Lahore and this initiative transformed Punjab's educational landscape. The inspiration became a reality when, in 1886, under the direction of Rev. Charles Forman the College commenced its regular classes. The institution was renamed Forman Christian College (FCC) in 1894 in honor of its founder and has been at the forefront of modern education not only in Pakistan but also in South Asia.

Over the years, FCC has produced luminaries in various fields including Sir Shadi Laal, the first Indian to become Chief Justice of a High Court, and Sir Abdul Rasheed, the first Chief Justice of Independent Pakistan. The FCC has also produced two prime ministers of India, three prime ministers and two presidents of Pakistan. Amongst other distinguished alumni, Prof. Compton conducted his Noble Prize winning research at this college. The FCC also holds the distinction of being the first college in the Punjab to admit women in 1902.

Since its inception, the FCC has distinguished itself by providing a world-class liberal arts education. Many of its earliest professors' had degrees from universities like Princeton, Yale and Cornell. The FCC retained its preeminent position after Independence. The institution was nationalized in 1972 which compromised the quality of education to a certain degree, however the nationalization ended in 2003 and since then the College vigorously revived the liberal vision of education in Pakistan. FCC acquired the charter of a university in 2004.

As the College surpasses the 150 year milestone, it continues its key role of promoting a holistic view of education and research with its Centre for Public Policy and Governance (CPPG) being a small but significant step in that direction. The CPPG envisions promoting interdisciplinary teaching, academic and policy relevant research in public policy and governance. The Executive Masters in Public Policy was launched in 2009 and the MPhil Program in 2014.
Climate change, terrorism, a youth bulge, economic uncertainty, rapid urbanization and associated social inequalities, security threats, regional imperatives and balancing international and local power rivalries are some of the challenges Pakistan is currently dealing with. Whether Pakistan can successfully deal with these concerns will depend on public sector institutions, the potential of its fledging civil society and the capacity of decision-makers to come up with innovative policy solutions. Established in 2007, the Centre for Public Policy and Governance (CPPG) is nurturing a new generation of Pakistani scholars and policy analysts and contributing towards training and skill development of public officials and non-profit/business managers alike. Its aim is to help manoeuvre this class of decision-makers into making more informed development choices in order to better address Pakistan's socioeconomic and political issues.

The Centre is therefore committed to promote and disseminate teaching and research on public policy that focuses on citizen welfare, distributive justice and participative development, humane governance and a consultative and transparent policy process in Pakistan.

To fulfill these objectives, CPPG pursues a three-pronged approach:

1) As an academic institution, it imparts quality education based on an innovative curriculum designed with domestic needs in mind;

2) As a policy think tank, it conducts applied and evidence-based research to inform the policy process. In addition, it organizes academic conferences, policy dialogues, seminars and workshops for advocacy and raising awareness on public policy issues; and

3) As a training institute, it devises and conducts short-term, skill-oriented trainings for public sector development professionals, and academia.

Over the past six years, the Centre has expanded its “policy think tank” function by successfully competing for project-based research. It continues to pursue projects with the ultimate goal of creating an Endowment Fund, which will enhance the CPPG's capacity to grow as an independent research and academic policy institute and sustain its efforts of positively influencing development in the country.
CPPG is recognized at home and abroad for its substantive contributions in the realm of public policy. Its contributions for advancing the discourse, education and awareness of public policy issues and its publications are transformational in nature.

Maj Gen (R) Dr. Noel I Khokhar
Executive Dean
Schools of Social Sciences & Management
Forman Christian College (A Chartered University)

In the past 10 years the CPPG has developed into a hub of intellectual activity by organizing series of seminars in which not only the students and faculty participate but scholars from other countries and national institutions along with civil society regularly contribute. The Executive Masters and MPhil in Public Policy at the CPPG are providing most needed human resource for improving the governance of our institutions and develop new policies and critically review the existing ones.

Dr. Kausar Abdullah Malik H[s]i[i]ti
HEC Distinguished National Professor, Dean Of Postgraduate Studies, and Director, Research, Innovation & Commercialization (ORIC)
Forman Christian College (A Chartered University)

The Centre for Public Policy and Governance was started at FCCU from an academic point of view, as this was the best initiative to provide a Centre of Excellence for the training of Executives both in public and private sector. It’s continuation for a decade is the sign of success.

Dr. Hamid Saeed
Professor Emeritus and Registrar Meritorious
Acting head of Quality Enhancement Cell
Forman Christian College (A Chartered University)

Given that leadership in public policy-making is challenged by the contextual scenario in Pakistan, the aim and objectives of CPPG are crucial to nation-building.

Dr. Rukhsana Zia
Head of Centre for Learning and Teaching
Forman Christian College (A Chartered University)
Original research. This is the heartbeat of CPPG’s MPhil in Public Policy with special emphasis on Peace Studies. It is about opening doors and forging new pathways and solutions. Pakistan is at the crossroads, and we want to be a part of imagining its great future.

Dr. Charles Ramsey
Assistant Professor
Religious Studies & Public Policy, CPPG
Forman Christian College (A Chartered University)

Since its inception in 2007, the Centre for Public Policy and Governance has grown into a center for excellence in teaching, research and policy development. The quality of its faculty is reflected in the strength of the students it produces. CPPG’s graduates are now making a name for the Centre in academia, policy-making and governance.

Eileen Das
Executive Manager
Office of the Rector
Forman Christian College (A Chartered University)

FCCU is the Alma Mater of a number of very senior Government Officials and Country Leaders. The Centre for Public Policy and Governance continues this tradition of excellence in providing qualified future leadership to the region.

Amna Arshad Ali
Sr. Manager Alumni Affairs
Forman Christian College (A Chartered University)

CPPG over the period of past ten years has produced dynamic and energetic leaders in the field of public policy to make efficient and effective decisions in policy making. Office of Student Financial Aid at FCCU has performed a significant role to fulfill dreams of students of CPPG through various scholarship platforms.

Kamil Shamshad
Sr. Manager Financial Aid
Forman Christian College (A Chartered University)
Academic Programs

The academic programs at the CPPG draw upon faculty expertise to help students acquire knowledge of the world focusing on the problems faced by the multicultural states in their struggles to establish federal parliamentary/presidential regimes like Pakistan. South Asia is one of the most complex and fascinating regions of the world, and the teaching imparted at the CPPG enables students to address crucial political, economic and social issues confronting us in the twenty-first century. The programs are multi-disciplinary and innovative, designed to equip students with qualitative as well as quantitative research methods along with hands-on management skills to prepare them for a demanding public policy career in this age of national development and globalization. Additionally, appropriate Information Technology and Management (ITM) skills are integrated into these programs to bring about attitudinal change and develop professional expertise for efficient, judicious and transparent policy implementation through E-Governance.

Executive Masters in Public Policy

Initiated in 2009, the Executive Masters in Public Policy is a one-year program, created to bring together policy relevant research, teaching, training and professional skill development under one umbrella. The program, which is recognized by the HEC, opens new avenues for mid-career professionals interested in public policy and is built around two fundamental concepts:

1) To pass on skills and knowledge-based education ensuring that students can conduct credible and policy relevant research.

2) To host seminars, workshops, policy dialogues and academic debates as a part of the teaching process to instill leadership qualities among students, thus serving an exceptional dual purpose.

The CPPG aims that through its teachings, a new generation of politically adept and well-rounded individuals will be dispensed into governmental as well as non-governmental and private sector organizations.

Admission into the Executive Masters in Public Policy Program requires work experience of at least four years for government officials and private sector organizations/NGOs. Evening classes are arranged so as to facilitate professionals in pursuing their degree. However, at the same time, it also implies that this is a program for diligent and goal driven mid-career professionals who have a certain element of ambition and aspiration.

Over the years, the program has evolved while student enrollment has continued to be between ten to twenty students. The batches have been a mix of students coming from diverse fields including civil servants, medical doctors, lawyers and professionals from NGOs and private firms.

The program lasts one year and consists of three semesters. The first two semesters involve course work while the students are required to complete their research thesis in the third semester.
The list of topics that follows gives a fair idea of the wide range of areas covered by students as part of their theses:

- Analysis of Reproductive Health Facilities of District Muzzafargarh (Punjab)
- The SMC in Punjab: Failure, Permanent Failure or a Prelude to Latent Success
- An Evaluation of Immovable Property Tax Comparison of Actual Rental Base System vs. Valuation Table System – Need for Better Approach
- Climate Change Threatening Human Security: Assessing the Situation in Pakistan
- Critical Analysis and Review of Planning and Development Department, Government of Punjab
- Tackling Healthcare Inequalities: Strategic Directions for Mainstreaming Women Medical Officers in Rural Health Facilities of Punjab
- Political Parties and Charismatic Leadership: How Qazi Hussain Ahmad has transformed the Jama‘at-i-Islami of Pakistan
- Protection of Children without Family Support: Disconnect between Strategies and Needs
- Electronic Media: Role of Anchorpersons in Influencing Public Perception
- Governance Issues in Pakistan Railways
- How to Deal with Urban Sprawl? A Case Study of Lahore
- Environment Friendliness of Hospital Waste Management in Punjab
- Examining the Possibilities of Improving Property Tax Recovery in Lahore
- Legal Issues in Private Housing: Study of Illegal Housing Schemes in Lahore
- A Review of Promotion Policy and its Implementation on Career Progression of Provincial Civil Services in the Province of Punjab
- Capacity Building of Government Servants in Punjab: A Case Study of Management and Professional Development Department (MPDD)
- The Response of District Health Administration to the Medical Practice by Quacks in U.C. No. 24 (Kohla) of Tehsil & District Okara

Courses Offered

**Required Courses:**
- PPAG 601: Introduction to Public Policy
- PPAG 602: Introduction to Statistics, Economics and Accounting Concepts
- PPAG 603: ICT Concepts and Tools for Policy Makers
- PPAG 604: Research Methods

**Skills Development Courses:**
- PPAG 605: Writing and Communicating Public Policy
- PPAG 606: Policy Analysis: Policy Design
- PPAG 610: Cost Benefit Analysis
- PPAG 611: E-Governance and Technology Policy
- PPAG 612: Quantitative Techniques for Policymaking and Administration

**Concentration Area Courses: Governance, Democracy and Institution Building (GDIB):**
- PPAG 650: Federalism and Decentralization
- PPAG 651: Political Institutions and Policy Process
- PPAG 652: Governance and Management in a Multicultural Society
- PPAG 653: Leadership Theories, Governance and Management Change
- PPAG 655: Political Economy of Public Policy

**Concentration Area Courses: Environment, Demography and Urban Change (EDUC):**
- PPAG 675: Environmental Issues and Public Policy
- PPAG 676: The Informal Sector
- PPAG 677: Demography and Security
- PPAG 678: Urban Growth, Environment and Security in South Asia
- PPAG 679: Gender and Population
Interdisciplinary approaches and broad comparative perspectives can improve conceptualization, generate more robust theories and develop sharper applied tools and larger databases for understanding domestic and global issues, many of which feed into important public policy questions. The Centre has been working on selected areas that identify key problems arising from the intersection of domestic expediencies and global forces. These are problems that cut across national boundaries and are best resolved through a two-way exchange of information and techniques. Cognizant of these considerations, the CPPG launched its MPhil Program in fall 2014. This two-year program aims to develop leadership qualities, managerial skills and analytical acumen among students. It is designed to promote deep understanding of the processes that formulate public policy and their consequences, both intended and un-intended. The purpose is to equip students with qualitative as well as quantitative research methods, inculcating a spirit of endurance to conduct good quality research. The MPhil in Public Policy Program of the CPPG is approved and recognized by the Higher Commission of Pakistan (HEC).

CPPG is currently offering three areas of concentration:

- Governance, Democracy and Institution Building
- Environment, Demography, and Urban Change
- Peace Building and Conflict Management

Courses Offered

**Required Courses**
- PPAG 615: Public Policy: Theories and Analysis
- PPAG 616: Research Methodology
- PPAG 617: Economics and Public Policy
- PPAG 618: Strategic Leadership and Governance
- PPAG 619: Human Development
- PPAG 620: Independent Study Research Report Writing
- PPAG 621: Technology and Public Policy
- PPAG 622: Institutionalism and Public Policy

**Concentration Area Courses: Governance, Democracy and Institution Building**
- PPAG 625: Leadership Theories and Governance
- PPAG 626: Analyzing and Communicating Public Policy
- PPAG 627: Public Economics
- PPAG 628: International Trade Policy and Globalization
- PPAG 629: Political Leadership and Policy Making in Pakistan
- PPAG 630: Federalism, Provincial Autonomy and the Impact of 18th Amendment
- PPAG 631: Local Governance and Community Development
- PPAG 632: Democracy and Institution Building in Pakistan
- PPAG 633: Political Economy of Public Policy
- PPAG 634: Marketing, Strategic Planning and Communication in Public and Non Profit Sectors

**Concentration Area Courses: Environment, Demography and Urban Change**
- PPAG 640: Climate Change Policy and Governance in Asia
- PPAG 641: Urban Change in South Asia and South East Asia
- PPAG 642: Water Policy and Governance in South Asia
- PPAG 643: Migration, Human Trafficking in South Asia
- PPAG 644: Urban Governance and Security in South Asia
- PPAG 645: Environmental Issues and Public Policy
- PPAG 646: Comparative Urban Policy
- PPAG 647: Migration and Urbanization
- PPAG 648: Demography, Governance and Security
- PPAG 649: Gender and Population
- PPAG 656: Informal Economy and Urban Development
- PPAG 657: Social Entrepreneurship
- PPAG 658: Anthropology, Human Development and Urban Change

**Concentration Area Courses: Peace Building and Conflict Management**
- PPAG 660: Theories of Peace Building and Conflict Management
- PPAG 661: Conflict Analysis and Resolution Strategies
- PPAG 662: Dialogue, Negotiation, Mediation and Facilitation Practicum
- PPAG 663: Minorities and Public Policy in Pakistan
- PPAG 664: Globalization and Transformation of Religion and Politics in South Asia
- PPAG 665: Diplomacy and International Relations in Peace Building
- PPAG 666: Terrorism and Counter Terrorism Policies and Strategies
- PPAG 667: Radicalism and De-radicalization in Pakistan
- PPAG 668: Disaster Management, Reconstruction and Rehabilitation
- PPAG 669: Discourse, Media and Violent Extremism
- PPAG 670: Security and Peace Building
The faculty engaged at the Centre for Public Policy and Governance is a diverse mix of academics, and retired and serving foreign qualified civil servants. This diversity fosters greater understanding of public policy issues as theoretical concepts are supplemented by real life case studies during the course of the degree. The CPPG’s faculty comprises of six full-time faculty members and eight visiting fellows. In addition, the Centre’s Think Tank has the distinction of hiring promising and competent young researchers who are engaged in conducting primary research on a vast array of policy pertinent topics.
Dr. Saeed Shafqat is an eminent Social Scientist, who has been Chief Instructor, Pakistan Civil Services Academy, Walton, Lahore. He has the distinction of training over 1,500 civil servants. He is a regular guest speaker at the National Defense College (now NDU) Islamabad and National Management College (NMC), Lahore. He is also member Board of Governors National Management College (NMC). He is the founding Director of the Centre for Public Policy and Governance at Forman Christian College (A Chartered University), Lahore.

He obtained his PhD from University of Pennsylvania, Philadelphia. For Spring Semester 2012, he was Visiting Professor, South Asia at the College of Wooster, Ohio. Dr. Shafqat has been Executive Director (June 2005-June 2007) of the National Institute of Population Studies (NIPS), Islamabad. Prior to that, he was Quaid-i-Azam Distinguished Professor and Chair (March 2001- May 2005), Pakistan Center at the School of International Affairs and Public Policy (SIPA), Columbia University and continued to be Adjunct Professor at SIPA (2005-2010), teaching online courses. His research articles on culture, politics, security and various aspects of public policy, governance and civil service reform on Pakistan have been published in internationally edited books and journals of global repute. Currently, his research interests include Rise of China and CPEC.


"If you are someone who wants to understand why governance must improve and policies need change, join CPPG with the spirit that you can contribute towards redesigning the policies in our country."
Dr. Sikandar Hayat is Distinguished Professor of History and Public Policy at Forman Christian College (A Chartered University), Lahore. Previously, Dr. Hayat was Directing Staff at the National Management College (formerly Pakistan Administrative Staff College) and Dean of the National Institute of Public Policy, both integral units of the National School of Public Policy, Lahore. Earlier, Dr. Hayat served at the Quaid-i-Azam University, Islamabad from 1973 to 2006, and retired as Meritorious Professor and Chairman of the Department of History. In 1991-95, he worked as Educational Counselor at the Embassy of Pakistan in Washington DC, USA. In 1995-96, Dr. Hayat received the American Institute of Pakistan Studies (AIPS) Scholar-in-Residence Award and taught at Western Michigan University and Arkansas State University in the USA. He was selected for the Fulbright Visiting Specialists Program: 'Direct Access to the Muslim World' in 2006, and taught a course on 'Politics and Islam' at Juniata College, Pennsylvania, USA.


"Public Policy is a means, not an end. The end is service to the public, for their good, as they see it. If that is not done, the policy will be no more than its proponent’s self-fulfillment at best and self-aggrandizement at worst. It will be a lost cause"
Raheem is co-editor of CPPG’s Quarterly Research & News journal and his research interests include the informal sector, youth policy, and application of technology for development. He is currently working on a monograph titled Framework for Youth Policy: Identity, Democracy and Employment.


He has done projects in a variety of sectors including energy, textile, media, engineering and finance.

Raheem is strongly committed to active citizenship and participates in various volunteer activities. He is member of the Awami Art Collective and has worked on the collective’s various public art projects focusing on extremism, urbanism and de-culturation. Further, he has been active in the RastaBadlo citizen initiative to safeguard the heritage of Lahore through community engagement and research on environment, small businesses, citizen displacement and urban transport. He also contributes opinion columns occasionally to news magazines such as The News on Sunday and has also written for The Herald.

Bringing together his experience, research interests and community engagement, he teaches courses in the Environment, Demography & Urban Change (EDUC), and Peace Building & Conflict Resolution (PBCR) concentrations.

“Our Executive MA in Public Policy is all about learning from each others’ experience as theoretical aspects of public policy are deliberated based on real life case studies in policy formulation and implementation.”
Dr. Imdad Hussain received a Masters in Sociology from University of the Punjab Lahore in 2000, Masters and PhD in Public Policy from National Graduate Institute for Policy Studies, Tokyo in 2005 and 2010, respectively. Dr. Hussain joined the Centre for Public Policy and Governance in July 2011. He has previously worked with international organizations such as United Nations Development Program, Asian Development Bank, Unicef, and the World Bank on their projects related to urban development in Pakistan. Since 2001, he is associated with Punjab Urban Resource Center (PURC) which works to advance pro-poor urban development in Lahore through research, advocacy and networking. At PURC, he contributes to research on urban problems. He has delivered many training programs to NGO officials, citizens and government officials on low-cost, self-help development approach of Dr. Akhtar Hameed Khan, the founder of Orangi Pilot Project, Karachi. Besides working with PURC, he is also a member, board of directors, Saiban, an NGO working to provide low-income housing to the urban poor.

He researches issues and expressions of transformations in urban Pakistan besides working on Islamization of the state and education. He offers the following courses at CPPG: Urban Growth, Environment and Security in South Asia, Demography and Security, Research Methods in Public Policy, Political Institutions and Policy Processes, Environmental Issues and Public Policy. He has also led a USAID-CPPG joint project titled “Program Design for Policy, Institutional, and Regulatory Reform in the City of Lahore” (aka Lahore Vision 2035), which identified ways to reform institutions and policies related to transport, governance, water supply, sanitation and solid waste management, trade, real estate and land use in the region of Lahore.


Currently, he is working on the state of refugees, immigrants and homeless in Kuala Lumpur.

“CPPG is a leader in policy analysis and policy research and it prepares future leaders in the field of public policy.”
Dr. Raja M. Ali Saleem, a former civil servant, has degrees from four reputable universities and has more than twenty years of diverse experience. Dr. Saleem did his Masters in Pakistan Studies from Quaid-i-Azam University. Later, he graduated from the University of Manchester with a Masters in Economic and Social Studies and the University of Calgary with a Masters in Business Administration. Finally, in 2015, he was awarded a Ph.D. degree in Public Policy by George Mason University.

He joined the Civil Services of Pakistan (23rd Common) in 1995. After completing training, he served in the Ministry of Finance. During his stay in the Ministry, he assisted in the federal budget preparation, took part in the IMF negotiations and compiled three budget books. After resigning from the Civil Service Dr. Saleem was associated with various national/international organizations. He advised numerous federal and provincial departments/agencies while working on projects sponsored by the World Bank, Asian Development Bank, Department for International Development (UK), Canadian International Development Agency and United Nations Development Program. He also served as a UNDP project manager and as deputy program director for an ADB-financed program (Punjab Resource Management Program) with the Government of the Punjab.

Dr. Saleem’s research interests include religious nationalism, politics of Pakistan and Turkey, Islamist politics, financial management, public policy, etc. His peer-reviewed articles/chapters/book reviews have been published by Party Politics, Journal of International Commerce, Economics and Policy, Journal of Church and State, Oxford University Press and Durham University. His newspaper articles have appeared in Globe and Mail (Canada), Dawn, The News, and Express Tribune. His first academic book State, Nationalism, and Islamization: Historical Analysis of Turkey and Pakistan was published by Palgrave-Macmillan in July 2017. Two book chapters were also published in 2017. He also writes a blog on religious nationalism: https://religious-nationalism.blogspot.com

CPPG is a peculiar institution. It is not only a university department but also a think tank and a non-partisan policy forum. Due to its atypical nature, CPPG always takes a comprehensive view of policy problems and supplements it with a detailed rigorous analysis.
Dr. Faran Shoaib Naru
Assistant Professor
PhD International Politics (Fudan University, Shanghai, China)
Master of Public Policy (MPP) Brown University, USA
MBA (IBA, Karachi)

Dr. Faran Naru teaches Economics and Public Policy at CPPG and his research interests include economic development, particularly the miraculous growth of East Asian states and how such growth can be achieved in Pakistan. Dr. Naru has a PhD Degree in International Politics from Fudan University, Shanghai, China. His doctoral thesis focused on industrial policy and global commodity trade. Dr. Naru also holds a degree of Masters of Public Policy (MPP) from Brown University, United States, an MBA (Master of Business Administration) from IBA Karachi.

Dr. Naru has around 10 years of teaching, research and consulting experience. In his former appointments, he taught Master of Public Policy courses at University of Management and Technology’s School of Governance and Society and taught MBA courses at University of Central Punjab’s Business School. Apart from teaching, he has also conducted various short term research projects for gLAWcal, United Nations and Asian Development Bank. Dr. Naru is trained in Chinese language which he looks forward to put to use in spearheading China specific research at CPPG.

"CPPG's seminar based teaching method encourages discussion on contesting issues, which leads to innovative policy solutions by both students and faculty. This department stimulates critical thinking for excellent policy prescriptions by its students."
Saba Shahid graduated with an MSc degree in Local Economic Development from the London School of Economics and Political Science, UK and holds a BA in Economics from Bilkent University, Turkey. Prior to joining the CPPG, Saba worked with the Mahbub ul Haq Human Development Centre on the publication of their annual reports on South Asia. Here she was involved in the research writing and publication efforts of the Centre, dealing with a broad set of issues such as health, education, the economy and women's rights and how these impact a region's human development potential. Two of these reports have since been published namely Human Development in South Asia 2015 - The Economy and the People and Human Development in South Asia 2016 – Empowering Women in South Asia.

Saba has also volunteered extensively in the UK and Turkey for organizations such as UNICEF, the British Red Cross, Flying Broom and the Reading International Solidarity Centre.

At CPPG she has been working on various research assignments and has recently co-authored a discussion paper with Dr. Shafqat on "Migration, Urbanization and Security: Challenges of Governance and Development in Balochistan." She is also co-editor of CPPG's Quarterly Research & News Journal and is currently working on the rise of China and its socioeconomic and political implications for the region.

Saba is passionate about evidence-based research that strives towards enforcing tailor-made policies to suit local socioeconomic, political and environmental conditions.

"The best part about the CPPG is that it offers a professional culture of openness, respect for new ideas and invites critical thinking that expands the dimensions of conventional academic exercise and research—quite a unique environment that is great for young professionals such as myself."
Visiting Fellows

Tariq Mahmud
MA University of Anglia, MA Dhaka University
Retd. Secretary Interior, Government of Pakistan

Javed Masud
MA Boston University
Former MD & CEO, The Pakistan Credit Rating Agency Limited

Rashid Munir Kahloon
MSc (Adam Smith School of Economics, University of Glasgow, UK)
Director Academics International Degree Program, LGS

Moeed Ali
MPA Harvard University
Deputy Director (Admin, Finance & Training) National Vocational & Technical Education Commission, Prime Minister’s Secretariat, Lahore

Fareed Mahmood Chaudhry
MPA Columbia University
Pakistan Audit and Accounts Service

Afzal Latif
MA University of Sussex
Secretary, Elementary and Secondary Education Department, Government of Khyber Pakhtunkhwa

Saima Bhaur
MPhil English Language Teaching

Nasir Jamy
MA Rural Development, University of Sussex
Additional Secretary, Ministry of Water & Power, Government of Pakistan

Suleman Ghani
Former Chairman Planning and Development, Government of Punjab

Fouad Bajwa
Adjunct Faculty Member
Executive Masters Public Policy, CPPG
Chief Information Officer, FOOTMETRICS
Chief Strategy Officer, BDM

Muhammad Abdullah Khan Sumbal
MSc Development Administration and Planning, University College London
Commissioner Lahore Division,, Government of the Punjab
Administrative Staff

**Reema Williams**  
Program Manager, CPPG  
MA Economics  
University of Peshawar

**Shaleem Khokhar**  
Administrative Associate  
BS Honors Economics  
Forman Christian College (A Chartered University)

**Muhammad Naveed**  
Librarian, FCC Public Policy Research & Resource Centre  
Masters in Library and Information Sciences  
(University of the Punjab)

**Hunny Javed**  
Assistant Librarian  
FCC Public Policy Research & Resource Centre

**Qaiser**  
Care Taker  
FCC Public Policy Research & Resource Centre/CPPG
Currently, we have the following research staff for 'Social Welfare Department: The Provincial Face of Interaction and Regulation of NGOs'.

**Maheen Saleem Khosa**
Research Fellow  
MA International Affairs (Columbia University)

Maheen Saleem Khosa is a Research Fellow at the Centre for Public Policy and Governance, Forman Christian College (A Chartered University), Lahore. She is currently working on a project titled "Social Welfare Department: The Provincial Face of Interaction and Regulations of NGOs". Previously at CPPG, Maheen co-authored a monograph titled "Electoral Politics and Electoral Violence in 2013 Elections: The case of Punjab". In 2014, she presented a paper titled "Rectifying the Civil-Military Imbalance – What Pakistan Can Learn from the Turkish Experience" at the 4th International Conference on Economics and Social Science in Istanbul. Maheen is a Fulbright Scholar and has graduated from Columbia University's School of International and Public Affairs (SIPA) with a Master of International Affairs (MIA). Her research interests include Governance, Civil-Military Dynamics, Civil Society Mobilization, Non-State Actors and Marginalized Communities.

**Raffat Yasmeen Malik**
Project Manager  
M.Phil in Sociology (Newports Institute of Communications & Economics, Karachi)  
Law graduate from Bahauddin Zakariya University, Multan

Raffat Malik is working as a Project Manager at the Centre for Public Policy and Governance, FC College Lahore. She is currently working on a project “Social Welfare Department: Provincial Face of Interaction and Regulation of NGOs”. She has previously worked with different national and international organizations i.e. World Vision International Pakistan, International Union for Conservation of Nature (IUCN), UNDP, Islamic Relief, FAFEN TDEA and Doaba Foundation. She has 15 years of experience in development and humanitarian sectors. Raffat did her M.Phil in Sociology from Newports Institute of Communications & Economics Karachi. She is also a law graduate from Bahauddin Zakariya University Multan. Her areas of professional work/expertise are project design and management, monitoring and evaluation, research, capacity building (training and teaching), Gender and Social protection, Disaster management and community mobilization. Raffat is also certified in Building a Better Response (BDR) from Harvard, Project Management Diploma holder from Modern Institute of Informatics and Management, Islamabad and Project Management Diploma holder from Accrediting Professional Managers Globally.

**Muhammad Hassan**
Documentation Officer  
L.L.B (University of London)

Hassan is currently working at the Centre For Public Policy and Governance, Forman Christian College (A Chartered University), Lahore in the capacity of Documentation Officer for the project on “Social Welfare Department: Provincial Face of Interaction and Regulation of NGOs”. He received his L.L.B (Hons) degree from the University of London. His primary areas of expertise are Intellectual property law, in particular, registration, assignment and protection of trademarks, prosecuting and defending infringement matters pertaining to design, patent and copyright registration. He also has an avid interest in Human rights law and its dynamic and legal implementation in Pakistan’s legal system. Prior to graduation, Hassan interned at the Federal Public Service Commission (FPSC) and post-graduation he worked as an associate at numerous local law firms and imminent legal think tanks writing articles on various topics.
The CPPG since 2010 has been hiring and training young researchers. In a particular year the strength and size of researchers varies depending on the number and duration of the projects. On the average the CPPG has had three research staff per year. Following have been trained and associated with CPPG research projects.

**Khalida Ahson**
Research Fellow
Executive MA Public Policy (CPPG, FC College)
MA Literature (University of the Punjab)
Khalida Ahson is a social development expert with degrees in English Language and Literature, and Public Policy. Khalida has experience of working with village based organizations, non-government organizations, government departments and donors in the development sector. Her area of interest is studying the processes through which ‘right development’ may occur and analyzing the social, economic and political factors which hinder/facilitate public decision-making and policy formulation in Pakistan. Her current area of research is ‘Informal Sector and Urban Policy’ and ‘Governance & Management of Lahore’.

**Rabia Chaudhry**
Research Fellow
Executive MA Public Policy (CPPG, FC College)
LLB (University of London)
Rabia Chaudhry has been Research Fellow at the CPPG. Prior to joining the Centre, she practiced civil and commercial law and taught Jurisprudence and Legal Theory as well as Contract Law in local law colleges. Her recent publications include “Policing, Custodial Torture and Human Rights; Designing a Policy Framework for Pakistan” and “The Criminal Justice System as Tool of Anti Terrorism Efforts in Punjab”. Her research interests include Human Rights, Institutional Reforms and Changing Dynamics of Civil-Military Relations.

**Sarah Mushir**
Research Associate
MSc (Cardiff University)
Sarah Mushir has an undergraduate degree in architecture from NCA and masters in International Planning and Development. Her research interests include housing and the urban poor, planning and governance of human settlements, transport planning, architectural and urban regeneration, environmental policy, development and urbanization processes, site planning design and development. Sarah has worked on a discussion paper on urban transport planning issues in Lahore for the project “Program Design for Policy, Institutional, and Regulatory Reform in the City of Lahore”.

**Reem Hasan**
Project Manager
MSc Public Policy and Administration (London School of Economics and Political Science)
Reem Hasan has worked with Pakistan Institute of Legislative Development and Transparency, Lahore as Projects Manager and also with IGC and CERP as Research Associate. She has a strong academic background as she has been position holder from school to University level.
**Naima Ahmed**  
Research Fellow  
L.L.M School of Oriental and African Studies (SOAS)  
Naima Ahmed has been teaching L.L.M students at University of Lahore- Postgraduate Institute of Law and Quaid e Azam Law College and also possesses work experience as Associate Lawyer with Corporate advisors of Multinational Law Firms. She received a distinction in her thesis for LLM titled “Shifting Paradigm of Pakistan’s Supreme Court: As Study on expansion of Judicial Powers”.

**Tajammal Yasin**  
Research Assistant  
BSC Metallurgy CEET, University of the Punjab  
Tajammal Yasin has worked with the Institute of Reliability Centered Maintenance as Marketing Executive and has the experience of coordination of all marketing activities with other departments, alongwith assisting in making marketing strategy.

**Burhan Bhutta**  
Research Assistant  
BA Honors in Political Science, History and English Literature from Government College University, Lahore. Burhan Bhutta holds fourth position in BA Honors in Political Science and also represented his university at various national forums.

**Mariam Imran Mian**  
Research Assistant  
Bachelor of Arts in Economics and International Relations, Cornell University, Ithaca, NY  
Mariam Imran Mian has volunteered at So Others Might Eat, Washington DC, a place for patients with mental illness and assisted in providing administrative support. She has also worked as Operations Intern at Kashf Foundation, Lahore.

**Mughees Tahir Bballi**  
Research Assistant  
MPhil Economics and Finance, (Pakistan Institute of Development Economics)  
He is keen to pursue a career in research.

**Abeeha Islam**  
Research Associate  
MSc Development Economics and Policy, (University of Manchester)  
Abeeha Islam has worked with Interfaith League Against Poverty Advocacy and Peace Building and gained the experience in preparing E-News Letters, preparing projects reports, developing, planning and implementing advocacy for I-LAP. She also has experience as a Research Associate at Punjab Urban Resource Centre where she conducted a detailed budget analysis of Water and Sanitation Authority Gujranwala for WaterAid.

**Shahmir Hamid**  
Research Assistant  
BA Politics and International Relations Royal Holloway, (University of London)  
**Dr. Sania Chaudhry**  
Sector Specialist in Real Estate Markets in Lahore  
MBBS, (Allama Iqbal Medical College), Lahore  
Masters in Business Studies Research, Kingston University London  
As Advisor Structural Reforms and Research, Ombudsman Punjab, Dr. Sania Chaudhry established a Research Cell to conduct research on “Maladministration in the Punjab Government”. She was also CEO of Management and Information Technology Solution Consultants, a consultancy based organization.

**Atif Hassan**  
Sector Specialist, Water Sewerage and Solid waste Management in Lahore  
Master in Social Work from Department of Social Work, (University of the Punjab)  
Atif Hassan has more than twenty years of work experience in social development with sector specific and integrated development projects funded or executed by the national and international organizations. He has extensive experience in implementing projects in water and sanitation, health and hygiene education, micro-finance for water and sanitation community organizations, primary education and child labor sectors.

**Ansa Shafi**  
Research Assistant  
MSc GIS Punjab University  
Ansa Shafi has worked with Social and Technical Resource Centre as Coordinator Research and Training with responsibilities including profiling and cataloguing of Katchi Abadis and slums with respect to their infrastructure services and conversion of manual maps into digital database.

**Shahram Rana**  
Research Assistant  
BSc Honors Accounting and Finance, University of London  
Shahram Rana has a very strong academic background and he is especially good with quantitative subjects like accounting, econometrics and economics. He worked as a Teacher Assistant during his second and third year of university and as a result, he was inducted into the faculty as Tutor for Statistics and Econometrics.

**Shaista Mansha**  
Research Assistant  
BA Hons – Forman Christian College

**Ammar Malik**  
Literature Reviewer
Waseem Ashraf
Executive Masters Public Policy
Democracy and Governance Specialist, USAID

"The CPPG's Master's program provided a set of analytical and management skills that are often transferable across sectors and across issue areas. In my view, it combined the best of rigorous policy education with a flexibility and responsiveness that enabled me to remain relevant in a rapidly changing world."
The CPPG alumni body is small but is already making waves in policy circles. A total of 59 candidates have so far graduated from CPPG. These include members of the civil and armed services, development professionals working in national and international organizations, technology and strategy consultants, aspiring politicians, medical doctors, lawyers, bankers, journalists and independent businessmen.

Two CPPG graduates have received PhD scholarships to further pursue their academic career. These include Adnan Rasool (2011-12), who is currently pursuing his PhD at the University of Georgia, USA and Rabia Chaudhry (2011-12), who joined the University of Bonn, Germany on a DAAD scholarship in 2014. Other alumni continue to pursue their professional careers in a range of fields. Following is a brief profile of a few CPPG graduates providing a glimpse of the CPPG alumni network.

**Khalida Ahson**, a social development professional from the 2010-11 batch had experience working with village based organizations, non-government organizations, government departments and donors, as a program manager, a researcher and a consultant when she joined CPPG. *(Holder of Shafqat Medal)*

"The Public Policy program has enhanced my research portfolio. I have published a research report on Informal Sector and Urban Policy for a USAid project and have completed a position paper on Governance of Management of Lahore for CPPG’s Lahore Vision-2035 Project."

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**Dr. Shabana Haider**, a medical doctor from the 2010-11 batch joined the program to make a mark and contribute towards the policy sector of Punjab specifically health, which is quite neglected. Currently, she is serving as Member Health and Nutrition, Planning and Development Department, Government of Punjab.

"The most interesting part of the program were the thought provoking, mind stimulating and invigorating seminars. Overall, the program helped me sharpen my analytical and writing skills, and challenged me to rethink the way I approach a lot of things not only in the health sector but other sectors as well. The fact that I tailored my degree around my interest in the policy arena has allowed me to work for great organizations since."

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**Dr. Muhammad Babar Alam**, a Public Health Physician with a Masters in Public Health joined the 2009-10 batch to upgrade his qualification during his stay in Lahore as the WHO Provincial Head.

"What I gained the most out of the program was a habit of reading and exploring policy issues. Further, my approach to discussions and dialogues on different health issues has changed entirely. Now, I prepare well before a dialogue and am able to establish my credibility on the basis of my knowledge, technical and professional skills. This is a major factor in my selection as a regular member of the International Civil Services, as Provincial Coordinator in the UNFPA."
Hassan Iqbal from the 2012-13 batch had 27 years of work experience in the Civil Services of Pakistan as member of the Pakistan Administrative Service (PAS). His experience spanned the grass root level, sub division/tehsil to Commissioner of a division and Administrative Secretary of the Provincial Government Departments. (Holder of Shafqat Medal)

"I joined the program because I felt that the world was changing fast with particular reference to policy formulation paradigms and implementation mechanisms. The courses I attended gave new strength and enthusiasm to my career and prepared me for future growth, while the program changed my concepts with regard to policy formulation, policy planning and policy implementation."

Rabia Chaudhry is a Junior Researcher at Center for Development Research, University of Bonn where she is at the final stages of her PhD titled "Vanguards of Development: Negotiating Civil-Military binaries in Pakistan". The Centre for Public Policy and Governance was the collaborative institute for her doctoral research. She has done Executive Masters in Public Policy from CPPG in 2011-12.

"My Executive Masters from CPPG was undoubtedly the best career decision of my life. I was looking to shift from law practice to academic research, and CPPG proved to be the perfect platform. Later, the research projects I did at CPPG in the capacity of a Research Fellow were instrumental in providing me the work ethic and training required to collect and synthesize large data sets effectively."

Haroon John Samson, Associate Registrar of FC College, did his Executive Masters in Public Policy with Majors in Governance, and background in Management and Marketing with an Experience of over 10 years in Higher Education Fundraising, and Public Relations and 5 years of rich experience as Development Consultant.

"With the support of policy experts and CPPG’s dynamic faculty, I have learned how to effectively analyze policies, think critically and do research. Joining the Executive Masters in Public Policy was one of the best decisions of my life."

Ian Eldred has worked as a lecturer and researcher for a number of law schools and legal firms in Pakistan. He was recently a legal advisor with an energy consulting firm in the UAE that worked closely with public and private actors in the O&G sector across the Middle East.

"The CPPG is an excellent space for the developing and augmenting of one’s academic and professional competencies. It is staffed by an outstanding faculty who provide the sort of pedagogical support that students, who are engaged in deep conceptual learning, need. The department tirelessly mobilizes its resources in embellishing the strengths of its students, the number of academic symposiums and conferences that the department holds are an incredible testament to this. The broad research vision of the department exhorts students towards perceiving a master’s degree not only as an individual course that students are on but rather as a communal project that empowers a range of people through democratic modes of learning and skill development. You will discover both your voice and your vision at the CPPG."
Saira Kazi Dar, completed the Executive Masters in Public Policy from CPPG in 2015. She has worked as an artist, educationist, journalist and political activist. She was the Head of the Art Department at Aitchison College, Lahore (2004-2009) and has been writing for the Daily DAWN since 1999. Her passion to contribute through positive political participation has recently lead her to co-found the Pakistan People’s League (PPL), a new Centre-left political party.

Saira Kazi Dar, completed the Executive Masters in Public Policy from CPPG in 2015. She has worked as an artist, educationist, journalist and political activist. She was the Head of the Art Department at Aitchison College, Lahore (2004-2009) and has been writing for the Daily DAWN since 1999. Her passion to contribute through positive political participation has recently lead her to co-found the Pakistan People’s League (PPL), a new Centre-left political party.

CPPG is a dynamic part of FC College and engages a world class faculty as well as visiting scholars for the benefit of its students. It provides both students and former students with the opportunity to interact with a rich variety of professional experts and public figures on a regular basis, and has facilitated a commendable amount of research work and publications.

Fouad Bajwa, completed the Executive Masters in Public Policy from CPPG in 2014. He has more than 15 years of experience within the technology and Innovation Industry. He has worked on International, Regional and National Public Policy initiatives around the world and in fragile developing countries. Fouad has also served as an advisor and consultant on various occasions to the United Nations and the World Bank.

The Centre for Public Policy and Governance is a unique initiative in Pakistan. I believe that it has really helped me in defining my place within the Public Policy ecosystem.

Eirij Rubbani, a professional of the Civil Services of Pakistan, member of the Pakistan Audit and Accounts Service (PAAS), completed Executive Masters in Public Policy from CPPG in 2016. She is currently working as Controller Military Accounts.

What this program gave me was the opportunity to expand my intellectual capabilities in to avenues I never knew were reachable, given the nature of work I was in. This enabled me to apply and adapt knowledge, use analytical and logical skills to a range of situations. The lectures, seminars and assignments, all prepared me for better performance in my future endeavors.

Sara Pervaiz Chughtai, Executive Masters Public Policy-Batch 16 with Majors in Governance, Democracy and institution building. She has 5 years experience in Education and Academic Relations. Currently, she is working as Manager Internships at Forman Christian College.

I am extremely humbled by the opportunity FCCU provided me to enter into a professional world with the support of excellent CPPG Faculty. This program gauges my potential to excel in the multiple forms of analysis-economic, empirical, ethical, political, and integrative policy. This degree has enabled me to be a good problem solver. Being a Public policy student, I deal with a variety of problems, based on various real-life case studies. I have learned how to conduct research and come up with sustainable solutions.
Tauseef Dilshad Khatana, from 2011-12 batch is a member of Punjab's Provincial Management Service (PMS). He joined CPPG with a decade of civil service experience in all its major facets like civil secretariat, district administration, judiciary and development sector.

(HOLDER OF SHAFQAT MEDAL)

"Highlight of this program is best mix of theory and practice; academic rigor is complemented with seminars, where speakers of international repute share their insights. Secondly, students are encouraged to undertake real problems; consequently my thesis was on 'Promotion Prospects of PMS Officers"

Adeel Riaz, Senior Manager, University Advancement Office, Forman Christian College (A Chartered University), has more than eight years of experience in higher education sector. He holds a BS in Economics and Executive Masters in Public Policy from FCCU. Along with a Certificate in American History, Culture and Politics at the University of Tennessee at Knoxville, USA. Currently pursuing a MA in Organizational Leadership at FCCU in collaboration with the Development Associates International, USA.

"Being related to the Advancement Department since the last seven years, I have been developing alumni relations and building funds for my 150 years old university. I daily engage with a diverse range of organizations and individuals. The Executive Masters in Public Policy has equipped me professionally with a strong understanding of the different sectors of the economy and their linkages and inter-related functionalities. It emphasizes on the continuous improvement of the underlying policies and procedures to result in maximizing the overall public good by addressing both the macro and the micro level problems of our society"
Sahabzada Bilal Omer, PSP
District Police Officer (DPO), Nankana Sahib
Distinguished Formanite
Holder of Sir Harnam Singh Gold Medal

“A niche has been created by CPPG in the policy making corridors of Pakistan. The centre of excellence is surely doing a commendable job. It is a privilege to see FC College excelling the way it is and having CPPG a part of it.”

Col (r) Khaqan Mahmood
Chief Safety and Security Officer,
Forman Christian College (A Chartered University)

“CPPG in its short span of time has done a wonderful job by raising the visibility level of FC College (A Chartered University) with the important government departments, which has proved highly beneficial for FCC and in particular, its students.”

Ahmed Jamal-ur-Rehman
Deputy Inspector General (DIG), PSP
Commandant FC, Sindh
MSc Human Rights – London School of Economics
MSc Programme Management – Said Business School, University of Oxford

“Public policy has been a neglected field of study in Pakistan’s educational horizon. The creation of this still water has resulted in a logjam in the production of good public policy makers. I am confident that CPPG will help in addressing this bottleneck efficaciously.”

Muhammad Nawaz Khalid Arbi
Additional Secretary Finance
Government of Punjab

“Training is one word substitution of attitudinal change, and CPPG is putting in its best efforts to bring about this attitudinal change in the public officials and representatives of NGOs.”
Achievements

CPPG has made significant inroads in both policy and academic circles in the ten years since its inception. The Centre has stayed true to its original mission and vision, and has amassed a substantial body of work in all three areas of concentration/specialization. More importantly, the Centre has carved out a niche for itself as a research and policy bridge between local and the global scholars, policy analysts and the Government of Punjab in particular. It has focused on developing a body of knowledge and research rooted in domestic issues and cutting across global concerns. During its decade of existence the CPPG has contributed enormously to building the capacity of local researchers, policy makers and academics. Through its seminars, policy dialogues and international collaboration, it has opened up new vistas for Punjab Government officials, civil society organization, students and academia in Lahore, connecting each other to the interactional policy and academic community. In this domain, some of CPPG’s key achievements have been:

A. Successfully conducting two international conferences and one workshop with support and participation from prominent foreign researchers and academics from around the world.
B. Building partnership with USIP and securing two years thesis grant for the MPhil Public Policy students which provides them with exposure and much needed resources to conduct meaningful and policy relevant research for their thesis work in the broad area of Peace Building and Conflict Management.
C. Developing a regular series of policy dialogues on a variety of issues with panelists and participants from diverse backgrounds and areas of expertise. This includes academics, peace workers, policy makers, and international development practitioners from countries like France, United States, Burma, Afghanistan, and the United Kingdom among others.

Conferences

A. Pakistan: The Long View, 2047. On 2 December 2016, the Centre for Public Policy and Governance (CPPG) in collaboration with the Wilson Chair in Pakistan Studies at the University at Texas at Austin hosted a workshop on “Pakistan: The Long View, 2047”. The one-day event brought together academicians, researchers, development practitioners and policy-makers to reflect on Pakistan’s multi-faceted development challenges and future policy choices. As Pakistan approaches its 100th year of Independence in the year 2047, the workshop gave participants the opportunity to discuss the intersections of governance and public policy; urbanization, migration and economic development, climate change and how it is impacting social and cultural life; debating human and state security. The interactive workshop allowed participants to critically assess Pakistan’s multifaceted and complex development concerns, evaluating existing understandings and proposing innovative solutions. Four intersecting themes were chosen to highlight the country’s most pressing issues and the presentations revolved around a) water sustainability, climate change and governance, b) urbanization and development c) migration trends and labor outcomes and d) domestic issues and regional concerns.

B. Social Change and Security Imperatives: Challenges for Leadership and Democratic Governance in Pakistan. Given the spirit of the University’s 150th anniversary in 2014, CPPG successfully organized its first International Conference on 12-13 December 2013 to kick start the anniversary celebration. CPPG was supported by the Embassy of France to engage national and international academia, policy makers and researchers in sharing and developing knowledge for better understanding of the drivers of social change, and how they may affect Pakistan’s future. Conference sessions included “Security Imperative including relations with US, China, India, Afghanistan & other regional actors”, “Leadership and Democracy”, “Social Change: How interplay of technology & religion is changing culture & values”, “Elite transformations & Economic Development”, and “Governance and Terrorism”.
### CPPG Projects

<table>
<thead>
<tr>
<th>Project Year</th>
<th>Donor/Funding Source</th>
<th>Project Type</th>
<th>Services Provided</th>
<th>Total Budget (PKR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing 2016-18</td>
<td>United States Institute of Peace (USIP)</td>
<td>Research Grants Program</td>
<td>Assist and Manage MPhil Research Grant for Peace and Conflict Studies</td>
<td>3,877,600</td>
</tr>
<tr>
<td>Ongoing 2016-17</td>
<td>USAID Small Grants Program</td>
<td>Project</td>
<td>To review, assess and improve the Social Welfare Department Punjab in context of the 18th Amendment by conducting Institutional Assessment of the department and undertaking a comprehensive capacity building exercises of the department's officials.</td>
<td>7,697,640</td>
</tr>
<tr>
<td>2015-16</td>
<td>USAID Citizen’s Voice Project</td>
<td>Research Grant</td>
<td>Improving Governance: Reforming Provincial Civil Services in Punjab</td>
<td>8,534,900</td>
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<tr>
<td>2013-14</td>
<td>USAID Firms Project</td>
<td>Research and Policy Consensus Building</td>
<td>Lahore Vision 2035</td>
<td>17,500,000</td>
</tr>
<tr>
<td>2013-14</td>
<td>United States Institute of Peace (USIP)</td>
<td>Research Grant</td>
<td>Patterns of Election Violence in Punjab</td>
<td>3,642,268</td>
</tr>
<tr>
<td>2012-13</td>
<td>US Aid Small Grants Program</td>
<td>Project</td>
<td>Establishing Centre of Excellence at CPPG named FCC Public Policy Research &amp; Resource Centre (PPRRC) Includes researches, library services, digitization initiative and trainings</td>
<td>21,803,000</td>
</tr>
<tr>
<td>2012</td>
<td>United States Institute of Peace</td>
<td>Research Grant</td>
<td>Research Report: Framework for Youth Policy &amp; De-radicalization</td>
<td>3,000,000</td>
</tr>
<tr>
<td>2011-12</td>
<td>Open Society Institute</td>
<td>Research Grant</td>
<td>Research Report: Human Rights and Custodial Torture; Designing a Policy Framework for Pakistan</td>
<td>1,134,000</td>
</tr>
<tr>
<td>2009</td>
<td>GINI</td>
<td>Research Grant</td>
<td>Research Report: Training Needs Assessment for Masters’ Level Policy Programs</td>
<td>1,600,000</td>
</tr>
</tbody>
</table>

Since 2009, the CPPG has been bidding and securing funding for projects. Increasingly research and particularly evidence based policy relevant research is becoming an expensive enterprise. The government’s have limited means and less patience for supporting research, while international donors prefer activities and specific interventions that may influence policy outcomes. They are also less enthused about long-term research projects, yet over the years the CPPG has been skillful in designing and obtaining projects that carry a strong research component. The CPPG is striving to create an Endowment Fund and secure long-term sustainable funding to expand and consolidate its Think Tank function. Meanwhile the CPPG has been vigorous in bidding for and securing financial support for a number of projects.
## Policy Dialogues & Discussions at CPPG

<table>
<thead>
<tr>
<th>YEAR</th>
<th>TOPIC</th>
<th>SPEAKER/PARTICIPANT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>Deliberate and Devise a Response for the Sufferers &amp; Survivors of Political Violence in Pakistan</td>
<td>The Grief Directory and CPPG</td>
</tr>
<tr>
<td></td>
<td>The 18th Constitutional Amendment – From Inception to Implementation</td>
<td>CPPG</td>
</tr>
</tbody>
</table>
| 2016 | Rationalizing Discourse on Pak – Afghan Relations: Is a Reset from Acrimony to Amity possible? | Ms. Shazia Marri  
Provincial Minister for Information, Tourism and Electric Power of Sindh as well as the Advisor to the Sindh Government on Oil and Gas  
& Mr. Sayed Ishaq Gillani, leader of Hezb-e-Nuhaat Hambastagi Milli |
| 2015 | How can the performance of the Punjab Bureaucracy be improved?        | CPPG                                                                                                                                                                                                               |
|      | Public Debt, International Financial Institutions & Pakistan’s Case for Debt Justice | Abdul Khaliq  
Institute for Social & Economic Justice  
Sarmad Iqbal  
Islamic Relief Pakistan  
Hafiz Rashid  
Punjab Urban Resource Center |
|      | The Informal Justice System: Opportunities & Possibilities for Legal Pluralism in Pakistan | Mr. Naveed Shinwari  
Founding CEO of Community Appraisal & Motivational Programme (CAMP) |
|      | Understanding the Organizational Behavior and Professional Culture of Punjab Bureaucracy | USAID project: Improving Governance in Punjab                                                                                                                                                                      |
|      | Understanding Terrorism: Interpreting and Analyzing Data on Terrorism in Pakistan | Mr. Luqman Saeed                                                                                                                                                                                                    |
|      | Managing International Peace and Security: Does the United Nations Need Reform? | Mr. Asim Iftikhar Ahmad  
Career diplomat and currently serving the Ministry of Foreign Affairs, Islamabad as Director General United Nations. |
|      | Pakistan’s Privatization Program                                      | Mr. Sardar Ahmad Nawaz Sukhera  
Additional Secretary (Incharge) Privatisation Division, Ministry of Finance, Revenue, Economic Affairs Statistics and Privatisation |
| 2014 | The Baloch Question                                                    | Baloch students and community residing in Lahore                                                                                                                                                                   |
|      | Governance & Leadership                                               | Church World Service                                                                                                                                                                                                  |
|      | 18th Amendment: Implications for Provincial Autonomy & Governance     | Mr. Zafarullah Khan  
Executive Director of The Centre for Civic Education (CCE), Pakistan                                                                                                                                            |
|      | State, Religion and Democracy – A Malaysian Perspective              | Dr. Mohammad Kamarulnizam bin Abdullah  
Chairman, Curriculum Development Council, Institute of Diplomacy Timor Leste and Editorial Consultant, Institute for Public Security of Malaysia (IPSOM), Ministry of Internal Affairs  
Ms. Ruhanas Harun  
Professor at the Department of Strategic Studies, Faculty of Defence Studies and Management, National Defence University of Malaysia and Director of Centre for Defence |
<table>
<thead>
<tr>
<th>Topic</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Rights in a Federal System</td>
<td>Mr. I. A. Rehman and Mr. Asad Jamal</td>
</tr>
<tr>
<td>Federalism in Theory and Practice</td>
<td>Mr. Tariq Mahmud</td>
</tr>
<tr>
<td></td>
<td>Mushtaq Gorfi, Managing Director, AJK Hydro Electric Board</td>
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<td>Mr. Arif Alauddin, MD Enercon, Government of Pakistan</td>
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<td>Syed Mubashar Masood, Legal Director, LESCO</td>
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<td>Mr. Shahid Khan, Chief Executive, Pakgen Power Limited, A Nishaat Company</td>
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<td>Mr. Hassan Jaffer Zaidi, Mr. Munawar B. Ahmad, Mr. Abid Lodhi, Energy Experts</td>
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<tr>
<td>State &amp; Democracy</td>
<td>Dr. Saeed Shafqat, Professor &amp; Director, CPPG</td>
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<td>In collaboration with Church World Service (CWS)</td>
<td>and participants from NGOs</td>
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<td>Mr. Endy Bayuni, Senior Editor, Jakarta Post</td>
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<tr>
<td>Urbanization, Migration and Social Change in Baluchistan Issues and Policy Choices</td>
<td>Dr. Saeed Shafqat, Professor &amp; Director, CPPG</td>
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<td>and students, civil society from Baluchistan</td>
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<td>Governance, Community and Religion</td>
<td>Mr. Endy Bayuni, Senior Editor, Jakarta Post</td>
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<tr>
<td>In collaboration with Heinrich Boll Stiftung and Centre for Research &amp; Security Studies (CRSS)</td>
<td>Dr. Shabana Mir, Assistant Professor of Anthropology, Millikin University, USA</td>
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<tr>
<td>Internal Migration and its impact on Urban Governance: The Case of Baluchistan</td>
<td>Hajra Zafar, Research Associate, CPPG</td>
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<td>Dr. Rashid Memon, Assistant Professor, LUMS</td>
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<td>Dr. Imdad Hussain, Assistant Professor, CPPG</td>
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<td></td>
<td>Dr. Sabiha Syed, Migration Resource Group</td>
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<td></td>
<td>Mr. Dawood Muhammad Bareach, Special Secretary Local Government, Govt. of Punjab</td>
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<tr>
<td>Topic</td>
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</table>
| 2013 Police, Prosecution and Counter-Terrorism: Devising a Way Forward for Punjab | Dr. Manzar Abbas Zaidi  
Advisor to the British High Commission |
|                                                                     | Imran Arshad  
Senior Superintendent of Police, Counter Terrorism Department, Punjab |
|                                                                     | Asad Jamal  
Advocate High Court |
| Assessing the Status of the Returning Fulbright Fellows in Public Policy and the Discipline of Public Policy, its Prospects and Future Direction | Dr. Saeed Shafqat  
Professor & Director CPPG |
| Youth Radicalization in Punjab: How Identity and Social Movement are Shaping It? | Raheem ul Haque  
Senior Research Fellow CPPG |
|                                                                     | Amir Rana  
Director, Pak Institute of Peace Studies |
|                                                                     | Dr. Manzar Zaidi  
Security Analyst |
|                                                                     | Dr. Ayesha Siddiqa  
Policy & Security Analyst |
| Electoral Administration in Elections 2013 – Dynamics, Issues and Lessons Learnt | Abdul Waheed  
Deputy Director Elections  
Election Commission of Pakistan |
|                                                                     | Ejaz Chaudhry  
Vice President  
Pakistan Tehrik-i-Insaf |
|                                                                     | Moayyed Jafri  
Correspondent Communication, Human Rights, Minorities and Indo-Pak Aman Ki Asha  
The News International |
| Informal Sector, Issues and Challenges: The Way Forward | Ume-Laila Azhar  
Development Manager  
Aurat Foundation |
| The Organizational Dynamics of Political Parties and Electoral Violence in Pakistan | Dr. Mohammad Waseem  
Professor, Political Science  
Department of Social Sciences, LUMS |
|                                                                     | Iqbal Haider Butt  
Youth Development Expert  
Independent Development Consultant |
|                                                                     | Hussain Nadim  
Special Assistant to the Federal Minister  
Ministry of Planning & Development, Islamabad |
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<tr>
<th>Year</th>
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<tr>
<td></td>
<td>Indus Water treaty, Trans-boundary water Issues and Prospects of Peace in South Asia</td>
<td>Dr. Daniel Haines (British Academy Postdoctoral Fellow, Department of History, Royal Holloway, University of London), Dr. Douglas Hill (Senior Lecturer in Development Studies, Department of Geography, University of Otago, New Zealand), Mr. Feisal H. Naqvi (Corporate Lawyer &amp; Litigator)</td>
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<td>Assessing the Status of the Returning Fulbright Fellows in Public Policy and the discipline of Public Policy, Its Prospects and Future Direction</td>
<td>Dr. Saeed Shafqat (Professor &amp; Director, CPPPG and Fulbright scholars)</td>
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<tr>
<td>2012</td>
<td>Policing, Custodial Torture and Human Rights: Designing a Policy Framework for Pakistan</td>
<td>Rabia Chaudhry (Research Fellow, CPPPG)</td>
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<td>An Organizational Overview of Planning &amp; Development Department – Government of Punjab</td>
<td>Khalida Ahson (Research Fellow, CPPPG)</td>
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<td>Industrial Policy in Punjab – A case study of Sundar Industrial Estate</td>
<td>Hajra Zafar (Research Associate, CPPPG)</td>
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<td>2011</td>
<td>US Withdrawal from Afghanistan and Pakistan’s Strategy</td>
<td>Bushra Gohar (Senior Vice President, Awami National Party and Member of the Parliament), Dr. Saeed Shafqat (Professor &amp; Director CPPPG)</td>
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<td></td>
<td>Devising the Population Policy of the Government of Punjab</td>
<td>Dr. Ijaz Munir (Secretary Population Welfare Department Government of Punjab)</td>
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<td>Nuclear Weapons and Peace</td>
<td>Michael Krepon (Co-founder &amp; Director, South Asia and Space Security Programs, Stimson Institute of Washington DC), George Perkovich (Vice President for Studies &amp; Director, Nuclear Policy Program, Carnegie Endowment for International Peace)</td>
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<td></td>
<td>The Emerging Security Scenario in FATA</td>
<td>Dr. Ijaz Khan (Professor, Peshawar University), Dr. Rasul Buksh Rais (Professor, LUMS), Ejaz Haider (Policy Analyst &amp; Anchor Person)</td>
</tr>
<tr>
<td>2010</td>
<td>Improving Governance in Punjab</td>
<td>Raza Ahmad (Governance Expert)</td>
</tr>
<tr>
<td>Year</td>
<td>Event Description</td>
<td>Collaborators</td>
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<td>2009</td>
<td>Consultative Meeting on Agriculture Policy Implementation</td>
<td>in collaboration with Punjab Agriculture Research Board (PARB)</td>
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<tr>
<td>2009</td>
<td>Creating a Leaner Government</td>
<td>in collaboration with Department for International Development (DFID) funded Technical Assistance Management Agency (TAMA)</td>
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<td>2009</td>
<td>Human Trafficking: Challenges &amp; Responses</td>
<td>in collaboration with International Organization of Migration and Migration Research Centre</td>
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<td>2008</td>
<td>Revival of Student Union</td>
<td>with students and administrations of various universities &amp; colleges of Lahore</td>
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Since its commencement in 2007, the CPPG has encouraged deliberation and debate among academia and engaged policy makers and policy analysts to influence the direction of policy process in the country. The following table enlists the seminars/workshops that have been held at the CPPG.

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<th>YEAR</th>
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| 2017 | Bringing Science to Policy: Sustainable Water Reforms for addressing Water Scarcity and Environmental Challenges | Dr. Akhtar Abbas  
Acting Director of Surface Water in Water Policy  
Department of Water, Government of Australia |
|      | Liaquat Ali Khan: Jinnah’s Right-Hand Man                            | Dr. Roger D Long  
Professor of History and Philosophy at Eastern Michigan University |
|      | Turkish Nationalism and Islam                                         | Dr. Raja M Ali Saleem  
Asst. Professor, CPPG |
|      | From Millennium Development Goals (MDGs) to Sustainable Development Goals (SDGs): Change in Development Paradigm | Mr. Suljuk Mustansar Tarar  
Senior Advisor on the Implementation of Sustainable Development Goals on global health issues, gender equality, population, youth and children and inequalities at United Nations, New York |
|      | The Image of ‘Muslim’ in Europe: A Century of Positive and Negative Stereotypes | Mr. Slimane Zeghidour  
Editor and Diplomatic Columnist in the TV5 MONDE, the francophone international TV channel |
|      | Regional Organizations: The Good, The Troubled and the Irrelevant - Why Association of South East Asian Nations (ASEAN) thrives while South Asian Association of Regional Cooperation (SAARC) and African Union (AU) struggle | Mr. Adnan Rasool  
Doctoral Candidate (ABD) at the Department of Political Science, Georgia State University |
| 2016 | Seminar on Civil Resistance                                           | International Center on Non-Violent Conflict and CPPG |
|      | Interpreting Tradition in Modern Islamic Thought: Comparing Turkey and Pakistan | Dr. Daniel Brown  
Director of Institute for the Study of Religion in the Middle East |
|      | Changing Dynamics of US – China relations and its Impact on Pakistan | Dr. Miles Toder  
USAID Provincial Director – Punjab, Pakistan |
|      | Democratic Cultures: Insights from South Asia                         | 1. Dr. Lucia Michelutti: University College of London, UK (Department of Anthropology)  
2. Dr. Paul Rollier: University of St. Gallen, Switzerland (School of Humanities and Social Sciences)  
3. Dr. Ashraf Hoque: School of Oriental and African Studies, UK (Centre of Islamic Studies)  
4. Dr. David Picherit: French National Centre for Scientific Research, France (Anthropology)  
5. Dr. Arild Ruud: University of Oslo, Norway (Department of Cultural Studies and Oriental Languages) |
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<tr>
<th>Title</th>
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<th>Institution/Role</th>
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<tbody>
<tr>
<td>Climate Change, Nuclear Disarmament and Humane Global Governance</td>
<td>Richard A. Falk</td>
<td>Member of the Editorial Boards of The Nation and The Progressive, and Chair of the Board of the Nuclear Age Peace Foundation</td>
</tr>
<tr>
<td>Emerging Trends in US – Pakistan Relations</td>
<td>Mr. Rizwan Saeed Sheikh</td>
<td>Deputy Chief of Mission (DCM), Embassy of Islamic Republic of Pakistan, Washington, DC</td>
</tr>
<tr>
<td>Confronting Religious Extremism in China’s New Silk Web</td>
<td>Dr. Charles Ramsey</td>
<td>Assistant Professor Religious Studies and Public Policy, FCCU</td>
</tr>
<tr>
<td>China’s Rise: How is it impacting the Gulf, Iran, Pakistan and Beyond?</td>
<td>Dr. Saeed Shafqat</td>
<td>Professor and Director, CPPG</td>
</tr>
<tr>
<td>Shari’atization of Islam in the Post-Secular World</td>
<td>Dr. Azmi Mohammad</td>
<td>Lecturer Department of Islamic Studies University of Brunei</td>
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<tr>
<td>Terrorism, Education and Development</td>
<td>Dr. Ummad Mazhar</td>
<td>Associate Professor Department of Economics, FCCU</td>
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<tr>
<td>Pakistan and Afghanistan under the Gaze of Incoming US President</td>
<td>Dr. Marvin Weinbaum</td>
<td>Professor Emeritus of Political Science at the University of Illinois at Urbana-Champaign</td>
</tr>
<tr>
<td>2015 Writing Islam from a South Asian Muslim Perspective</td>
<td>Dr. Madeline Clements</td>
<td>Research Lecturer in English Studies at Teesside University</td>
</tr>
<tr>
<td>Media Jihad: Lessons from Islamic State’s public relations masterclass</td>
<td>Dr. Chris Galloway</td>
<td>Communication Discipline Leader at Massey University, Auckland, New Zealand where he teaches public relations</td>
</tr>
<tr>
<td>Yemen at War: A Political and Strategic Assessment</td>
<td>Dr. Laurent Bonnefoy</td>
<td>CNRS research fellow at the Centre de recherche Internationals in Paris is Deputy Principal Investigator of the WAFAW/ERC project.</td>
</tr>
<tr>
<td>Poverty, Food Security, and Public Policy in Pakistan</td>
<td>Dr. Sohail Jehangir Malik</td>
<td>Chairman of the Innovative Development Strategies (Pvt.) Ltd of Pakistan and President of Innovative Development Strategies LLC of USA.</td>
</tr>
<tr>
<td>Religion, Secularism and Nation in Turkey</td>
<td>Dr. Hamit Bozarslan</td>
<td>Director of Studies at EHESS</td>
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<tr>
<td>Changing Dynamics of being Urban, Urbane and Globalized</td>
<td>Mr. Olivier Mongin</td>
<td>Vice President of the French Union for Cultural and Scientific Press and a member of the forum for mobile lives of the French National Railway Company.</td>
</tr>
<tr>
<td>History, Again: Narrating Lived Experiences</td>
<td>Yasmin Saika</td>
<td>Hardt-Nickachos Chair in Peace Studies &amp; Professor of History, Arizona State University</td>
</tr>
<tr>
<td>Being Muslim, Being Modern: Informality and Transgression on the Streets of Cairo, Dubai, and Islamabad</td>
<td>Chad Haines</td>
<td>Asst. Professor and Senior Sustainability Scholar, Global Institute of Sustainability, Arizona State University</td>
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<tr>
<td>Industrial Growth: Challenges and Development in Punjab</td>
<td>Dr. Bilal Ahmad Butt</td>
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<td>Religious Interactions between Iranian and the Indian Worlds</td>
<td>Mr. Ste’phane A. Dudpignon (Open Doors)</td>
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<tr>
<td>Palestine, Israel, US and the Arab-Israeli Conflict: Maintaining the Stalemate</td>
<td>Dr. Charles Kennedy</td>
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<tr>
<td>The New Middle East and Strategic Priorities for Pakistan</td>
<td>Mr. Imran Ahmed Siddiqui</td>
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<tr>
<td>Who are the New Giants and how are they shaping the World: Challenges for Pakistan?</td>
<td>Dr. Jean-Joseph Boillot (Open Doors)</td>
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<tr>
<td>US withdrawal or not from Afghanistan: Implications for Pakistan and the Region</td>
<td>Mr. Ahmed Rashid</td>
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<td>Being a Journalist in a Disorderly World</td>
<td>Mr. Jean-Pierre Perrinis</td>
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<tr>
<td>Systems Science and its Relevance to Public Policy</td>
<td>Dr. Pavel Kabat</td>
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<td>Governance Issues and the Paths Countries Chose to Develop</td>
<td>Dr. Miles Toder</td>
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<td>Understanding Terrorism: Interpreting and Analyzing Data on Terrorism in Pakistan.</td>
<td>Mr. Luqman Saeed</td>
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<tr>
<td>Transition Economies, Trade and Mobility: Revisiting the Bazaar Economy through Two Central Asian Bazaars</td>
<td>Dr. Hassan Karrar</td>
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<tr>
<td>2014 China Soft Power: From Geo Politics to the Rise of Global Society</td>
<td>Dr. Adam K. Webb</td>
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<tr>
<td>State, Religion and Democracy – A Malaysian Perspective</td>
<td>Dr. Mohammad Kamarulnizam bin Abdullah</td>
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<td>Informal Sector and Urban Policy</td>
<td>Khalida Ahson &amp; Mughess Tahir Bhatti</td>
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<td>Democracy and Public Administration in Pakistan</td>
<td>Dr. Amna Imam</td>
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<tr>
<td>Marginality and the State: A Case Study of Jharkhand, India</td>
<td>Dr. Roger Begrich, Legal, political and medical anthropologist</td>
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<td>Post 2014 Withdrawal of U.S from Afghanistan: Implications for Pakistan and Afghanistan</td>
<td>Dr. Marvin G. Weinbaum, Professor Emeritus of Political Science at the University of Illinois at Urbana-Champaign</td>
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<td>Real Estate Markets in Lahore including Land Use, Building Control and Zoning in Lahore</td>
<td>Dr. Sania Nazir, Research Fellow Lahore Vision 2035</td>
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<tr>
<td>Pakistan and Afghanistan: Future Perspectives on Bilateral relations, the Taliban and the impending U.S Withdrawal</td>
<td>Ambassador Riaz Muhammad Khan, in Pakistan Foreign Service since 1969</td>
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<td>Misgovernment-Radicalization Nexus in Pakistan in collaboration with the Governance Institutes Network International (GINI)</td>
<td>Osama Bakhtiar Ahmad, GINI</td>
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<td>Patterns of Electoral Violence in Punjab</td>
<td>Maheen Saleem Khosa, Research Fellow, CPPG</td>
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<td>Federalism in Theory and Practice</td>
<td>Tariq Mahmud, Former Secretary Home, Health, Information and Culture</td>
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<td>Post 2014 Withdrawal of U.S. from Afghanistan: Implications on Pakistan and Afghanistan</td>
<td>Dr. Saeed Shafqat, Professor and Founding Director, CPPG</td>
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<td>Human Rights in a Federal System</td>
<td>I.A. Rehman, Secretary General, HRCP</td>
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<td>Decentralization and Local Government</td>
<td>Sarwar Bari, National Coordinator, PATTAN Development Organization</td>
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<td>Humanities in the Neoliberal Modernity</td>
<td>Dr. Masood Raja, Associate Professor of Postcolonial Literature &amp; Theory, University of North Texas</td>
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<td>18th Amendment: Implications for Provincial Autonomy &amp; Governance</td>
<td>Zafarullah Khan, Executive Director, The Centre for Civic Education (CCE)</td>
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<td>Projecting the State: Political ideology and State Infrastructural Power in early 20th Century Afghanistan and Iran</td>
<td>Dr. Ryan Brasher, Assistant Professor, Forman Christian College</td>
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<td>Lahore Vision 2035</td>
<td>Dr. Imdad Hussain, Assistant Professor, CPPG</td>
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<td>Decentralizing Governance: Global Practices</td>
<td>G. Shabbir Cheema, Senior Fellow, East West Center, Honolulu, Hawaii</td>
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<td>Vision for the Integrated Development of Lahore</td>
<td>Dr. Imdad Hussain</td>
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| Local Government System of France and Pakistan: How Similar, How Different? | Tauseef Dilshad Khatana  
Punjab Provincial Management Service |
| Post Afghan War: A Historical Perspective | Dr. Elisabeth Leake  
Leverhulme Research Fellow at Royal Holloway University of London |
| Electoral Politics and Electoral Violence in 2013 Elections: The Case of Punjab | Dr. Saeed Shafqat  
Professor and Director CPPG,  
& Maheen Saleem Khosa  
Research Fellow, CPPG |
| Monograph Launch Seminar | Mr. Arif Nizami  
Editor, Pakistan Today |
| Water Sewerage and Solid Waste Management | USAID Project: Lahore Vision 2035 |
| Projecting the State: Political Ideology and State Infrastructure Power in early 20th Century Afghanistan and Iran | Dr. Ryan Brasher  
Assistant Professor FCCU |
| Governance and Management in Lahore, Transport Planning in Lahore | USAID Project: Lahore Vision 2035 |
| Making Lahore Region Trade Friendly | USAID Project: Lahore Vision 2035 |
| Decentralizing Governance: Global Practice | Dr. G. Shabbir Cheema  
Director Asia – Pacific Governance and Democracy Initiative (AGDI) and Senior Fellow – East West Center, Honolulu, Hawaii. |
| Local Government System of France and Pakistan: How Similar, How Different? | Mr. Tauseef Dilshad Khatana  
Mid career civil servant and belongs to Punjab Provincial Management Service.  
Mr. Olivier Huynh Van, Cooperation Attaché, Embassy of France |
| Post Afghan War: A Historical Perspective | Dr. Elisabeth Leake  
Leverhulme Research Fellow at Royal Holloway University of London |
| 2013 South Asian Sufis: Deviation and Destiny | Charles Ramsey  
Executive Assistant to the Rector, FCC |
| Global Growth to 2050: Demographic Trends and World Order | Dr. Adam K. Webb  
Resident Associate Professor of Political Science  
Johns Hopkins Nanjing Centre in China |
| Deep Cosmopolitanism: A Different Model of Globalization | Dr. Adam K. Webb  
Resident Associate Professor of Political Science  
Johns Hopkins Nanjing Centre in China |
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| UN Interfaith Harmony Week: Designing a Framework for Peace Education in Pluralist Society | Dr. Amineh A. Hoti  
First Director of a Major Study Centre at Cambridge  
Dr. Hafiz Abdul Ghani  
Chairperson and Assistant Professor  
Department of Religious Studies, FCC  
Rev. Dr. Majjid Able  
Senior Pastor Naulakha Presbyterian Church, Lahore |
| The Political Economy of Indus Water                                | Dr. Akmal Hussain  
Professor of Economics, FCC |
| Global History from Islamic Angle                                  | Dr. Francis Robinson  
Sultan of Oman Fellow  
Oxford Centre for Islamic Studies |
| Draft Punjab Freedom of Information Act                            | Toby Mendel  
Executive Director  
Centre for Law and Democracy |
| State, Religion and Democracy – A Turkish Perspective               | Dr. Nuri Tinaz  
Associate Professor  
Department of Sociology and Anthropology of the Middle East, Marmara University, Turkey  
Dr. Ali Murat  
Deputy Head of the Department of Public Administration  
Fatih University |
| Pakistan and Afghanistan: Future Perspectives on Bilateral Relations, the Taliban and the Impending U.S. Withdrawal | Ambassador Riaz Mohammad Khan  
Former Secretary Foreign Affairs  
Government of Pakistan |
| Motorcycle Diaries: Media Representation and the Changing Urban & Political Realities | Tahir Mehdi  
Reporting for the Dawn News |
| State, Religion and Democracy – An Indonesian Perspective           | Dr. Izza Rohman  
Lecturer  
Faculty of Education, University of Muhammadyah  
Prof. Dr. Hamka (UHAMKA)  
Jakarta  
Toaha Qureshi MBE  
Chairman of Stockwell Green Community Services  
Forum for International Relations Development |
| Institutional Bottlenecks and Management Issues in the Current Energy Crisis | Hassan Jafar Zaidi  
CEO Power Planners International  
Dr. Syed Akmal Hussain  
Distinguished Professor of Economics, Forman Christian College |
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| **Human Dignity and Religious Freedom in Islamic Thought**                   | Dr. Christian W. Troll  
Professor Emeritus, Graduate School of Philosophy and Theology, College of St. Georgen in Germany |
| **Pakistan: Signposts of a Garrison State**                                  | Dr. Ishtiaq Ahmed  
Professor Emeritus of Political Science, Stockholm University                                |
| **Building Bridges of Understanding**                                        | Dr. Akbar Ahmed  
Ibn Khaldun Chair of Islamic Studies at American University in Washington D.C.              |
| **Testing Times for Pakistan’s Energy Sector**                               | Munawar B. Ahmad  
CEO of EMR – Consult, an Energy and Management Resource Group                                  |
| **Middle East in Transition: An American Perceptive**                        | Ambassador James Larocca  
Prof. John H. Gill  
Professor, National Defense University  
Associate Professor, Near East-South Asia Center for Strategic Studies, Washington DC  
Zachary J. Meyer  
Near East South Asia Center for Strategic Studies (NESA)                       |
| **Public Policies for an Urban Pakistan**                                    | Arif Hasan  
Leading Commentator  
Urbanization and Urban Planning, Pakistan                                                  |
| **The Arab Spring in Comparison with Past Arab Revolutions**                 | Raza Naeem  
Arabic-speaking Social Scientist                                                            |
| **Prospect of Peace in Afghanistan**                                         | Dr. Andrew Wilder  
Director  
Afghanistan/Pakistan Project  
United States Institute for Peace                                                          |
| **Jangal Vichch Mangal (Joy in the Wilderness): Millennial Irrigation and the Colonial Infrastructure as Gift** | Mubbashir Rizvi  
Doctoral Candidate  
Department of Anthropology, University of Texas Austin                                      |
| **Book Party: Pakistan: Identity, Ethnicity and Prospects of Seraiki Suba**   | Dr. Nukhbah Taj Langah  
Professor  
English Literature, FCC                                                                 |
| **Hydro Politics of the Indus Waters Treaty: Baglihar and Beyond**           | Majed Akhtar  
Doctoral Candidate in Geography  
University of Arizona, USA                                                                    |
| **The Tradition and Practice of French Public Services –Ecoles (ENA’s)**     | His Excellency Mr. Philippe THIEBAUD  
Ambassador of France to Pakistan                                                               |
| **US Presidential Elections 2012 and Promise of Policy Change**              | Michael W. Gray  
Political Officer  
Embassy of the USA                                                                           |
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<td>UNCTAD’s Information Economy Report 2012: The Software Industry and Developing Countries, ICT &amp; Internet Policy</td>
<td>Fouad Bajwa</td>
<td>Consultant UNCTAD IER 2012</td>
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<tr>
<td>Balancing Counter Terrorism Legislation and Civil Liberties</td>
<td>Salman Safdar</td>
<td>Advocate Supreme Court</td>
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<td>Cyber Crime, Pakistan and Future Scenario</td>
<td>Mark Carroll</td>
<td>Liaison Prosecutor, British High Commission, Pakistan</td>
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<td>Expert Representative of Lahore Forensic Science Authority</td>
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<td>Expert Representative Cyber Crimes, Government of Pakistan</td>
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<tr>
<td>The Charismatic Leadership of Quaid-e-Azam Mohammad Ali Jinnah and the Creation of Pakistan</td>
<td>Dr. Sikandar Hayat</td>
<td>Distinguished Professor of History and Public Policy, FCCU</td>
</tr>
<tr>
<td>2011 Emerging India and Asia’s New Dynamics</td>
<td>Jean Luc Racine</td>
<td>CNRS Senior Fellow, Centre for South Asian Studies at the School for Advanced Studies in Social Sciences, Paris</td>
</tr>
<tr>
<td>Endgame in Afghanistan: A Pakistani Perspective</td>
<td>Moeed Yusuf</td>
<td>South Asia Adviser, United States Institute of Peace Centre (USIP)</td>
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<tr>
<td>Assessing Judicial Activism in Pakistan</td>
<td>Dr. Charles Kennedy</td>
<td>Professor, Wake Forest University</td>
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<tr>
<td>Livestock Development: A New Public Management Approach - Application and Challenges</td>
<td>Mohammad Jahanzeb Khan</td>
<td>Secretary Livestock, Government of the Punjab</td>
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<td>Crisis of Authority, Crisis of Islam?</td>
<td>Professor Francis Robinson</td>
<td>Sultan of Oman Fellow, Oxford Centre for Islamic Studies</td>
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<tr>
<td>Higher Education Policy</td>
<td>Dr. Michael Dawny</td>
<td>Director for UK Collaborative Partnerships and European Projects, Middlesex University</td>
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<tr>
<td>Punjabi Soldiers in the World Wars: Militarization and Diasporic Citizenship in Britain</td>
<td>Dr. Kaveri Qureshi</td>
<td>Urban Anthropologist, Oxford University</td>
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In collaboration with Department of English, FCC
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<tr>
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<tr>
<td>Resolving Electricity Crisis in Pakistan: What Punjab Can Do?</td>
<td>Hassan Jaffar Zaidi (CEO, Power Planners International)</td>
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<td>Pakistan: Monitoring Country’s Progress</td>
<td>Thomas Morris (Chief Economist, USAID)</td>
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<td>Changing Dynamics of US-Pakistan Relations: Bad Marriage No Divorce</td>
<td>Ambassador Dennis Kux (Senior Scholar, Woodrow Wilson Centre, Washington DC)</td>
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<td>Is Islamization persisting in Pakistan’s Education? An Institutional Analysis</td>
<td>Dr. Imdad Hussain (Asst. Professor, CPPG, FCCU)</td>
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<tr>
<td>Case of the Keti Bunder Coastal Ecosystem</td>
<td>Aneel Salman (Associate Research Fellow, CPPG)</td>
</tr>
<tr>
<td>2010 Lahore Urban Change</td>
<td>Dr. Mohammad Qasim (Associate Professor, CPPG)</td>
</tr>
<tr>
<td>Public Private Partnership: Showcasing Punjab</td>
<td>Hasaan Khawar (Former Civil Servant, District Management Group (DMG))</td>
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<tr>
<td>Social Science Theories, Research and the Enhancement of Social Knowledge</td>
<td>Dr. Saeed Shafqat (Director and Professor, CPPG, FCCU)</td>
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<tr>
<td>In collaboration with National Institute of Historical &amp; Cultural Research</td>
<td>Dr. Mohammad Waseem (Professor, Political Science, Department of Social Sciences, LUMS)</td>
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<tr>
<td>The Rise of Afro Americans in American Politics</td>
<td>Clarence Lusane (American Scholar, Lecturer, Harvard University)</td>
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<tr>
<td>Retaliation or Aggression? Gaza as a Recent Milestone in the Palestine Question</td>
<td>Dr. Magid Shihade (Palestinian scholar currently teaching at LUMS)</td>
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<td>Poverty, Inequality, Political Instability and Property Crimes in Pakistan: A Time Series Analysis</td>
<td>Dr. Shabib Haider (Chairman, Department of Economics, FCCU)</td>
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<tr>
<td>Tax Reform in Punjab: Challenges and Opportunities</td>
<td>Patrick Doherty (Chartered Public Finance Accountant)</td>
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<tr>
<td>Civil Military Relations Under Democracy</td>
<td>Dr. Daniel Nelson (Senior Fellow, Center for Arms Control and Non-Proliferation, Washington DC)</td>
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<td>Managing Successful Farming in Pakistan: Experimentation and Innovation</td>
<td>Jahangir Tareen (Progressive Corporate Farmer, Former Chairman Punjab Task Force on Agriculture)</td>
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<td>From Protests to Poetry: Contesting Sectarianism in Northern Pakistan</td>
<td>Dr. Nosheen Ali (Ph.D. in Development Sociology, Cornell University)</td>
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<tr>
<td>Re-thinking Development Strategy</td>
<td>Dr. Nadeem ul Haque (Senior Advisor, International Monetary Fund)</td>
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| 2009 | Challenges of Food Security and Performance of Agriculture: The Case of Pakistan | Dr. Kausar Abdullah  
Professor FCC (Biotechnology) |
|      | Food Security in Pakistan: Challenges & Policy Choices               | Sartaj Aziz          
Vice Chancellor  
Beaconhouse National University |
|      | Does Local Government Have a Future in Pakistan?                    | Daniyal Aziz         
Member National Assembly |
|      | Crisis of Governance: Changing Dynamics of Civil Military Relations  | Dr. Ayesha Siddiqa   
Independent Researcher and Policy Analyst |
|      | Entrepreneurship and Public Policy                                  | Salman Khalid        
Associate with Manara Equity Partners, Bahrain |
|      | Thinking Outside the Ballot Box: Democracy's True Meaning           | Robert Johnson       
Professor of Religious Studies |
| 2008 | Colonialism and Resistance from the Stand Point of its Victims      | Qalandar Memon       
Faculty Member, FCC  
Founding Editor, Naked Punch |
|      | Modernity, Post Modernity, and Crises in the Muslim World           | Salman Sayid         
Research Fellow  
Department of Sociology and Social Policy, University of Leeds |
|      |                                                                     | Dr. Wajid Ranjha     
Professor Political Science, FCC |
|      |                                                                     | Professor Saroosh Irfani  
National College of Arts |
|      | Demography, Security and Governance                                 | Dr. Saeed Shafqat    
Director and Professor CPPG, FCCU |
|      | The Role of Religion in American Democracy                          | Walter Russell Mead  
Senior Fellow  
Council on Foreign Relations |
| 2007 | Role of Political Parties & Governance                              | Dr. Saeed Shafqat    
Director and Professor CPPG, FCCU |
### Trainings and Workshops

<table>
<thead>
<tr>
<th>Year</th>
<th>Topic</th>
<th>Facilitator</th>
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</table>
| 2017 | NGOs and the Government                                               | Muhammad Nawaz Khalid Arbi  
**Additional Finance Secretary,  
Finance Department, Government of Punjab**                                  |
|      | Local Government and the Social Welfare Department                    | Dr. Saeed Shaftat  
**Professor & Director CPPG**  
Dr. Imdad Hussain  
**Asst. Professor CPPG**  
Dr. Raja M. Ali Saleem  
**Asst. Professor CPPG**  
Fawad Bajwa  
**Adjunct Visiting Faculty CPPG**                                   |
|      | Issues and Challenges in Conducting Research on the Effects of Political Violence | Professor Marie Breen-Smyth  
**Distinguished Visiting Professor,  
Department of Conflict Resolution, Human Security, and Global Governance,  
McCormack Graduate School, University of Massachusetts, Boston**                |
|      | Working with Sufferers, Victims and Survivors of Political Violence in Pakistan | Professor Marie Breen-Smyth                                           |
| 2014 | Advance Research Methodology: A Qualitative Approach                   | Dr. Sikandar Hayat  
**Distinguished Professor of History and Public Policy, FCCU**                |
|      | Governance and Management of Urban Growth                             | Dr. Imdad Hussain  
**Asst. Professor CPPG**                                                      |
|      | Promising Young Entrepreneurs                                         | Mr. Haroon Rashid                                                            |
|      | Conflict Analysis, Resolution and Negotiations                        | Dr. Paula Newberg                                                            |
|      | Public Sector Development Projects and the PPP for Infrastructure Act 2010 | Kashif Malik  
**PPP Consultant with Government of the Punjab**                              |
|      | Governance & Management of Urban Growth                               | Dr. Imdad Hussain  
**Asst. Professor CPPG**                                                      |
|      | Advanced Research Methodology: A Quantitative Approach                | Dr. Sikandar Hayat  
**Distinguished Professor of History and Public Policy, FCCU**                |
|      | Training the Promising Young Entrepreneurs                            | Haroon Rashid                                                               |
| 2013 | Statistical System of Pakistan - An Introductory Training for Practitioners | Shamim Rafique  
**Director General**  
Bureau of Statistics, Punjab  
Sajid Rasool  
**Director**  
Bureau of Statistics, Punjab  
M. Usman  
**Database Administrator**  
Bureau of Statistics, Punjab                                             |

CPPG has been developing short-term training modules with the aim to provide specific skills to professionals, academia, NGOs, media personnel and members of the civil bureaucracy. The trainings are usually 2-3 days in duration encompassing interactive sessions, paper and computer exercises. Trainings differ from CPPG degree programs such that they concentrate on dispensing specific skills to enhance the capacity of participants. Following the sharing of knowledge, participants are taken through particular exercises to practice and test their skills. Additionally, participants are provided training material which can be used to refresh their knowledge after the completion of the training module.

Over the next two years, CPPG aims to develop short term training modules in three areas of concentration: Governance, Democracy and Institution Building; Environment, Demography, and Urban Change; and Peace Building and Conflict Management. CPPG has already conducted several trainings in collaboration with federal, provincial government and academic institutions. It plans to broaden this collaboration with a sharper focus on specific trainings.
## Trainings and Workshops

<table>
<thead>
<tr>
<th>Topic</th>
<th>Organizers</th>
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<tbody>
<tr>
<td>Research Methodology for Social Sciences: A Qualitative Perspective</td>
<td>Dr. Sikandar Hayat&lt;br&gt;Distinguished Professor of History and Public Policy, FCCU</td>
</tr>
<tr>
<td>Good Governance: A Challenge for Local and Provincial Governments</td>
<td>Fayyaz Zafar&lt;br&gt;University of the Punjab</td>
</tr>
<tr>
<td>Decentralized Planning for Local Government and Community Development</td>
<td>Fayyaz Zafar&lt;br&gt;University of the Punjab&lt;br&gt;</td>
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<td></td>
<td>Gazal Both&lt;br&gt;University of the Punjab</td>
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<td></td>
<td>Rabia Arif&lt;br&gt;University of the Punjab</td>
</tr>
<tr>
<td>Public Policy Process and Formulation: Academic and Practitioner Perspectives</td>
<td>Tariq Mahmood&lt;br&gt;Former Federal Secretary&lt;br&gt;Adjunct Visiting Faculty&lt;br&gt;Dr. Saeed Shafqat&lt;br&gt;Professor &amp; Director, CPPG</td>
</tr>
<tr>
<td>Public Financial Management Training: Chart of Accounts, Basic Budgeting &amp; Financial Control</td>
<td>M.Qamar uzzaman Farooqui&lt;br&gt;Finance Division, Pakistan&lt;br&gt;</td>
</tr>
</tbody>
</table>

*In collaboration with Local Government & Community Development Department*
Outreach

Centre for Public Policy and Governance

Facilities

CPPG is housed in two different locations at FC College. The Elahi Building hosts the Centre’s main office, faculty offices and teaching facilities while the FCC Public Policy and Resource Centre houses the library, research staff offices, digital lab and a scholar residence.

i. Computer Lab – designed for hands-on training, the Computer Lab can accommodate up to 20 students and is fully equipped with the latest office management and data analysis software, selected data banks and internet facility.

ii. CPPG Student Lounge – exclusively designed to cater to independent or group study needs of Masters’ students. The lounge also serves as an informal discussion area for students and faculty.

iii. Rt. Rev. Bishop Alexander John Malik Public Policy Seminar Room – also known as the Executive Seminar Room, this room is equipped with multimedia, video conferencing, recording facilities and meets the needs for round table policy dialogues, seminars, workshops and conferences.

iv. Academy of Senior Professionals Lounge – in addition to select meetings, the Centre has been allowed access to the Academy by the Rector.

v. Program Manager’s Office – the Office takes care of all academic work at CPPG. It liaises between the faculty and students under the supervision of the Director, maintains the academic calendar, class schedules and deals with other academic matters to ensure smooth functioning of the Centre.

vi. FCC Public Policy and Resource Centre (PPRC) – is a standalone facility housing CPPG’s think tank functions. It has a conference room, facility to photocopy and print, and research work spaces for CPPG’s research teams. In addition, it also has:

- Library: which houses a growing collection of policy specific academic literature comprising a comprehensive collection of newspapers, an assortment of weekly and monthly magazines, academic journals and public policy books. In addition, it provides access to a fast-developing digital repository of official statistical data of Pakistan, government documents, research reports and online journals. Visitors are welcome to visit and use library services by acquiring Institutional or Individual Memberships.

- Digital Lab: has a collection of Duplex Scanners and associated system to manage the digitization process. The objective of the digital lab is to collect various government and civil society documents, and create a digital archive of knowledge pertaining to public policy. Through its digitization initiative, the FCC Public Policy Research and Resource Centre collects, classifies, catalogues, digitizes and provides access to policy relevant information in accordance with their copyrights. By doing so, the PPRRC serves as a unique data repository for researchers and interested citizens.

- Scholar Residency: provides room and office space for a visiting scholar.
**Research Reports**

<table>
<thead>
<tr>
<th>Year</th>
<th>Title</th>
<th>Authors</th>
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<tbody>
<tr>
<td>2017</td>
<td>Migration, Urbanization and Security: Challenges of Governance and development in Baluchistan</td>
<td>Dr. Saeed Shafqat, Saba Shahid</td>
</tr>
<tr>
<td></td>
<td><em>Internal Migration Study Report on Pakistan: The Case of Punjab</em></td>
<td>CPPG in collaboration with UNFPA &amp; Migration Research Group</td>
</tr>
<tr>
<td>2015</td>
<td>Senate Elections 2015: An Assessment and the Way Forward</td>
<td>Dr. Saeed Shafqat, Maheen S. Khosa</td>
</tr>
<tr>
<td>2014</td>
<td>Reforming the Energy Sector of Pakistan: The Case of Punjab</td>
<td>Mr. Shahram Rana &amp; Mr. Muhammad Imran</td>
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<td></td>
<td>Anti-Terror Laws, Policing and the Criminal Justice System: A Case Study of Anti-Terrorist Efforts in Punjab</td>
<td>Ms. Rabia Chaudhry</td>
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<tr>
<td></td>
<td>Informal Sector and Urban Policy</td>
<td>Ms. Khalida Ahson and Mughees Tahir Bhalli</td>
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<td></td>
<td><em>The Criminal Justice System as a Tool of Anti-Terrorist Efforts in Punjab</em></td>
<td>Rabia Chaudhry</td>
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<td><em>A Study of Khai Mohalla: Towards a Social Protection Policy Framework for the Informal Sector</em></td>
<td>Khalida Ahson, Mughees Bhalli</td>
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<tr>
<td>2010</td>
<td>Training Needs Assessment of Master’s Level Public Policy Programs In Pakistan</td>
<td>Raheem ul Haque</td>
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**Position Papers**

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<tr>
<th>Year</th>
<th>Title</th>
<th>Authors</th>
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<tbody>
<tr>
<td>2016</td>
<td>Improving Governance: Reforming Provincial Civil service in Punjab</td>
<td>Dr. Saeed Shafqat &amp; Reem Hasan</td>
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<tr>
<td>2014</td>
<td>Pakistan and Changing Dynamics of South Asia</td>
<td>Dr. Saeed Shafqat</td>
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<td></td>
<td>Water, Sanitation &amp; Solid Waste Management</td>
<td>Atif Hasan</td>
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<td>Governance and Management of Lahore</td>
<td>Khalida Ahson &amp; Mughees Tahir Bhali</td>
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<td>Making Trade Friendly Institutions</td>
<td>Dr. Imdad Hussain</td>
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<td>Real Estate Markets in Lahore including Land Use, Building Control and Zoning in Lahore</td>
<td>Dr. Sania Chaudhry</td>
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<td>Transport in Lahore, Challenges and the Way Forward</td>
<td>Sarah Mushir &amp; Shahmir Hamid</td>
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### Monographs

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<tr>
<th>YEAR</th>
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<th>AUTHOR(S)</th>
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<tbody>
<tr>
<td>2014</td>
<td>Electoral Politics and Electoral Violence in 2013 Elections: The Case of Punjab</td>
<td>Dr. Saeed Shafqat &amp; Maheen Saleem Khosa</td>
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<tr>
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<td>Framework for Youth Policy: Identity, Democracy &amp; Employability</td>
<td>Raheem ul Haque</td>
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<td>2013</td>
<td>Policing, Torture and Human Rights: Designing a Policy Framework for Pakistan</td>
<td>Rabia Chaudhry</td>
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<td>2012</td>
<td>Industrial Policy in Punjab: A Case Study of Sundar Industrial Estate</td>
<td>Hajra Zafar</td>
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<td>2011</td>
<td>Pakistan, Afghanistan &amp; US Relations: Implications and Future Directions</td>
<td>Dr. Saeed Shafqat &amp; Raheem ul Haque</td>
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<tr>
<td>2009</td>
<td>Rickshaw &amp; Environmental Pollution: Assessing Punjab Government’s Rickshaw Policy</td>
<td>Raheem ul Haque</td>
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### Dialogue Reports

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<tr>
<td>2014</td>
<td>State, Democracy, Leadership &amp; Governance</td>
<td>Dr. Saeed Shafqat</td>
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<td>2011</td>
<td>US Withdrawal from Afghanistan &amp; Pakistan’s Strategy</td>
<td>Dr. Saeed Shafqat &amp; Raheem ul Haque</td>
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<td>2010</td>
<td>Agriculture Policy Implementation Dialogue: Deliberations and Discussions</td>
<td>Dr. Saeed Shafqat, Raheem ul Haque, &amp; Dr. Kausar Abdullah Malik</td>
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<td></td>
<td>Institutional Arrangements for Post Disaster Recovery: Way Forward</td>
<td>Dr. Saeed Shafqat &amp; Raheem ul Haque</td>
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### Discussion Paper

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<tr>
<td>2017</td>
<td>Migration, Urbanization and Security: Challenges of Governance and Development in Baluchistan</td>
<td>Dr. Saeed Shafqat &amp; Saba Shahid</td>
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## MISCELLANEOUS

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<tr>
<td>2017</td>
<td>Graduate Student Seminar Series: M Phil Thesis Presentations</td>
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<td>2016</td>
<td>Democratic Cultures: Insights from South Asia</td>
<td>Panel Discussion</td>
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<td>2015</td>
<td>Power in Theory, Discourse and Practice</td>
<td>Panel Discussion</td>
<td>Mr. Imran Ahmed Siddiqui</td>
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<td>The New Middle East and Strategic Priorities for Pakistan</td>
<td>Panel Discussion</td>
<td>Mr. Imran Ahmed Siddiqui</td>
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<td>The Informal Justice System: Opportunities &amp; Possibilities for Legal Pluralism in Pakistan</td>
<td>Round Table Discussion</td>
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<td>GSP Plus and its Implications for Pakistan</td>
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<td>Being Muslim, Being Modern: Informality and Transgression on the Streets of Cairo, Dubai, and Islamabad &amp; History, Again: Narrating Lived Experiences</td>
<td>Special Event</td>
<td>Chad Haines / Yasmin Saika</td>
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## QUARTERLY

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<td>2013</td>
<td>Number 21 -23: Special Issue on Energy Crises &amp; Policy</td>
<td>Quarterly Research &amp; News</td>
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<td>Number 19-20</td>
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<td>2012</td>
<td>Number 16-18: Special Issue – 5 Years of CPPG</td>
<td>Quarterly Research &amp; News</td>
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<td>2011</td>
<td>Number 14-15</td>
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<td>Number 11 - 13: Special Issue on Pakistan &amp; Afghanistan</td>
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<td>Quarterly Research &amp; News</td>
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<td>Number 4 – Special Issue on Population</td>
<td>Quarterly Research &amp; News</td>
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<td>2008</td>
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<td>Quarterly Research &amp; News</td>
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Faculty Publications

- Civil-Military Relations in Pakistan
- Political System of Pakistan and Public Policy
- Contemporary Issues in Pakistan Studies
- Pakistan: New Perspectives on Pakistan
- The Charismatic Leader
- Thirsty Cities: Water Scarcity and Social Justice
- Terrorism and Radicalisation
- Pakistan & Environment: An Environmental Protection Policy
All members of CPPG make an effort to engage the larger policy stakeholder community through conferences, seminars and dialogues at various institutions in and outside the country. All faculty and especially the Director, CPPG has been invited as a panelist, lead commentator, co-host, and participant on various conferences over the years to share his valuable insights on public policy. Additionally, faculty and staff also contribute papers and articles in various journals and newspapers.

The following provide a brief representation of international activities involving CPPG:

- Dr. Saeed Shafqat led a Pakistani delegation to Nanjing, China to participate in the international conference titled “The Silk Web in the 21st century” organized by the Johns Hopkins Nanjing Centre. Dr. Shafqat and Raheem ul Haque (CPPG), Charles Ramsey (FCC), Sajjad Naseer (LSE) and Hasan Karar (LUMS) shared their papers at the conference. He also participated in “The Arab World and China: Future Prospects of Relations with a Rising Power”, organized by the Arab Center for Research & Policy Studies in Doha, Qatar from May 21-22nd, 2017. He spoke about ‘China’s Rise: How is it impacting the Gulf, Iran and Pakistan?’ Dr. Shafqat also delivered a lecture on “China-Pakistan Economic Corridor (CPEC), Gwadar, and the Gulf States: Regional Security Imperatives and Economic Dividends” in Shanghai, China, at the 3rd ‘China and the Middle East’ Conference.


- Mr. Raheem ul Haque, Senior Research Fellow (CPPG), participated in the 2017 Global Course Connection workshop, from June 24th – 26th 2017, organized by the Global Liberal Arts Alliance to plan a course on “Peace and Conflict Narratives” with faculty course partners from Hope College, USA and BISLA, Slovakia.
Partnerships and Collaborations

In order to achieve impact of scale, it is imperative for stakeholders to consolidate their efforts and work together for mutual goals. CPPG believes very strongly in this philosophy and has over the years successfully collaborated with a number of different organizations. In the last calendar year alone, CPPG has:

A. Signed MoUs with the World Wildlife Fund (WWF) Pakistan and World Vision International, aimed toward working together to facilitate meaningful policy research and development in Pakistan

B. Collaborated with The Grief Directory to organize a 5 day-long event comprised of training, a workshop and a policy dialogue aimed towards working with survivors of political violence. This event was especially meaningful as this is an understudied, yet critically important area of work. The event was very successful both in terms of attendance as well as participant feedback, and CPPG hopes to conduct similar events in the future.

C. Collaborated with International Center on Non-Violent Conflict to conduct a two-day seminar on Civil Resistance covering aspects such as the history, theory, and practice of Civil Resistance Globally. The event was notable as it included participants from other countries, such as Afghanistan.

D. CPPG has been working very closely with Punjab Planning and Development Department and Police, Revenue and Education Departments. Currently, the Centre is collaborating with the Social Welfare Department on a set of governance and welfare issues and programs.

WWF inks accord with CPPG

On Tuesday March 7th 2017, the Centre for Public Policy and Governance (CPPG) at Forman Christian College (A Chartered University) and the World Wild Fund for Nature (WWF-Pakistan) signed a Memorandum of Understanding (MoU) formalizing the two organization’s efforts to engage in meaningful collaborations.

The signing event took place at the Rector’s Office at FCC where Dr. Saeed Shafqat (Director CPPG) and Mr. Hammad Naqi Khan (Director General – WWF Pakistan) carried out the formal ceremony with support from Dr. James Tebbe (Rector FCC). Mr. Sohail Ali Naqvi, Mr. Sohaib Anwar, Ms. Zonia Awan (WWF-Pakistan) and Ms. Saba Shahid (CPPG) also participated in the event.

The MoU signifies CPPG and WWF’s keenness to cooperate on research and policy advocacy on areas including, but not limited to, water, energy and climate change.

Other academic interactions such as student internships, lecture series and seminars are possible areas for partnership.

Earlier this year the two organizations worked together on hosting a two-day provincial workshop (7th, 8th February, 2017) on transboundary water governance entitled ‘Raising awareness and capacity of civil society on transboundary water governance in India and Pakistan’ at Avari Hotel, Lahore.
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<tr>
<th>Name</th>
<th>Qualification/Program</th>
<th>University/award</th>
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<tbody>
<tr>
<td>Naseer John</td>
<td>MPhil Public Policy- Batch'16</td>
<td>United States Institute of Peace (USIP) Research Scholar</td>
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<tr>
<td>Hafiz Irfan Meo</td>
<td>MPhil Public Policy- Batch'17</td>
<td>Punjab Resource Management Program (PRMP) Award</td>
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<td>Kainat Shakil</td>
<td>MPhil Public Policy- Batch’18</td>
<td>Erasmus Mundus Research Scholar</td>
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<td>Ali Murad Khokhar</td>
<td>MPhil Public Policy- Batch'17</td>
<td>Erasmus Mundus Research Scholar</td>
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<td>Aroon Thumim</td>
<td>MPhil Public Policy- Batch'17</td>
<td>Punjab Educational Endowment Fund (PEEF) Scholar</td>
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<tr>
<td>Maleeha Kiyani</td>
<td>MPhil Public Policy- Batch’19</td>
<td>Commonwealth Scholarship Holder</td>
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<tr>
<td>Muhammad Raza Shahid</td>
<td>MPhil Public Policy- Batch'17</td>
<td>Punjab Educational Endowment Fund (PEEF) Scholar</td>
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<tr>
<td>Tauseef Dilshad Khatana</td>
<td>Executive Masters Public Policy- Batch'12</td>
<td>Punjab Resource Management Program (PRMP) Scholar</td>
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<tr>
<td>Shuham A. Charles</td>
<td>MPhil Public Policy- Batch’18</td>
<td>United States Institute of Peace (USIP) Research Scholar/PEEF Scholar</td>
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<tr>
<td>Waleed Zafar</td>
<td>MPhil Public Policy- Batch’18</td>
<td>United States Institute of Peace (USIP) Research Scholar</td>
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<tr>
<td>Ayesha Khalid</td>
<td>MPhil Public Policy- Batch’17</td>
<td>United States Institute of Peace (USIP) Research Scholar</td>
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Mr. Tauseef Dilshad Khatana, a mid career civil servant and CPPG Alumni was nominated by the CPPG and awarded fellowship by the French Embassy in Pakistan to attend two weeks Short International Cycle in Public Administration on the theme of Local Government at the prestigious ENA, Paris.
In an attempt to widen its academic interaction with a larger network of students, the CPPG has offered internships within the FCC community and at other universities in the city. Students are given a chance to experience work in a professional environment assisting on assignments at the FCC Public Policy Resource Centre's Research Think Tank. This gives them a chance not only to understand the technicalities of research and report writing, but also provides them an opportunity to expand their understanding of various policy and development concerns Pakistan faces.

Internship programs at CPPG offer students an occasion to enrich their curriculum vitae and develop soft-skills such as effective verbal and written communication, interpersonal dialogue and confidence—traits that are highly valued in the employment market.

Previous students have worked on the Centre’s Quarterly publication, have provided assistance on data and information collection and have also been given a chance to develop their own independent research articles.
**AQSA MALIK**
**INTERN**

“The internship with inspiring personalities around, opened my mind to innovative ideas which would help expose my skills proficiently in my career prospects.”

**SYEDA RIDA ZAINAB**
**INTERN**

“The CPPG internship programme contributed immensely to my knowledge as a Politics and International Relations major and allowed me to critically analyze current affairs.”

**PURVA IQBAL**
**INTERN**

“I had a great time working at CPPG, I gained the experience and learned the work ethic that will benefit me in profound ways. It will not only boost my CV but has also taught me the research and writing skills which will help in my professional life in the future. Apart from work related benefits, interning at CPPG helped increase my self-confidence.”

**MAHNOOR HASNAIN**
**INTERN**

“Interning at CPPG was a stimulating experience. It allowed me to expand upon my knowledge of the current internal economic and political issues of Pakistan.”

**HAMZA MUNIR**
**INTERN**

“My experience in CPPG was great. The faculty was nice and easygoing and accommodating as well as helpful. Meeting Dr. Shafqat was insightful as he used his experience to guide us.”
On Thursday 18th May 2017, a delegation from the Royal College of Defense Studies UK visited The Centre for Public Policy and Governance at Forman Christian College (A Chartered University). The delegation was lead by Major General (Retd) Simon Leslie Porter from the UK who was accompanied by an international team of members from the armed forces and a few civilians. There were around 19 delegates from over 12 countries including the UK, Jordan, Nigeria, Germany, Sweden, Indonesia, Uganda, Republic of Korea, Spain, Colombia, Albania and Iraq. The CPPG faculty and Dr. Saeed Shafqat, Professor and Founding Director (CPPG), and Maj. General (Retd) Dr. Noel I. Khokhar, Professor and Executive Dean of Social Sciences and Management (FCCU) welcomed the team.

Dr. Saeed Shafqat opened up the Roundtable Discussion with the delegation by highlighting Pakistan's transition to democracy by linking with its geo-startegic position and the impact it has on civil-military relations. He articulated that geo-strategic position has been a crucial factor in determining Pakistan's wellbeing "both internally, and in its interactions with the rest of the world." Nonetheless, over the past eight years the country has been on a path to democracy but "the challenge continues to be making it participatory, representative and sustainable." Weak political institutions coupled with a problematic security situation have lead to a rise in extremist activity, which has cost Pakistan several years of development.

Dr. Khokhar added that the role of the military has been to secure peace and harmony in the country. While there is a view that exists that criticizes it for encroaching in domestic matters, the military has managed to maintain its status as in institution despite Pakistan’s turbulent political scenario. The armed forces have lost seven thousand soldiers in combating terrorism and insurgency in the past decade and half.

With regards to the CPEC Dr. Shafqat noted that there are three main perspectives on it: the first is characterized by governmental euphoria where the CPEC will dramatically change Pakistan and move it to a path of prosperity. A second view is more hostile to the CPEC as reflected by several Indian, Pakistani and Western commentators alike who see the mega-project as challenging both internal and regional stability and development. The third view is more academic driven by the logic of theory and evidence; to have a long-term understanding of the CPEC and takes on a calculative assessment whereby the CPEC can bring about desirable progress, given certain preconditions are taken into account. Amongst these is the need to ensure political, ethnic and regional harmony within Pakistan. He asserted, without mollifying local concerns around the CPEC the current leadership will continue to struggle in developing a shared vision on both Chinese goals and Pakistani national interests.

The session ended with a vote of thanks by Dr. Shafqat who welcomed the delegation to Pakistan and wished them a fruitful journey here.
MEDIA COVERAGE
Govt officials, NGOs training kicks off

A two-day training of government officials and NGOs started at the Centre for Public Policy and Governance (CPPG), Forman Christian College, on Wednesday.

The training, a project titled “Social Welfare Department: The Provincial Face of Regulation and Interaction with NGOs” is being conducted by CPPG with the support of the United States Agency for International Development (USAID) Small Grants and Ambassador’s Fund Programme.

The training would span over two days of interactive sessions which will cover aspects such as public-private partnership, conflict management, team building, negotiation skills, among other topics. It is being attended by officers from Department of Industries, Women Development Department as well as NGO representatives from all over the province. Out of 23 participants, 10 are from NGOs while 13 are Punjab government officials. This training is the third in a series of training being arranged by the CPPG as part of the capacity building component of the ongoing project.

It aims at equipping participants with the skills and tools required to work in collaboration with each other for effective service delivery. —PR
To accomplish its goal to become an internationally recognized research organization/think tank, the CPPG needs to secure long-term financial grants. This is imperative for the Centre to be able to develop its Think Tank function and design an independent research agenda. Currently, its academic program largely drives the CPPG’s research plan. The CPPG has three streams of academic specialization, namely (1) Governance, Democracy, Institution Building (2) Environment, Demography, and Urban Governance (3) Peace Building and Conflict Management. While these areas of research are quite broad, the CPPG has still managed to specialize its edifice of research around them, allowing for the possibility of launching an academic journal and pursuing a targeted and sustainable research agenda. It could also help the CPPG to systemize and streamline its trainings and certification program. An area of focus in the short-run will be identifying a training niche and pursuing it as an audience for our skills-development trainings before moving onto other areas.

After the successful implementation of its MPhil in Public Policy Program, CPPG has been working towards the next step which is the development and implementation of its PhD in Public Policy program. The purpose of the proposed PhD program in Public Policy is to create a generation of scholars and professionals equipped to deal with some of the most crucial policy problems in Pakistan and the world today. By combining elements of a traditional graduate education in social sciences, particularly political science and economics, with a significant component of training in the information technology and management sciences, the program’s graduates will be uniquely situated to undertake serious research and policy assessments in the domain of Public Policy. The program would have a set of rigorous core requirements, but will also provide students with the flexibility to pursue in-depth research in broad areas of specialization, as listed in the MPhil program above. This program will also be immensely significant in countering the current dearth of similar academic programs in the country, and the consequent lack of qualified local researchers and produced research work. The PhD program has been under development since 2014 and is scheduled to be launched by 2018.

CPPG has also been working to expand the current scope of courses offered in both the Executive Masters and MPhil program, and is planning to introduce three new specializations in the next few year. Of particular importance will be the specialization on Technology, Social Change and Sustainable Development. This is worth noting for two reasons a) this is field of significant global importance, but is as yet understudied in Pakistan; and b) as Pakistan sets itself on the road to meet the United Nations Sustainable Development Goals (SDGs), it is imperative that the role of state and society in meeting these goals be studied and understood in the broader context of societal change driven by forces of technological innovation and globalization.

CPPG will continue to work tirelessly to bridge the gap between research and the policy-making processes through consultative, deliberative and evidence based research. We have already been trying to achieve this by holding seminars, policy dialogues, trainings and workshops. Since 2008, we have been publishing the perspectives of national and international scholars and policy experts in our Quarterly Research and News. CPPG has also developed a series of policy briefs on specific issues, which the centre aims to increase in volume over the coming years. The objective of this research, and representing it in various forms, is to provide policy makers’ dispassionate, objective and evidence based research that paves the way for judicious and people centric policies. In that spirit, CPPG’s Monograph Series is critical which has over the years gradually developed into the flagship research publication program.
Capacity building is a core pillar of the centre and as such CPPG aims to build the capacity of its own faculty through exchange programs and by encouraging younger faculty to pursue doctoral degrees. The centre will seek financial support to pursue that goal, as and where necessary. In addition, CPPG will also seek out areas for collaboration with the government to build capacity of public officials and provide much needed technical support to the government. The centre will harness private funds and build key partnerships with private organizations to fill the critical capacity building gap that currently exists in the public sector.

**CPPG plans to add the following areas of concentration in the next few years:**
- Foreign Policy and Strategic Studies
- Culture, Media and Globalization
- Technology, Social Change and Sustainable Development

The CPPG plans to launch Diploma and Certificate programs comprising of One Semester (6 weeks) in one of the following areas: Governance and Institution Building; Climate Change, Role of Civil Society and Urban Governance; Peace Building and Conflict Management and Foreign Policy and Strategic Studies. It is also exploring the prospects of developing One Semester Abroad Exchange Program with a reputable Public Policy School of an International University.