

**MINUTES OF  
GEN SUB-COMMITTEES MEETINGS  
30-31 May, 2010, Lahore**

1. GEN Sub-committees meetings were held at PC Lahore on 30-31 May, 2010 as per following schedule:

- i. Executive Education Sub-committee meeting from 1100-1300 hours, 30 May, 2010.
- ii. Research Sub-committee meeting from 1000-1130 hours, 31 May, 2010.
- iii. Annual Conference Sub-committee meeting from 1130-1300 hours, 31 May, 2010.
- iv. Governance Curriculums & Faculty Capacity Building Sub-committee from 1400-1630 hours, 31 May, 2010.
- v. Program Steering Committee from 1600-1630 hours, 31 May, 2010.

2. Details of participants of above meetings are given at *Annex-I*. A working paper (already issued to all members and copy posted at GINI website) covering following agenda points was reviewed during the meetings:

- i. Draft TOR for development of Executive Education programs.
- ii. Research themes for 2010.
- iii. Theme/sub-themes, schedule, venue for the Annual Conference – 2010.
- iv. Draft TOR for development of Governance programs.
- v. Revised Work Plan-2010.

3. While welcoming the participants of above sub-committees meetings, Mr. Daniyal Aziz, Advisor GINI provided an overview of the first year review of the program by the Norwegian authorities and resultant delay of over 5 months in initiating the program activities. He explained that one of the main misperceptions of the review team was that they had assessed the outcomes of a 7 month old program against a 5 year LFA, coming to the conclusion that the program only partially delivered. Dr. Khalida Ghaus, Managing Director SPDC, Karachi and some other participants expressed, in their interviews with the review team they found the latter having entered the process with pre-conceived notions and biases. Mr. Daniyal Aziz informed the participants that such feedback from the members was shared with Norwegian Embassy during the review process. As a result of the latest meeting with the Norwegian Ambassador, GINI has been directed to re-commence program activities out of the remaining budget from last year. Mr. Aziz said that decisions once finalized by the Norwegian authorities would be shared with all members of the network to ensure transparency. Mr. Aziz thanked all participants for making themselves available for the sub-committees meetings at short notice and for their deep commitment and strong ownership in moving forward the program agenda.

4. Minutes of sub-committees meetings are contained in the succeeding paras:
5. **Deliberations of Executive Education Sub-committee Meeting:**
  - i. Mr. Daniyal Aziz, Advisor GINI while introducing the agenda of executive education said that according to the proposal in the working paper it required 8 different curricula to be developed which was an overly complicated approach, particularly on the question of how these curricula would interface with institutions and the segregated participants proposed for each curriculum. The draft TOR's for various categories of executive education were segmented in the proposal by types of participants such as press, bar, elected representatives etc. It would be more feasible as well as benefit the participants if certain general topics/ curriculums were developed to which all categories of potential participants could attend such as press, bar, elected reps, civil society etc and subsequently more special application type curriculums could be developed based on identified needs by the general purpose participants. GEN members could design case studies on policy issues such as energy, water management etc. and then invite partners from media, civil society, academia, etc. The recruitments, certifications, durations of study and specific specializations will be needed to be worked out by implementing institutions.
  - ii. The Chair, Mr. Iftikhar Ahmed, Dean Executive Development Institute, NSPP said that his review of the documents forwarded by GINI revealed that most of the proposed topics are under process by NSPP. We have signed an agreement with the Russian School of Public Policy and have found ourselves far ahead even of them as regards curriculum development. These initiatives could be supported by NSPP by providing library of existing case studies provided cost and attribution modalities were worked out. He volunteered to process the same on return from the in-country trip. He also said that the TOR appears very similar to NSPP documents as the wording is almost identical. NSPP case studies are developed by senior practitioners from relevant fields and not by academics or researchers, as is international best practice in top institutes such as the Kennedy School of Government. Our receptivity to material developed by academics may require some balancing for practitioners.
  - iii. Brig Muhammad Saleem, Retd, Consultant GINI clarified the draft TOR was developed from extensive baseline research carried out by network partners. NSPP can take the lead in modifying these, being the lead as the chair of the executive education component of the GEN. The NSPP specific draft TOR may be seen as an internal review of NSPP programs in order to further strengthen the existing curriculums and texts with GINI facilitating the process. Also the good work done by NSPP in the field of executive education should be shared with the interested member institutions of GEN for achieving the program objective.
  - iv. Mr. Daniyal Aziz suggested that the knowledge transfer could be in the other direction, where network participants could learn from NSPP experience. To this the Chair responded by mentioning that NSPP is planning 3-4 weeks

training workshops for parliamentarians, Nazims, practitioners, media, , lawyers, corporate professionals and others. Members of GEN could be specially invited to share the experience for replication in the networks other institutions. Mr. Daniyal Aziz said that GEN could support NSPP in their multi-stakeholder workshops increasing their outreach to participants and formalizing the process through pre-event dissemination, certifications, etc. for issue based events for instance on water crisis and impact on regional policy. The Chair said that NSPP work schedules were for senior level and accommodation of any additional participants would be better accommodated if they were of the same level.

- v. Dr. Rasul Buksh Rais, LUMS Lahore said that NSPP case studies may not be based on the extensive needs assessment of societal groups as GEN research is. Each institute has their own competitive strength which should be utilized to the collective benefit of the entire network. LUMS is considered a top institute for educating through the case study methodology. Developing cases needs methodological rigor, editorial control, and adherence to international academic standards. Each partner can carry out their own functional specialization but NSPP could have an approach to accommodate that. He suggested that 4-5 key themes could be picked up through consultations with NSPP and the network, around which workshops could be arranged. Mr. Daniyal Aziz expressed agreement with this suggestion, based on a unit cost structure for which GINI could provide financial support.
- vi. Prof. Saeed Shafqat, Director Centre for Public Policy & Governance (CPPG) FC College University, while referring to the TOR, enquired of the exact items from the ones listed that NSPP was ready to take charge of. The Chair reiterated that trainings should be left to practitioners. Associate Prof Najaf Yawar Khan, Director & Chairperson, Management Studies Department, G. C. University, Lahore and Dr. Rasul Bakhsh Rias thought that the inclusion of academics could strengthen the case study development. Dr. Rasul Bakhsh Rias also stressed the need for a competitive bidding process for assigning responsibilities under the TOR. Sharing of NSPP case studies with GEN members will create greater awareness of NSPP repository of knowledge. The Chair suggested that NSPP case studies could be shared with the network members under a set procedure and with due compensation.
- vii. The Chair said that NSPP executive development programs could be expanded to accommodate GEN themes and participants. Prof. Najaf Yawar Khan suggested that it would be difficult to set aside 3-4 weeks to attend NSPP trainings for network members. Mr. Daniyal Aziz suggested that students, TAs, RAs, and Assistant Professors could be nominated to attend EDI programs.
- viii. Prof. Najaf Yawar Khan mentioned that they were carrying out executive trainings for DEOs that are 8 weeks in duration and was unsure about the impact of 3-4 days thematic workshops being suggested. He also mentioned that well-funded NGO sector was paying for trainings for which the international benchmark price was \$40 per head per day to ensure quality. GEN would have to develop a realistic unit cost approach.

- ix. Mr. Daniyal Aziz said that once rates were finalized, GINI would then provide financial support from their sizable research fund, to whichever institute is interested to take the initiatives with issue based workshops based on case studies, instead of one institute taking on one item on the TOR. Dr. Rasul Bakhsh Rias opined that the themes represented issues needed research and discussion on a greater scale. Mr. Daniyal Aziz responded that GINI could only catalyze momentum and it was the network's responsibility to take it beyond that.
- x. After above deliberations following decisions were taken by the sub-committee:
  - a. Thematic approach for executive education programs will be adopted. The approved themes around which workshops can be arranged with 1-2 months of research are as follows:
    - 1) Water resource management and inter-provincial and international disputes
    - 2) Provincial autonomy and 18<sup>th</sup> amendment
    - 3) Corruption and transparency
    - 4) Judicial independence and state structure
    - 5) Local governance
  - b. GINI will forward the revised TOR for development/piloting of executive education program for all categories of stakeholders within 15 days and invite expression of interest from the member institutions of GEN. GINI would work out a unit cost structure based on which it could provide financial support through cost-sharing agreements with the interested institutions with the sub-committee's approval.
  - c. Each member institution of GEN may nominate one representative to attend, analyze the planned executive education program of Executive Development Institute (EDI) of NSPP. GINI will work out the cost of above participation. EDI to forward program details and participation cost to GINI within 20 days for necessary coordination with the GEN members.
  - d. The member institutions of GEN may access repository of case studies developed by NSPP under an agreed mechanism including payment of necessary compensation/cost by GINI. GINI will apply for use of such materials so that the procedure may be developed. EDI will forward the procedure in this regard along with a list of existing case studies to GINI for consideration by the Sub-committee.

6. **Deliberations of Research Sub-committee meeting:**

- i. Mr. Daniyal Aziz, Advisor GINI briefed the participants on the deliberations and decisions of Executive Education Sub-committee held on 30<sup>th</sup> May, 2010. He explained that some component of the annual research fund would be required for case studies development for executive education and governance programs. Some of this would be available to the research committee which would include

but not be limited to the themes decided for the executive education and governance programs.

- ii. Dr. Khalida Ghaus, Managing Director SPDC, Karachi, Chair of the session enquired whether there would be any further inputs forthcoming on the governance indicators report submitted by BNU, as previous feedback had already been incorporated. With no further comments from the members, the committee approved the report for final publication.
- iii. Mr. Ijaz Hussain, IPP representative suggested the preparation and publication of annual report on the state of governance in Pakistan based on the governance indicators baseline developed by them. Mr. Zuhaib Ahmed, IPP representative while briefing on the contents of annual report explained that separate chapters on international indicators and rankings, national indicators, citizens' report cards, an expert's survey based on the World Governance Survey and a special chapter on a particular theme could be assigned to different institutes.
- iv. Mr Daniyal Aziz reminded the participants that the baseline need to be carried forward for periodic benchmarks to illustrate program impacts and the research committee needed to keep that under consideration. He said this was easier for executive education because their task was clearer. He also mentioned that this year the research would be assigned on a competitive basis through a call for papers including institutes outside the network. The research committee could finalize the details in this regard. The Chair stated that outside institutions will find coordination difficult. Mr. Daniyal Aziz mentioned that the themes needed to be related to the Training Needs Assessment and be clearly spelled out as to how they would feed curriculum development and executive education case studies.
- v. The Chair underlined that research needed to undergo a thorough peer review process before it was finalized for printing. Brig Muhammad Saleem, Retd, Consultant GINI clarified that each research report went through multiple reviews before being finalized by the concerned sub-committee. The process will be put through even greater scrutiny this time.
- vi. The research themes decided last year and additional themes suggested by Center for Public Policy & Governance (CPPG), FC College University and NIBR were reviewed by the participants.
- vii. Following decisions were taken by the committee:
  - a. IPP will forward a Working Paper on the annual report on the state of governance in Pakistan based on the governance indicators baseline developed by them to GINI within 15 days for ascertaining members' views and consideration of the sub-committee during its next meeting. Each chapter of the report to be gender sensitive.
  - b. In addition to meeting the research requirements of case studies for the approved governance and executive education programs, the research focus during 2010 would cover following themes in the national and international context out of available research fund:

- 1) Economic governance
- 2) Impact of 18<sup>th</sup> Amendment.
- 3) Extremism & militancy
- 4) Study of reforms (as suggested by NIBR)
- 5) Energy
- 6) Constituency Development Funds

7. **Deliberations of Annual Conference Sub-committee:**

- i. The Chair, Prof. Saeed Shafqat, Director Centre for Public Policy & Governance (CPPG) FC College University, Lahore opened the session by briefing the participants on the decisions of Work Group meeting held on 4<sup>th</sup> March, 2010 in Islamabad. He emphasized that due to shortage of time we need to decide on theme, sub-themes, schedule and venue for the next Annual Conference.
- ii. Maj Gen Syed Usman Shah, Retd, Governance Department NUML, Islamabad suggested that civil participation in public accountability and state of governance related MDGs in Pakistan may be considered as sub-themes for the conference. Dr. Pervez Tahir suggested energy & security as sub-themes.
- iii. The participants raised the issue that in the light of last year experience of call for papers for the Annual Conference-2009, a more focus approach would be needed to ensure quality papers for the conference this year and the time constraint also needed to be taken into consideration. Dr. Khalida Ghaus emphasized that in addition to the post conference report, the conference book containing papers presented by the speakers was essential to properly showcase the conference proceedings. She suggested that the developed procedure of GEN outlining writing of papers, their submission and editing needs to be adhered to for ensuring quality conference book. The Chair explained that such an exercise normally takes 3-5 years.
- iv. After detailed discussion on the participants views on topic/themes, schedule and venue for the Conference-2010, the sub-committee took following decisions:
  - a. “Governance: Accountability and Transparency” was approved as topic for the Annual International Conference-2010 with the following themes:
    - 1) Public Accountability Institutions and their Performance
    - 2) Institutional Reforms
    - 3) Aid Effectiveness
    - 4) Transparency & Accountability of Development funds
    - 5) Local politics & Governance
    - 6) Transparency, Accountability and Economic Governance
    - 7) Women in Politics
  - b. The Speakers/presenters would be paid honoraria to prepare detailed papers for the conference book for proper showcasing the conference outcomes/focus. A committee of 2-3 network members would be

formed for identifying the potential speakers for the Conference-2010 and editing, formatting and designing the final outputs in line with international standards. To ensure high-quality papers for the conference book, proper parameters would be defined and communicated to all concerned.

- c. All network member organization will contribute at least one paper on the selected themes for Conference-2010
- d. The venue for the Conference was finalized as Islamabad as a tentative hosting option. This would provide access to donors and policy makers and satisfy security concerns and be commensurate with the capacity constraints of the GINI Secretariat.
- e. The schedule of three day Conference-2010 will be Sunday-Tuesday falling during 10-15 December, 2010

8. **Deliberations of Governance Curriculum & Faculty Capacity Building Subcommittee:**

- i. The Chair, Dr. Zafar Iqbal Jadoon, Director Institute of Administrative Sciences, Punjab University Lahore opened the session by welcoming the participants. Mr. Daniyal Aziz, Advisor GINI while explaining the agenda and the supporting TOR stated that the TOR present a multi-year schedule culminating in the pilot phase in fall, 2011. The timelines for various activities have been worked out in a manner to accommodate scheduling of common activities like visit of selected members of curriculums development team to Norway, curriculums evaluation/finalization workshop involving national and Norwegian experts. A particular partner institution would play the lead role in execution of each TOR.
- ii. Mr. Ijaz Hussain, representative from IPP pointed out that in the draft TOR related to BS level public policy program, development of curriculums for a major at the post graduate level mentioned in para 1i was not correct as masters level program of public policy are to be developed by CPPG, FC College University as was decided previously. He also raised a question related to IPP developing only curriculums of governance & public policy courses as minor/elective for the four years bachelor degree. Prof Aamir Haider, Hamdard University Karachi and Ms. Ghayur Fatima, Director Curriculum HEC, Islamabad emphasized the structuring of major and minor/elective courses and credit hours involved.
- iii. The participants also debated the question of whether public policy and public administration were distinct disciplines or interchangeable. Dr. Khalida Ghaus, Managing Director SPDC, Karachi opined that the graduation and direction of courses from the Bachelors to the Masters level needed to be decided at the design stage and not once substantial effort had already been invested. Brig Muhammad Saleem, GINI explained that based on the earlier consultations and findings of the baseline research it was collectively decided to treat public administration and public policy as separate disciplines for development of governance programs and it would

not be advisable to revisit the basic decision at this stage. Prof. Saeed Shafqat, Director Centre for Public Policy & Governance (CPPG) FC College University, Lahore also emphasized that the two were distinct disciplines.

- iv. On the role of NUML as an institution already running a governance degree program, Mr. Daniyal Aziz said that they should take the lead in obtaining substantive, technical or financial support from the network to enhance their program. These decisions should be taken after internal consultations and communicated to GINI.
- v. Dr. Saeed Shafqat presented a design for the Master level program in public policy with 16 years education. He explained that currently CPPG was conducting one year masters program and has developed short term executive education module for up to a week on public finance. He said that partnership with NSPP as decided in earlier meeting may include accessing their relevant case studies. He also said that a Master reader is needed to be developed which would allow scholarly consensus around the need for governance education. He also suggested that public policy program at the BS level may be revisited for its usefulness and students acceptance. Mr. Daniyal Aziz suggested that the CPPG collaboration with NSPP in development of public policy program may continue for mutual benefit.
- vi. Prof. Dr. Akhtar Baloch, Chairman Department of Public Administration University of Karachi explained that Karachi Board of Intermediate and Secondary Education was on board to collaborate with the University of Karachi for revision of Pakistan Studies and Civics courses at intermediate and bachelors level at the college level. He also said that Aga Khan Examination Board was also consulted in this regard which showed willingness to revise the existing text of Pakistan Studies and Civics courses at college level but expressed inability to pilot these in their affiliated colleges. Dr. Baloch also expressed the difficulties between the Intermediate Boards and the Aga Khan Examination Board particularly in Sindh keeping in view the sensitivity of these subjects which need to be handled with utmost care to avoid any such situation. Ms Ghayur Fatima mentioned that revision of Pakistan studies had been initiated to curtail historical content in favor of more cultural content with greater emphasis on analysis of contemporary issues.
- vii. After detailed deliberations, the sub-committee took following decisions:
  - a. The draft TOR and timelines provided therein for various governance programs were approved in principle with following slight modifications:
    - 1) In para 1i of draft TOR for public administration programs (Appendix-I of Annex-II) the words 'post graduate diploma program' to be substituted with 'one year master in evening' and Governance & Administrative Reforms' to be added in the new courses.

- 2) In draft TOR for BS level public policy program (Appendix-IV of Annex-II), in the Title the words 'Public Policy' will be substituted with the words 'Governance and Public Policy' and in para 1i, the words 'at post graduate level' will be omitted.
- b. To resolve the question of whether governance should be introduced as a major or minor subject with the paraphernalia of major and minor courses for four year bachelor degree, IPP after internal consultations whether it would be willing to revise its earlier proposal of introducing governance as a minor/elective to a major course, would develop a mock degree plan and forward it to GINI within a week for deciding the issue in consultation with the sub-committee.
  - d. NUML will review its existing governance & organizational sciences program to identify the scope of work for further strengthening and submit its proposal to GINI.
  - e. Detailed proposals on the given TOR will be forwarded to GINI by the identified partner institutions by 3<sup>rd</sup> week of June, 2010 for finalizing the agreements in consultation with the Sub-committee.

**Deliberations of Program Steering Committee Meeting:**

- i. The participants reviewed the revised work plan for 2010. While no immediate concerns were voiced, the Steering Committee decided that the Work Plan should be revised in line with the decisions taken during the sub-committees meetings of 30-31 May, 2010.
- ii. Expansion of network to include the institutions particularly from Khyber Pakhtonkha and Balochistan which showed willingness to join GEN during the Annual Conference-2009 should be included in the Work Plan-2010
- iii. GINI will assess the budgetary requirements in the light of the revised Work Plan-2010 and coordinate the same with NIBR and the Norwegian authorities.

**DETAILS OF PARTICIPANTS  
GEN SUB-COMMITTEES MEETING 30-31 MAY, 2010  
PC LAHORE**

**Executive Education Sub-Committee Meeting held from 1100-1300 hrs, 30 May, 2010**

<b>S.N</b>	<b>Participants</b>
<b>1</b>	Mr. Iftikhar Ahmed, Dean Executive Development Institute, NSPP - <b>Chair</b>
<b>2</b>	Prof. Saeed Shafqat, Director Centre for Public Policy & Governance (CPPG) FC College University, Lahore
<b>3</b>	Associate Prof Aamir Haider, Hamdard University Karachi
<b>5</b>	Dr. Sarfraz Hussain Ansari, Asst Prof, Department of Government & Public Policy, NDU, Islamabad
<b>7</b>	Dr. Rasul Buksh Rais, LUMS Lahore
<b>8</b>	Associate Prof Najaf Yawar Khan, Director & Chairperson, Management Studies Department, G. C. University, Lahore
<b>9</b>	Mr. Daniyal Aziz, Advisor GINI
<b>10</b>	Brig Muhammad Saleem, Consultant GINI
<b>11</b>	Mr. Nasim Raja, Secretary GINI
<b>12</b>	Mr. Usama Ahmed, Manager Research, GINI

**Research Sub-committee Meeting held frm 1000-1130 hrs, 31 May, 2010**

<b>S.N</b>	<b>Participants</b>
<b>1</b>	Dr. Khalida Ghaus, Managing Director SPDC, Karachi- <b>Chair</b>
<b>2</b>	Prof. Saeed Shafqat, Director Centre for Public Policy & Governance (CPPG) FC College University, Lahore
<b>3</b>	Associate Prof Aamir Haider, Hamdard University Karachi
<b>4</b>	Dr. Pervez Tahir, Ex-Prof Government College University, Lahore
<b>5</b>	Mr. Ijaz Hussain, Beaconhouse National University, Lahore
<b>6</b>	Mr. Zuhaib Ahmed, Beaconhouse National University, Lahore
<b>7</b>	Dr. Sarfraz Hussain Ansari, Asst Prof, Department of Government & Public Policy, NDU, Islamabad
<b>8</b>	Prof. Dr. Akhtar Baloch, Chairman Department of Public Administration University of Karachi
<b>9</b>	Maj Gen ® Syed Usman Shah, Governance Department NUML, Islamabad
<b>10</b>	Ms. Fauzia Yazdani , The Researchers, Islamabad.
<b>11</b>	Mr. Daniyal Aziz, Advisor GINI
<b>12</b>	Brig Muhammad Saleem, Retd, Consultant GINI
<b>12</b>	Mr. Nasim Raja, Secretary GINI
<b>13</b>	Mr. Usama Ahmed, Manager Research, GINI

**Annual Conference Sub-committee Meeting held from 1130-1300, 31 May, 2010**

<b>S.N</b>	<b>Participants</b>
<b>1</b>	Prof. Saeed Shafqat, Director Centre for Public Policy & Governance (CPPG) FC College University, Lahore - <b>Chair</b>
<b>2</b>	Maj Gen ® Syed Usman Shah, Governance Department NUML, Islamabad
<b>3</b>	Ms. Farzana Shahid, Registrar Beaconhouse National University, Lahore
<b>4</b>	Ms. Fauzia Yazdani , The Researchers, Islamabad.
<b>5</b>	Dr. Khalida Ghaus, Managing Director SPDC, Karachi
<b>6</b>	Associate Prof Aamir Haider, Hamdard University Karachi
<b>7</b>	Dr. Pervez Tahir, Ex-Prof Government College University, Lahore
<b>8</b>	Mr. Ijaz Hussain, Beaconhouse National University, Lahore
<b>9</b>	Dr. Sarfraz Hussain Ansari, Asst Prof, Department of Government & Public Policy, NDU, Islamabad
<b>10</b>	Prof. Dr. Akhtar Baloch, Chairman Department of Public Administration University of Karachi
<b>11</b>	Mr. Daniyal Aziz, Advisor GINI
<b>12</b>	Brig Muhammad Saleem, Retd, Consultant GINI
<b>13</b>	Mr. Nasim Raja, Secretary GINI
<b>14</b>	Mr. Usama Ahmed, Manager Research, GINI

**Governance Curriculum & Faculty Capacity Building Sub-committee and Program Steering Committee Meeting held from 1400-1630 hours, 31 May, 2010**

<b>S.N</b>	<b>Participants</b>
<b>1</b>	Dr. Zafar Iqbal Jadoon, Director Institute of Administrative Sciences & Chair National Committee on Public Administration Curriculum, Punjab University Lahore - <b>Chair</b>
<b>2</b>	Prof. Saeed Shafqat, Director Centre for Public Policy & Governance (CPPG) FC College University, Lahore
<b>3</b>	Mr. Ijaz Hussain, Beaconhouse National University, Lahore
<b>4</b>	Prof. Dr. Akhtar Baloch, Chairman Department of Public Administration University of Karachi
<b>5</b>	Ms. Ghayur Fatima, Director Curriculum HEC, Islamabad
<b>6</b>	Maj Gen ® Syed Usman Shah, Governance Department NUML, Islamabad
<b>7</b>	Associate Prof Najaf Yawar Khan, Director & Chairperson, Management Studies Department, G. C. University, Lahore
<b>8</b>	Dr. Idrees Khawaja, Consultant PIDE, Islamabad
<b>9</b>	Ms. Farzana Shahid, Registrar Beaconhouse National University, Lahore
<b>10</b>	Dr. Khalida Ghaus, Managing Director SPDC, Karachi
<b>11</b>	Associate Prof Aamir Haider, Hamdard University Karachi
<b>12</b>	Dr. Pervez Tahir, Ex-Prof Government College University, Lahore
<b>13</b>	Dr. Sarfraz Hussain Ansari, Asst Prof, Department of Government & Public Policy, NDU, Islamabad
<b>14</b>	Ms. Fauzia Yazdani , The Researchers, Islamabad.
<b>15</b>	Mr. Daniyal Aziz, Advisor GINI
<b>16</b>	Brig Muhammad Saleem, Retd, Consultant GINI
<b>17</b>	Mr. Nasim Raja, Secretary GINI
<b>18</b>	Mr. Usama Ahmed, Manager Research, GINI