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ANNUAL REPORT

 JINNAH
INSTITUTE

Annual Report

2015-6

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Introduction

Jinnah Institute seeks to promote independent policy research and public advocacy in Pakistan that advance the causes of:

Democratic institution building and strengthening state capacity for delivery on policy goals;

National and human security discourse with an emphasis on regional peace;

Entitlement to fundamental rights;

Accountability of public bodies and government;

Building public equity in a plural and inclusive national identity.

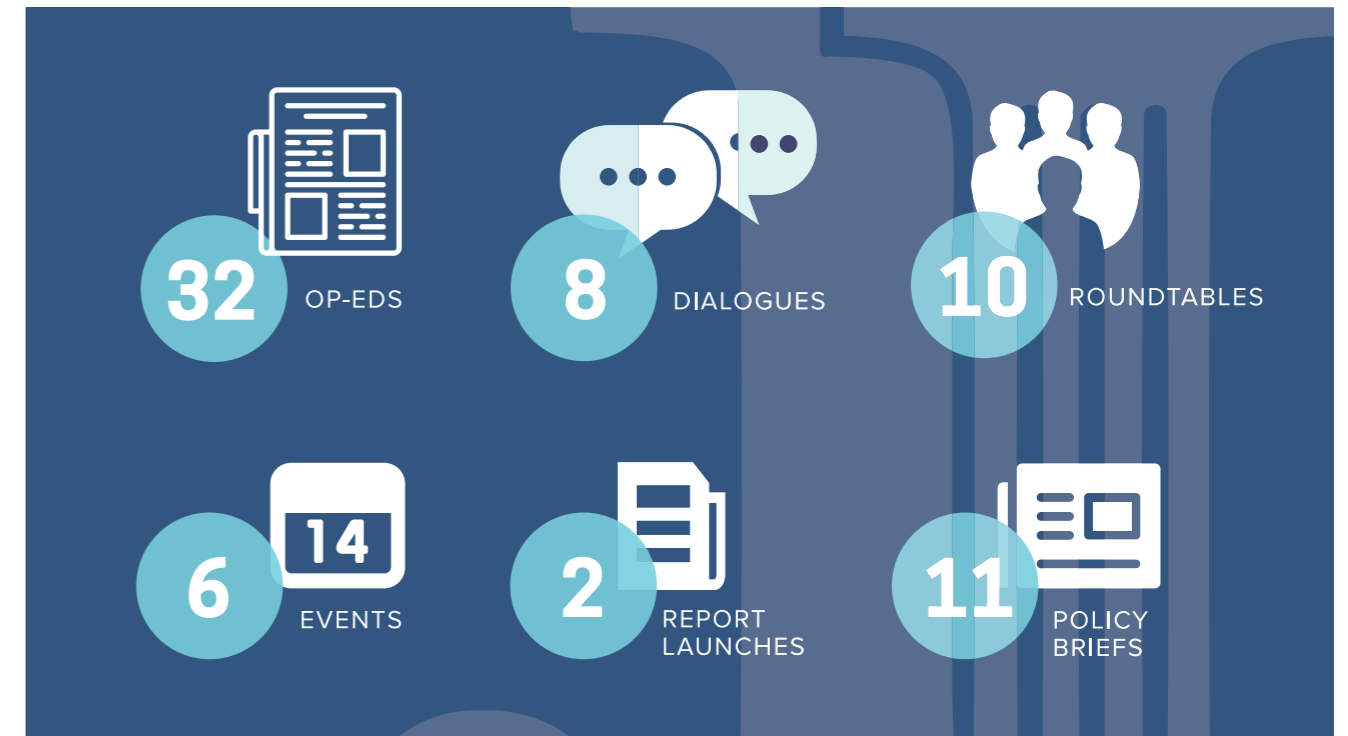
To meet these objectives, Jinnah Institute engages with policy-makers, government, media, civil society, state institutions and academia. The Institute actively seeks to articulate independent national security strategies for Pakistan that incorporate the country's strategic imperatives while providing room for constructive engagement with the international community as well as policy and opinion makers.

By serving as a bridge between academia and policy-making, and focusing on capacity building for the state and other policy creating institutions, the Institute creates an enabling context and public space for ideas and resources to come together through mediums such as policy briefs, reports, lectures, seminars, roundtables and caucuses.

Within this framework, the two overarching program areas under which the Institute undertakes a variety of projects and interventions are:

- a. Open Democracy Initiative
- b. Strategic Security Initiative

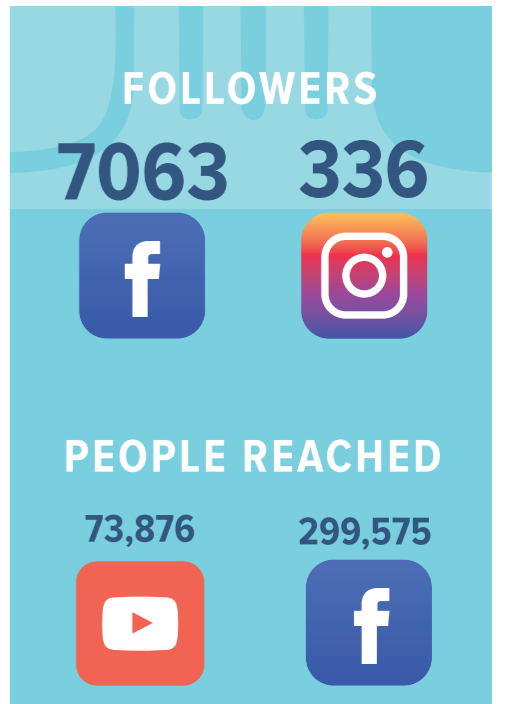
Under these operational streams, Jinnah Institute seeks to accomplish a series of different but complementary objectives that work towards achieving the Institute's overarching goal of establishing a more democratic, transparent and inclusive environment for policymaking and a more tolerant, open and peaceful society for the harmonious coexistence of diverse cultural, religious and ethnic groups in Pakistan.



YEAR IN REVIEW 2015-2016

1600

Direct involvement of over 1600 govt officials, politicians, academics, journalists, policy analysts and students



11,108
FOLLOWERS

2.2MILLION
IMPRESSIONS
MADE

3514
RETWEETS

3728
LIKES

4189
LINKS
CLICKED

Open Democracy Initiative



ODI

Overview

Pakistan's interrupted encounters with democracy and diminished public input in governance have arrested the growth of institutions and rendered public services either too fragile or too disempowered to respond to a growing population of citizens alienated from the state. The twin menaces of terrorism and extremism have further exacerbated the crisis in the country.

The goal of the Open Democracy Initiative is to bridge the gap between citizens and state and to formulate and articulate policy responses based on inclusive research. By pursuing these goals, Jinnah Institute is creating awareness, expanding the knowledge base and facilitating the implementation of informed recommendations for researchers and policy-makers. This program focuses on strengthening democratic practices such as transparency in public contracts, the right to religious freedom, social entitlements, right to information, and the provision of social justice. In addition, this initiative is an awareness and capacity building effort for better governance in Pakistan's public institutions. It advocates the reinstatement of state writ in areas where parallel and/or colonial structures restrict access to fundamental rights, such as universal suffrage and equal opportunities for all.

Areas of Focus

Human rights and social justice, with a focus on women and minorities;

Civic engagement in strengthening democratic and social structures and constitutional entitlements;

Investing in the media through capacity building exercises and consultations to enhance its role as a key shaper of popular narratives and a constructive partner in democratic governance;

Integrating youth cohorts in mainstream identity discourse by exploring multiple realities and strengthening plural values;

Encouraging specific mediums of secular expression, including art and culture in order to build bridges between art and citizenship.

Main Project Highlights

Jinnah Institute has been actively engaged throughout 2015 and 2016. We are constantly monitoring new developments and changes in the country. We have an energetic team of researchers, analysts and staff focused on pressing issues of the day.

During 2015 - 2016, the Open Democracy Initiative undertook research and advocacy on minority rights, democratic institution building, inclusive economic reform, women's rights, electoral reform and progressive legislation. The initiative also increased its advocacy outreach by expanding policy dialogues to leading private and public universities in Pakistan through a concerted strategy of engaging the millennial generation. Listed below is a detailed account of our activities and research outputs.



Reports

State of Religious Freedom in Pakistan Recent years have witnessed an escalation in the persecution of minority communities in Pakistan. The exclusion of non-Muslims from mainstream national life is only half the story. Increasingly, extremists have also targeted Muslims from the minority sects of Islam. During the period 2012-2015, at least 351 incidents of violence were carried out against minorities. Such violence

and discrimination is often justified by radical sectarian clerics, many of whom have been allied with, or appeased by, the state at various points, or have conversely been at loggerheads with it at other times. Concerted political opposition to both, such clerics and the idea of state patronage to them has grown as Pakistan's democracy has taken hold since 2008. Yet, progress in building an anti-extremist political and social consensus has been a troubled, fraught, and imperfect process, marked by setbacks and challenges. And, of course, even where sections of the political elite, civil society, media, and state administration have been theoretically resolute in opposing agents and enablers of such bigotry, discrimination, abuse, and self-censorship, dithering policy and law enforcement responses stemming from fear of extremist retaliation have ensured the injustice against minority communities going unreported and unchallenged.

This report covered the state of religious freedoms in Pakistan from 2012 to 2015. It included data collection and analysis of extremist violence in Pakistan during these years and built on field research focused on the Shia, Christian, Hindu, and Ahmadi community. The report was further augmented by a documentary highlighting some of the challenges, violence and discrimination faced by the communities. A report launch was held in Islamabad on January 18, 2016, and included Sherry Rehman, Tahira Abdullah, Ramesh Kumar and Ali Dayan. The event was covered extensively

by national and international press and attended by the diplomatic corps, civil society and academia.

Policy Events

Conference on Democratic and Electoral Challenges post-2015

The Jinnah Institute hosted a conference titled "Pakistan: Democratic and Economic Challenges post-2015" in Islamabad on the 30th of July. The seminar was divided into two sessions; with one tackling electoral reform and democratic buy-in and the other addressing inclusive economic growth and regional trade. The seminar was attended by politicians, policy analysts, civil society members and industry experts to discuss and deliberate on some of the country's most pressing and intractable issues. The proceedings began with Sherry Rehman, the President of the Jinnah Institute, chairing the first session titled "Electoral Reform and Sustaining Pakistan's Democratic Buy-In," which also featured the head of the Centre for Civic Education Zafarullah Khan and eminent columnist and analyst Zahid Hussain.

The second session, "Regional Trade: Pakistan's Comparative Advantage?" was moderated by Jinnah Institute Director Hassan Akbar with panellists Dr. Ashfaq Hassan Khan, Dean of the NUST Business School and General (retd.) Talat Masood.



University Townhalls

In 2016, Jinnah Institute expanded its outreach by undertaking a series of policy discussions at some of Pakistan's leading universities. These series of University Town Halls were structured to expose university graduates to some of Pakistan's pressing policy challenges and inculcate an open and frank exchange of ideas and views between leading voices in Pakistan and the millennial generation. The events held under this initiative are as follows:

Democracy 3.0: Youth and the Future of our Politics

On April 26, 2016, Jinnah Institute held its first University Town Hall in collaboration with SZABIST University in Islamabad. The policy dialogue featured a panel comprising of Ammara Durrani, Marvi Sirmed, Meher Bokhari, moderated by Syed Hassan Akbar, and was attended by a large gathering of undergraduate and graduate students as well as faculty.

The panellists agreed that power politics, weak party structure and corruption were the main factors in determining the pessimism surrounding

youth participation. However, disengagement of Pakistan's youth in national politics is a collective failure of all stakeholders. Youth need to engage themselves in politics, not just by voting but also through consistent interaction with local government officials. Lack of delivery is an institutional failure, not a problem with democracy. In theory, democracy is a system that empowers the youth.

The policy dialogue was followed by an interactive question and answer session. SZABIST students questioned the electoral procedures currently in place, concerned that most youth are told who to vote for. They noted that society, family and feudalism play influential roles in determining party allegiances, limiting their freedom of expression and right to an independent vote. Such an arrangement moves Pakistan away from democratic tendencies. Another concern amongst students was the structural lack of representation in government even after leaders are voted for and consequently elected, given the absence of service delivery, monitoring and evaluation mechanisms.



Social Entrepreneurship: Breaking the Glass Ceiling



Pakistan's social entrepreneurship eco-system still requires a dedicated investor and knowledge base to build socially responsible businesses and contribute to youth employment; this was the main focus of speakers at the University town hall on "Social Entrepreneurship: Breaking Glass Ceilings" held at the Karachi School of Business and Leadership on September 29, 2016, by Jinnah Institute and KSBL. Social entrepreneurship serves to bridge a critical gap between commercial interests and social well-being. Through the application of innovative business models, social enterprises aim to create impacts that are sustainable and socially optimal. With an increasing interest in social entrepreneurship among Pakistan's rising youth cohort, Jinnah Institute brought top business leaders, investors, and entrepreneurs to hold an interactive dialogue with students, young professionals and aspiring entrepreneurs. Some of the core issues discussed included the establishment of an ecosystem for social entrepreneurs, access to finances, access to markets and mentorship. The session was attended by an array of young professionals, alumni of KSBL's MBA program, and students from various local universities. The audience also included representatives from small NGOs working on the promotion of social enterprises.

Pakistan as a society must question the contemporary manifestations of ethnic discrimination, religious intolerance, and

extremism by resuscitating the pluralistic vision of its inception. This was the main focus of speakers at the university town hall on 'Cultural Pluralism and the Politics of Identity', held in Karachi by Jinnah Institute and Habib University.

Starting the dialogue, Dr. Charles Amjad-Ali discussed the historical evolution of Pakistan's societal structure, saying that we began as a hybrid, pluralist society in the post-colonial stage. He identified the impact of historical factors that have influenced Pakistan's social challenges. By identifying different ethnic groups that have different ethos, Bina Shah furthered his comments by addressing the multiple identities that all Pakistanis have, including gender, religion, and tribal. She indicated that while many advocate for unity as a means to reach an alternate vision for a pluralist society, there is also strength in diversity.

Sheema Kermani, founder of Tehrik-e-Niswan, discussed the link between cultural pluralism and heritage. While much of it is inherited, she focused on how individuals can also cultivate heritage. She noted that identities cannot be purely defined by religion, and such collective identities are not inherited, but have been created over the years. Farieha Aziz of BoloBhi further discussed the rise of divisive politics, where differences in ethnicity and religious affiliations are defined as being either right or wrong. She advocated for freedom of expression and religious beliefs as granted to citizens under Pakistan's Constitution.

Cultural Pluralism and the Politics of Identity

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Women's Mentorship Accelerator



Jinnah Institute held its first Women's Mentorship Accelerator, geared towards creating spaces for young women entrepreneurs, building leadership capabilities and encouraging them to engage in Pakistan's democracy, economy and society. The workshop was held in collaboration with Iqra University, Karachi, on December 3, 2016, and featured a panel of mentors comprising Ammara Durrani, Anis Haroon and Sadaf Mahmood.

Ammara Durrani advised the attendees to be vigilant of equal pay issues, harassment, and similar concerns which could undermine their confidence in the workplace. Ms. Durrani further elaborated on the validity of relevant laws in Pakistan that can protect women from threats in the public and private spheres. Sadaf Mahmood from SEED Ventures shared her experience with social enterprise development saying that entrepreneurship is the best route

to a robust economy as it addresses gaps in socioeconomic landscapes and is beneficial for one's self as well as for the community.

By mapping the feminist movement through the 1960s, Anis Haroon shed light on how it is difficult for households to run on one income, society may have accepted the idea of women working but it has not yet accepted the idea of men sharing housework. The culture therefore continues to limit women from pursuing careers. The session was attended by a large number of undergraduate and graduate female students who questioned the gender divide in employment settings, how to isolate societal and familial pressures, and explored legal rights and procedures available to them. The workshop concluded with mentors holding one-on-one sessions with students to address specific questions and discuss individual concerns.

Strategic Security Initiative



SSI

Overview

Current geostrategic realities have not only magnified Pakistan's global relevance but have also repeatedly headlined the onerous challenges it faces today. A porous border with Afghanistan, the repercussions of proxy jihad, the militarization of foreign policy, the perception of an enhanced threat from India, the on-going war on terrorism, and the radicalization of society are a few of the core concerns that require immediate attention in order to achieve peace and stability in Pakistan.

In democracies, policy reviews are critical for building common ground. Without sustained policy dialogue on divisive issues, there is little room for consensus. Key national goals such as countering terrorism require supportive pluralities on crucial policy issues if the national security agenda is to be addressed coherently. Given the sustained threat from terrorists, it is vital for Pakistan's national security environment to engage in robust dialogue, develop policy frameworks, and build civil-military equilibrium. In addition, inter-agency cooperation between parliamentary, government and other institutions is needed in order to bridge critical gaps between policy-making and implementation.

The Strategic Security Initiative articulates independent national security strategies for Pakistan that incorporate the country's national policy imperatives while carving out critical space for voices from civil society, media and academia. The initiative also encourages constructive engagement with the international community and the local policy community to seek strategic convergences at multilateral and bilateral forums. Broadly speaking, the Strategic Security Initiative seeks to democratize the formulation of national security policy and build civil-military bridges in order to encourage a more open and inclusive security paradigm with a particular focus on developing higher stakes in reversing the tide of religious extremism and violence.

The Strategic Security Initiative aims to do this through platforms for sustained dialogue between various non-governmental interlocutors from India and Pakistan on issues of regional peace and cooperation; Engaging with a variety of local partners in Afghanistan through informed dialogue

to identify common policy goals and develop a series of convergences for peace and democratic governance in the region; Engendering support in the government, civil society, and the media for the nonviolence and demilitarization of foreign policy; Establishing networks of policy-makers, media practitioners and civil society activists who can promote and implement the security policy paradigms developed by the Institute and its local and regional partners.

Main Project Highlights

In line with our goals and objectives this year we have played an active role as a catalyst for international dialogue on global issues of strategic importance.

What follows is a description of the various initiatives we have undertaken to promote discussion and analysis on topics related to national and international security concerns.

Reports

Climate Change and South Asia

The Task Force on Climate Change was established by the conveners of the Chaophraya Dialogue, a joint India-Pakistan Track II initiative, and from a realization of the critical impact of the adverse stresses of climate change and environmental degradation on existing regional fault lines in South Asia.

Over the years, the Chaophraya Dialogue has primarily aimed to give informed members of the strategic communities in both India and Pakistan an opportunity to interact with each other on a sustained basis. Undertaken by the Melbourne-based Australia India Institute (All) and Islamabad-based Jinnah Institute (JI), the process has so far led to seventeen rounds of dialogue and is now completing its seventh year.

The idea to convene two policy Task Forces was first raised in 2014. Given South Asia's natural vulnerability to the pressures of changing monsoon patterns, rising sea-levels and other effects of climate-change, the need for a sustained working group of climate change experts from India and Pakistan to devise policy recommendations was keenly felt. Ahead of the 21st U.N. Conference on Climate Change in Paris in December 2015, the mainstay of this Task Force was to identify shared challenges of trans-boundary water sharing, aquifer protection, food insecurity, glacial melt, and wildlife conservation; bypass strategic differences to find common ground; and to generate recommendations for potential collaboration that could gradually be mainstreamed into public discourse and taken up by policymakers on either side in a bid to bolster South Asian responses to climate change.

The Climate Change Task Force brought together a senior body of experts from India and Pakistan over the course of eight months to meet and engage in Bangkok and Colombo, and work on their respective chapters geared to addressing climate change challenges in both countries.

Both India and Pakistan face serious shortages of energy resources necessary for sustainable development and poverty eradication. The Paris Climate Agreement at COP21 calls for a global transition away from fossil fuel based energy to cleaner, renewable sources as a means of curbing carbon emissions and stabilizing the climate. It is, therefore, imperative for India and Pakistan to consider cooperation in the development of renewable energy resources that are abundantly available in both countries, such as hydro, solar and wind, including the exchange of best practices, joint research and technology development.

The proposed recommendations envisage the exchange and sharing of information and expertise, close coordination and frequent interactions

among the various stakeholders from the two countries. The proposed cooperation on climate change and water issues have a potential for generating the required goodwill and trust for addressing bilateral issues between the two countries. It is hoped that credible data and research outcomes generated from cooperative initiative(s) shall inform policy and decision makers in the two countries.

CIDOB

The Jinnah Institute produced research briefs as part of the "Sources of Tensions in Afghanistan and Pakistan" (STAP-RP) project run by CIDOB (Barcelona Center for International Affairs), a series of 3 quarterly monitoring briefs designed to monitor and track the actions and public statements of five key regional actors namely India, Iran, Russia, China and Saudi Arabia on Pakistan, between January and May 2016.

These reports monitor in detail the development and participation of these key regional players in relevant international and regional forums such as the Istanbul Process, the Heart of Asia Conference, the Regional Economic Cooperation Conference on Afghanistan (RECCA), and the Shanghai Cooperation Organization (SCO).

The reports contain a detailed examination of the five key regional actors' economic decisions and agreements, including but not limited to key sectors of energy and infrastructure, as these are identified as key determinants of the domestic political climate of Pakistan, with significant impact on the identified sources of tension within the country, and considerable regional implications.

Each report features short summaries categorized by topic and country on the actions taken and public statements made, regional meetings held, and the participation of the key regional powers in relevant regional and international events in every quarter. Economic activity and investments by the key regional powers in Pakistan are also monitored, together with progress on, and shifting alliances in planned or actual economic projects completed by the countries. Regional dynamics and cross-cutting issues are looked at, and conclusive analyses on the events of each quarter are also included in each report.

Dialogues

The Chaophraya Dialogue is a joint India-Pakistan Track II initiative undertaken by the Melbourne based Australia India Institute (AII) and Islamabad-based Jinnah Institute (JI), to encourage informed dialogue on Indo-Pak relations. The process has so far led to twenty one rounds of dialogue and is now entering its ninth year.

The Chaophraya Dialogue is primarily meant to give informed members of the strategic community in India and Pakistan an opportunity to interact with each other on a sustained basis. Past participants in the Chaophraya Dialogue have included senior former officials (including Ambassadors, Foreign Secretaries, Intelligence Chiefs and top-ranking members of the Armed Forces), academics, journalists and political leaders from India and Pakistan. The Chaophraya Dialogue has encouraged participants to share the conclusions of each round with their respective governments. It also proved to be a useful forum when the official dialogue process between India and Pakistan was adversely affected by the 26/11 attacks in Mumbai. During this period, this Track II dialogue managed to bring together senior interlocutors from the two

countries in Bangkok more than once.

There have been many efforts in recent years to establish greater Indo-Pak peace and understanding through Track II dialogues but these are generally characterized by episodic interventions without sustained follow-up or engagement with participants. While such meetings do contribute towards an increased level of understanding between the two countries, their effectiveness and impact need to be enhanced by pursuing a programme of long-term engagement with national experts in India and Pakistan.

Between 2015 and 2016, Jinnah Institute held 6 rounds of the Chaophraya Dialogue in Bangkok. Despite the recent downturn in bilateral relations between India and Pakistan, the Chaophraya Dialogue has continued its engagement process by maintaining a low profile. The nineteenth, twentieth and twenty first dialogues were held without social media and print media coverage due to a significant rise in hostile narratives on both sides of the dialogue. This has enabled an essential Track-II initiative that has advocated the resumption of back-channel, intelligence sharing on countering regional terrorism, resumption of the comprehensive dialogue and discussions on trade and energy cooperation.



Islamabad Dialogue IV

Senior diplomats, parliamentarians, policy-makers and journalists from Pakistan and India met for the fourth round of the Track-II Islamabad Dialogue to discuss the state of bilateral relations ahead of the much anticipated meeting between the Foreign Secretaries of the two countries on March 3, 2015.

The two delegations discussed a range of issues including the resumption of bilateral dialogue, Jammu and Kashmir, opportunities for cooperation towards the stability of Afghanistan, the shared challenges posed by climate change and the role of the media in creating an atmosphere conducive for improving bilateral discourse. The Islamabad Dialogue was jointly organized by the Jinnah Institute and the Centre for Dialogue and Reconciliation on the 26 and 27 of February, 2015. The conference is part of Jinnah Institute's leading initiative on peace building through Track II diplomacy between India and Pakistan. Special Assistant to the Prime Minister of Foreign Affairs, Mr. Tariq Fatemi met the delegates from India and Pakistan and gave a key note address outlining the foreign policy priorities of the government.



“The Islamabad Dialogue was jointly organized by the Jinnah Institute and the Centre for Dialogue and Reconciliation on the 26 and 27 of February, 2015”

Delhi Dialogue VI

Jinnah Institute, in collaboration with the Centre for Dialogue and Reconciliation's 6th India Pakistan Dialogue concluded in Delhi in June 2015, with the release of a draft resolution outlining recommendations for Indian and Pakistani governments to improve bilateral relations and address outstanding issues.

The conference was held for the sixth consecutive year and continued in its aim to promote peace between India and Pakistan through Track II diplomacy. The conference brought together senior parliamentarians, diplomats, senior media-persons and policy experts who adopted the following statement after two days of intense deliberations. The participants expressed their deep concern at the deterioration of relations and the absence

of a structured dialogue between the two governments, particularly when it was most needed. There was disquiet over the recurring breakdown of the ceasefire at the LoC and beyond, which had led to the deaths and the disruptions of the lives of innocent civilians on both sides. The Dialogue emphasized the need for continuous and constructive engagement between India and Pakistan and the respective governments on all issues and at all levels. The dialogue presented the opportunity for the visiting Pakistani delegates to interact with politicians and journalists in Indian administered Kashmir. The delegation was also hosted by the Deputy High Commissioner of Pakistan in Delhi, at a reception where participants shared their views about developments in Pakistan with a wide range of Indian civil society and politicians.

Policy Events

From Winter to Spring: Revisiting the Afghan Question

On April 7, 2016, Jinnah Institute hosted a panel discussion titled 'From Winter to Spring: Revisiting the Afghan Question' as part of its mandate as a public policy think-tank to bridge the gap between citizens and state. The discussion featured Advisor to the Prime Minister on Foreign Affairs Sartaj Aziz, Afghan Ambassador to Pakistan Dr. Omar Zakhilwal and JI Honourary Vice President Aziz Ahmad Khan as panellists and was chaired by Jinnah Institute President Senator Sherry Rehman.

In his keynote address, the Advisor on Foreign Affairs stressed that no one can dictate terms to either the Afghan government or the Afghan Taliban, nor can arbitrary timelines, deadlines or conditionalities be attached to the reconciliation process. He further added that the focus of regional stakeholders should be on facilitating an inclusive reconciliation process in Afghanistan. He noted that the Quadrilateral Coordination Group (QCG) would have to collectively decide how to deal with elements refusing to join the peace process. He added that the next QCG meeting,

however, has not been scheduled thus far. Mr. Aziz emphasized Pakistan's continual consultative role in the Afghan reconciliation process under the principle of shared responsibility. Observing that over the past 15 years, an exclusively military approach had not worked in Afghanistan, he said that it was important to keep the reconciliation process on track and prevent attempts by spoilers to derail it.

Afghan Ambassador to Pakistan, Dr. Omar Zakhilwal, was of the opinion that it was important to build an environment of trust given that the main hurdle to peace in the region was the Afghan-Pakistan trust deficit. Taking note of the nature of shared challenges facing both countries, he agreed that it was important for both sides to talk to each other, and not at each other. He said his mission in Islamabad was to change mindsets and improving public perceptions. Without peace in Afghanistan, there could be no peace in Pakistan.

Distinguished Speaker Series

Jinnah Institute hosted former Indian Foreign Minister Salman Khurshid as part of its Distinguished Speaker Series at the Islamabad Serena. Jinnah Institute President and former Ambassador to the US Senator Sherry Rehman,



former Foreign Secretary Riaz Khokhar and JI Honourary Vice President Aziz Ahmad Khan rounded off the panel to review prospects for peace between Pakistan and India.

Speaking on the occasion, Mr. Khurshid maintained that the Indian establishment had done precious little in recent months to fortify Pakistan's endeavours for peace in South Asia. He was of the opinion that it was courageous, brave and far-sighted of Prime Minister Nawaz Sharif to attend Prime Minister Narendra Modi's oath-taking ceremony in New Delhi in May 2013. However, the BJP led-government in India had failed to adequately reciprocate Islamabad's peace overtures. Since 1947 the world had found solutions to several intractable disputes and conflicts, while the India-Pakistan confrontation remained largely unchanged. Mr. Khurshid was of the opinion that Prime Minister Modi is still learning how to be a statesman, and if India wished to move forward in its dialogue with Pakistan, it would have to take care not to unsettle the democratic political dispensation in Islamabad. A stable and successful Pakistan was in India's interest, and vice-versa: 'India has a stake in the success of Pakistan far greater than the usefulness of a counterargument against its initial conception,' Mr. Khurshid affirmed.

While terrorism against any country was completely unacceptable, Pakistan itself had not been spared from this scourge. Mr. Khurshid also praised Pakistan's fight against terrorism, and acknowledged Pakistan's role in fighting a

difficult war in its tribal areas. In India, meanwhile, the ideological resistance of the BJP to the 'Idea of India' has put the entire justice project in cold storage, to await the return of secular politics. Mr. Khurshid proceeded to note that it was curious that the most seeming breakthroughs between India and Pakistan took place when the Pakistan Army was in direct control of the government machinery in Islamabad. That notwithstanding, Prime Minister Sharif was the first major non-military leader to extend his hand of friendship to India on multiple occasions: 'Let me right away publicly record my considered opinion that your present Prime Minister Nawaz Sharif is genuinely committed to peace with India and has more than once put himself in considerable discomfort to find an opening beyond pious incantations.'

The Indian leadership realizes that engagement with Pakistan is better than no engagement, and Indian Foreign Secretary S. Jaishankar's visit to Islamabad this week has set the stage for improved India-Pakistan ties. This was the takeaway assertion at Jinnah Institute's Distinguished Speaker Series (DSS) organised at the Serena Islamabad on March 6, 2015.

The DSS is a long-running exchange of thought leaders between India and Pakistan, jointly managed by Jinnah Institute and Australia India Institute. The series has previously hosted Indian public intellectuals and policymakers including Mr. Shashi Tharoor, Mr. Wajahat Habibullah and Mr. Mani Shankar Aiyer in Islamabad. Speakers for the seventh DSS included Mr. Siddharth

Varadarajan, former Editor of The Hindu and Senior Fellow at the Center for Public Affairs and Critical Theory, and Mr. Ashok Malik, a senior columnist and contributor for leading Indian publications.

In their respective comments, the two speakers agreed that while it would be unwise to carry unrealistic expectations on major breakthroughs in India-Pakistan relations, it was important to note that ordinary citizens on both sides of

the border desired peace between the two neighbours. It was also noted that the Indian military shared the Indian civilian leadership's views on pursuing peace with Pakistan.

While both speakers agreed that India and Pakistan needed to discuss Kashmir, they also felt this was presently not a priority for the BJP-led government, given PM Modi's preoccupation with a domestic agenda on economic reform.



Distinguished Speaker Series

“In their respective comments, the two speakers agreed that while it would be unwise to carry unrealistic expectations on major breakthroughs in India-Pakistan relations, it was important to note that ordinary citizens on both sides of the border desired peace between the two neighbours.”

Twitter Cafe

During 2016, Jinnah Institute also held a series of Twitter Cafés designed to increase advocacy and discourse amongst the millennial generation by employing twitter and other social media platforms for engagement.

On September 17, 2015, Jinnah Institute held an event for social media users, activists, media persons and policy practitioners to participate in its first ever Twitter Café. In an event format rarely used by civil society organizations, the Twitter Café aimed at creating a policy-focused debate on social media discussing the state of bilateral relations between India and Pakistan. Using the hashtag #IndoPakFutures, the Twitter Café engaged a large participation online by initiating a panel discussion at Jinnah Institute, which comprised of Jinnah Institute President, Senator Sherry Rehman, Director of the French Institute for International and Strategic Affairs Dr. Pascal Boniface, former Ambassador Ashraf Jahangir Qazi, campaign director for Alif Ailaan Mosharraf Zaidi, senior journalist Zahid Hussain

and prominent human rights activist Marvi Sirmed. The event was moderated by television anchor Farrukh Pitafi.

On February 2, 2016, Jinnah Institute held its second Twitter Café for social media users, activists, media persons and policy practitioners. The panellists steered the two hour-long online conversation, accessible to viewers on Twitter under the hashtag #ContinueTalking, fielding questions from a virtual audience on prospects and challenges for India-Pakistan cooperation in 2016, and the imperatives of continued engagement on issues including Kashmir, terrorism and climate-change. The panel comprised Jinnah Institute Honourary Vice President Amb. Aziz Ahmed Khan, NBC correspondent Wajahat S. Khan, USIP Country Representative Sehar Tariq and AAJ TV anchor Gulmeenay Sethi. The event was moderated by Ammara Durrani and garnered significant online attention. Over 300 Tweets were recorded, and virally #ContinueTalking became the second most trending hashtag in Pakistan.



Policy Roundtables



Trump and South Asia

With the Pak-US bilateral relationship entering a period of heightened uncertainty in the wake of the election victory of Donald Trump in the United States, it was doubly important for both sides to continue to work to stabilize ties. This was one of several assertions made by policy experts gathered at a roundtable convened by the Jinnah Institute in collaboration with the Stimson Centre on Wednesday to discuss US foreign policy towards South Asia a new administration in Washington.

Chairing the roundtable, Jinnah Institute President and former Ambassador to the United States Senator Sherry Rehman took the view that while joint purpose and common interests usually defined relations between governments, there was growing disconnect in Islamabad, incited in part by a mismatch of expectations. A primary concern for Pakistan was the fact that it continued to be treated as a window for America's safe exit from Afghanistan. Washington needed to understand that overburdening Islamabad with expectations of stabilizing Afghanistan only spoke to the muddle-through of America's own strategy in the region. There was also a growing view in Islamabad that its closeness with China was viewed with suspicion and hostility by the United States. It was further held that while Pakistan should not to be made to feel it has to make strategic choices between camps, the lack of strategic empathy from the US for the policy changes Pakistan had made in recent

years, or appreciation that civilian consolidation took place incrementally and not overnight, continued to trouble policy quarters in Islamabad.

Experts from the US-based Stimson Centre, meanwhile, said that while the possibility of things getting worse could not be ruled out, a Trump Presidency also had the capacity to surprise. Going forward it was important for both sides to work together to overcome friction points. In this regard, better economics and preferential trade options were cited as two possible roadmaps for strengthening the foundations of the bilateral relationship. Given that Pakistan was likely to transform into an important energy corridor in the coming years, the United States stood to benefit from broadening the lens of its relationship with Islamabad beyond the usual security metrics. On the subject of a Trump administration's overall foreign policy direction, the view was that the US would find it difficult to project power with the erosion of domestic cohesion at home. The rise of Russia and China were likely to add to US strategic anxieties, and it was difficult to rule out the possibility of relations with Russia spiralling under a Trump administration.

The roundtable was co-chaired by Jinnah Institute Vice President Ambassador Aziz Ahmed Khan. The Stimson Centre was represented by Mr. Michael Kreppon, Senior Associate at the Stimson Centre, and Dr. Sameer Lalwani, Deputy Director of Stimson's South Asia Programme.



Experts Weigh in on Biases in Textbooks

Continuing biases against minorities in education curriculum remains one of the main challenges in inculcating tolerance and fighting extremism in Pakistan. This was highlighted by academics, media persons and educationists at a roundtable on "Biases in Textbooks" organized jointly by the Jinnah Institute and NCJP in Islamabad on Friday.

Calling on the federal and provincial governments, the discussants highlighted that most curriculum textbooks taught in public schools were developed in the 1980's and a major overhaul of curricula was required to meet the challenges faced by Pakistan in the 21st century.

Participants referred to the Constitution of Pakistan that ensures equality in education for all citizens of Pakistan irrespective of their religion, creed or language; noting that implementation of the Supreme Court judgment on ensuring minority rights was lacking in all provincial governments with only forty percent implementation after more than a year.

Given the lack of movement in policy reform on curriculum through a top-down approach, the participants also narrated existing instances of bottom-up approaches to tackling biases against minority communities. They agreed that working on a rights based approach with citizens should go hand in hand with advocacy at the policy level to ensure that a more inclusive and equality based curricula is developed across all textbook boards to prepare our future generations for a more progressive, tolerant and empowered Pakistan.

Ending Education Apartheid Necessary to Reap Demographic Dividend

Without addressing the education apartheid in Pakistan, it will remain difficult to reap dividends from the country's growing youth population, participants observed at a roundtable discussion on 'Youth Demography in Pakistan', organized by the Jinnah Institute in Karachi today. The discussion focused on issues related to youth unemployment, education, civic education, vocational training and political activism among youth.



Experts noted that given the high rate of unregistered births in Pakistan, it is difficult to determine the share of working age population in the country. Dr Huma Baqai, from IBA said that the education system in Pakistan had become polarized due to the quality gap between private and public education. She said that inequality in educational attainment among different income groups was resulting in youth polarization. Participants agreed that the state couldn't be absolved of its basic responsibility to curb these inequalities in education. They added that curriculum reform is essential to bridge the capacity gap in human resource and prevent the spread of militant and extremist ideologies.

The Road to 2016: Negotiating Deadlock and Diplomacy with India and Afghanistan

On December 17, 2015, Jinnah Institute convened a roundtable titled 'The Road to 2016: Negotiating Deadlock and Diplomacy with India and Afghanistan' chaired by JI President Senator Sherry Rehman, and attended by British High Commissioner Philip Barton and other policy experts. The roundtable discussion formed part of Jinnah Institute's on-going Track-II diplomacy efforts within South Asia to build sustained channels of bilateral and multilateral engagement, and offer alternate recommendations on regional policy issues.

Policy experts took stock of recent political transformations in Pakistan's neighbourhood, beginning with what was described as 'the tremendous re-set opportunity' with India, offered by an unprecedented bout of diplomatic activity in the first week of December. It was agreed that

the meeting between the two NSAs in Bangkok helped Pakistan sidestep the need to meet the Hurriyat leadership. Prime Minister Modi should build on this opportunity to turn a fresh page on his engagement with Pakistan, and EAM Sushma Swaraj's call for 'uninterrupted dialogue' signalled a welcome and positive change in New Delhi's approach towards bilateral engagement. Several participants suggested that the next meeting between the two Foreign Secretaries ought to take place in Islamabad, so as not to trigger the sensitive issue of meeting the Hurriyat, and because the last cancelled meeting between the two officials had been scheduled to take place in Pakistan.

Beyond the Firewall: Freedom of Speech in a Censored Democracy

On July 22, 2016, Jinnah Institute held a policy roundtable in Islamabad, titled "Beyond the Firewall: Freedom of Speech in a Censored Democracy". Participants included lawyers, parliamentarians, journalists, activists and civil society members, including representatives from Bytes4All, RSIL, Open Society Foundation amongst others. Participants found that the state has obligations and binding commitments to protect the right to information and freedom of expression of its citizens, which are being curtailed in the Cyber Crime Bill.

Among the issues identified at the roundtable was a lack of clarity as to what constitutes an offence under the Bill. Participants noted that confusing cybercrime and cyber terrorism has meant that very high punishment has been proscribed for cybercrime. They suggested that the Anti-Terrorism Act, which already includes surveillance mechanisms for electronic terrorism, should be used to monitor and punish cyber terrorists. Participants urged that it was important to distinguish between matters of national security and public interest, to ensure that the powers granted for surveillance and investigation are not misused. It was suggested that subsections within the law that negatively impact freedom of expression should be identified and accordingly amended. It was noted that the proposed bill does not distinguish between telecom offences, cybercrimes and others, and has increased the liability placed on businesses and service

providers. This has led to an increase in censorship on social media and other platforms, which are important tools for citizen awareness and collective action. PEMRA's recent bans on movies, television shows and advertisements were used as examples to highlight the recent increase in electronic censorship.



Micro-Business: The Gender Edge

On May 20, 2016, Jinnah Institute held a policy roundtable in Karachi, titled "Micro Business: The Gender Edge". Participants included business leaders, investors and academics, representing p@sha, SEED Ventures, Investors Lounge, ACUMEN Fund, Paimona Works, KITE, Engro Foundation, WomenX, WordPL, WonderTree and Naya Jeevan, amongst others. Participants found that the entrepreneurship eco-system in Pakistan remains undeveloped with the government failing to acknowledge the potential of start-ups in generating economic growth in the country.

Among the issues identified at the roundtable were lack of access to finance, lack of access to markets, skills development, and an investment culture that remains dismissive of business start-up potential. Unlike in India, where start-ups enjoy tax exemptions for a period of three years, start-ups in Pakistan have high tax and non-development costs associated with their ventures as traditional financing is beyond the reach of small-scale enterprises. Entrepreneurs from a range of sectors including microfinance, skills development and technology enterprises said that there is no appreciation for social entrepreneurship at the policy level in Pakistan, nor a mechanism to determine the social impact of business ventures.

Given the risks involved in pursuing a business venture, even high-potential projects fail to expand beyond a certain limit. As investments are



only considered feasible if they have commercial returns, it is difficult for young entrepreneurs and women to secure financing for social enterprises and business models. While a large number of women in both urban and rural areas are associated with home based ventures, the absence of additional financing limits the scope of their businesses. Participants asserted that microfinance institutions can help plug this gap by relaxing collateral requirements, institutionalizing gender-sensitive regulations and ultimately making their products attuned with the financing needs of home-based business ventures.

Opportunities and Challenges in South Asia – the UK Perspective

Senior diplomats, policymakers and journalists came together for a closed-door roundtable at Jinnah Institute (JI), titled 'Opportunities and Challenges in South Asia – the UK Perspective' with British High Commissioner H.E. Mr. Philip Barton on June 19, 2015. The objective of the discussion, led by JI President Senator Sherry Rehman, was to take stock of recent developments in Pakistan's relations with India, Afghanistan, China and Iran, and assess opportunities for renewed regional engagement in light of geopolitical challenges.

Participants at the roundtable appreciated the United Kingdom's role as an important strategic partner in South Asia. They observed that policy in London favoured engagement with Beijing, and as China's economy expanded, new synergies were likely to be found between the two countries – particularly in service industries. Decision makers in the UK understood the interlinkage between stability in South Asia and Pakistan's progress, and hoped that the Pak-China Economic Corridor (CPEC) would be a lynchpin of a more stable and interconnected region. Participants at the roundtable regretted statements made by Indian policymakers against the planned corridor's geographical route. It was stated that the UK was keen to expand the Chequers process between Pakistan, Afghanistan and the UK, if the need arises.

On the regional front, participants observed that there had been no follow-up to Indian Foreign Secretary Jaishankar's 'SAARC Yatra' in early 2015, or indeed his meeting with Pakistani Foreign

Secretary Aizaz Chaudhry in Islamabad in March. Participants observed that breaking the Indo-Pak logjam needed a demonstration of Indian leadership and decisive foreign policy however, celebrating a 'war carnival' made it unclear where PM Modi was headed with foreign policy on Pakistan. His recent statements against Pakistan in Bangladesh reflected New Delhi's provocative posturing, which had slowly undone any optimism surrounding the Foreign Secretaries' meeting in March. With the Line of Control (LoC) ceasefire not holding any longer, participants saw both strategic indifference to the prospect of reconciliation by New Delhi and renewed use of sub-conventional warfare. Participants agreed that hinging the Indo-Pak dialogue process on the Lakhvi trial was a mistake. There was also speculation about the impact of Indian war-mongering on the civil-military divide in Pakistan, and some participants stated that the gulf between hawks and doves had widened as a result of mounting public hostility from across the border.





Natural Disasters and SAARC Protocols

Jinnah Institute (JI) convened a roundtable discussion with leading experts on 'Natural Disasters and SAARC Protocols: Lessons for Pakistan' following the devastating Nepal earthquake that occurred on April 25, 2015. The event was held to assess disaster preparedness in South Asia, and Pakistan in particular, and review whether cooperation under SAARC conventions on disaster management was feasible. It also allowed an opportunity to take stock of Pakistan's national policies on climate change. Amb. Aziz Ahmad Khan, Vice President JI, welcomed participants of the roundtable and introduced the subject as part of JI's effort to create policy debate on challenges confronting the region. The earthquake in Nepal which claimed over 8,000 lives, provided a starting point for the discussion and participants provided information about the assistance offered by SAARC countries, including Pakistan, which had sent an army field hospital, doctors and state of the art equipment, 3,000 ready-to-eat meal packs, 1,725 tents and 15 community shelters.

Speaking on the occasion, Oxfam Country Director Arif Jabbar cited the ASEAN agreement

as an effective model for managing natural disasters, further explaining that the agreement is framed within a larger socioeconomic charter that benefits from the overall trust among ASEAN member states. Such a model would serve South Asia well, provided there was a degree of ownership, as well as respect for the sovereignty of individual members.

Director Disaster Risk Reduction at the NDMA, Mr. Waqar Uddin Siddiqui described the Pakistani relief contribution for Nepal and stated that it was important for all SAARC member countries to ratify the convention on disaster management to bolster cooperation within South Asia. So far Afghanistan had yet to ratify the agreement, and till then, not much could be implemented under a SAARC regime. Mr. Siddiqui pointed out that member states had agreed to establish a SAARC environment and disaster centre at the 18th SAARC summit in Kathmandu in 2014, which was a positive step towards disaster preparedness. Greater regional coordination and trust between SAARC member states was a vital prerequisite for timely and effective disaster response and humanitarian relief, he concluded.

“Greater regional coordination and trust between SAARC member states was a vital prerequisite for timely and effective disaster response and humanitarian relief, he concluded.”

Reform in Governance: Leveraging Pakistan's Potential

On May 21, 2016, the Jinnah Institute held a roundtable on 'Reform in Governance: Leveraging Pakistan's Potential' to discuss recommendations put forward by TCF's International Working Group on Pakistan in their report titled 'Jago Pakistan', launched in Islamabad and Washington DC. Senior experts participating in the discussion at Jinnah Institute commented on different aspects of the report, which span key regional security challenges, violent extremism, internal governance reform, South Asian integration and political transitions within Pakistan. The report comes after two years of deliberations between American, Pakistani and other international experts, who were present at the roundtable discussion.

They felt Pakistan's policymakers must prioritise internal governance to surmount geopolitical challenges in the region, and address core issues related to public financing, institution building and social service delivery. Public institutions were necessary for systemic durability, but it was just as critical to create public interest in democratic continual, which was lacking due to leadership deficits and overall governance failure. Participants likened this to a prolonged "tragedy", wherein changing decision makers committed the same mistakes over time that led to wastage of precious human resource. While recently released statistics on the economy were encouraging, participants commented on the vast informal sector that was both supplementing and undermining the formal economy. Participants spoke about the need to graduate beyond heavy dependence on assistance and adopt economic approaches that enable prosperity rather than survival.

It was pointed out by some participants that the 18th Amendment had devolved key sectors to the provinces, and recommendations related to security, economic management, energy, education and agriculture fell squarely within provincial purviews. They also commented on a certain level of executive paralysis that exists in the public sector, explained by one participant as an indicator of judicial monitoring over civil servants' decisions. This heightened level of monitoring - with dozens of civil servants charged for corruption by the courts - had caused bureaucrats to avoid decision-making. This was

debated by participants, who felt that auditing the performance of civil servants was crucial. It was agreed that civil service reform was thoroughly needed, particularly within an overburdened judiciary.

Daesh's South Asia Killing Fields: Is Pakistan Prepared

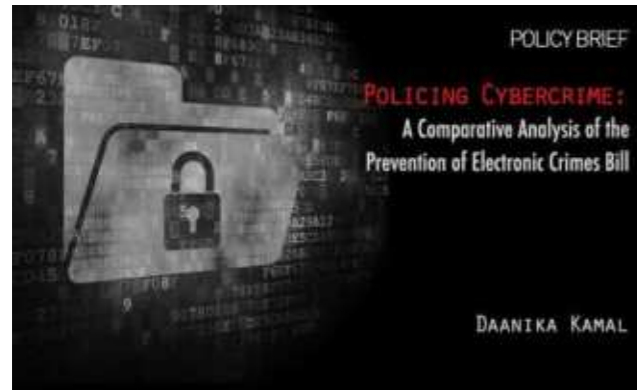
On June 20, 2016, Jinnah Institute's round table discussion on Daesh was held with the Chair, Senator Sherry Rehman refusing to refer to the militant group as ISIS or Islamic State as it is "neither Islamic, nor a state". It was further observed that Daesh is a serious, burgeoning threat in Pakistan but is not being viewed as such. Meanwhile, in the larger region, Al-Qaeda and Taliban are being valorised as buffers to this most potent of evils, Daesh.

Observing that the nascent threat could fast grow into a very serious threat, participants recalled that, in November 2014, the terrorist group Jandullah became the first militant organisation in Pakistan to promote Daesh. Soon after, 70 Tehrik-e-Taliban Pakistan (TTP) commanders had pledged allegiance to Daesh. In January 2015, Daesh announced the formation of its Khorasan group as ISIS-Khorasan and appointed Hafiz Saeed leader and Abdul Rauf Khadim deputy. The latter was killed in a US drone strike in Helmand province soon after. At this time, Daesh had established its presence in Nangarhar and Khost in Afghanistan as well. Within Pakistan, participants noted that there was a growing trend of TTP splinter groups pledging allegiance to Daesh. Assessing Daesh's locus within the militancy landscape, they noted that the group was notable for its fiercely anti-Shia agenda and, as such, quickly made inroads with groups motivated by a sectarian and/or ideology such as Lashkar-e-Islam (LeI), Jamaat-ud-Dawa (JuD) and LeT (Lashkar-e-Taiba). During this time they also cultivated connections with Lal Masjid leadership and a network of Deobandis. Soon, the organisation had carried out the Safoora attack. Participants noted that since May 2015, 19 drone strikes against ISIS killing 122 fighters. Participants included some of Pakistan's most senior police officers, including three authors of the National Action Plan, serving Maj Gen Noel Khokhar and senior journalists and analysts.

Publications



Policy Briefs



Policy Brief | A Comparative Analysis of the Prevention of Electronic Crimes Bill

By Daanika Kamal



Policy Brief | Reforming the Tribal Areas of Pakistan

By Saad Rasool



Policy Brief: Beyond Stabilization – Moving Towards a Growth Economy

By Ali Khizar



Policy Brief: Pakistan's Devolved Family Planning Services

By Safieh Shah



Policy Brief | Accommodating Gender-Sensitive Micro Enterprises

By Daanika Kamal



Policy Brief | Working to Counter Terrorism: Prospects for Pakistan-India Intelligence & Security Cooperation

By Fahd Humanyun



Policy Brief: Developing a Progressive Internet Policy for Pakistan

By Jahanzaib Haque



Policy Brief: Political Integration and Affirmative Legislation for Minorities in Pakistan

By Peter Jacob

Features and Opinion Editorials



Take One | Pak-US ties under a Trump Presidency

Sherry Rehman | Riaz Khokhar | Mahmud Durrani
Moeed Yusuf | Huma Yusuf



Second Opinion – The Uri Aftermath: Policy Options for Pakistan in a Changing Security Environment

By Salman Bashir | Zahid Husain | Zamir Akram |
Salma Malik



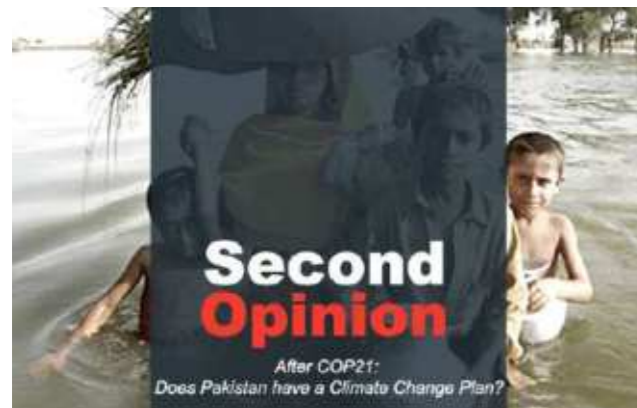
Second Opinion – Suing for Peace after Pathankot: Foreign Secretary-Level Talks

Riaz Mohammad Khan | Riffat Hussain | Raza Rumi |
Salma Malik



Second Opinion: New Battle Lines – Counterterrorism and Counterinsurgency Beyond Zarb-E-Azb

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Sherry Rehman | Najmuddin Shaikh | Ejaz Haider |
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An assessment of recent downturn in Indo-Pak relations

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Calls for a concerted counter-terrorism campaign in South Punjab

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Minorities and Women's representational deficits and the need for electoral reforms

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Examining the need for women to play a greater role in security policy making

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The role of transnational terrorist organizations and their impact on the State

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Narendra Modi and the dashed hopes for peace

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Russia and Pakistan's increasing bonhomie and what the means for the region

Not out of the Woods, Yet

An assessment of US policy towards Pakistan and the closure of the coalition support fund

Boards & Team



Board of Trustees



Sherry Rehman

Sherry Rehman is a serving senator, diplomat, journalist, and civil society activist who has received Pakistan's highest civil award, the Nishan-i-Imtiaz. She is the Founding Chair and serving President of the Jinnah Institute and Vice-President of the PPP. Senator Rehman is a mover of progressive legislative measures on women and minority rights and press freedom.

Ms. Rehman served as Pakistan Ambassador to the United States, Federal Minister for Information and Broadcasting, and ranking member of the National Security Committee in Parliament. Ms. Rehman has held additional portfolios of Health, Women Development, and Culture as a Federal Minister. An award-winning journalist in both broadcast and print media, she edited the Herald news magazine and is the recipient of several awards, including the title of Democracy's Hero; The Freedom Award for her work for media independence; the International Peace Award for Democrats; and the Jeanne Kirkpatrick Award for Women. Identified as one of the Top Global Thinkers of 2011 by Foreign Policy magazine, she was cover-titled by Newsweek Pakistan as "Pakistan's Most Important Woman".



Jameel Yusuf

Jameel Yusuf is the Founding Chief of Citizens Police Liaison Committee, Central Reporting Cell, a statutory institution assisting victims of crime, irrespective of their caste, creed, status or wealth. He has been a Member of the Law & Order Commission of Pakistan, the Federal Ministry of Interior & Narcotics Control and is currently a Member of Implementation Watch Committee of the National Commission on the Status of Women, Government of Pakistan.

Mr. Yusuf is further Chairman of a Multinational Group, TPL Holdings (Pvt.) Ltd. Mr. Yusuf is also Chairman of Steering Committee Al-Murtaza – Professional Development Center, a Charitable Trust affiliated with The Aga Khan University, Institute of Educational Development (AKU-IED) that focuses on teacher-training. He has been recognized for his services by the Government of Pakistan by receiving the Presidential Award for Public Service "Sitara-e-Shujaat" in Pakistan, as well as earning a nomination for the First United Nations Vienna Civil Society Award in 1999.



Ava Ardeshir Cowasjee

Ava Cowasjee is a renowned philanthropist and trustee of the Cowasjee Foundation and Vice Chairman of Sindh SOS Villages, which runs the largest boarding and lodging school program for vulnerable and orphaned children in Pakistan. She is also Honorary Secretary of the Friends of Lady Dufferin Foundation Trust Hospital, which is the largest non-profit health facility for women and children in Pakistan. Ms. Cowasjee is also a partner in Cowasjee Shipping and holds the honor of being the first woman elected to the office of Chairperson of the Pakistan Shipping Association.



Salim Raza

Salim Raza was Governor of the State Bank of Pakistan from January 2009 to June 2010. Prior to that appointment, between 2006 and 2009, he served as CEO of the Pakistan Business Council – a research and policy group sponsored by 25 of Pakistan's largest business houses. To advance the institutional framework for business growth and investment, Mr. Raza was responsible for setting up joint committees with the Ministry of Finance, and the core regulatory agencies in Pakistan, SBP and SECP, to work on appropriate policy initiatives. More recently, Mr. Raza has been involved with governance metrics, regulatory frameworks and policy development in Pakistan.



Nadeem Hussain

Nadeem Hussain is CEO and President of Tameer Bank, Pakistan's first private sector microfinance bank and world leader in branchless banking. Mr. Hussain's model bank has impacted over a million people by extending credit and mobile banking to the poor and the unbanked in Pakistan, and has introduced the first health insurance program in rural areas to protect poor households from trauma. Mr. Hussain has been on the Board of Governors of Institute of Business Administration, and is currently Vice-Chairman of Pakistan Microfinance Network, Trustee of Indus Foundation, and Member of the Renewable Energy

Task Force for the Government of Pakistan. He has been in international banking for 27 years in Citibank/Citigroup in seven different countries and all major financial centers of the world. He has been chair of the United Nation's MDG Session on Financial Inclusion in New York in September 2010, and is a frequent speaker at international forums on branchless banking for the unbanked.



Iqbal Ali Lakhani

Iqbal Lakhani is Chairman, Aga Khan Economic Planning Board for Pakistan, Vice President of the American Business Council of Pakistan, and ranking member of the Pakistan Business Council. Mr. Lakhani is also chairman of the Lakson Group of Companies, one of the largest publicly listed manufacturing conglomerates in Pakistan, with high governance benchmarks. The Lakson Group is represented on many trusts and foundations in Pakistan, for their active corporate citizenship and philanthropy. Mr. Lakhani is a phi beta kappa from UCLA Berkeley, and lectures widely on capacity building for business and development organizations.



Aziz Ahmad Khan

Ambassador (rtd) Aziz Ahmad Khan is a career diplomat who is consultant at the National Defence University in Islamabad. He travels extensively at the international level to lecture at strategic security conferences with particular reference to Pakistan's foreign policy challenges. He has served as Pakistan's High Commissioner to New Delhi from June 2003-2006, and was Additional Foreign Secretary (June 2000 to June 2002).

Mr. Khan joined the Pakistan Foreign Service in 1969 and has distinguished himself in high posts such as Pakistan's High Commissioner to Malaysia (95-96) and Pakistan's Ambassador to Afghanistan (Nov 1996 to June 2000). Mr. Khan has also served as Spokesman of the Ministry of Foreign Affairs from November 2001 to June 2003. He was Director General of the Foreign Service Academy from June 2002 to June 2003. Apart from his role as Deputy Chief of Mission at New Delhi and Consul General at Los Angeles, he has also served in various capacities in Pakistan Missions in Buenos Aires, Brasilia, Maputo, Vienna and Lisbon. He is also Executive Advisor to the international relations quarterly, "The Criterion". He has also served on Jinnah Institute's Board of Advisors.

Board of Advisors



Ayesha Jalal

Ayesha Jalal is a leading historian on South Asia. She is a MacArthur Fellow and a professor at Tufts University. Her work primarily centers on the conception of modern Muslim identities in South Asia and the examination of the creation of the Pakistan state and its struggle to achieve democracy. Dr. Jalal has been an Associate Professor at Columbia University (1991-1999), Visiting Associate Professor at Harvard University (1998-1999), Fellow of the MacArthur Foundation (1998-2003); Member Editorial Board, Third World Quarterly; Member International Advisory Committee, School of Humanities and Social Sciences, Lahore School of Management Sciences (LUMS).

Her publications concentrate on the themes of decolonization, problems of sovereignty, identity, citizenship and democracy, Islam and Women. She has authored several books which include Partisans of Allah: Jihad in South Asia (2008), Democracy and Authoritarianism in South Asia: A Comparative and Historical Perspective, The State of Martial Rule: The Origins of Pakistan's Political Economy of Defense (1990), The Sole Spokesman: Jinnah, the Muslim League and the Demand for Pakistan (1985).



Ahsan Iqbal

Ahsan Iqbal is the Deputy Chairman of the Planning Commission with the portfolio of Federal Minister for Planning and Reform. He has been a former Federal Minister for Education and elected member of the National Assembly representing the PML-N. Mr. Iqbal has previously been appointed as Chief Coordinator/Minister of State, Pakistan 2010 Program (1997 to 1999), Deputy Chairman of Pakistan Planning Commission (1998 to 1999), Chairman of Good Governance Group, Government of Pakistan (1997 to 1999), Chairman of Pakistan Engineering Board, and Chairman of National Steering Committees on Information Technology and IQM and Productivity (1998 to 1999). Earlier he served as Policy and Public

Affairs Assistant to the Prime Minister of Pakistan.



Dr. S Akbar Zaidi

is an independent economist based in Karachi, with specialisation in political economy. He is currently a Visiting Professor at Columbia University, with a joint position at SIPA, the School of International Public Affairs and at MESAAS, the Department of Middle Eastern, South Asian and African Studies. His research has focused on development and governance issues concerning South Asia. Dr. Zaidi taught economics at the University of Karachi from 1983 to 1996 before becoming a Visiting Scholar at the University of Oxford (1998) and later a research fellow at the University of Pennsylvania's Institute for the Advanced Study of India in New Delhi (2002-03). From 2004 to 2005 he was a visiting

professor at SAIS at Johns Hopkins University, and since 2010 has been at Columbia University. He has written more than sixty academic articles and book chapters, and has authored or edited over a dozen books, including, Pakistan's Economic and Social Development: The Domestic, Regional and Global Context (2004), Issues in Pakistan's Economy (2005), and most recently, Military, Civil Society and Democratization in Pakistan, (2011).



Dr. Akmal Hussain

Dr. Akmal Hussain is an economist and specializes in development and institution-building for overcoming poverty. Currently, he is the Chairman of the Working Group on Poverty Reduction Strategy and Human Resource Development for the 10th Five Year Plan, Planning Commission, Government of Pakistan and a Professor of Economics at the Beaconhouse National University in Lahore. Dr. Hussain has worked as the honorary CEO of the Punjab Rural Support Program (PRSP). He has also helped to establish the Pakistan Poverty Alleviation Fund and LEAD (Leadership for Environment and Development, Pakistan) as the founding member of the Board of Directors of both institutions. In 2004, he was a member

of the Prime Minister's Task Force on Poverty Alleviation and Employment Generation in 2004, member of the President Musharraf's Economic Advisory Board during 1999-2002 and earlier a member of the Prime Minister's Economic Affairs Committee as an independent economist working on an honorary basis, until May 1998.

He was Chairman of the working group on Poverty Alleviation for the preparation of the Ninth Five-Year Plan 1998-2003 and has also contributed to the Report of the National Commission on Agriculture. Dr. Hussain has been working for regional cooperation in South Asia as a member of the Board of Governors of the South Asia Centre for Policy Studies (SACEPS) and the Independent Group for South Asian Cooperation (IGSAC). He has authored three books on economic policy and co-authored/contributed chapters to 27 other books, 29 publications in journals and contributed over 100 newspaper articles on economic and social issues; has also undertaken research for international agencies, including the World Bank, United Nations University, ILO/ARTEP, Swiss Development Corporation, Dutch Government and CIDA.



Ali Dayan Hasan

Ali Dayan Hasan before taking over as Pakistan Director, Ali Dayan Hasan served as Human Rights Watch's South Asia researcher since 2003 and has specialized expertise in Pakistan. Mr. Hasan is responsible for researching, authenticating and writing reports, briefing papers and news releases produced by Human Rights Watch on Pakistan. He advocates South Asian human rights concerns globally with regional bodies, national governments, international financial institutions and is a regular contributor on Pakistan in the international media. In addition to appearing frequently as a commentator on television, his opinion pieces have appeared in major international media. Before joining Human

Rights Watch, Mr. Hasan was a senior editor at Pakistan's premier independent, political news monthly magazine, Herald. During 2006 and 2007, Hasan was also a Visiting Research Fellow at the Leverhulme Changing Character of War Programme at the University of Oxford. He has a B.A. from the London School of Economics and a master's degree from St. Antony's College, Oxford.



Dr. Ishrat Husain

Dr. Ishrat Husain is a renowned economist and former Governor of the State Bank of Pakistan. A recipient of Hilal-e-Imtiaz, Dr. Husain has served as Chairman, National Commission for Government Reforms reporting directly to the President and Prime Minister of Pakistan. He has also held the office of Dean and Director, Institute of Business Administration Karachi, the oldest graduate business school in Asia. He is currently a member of Middle East Advisory Group of the IMF and the Regional Advisory Group of the UNDP, the Executive Board of Association of

Management Development institutions of South Asia (AMDISA) and the Chairman World Economic Forum Global Advisory Council on Pakistan. Dr. Husain has maintained an active scholarly interest in development issues. He has authored 18 books and monographs and contributed more than three dozen articles in refereed journals and 27 chapters in books. His book "Pakistan: The Economy of the Elitist State" published by Oxford University Press enjoys a wide audience in Pakistan and abroad.



Jonathan Paris

Jonathan Paris is a London-based foreign affairs analyst covering Asia and the Middle East, as well as Europe, US foreign policy and international security. He is associated with several think tanks and universities including Senior Fellow with the South Asia Center of the Atlantic Council of the United States, Associate Fellow at the International Centre for the Study of Radicalisation (ICSR) at King's College London, and Adjunct Fellow at Legatum Institute, which recently published his Report, Prospects for Pakistan (2010).

Before moving to London in 2001, Mr. Paris was a Fellow with the Council on Foreign Relations in New York from 1995-2000, where he worked on the Middle East Peace Process and MENA Economic Summits. While at the Council, he also co-edited a book on Indonesia entitled The Politics of Post-Suharto Indonesia (Brookings/CFR 1999). He taught on Islamic trends and on the Middle East at Yale University from 1994-1997; comments on BBC World News, CNN, Sky, CBS, NBC and ARY News; and has written for the International Herald Tribune, Wall Street Journal, Foreign Affairs, The Washington Quarterly, Financial Times, Asharq al-Awsat and other periodicals. A Senior Associate Member at St. Antony's College, Oxford, from 2004-2005, he is a graduate of Yale University and Stanford Law School.



Stephen Cohen

Stephen Cohen is senior fellow in foreign policy studies at the Brookings Institution. He is an expert on Pakistan, India, and South Asian security. He is an emeritus professor at the University of Illinois at Urbana-Champaign. He has published extensively on the politics of South Asia and on security issues in the region. His books include; The Idea of Pakistan (2004); The Compound Crisis of 1990: Perception, Politics and Insecurity (2003); India: Emerging Power (2001); The Pakistan Army (second revised edition, 1998; Chinese edition, 1998; Urdu edition, 2001); The Indian Army:

Its Contribution to the Development of a Nation (second revised paperback edition, 2001).

Dr. Cohen was a faculty member at the University of Illinois from 1965 to 1998. In 1992-93 he was Scholar-in-Residence at the Ford Foundation, New Delhi, and from 1985-87 a member of the Policy Planning Staff of the U.S. Department of State where he advised on matters pertaining to South Asia, security, and proliferation issues. He has appeared on national radio and television, including All Things Considered and Nightline, and is a regular contributor to BBC radio and television. He has served on study groups examining Asia sponsored by the Asia Society (1994), the Council on Foreign Relations (1996), and the Asia Foundation (2001); he is currently a member of the National Academy of Science' Committee on International Security and Arms Control and is a member of the board of trustees of the Washington D.C.-based Public Education Center. Dr. Cohen was the co-founder and chair of the Workshop on Security, Technology and Arms Control for younger South Asian and Chinese strategists, held for the past



Shahid Hafiz Kardar

Shahid Hafiz Kardar is an economist and currently serving as the 16th Governor of the State Bank of Pakistan. Mr. Kardar had also served as Minister for Finance, Planning & Development, Excise and Taxation and Industries & Minerals Development, Government of Punjab from November 1999 to January 2001.

Mr. Kardar has also served as Chairman of the Punjab Education Foundation from June 2005-October 2008 and a Member of the National Commission for Government Reform (2006-2008); Banking Laws Review Commission; the Advisory Board of Kashf Microfinance Bank Ltd.; and several government Committees and Task Forces set up by the Federal and Punjab Governments. He has been a visiting lecturer at Pakistan School of Public Policy, National Defence College, Pakistan Administrative Staff College, NIPA and Civil Services Academy. He is also a regular guest speaker at seminars organized within the country and abroad by academic institutions, multilateral and bilateral financial institutions and NGOs. He has also advised international institutions such as the World Bank, ADB and DFID on economic issues. He has authored three books and several papers on economic matters pertaining to Pakistan.



Hasan Askari Rizvi

Hasan Askari Rizvi is an independent political and defense analyst. He is also Professor Emeritus in the Department of Political Science at the University of the Punjab, Lahore, and author of several books on the Pakistani army. He obtained an M.A. And Ph.D. in Political Science and International Relations from the University of Pennsylvania, USA, and an M. Phil. in Politics from the University of Leeds, UK. Earlier, he did his Masters in Political Science from the University of the Punjab, Lahore.

Dr. Rizvi has also served as the Quaid-e-Azam Distinguished Professor of Pakistan Studies at Columbia University's School of International and Public Affairs from 1995-1999 and was a Visiting Research Scholar at Sandia National Laboratory in 2002. He was also a Visiting Professor with the South Asia Program of School of Advanced International Studies (SAIS), Johns Hopkins University, Washington, D.C. (2007, 2008).



Shuja Nawaz

Shuja Nawaz is a political and strategic analyst. He has worked on projects with RAND, the United States Institute of Peace, The Center for Strategic and International Studies, The Atlantic Council, and other leading think tanks on projects dealing with Pakistan and the Middle East. In January 2009 he was made the first Director of the South Asia Center at The Atlantic Council of the United States.

Educated at Gordon College, Rawalpindi, where he obtained a BA in Economics and English Literature and the Graduate School of Journalism of Columbia University in New York, where he was a Cabot Fellow and won the Henry Taylor International Correspondent Award, he was also a member of the prize-winning team at Stanford University's

Publishing Program. He was a newscaster and producer for Pakistan Television and covered the 1971 war with India on the Western Front. He has worked for the World Health Organization and the New York Times and has headed three separate divisions at the International Monetary Fund. He was also a Director at the International Atomic Energy Agency in Vienna. Mr. Nawaz was the Managing Editor and then Editor of Finance & Development, the multilingual quarterly of the IMF and the World Bank and on the Editorial Advisory Board of the World Bank Research Observer. His latest book is *Crossed Swords: Pakistan, its Army, and the Wars Within* (Oxford University Press 2008), available on the web and from leading booksellers worldwide. He is also the author of *FATA: A Most Dangerous Place* (CSIS, Washington, D.C., January 2009).

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Dr. Syed Rifaat Hussain

Dr. Syed Rifaat Hussain is Professor and the Chair of the Department of Defence and Strategic Studies at Quaid-i-Azam University, Islamabad. Prior to this, he has served as the Chair of the Department of Peace and Conflict Studies at the National University in Islamabad, and the Executive Director of the Regional Centre for Strategic Studies in Colombo, Sri Lanka. Professor Hussain has also taught at the Political Science Department, Stanford University, California, USA. He has been a course director for International Politics at the Foreign Service Academy,

Ministry of Foreign Affairs, Islamabad. He serves as a member of the editorial boards of many diverse publications, such as the *South Asia Journal* and the *National Defense University Journal* and *Regional Studies Quarterly*. Professor Hussain is the author of numerous books and publications, including *Afghanistan and 9/11: The Anatomy of a Conflict* (2002); *From Dependence to Intervention: Soviet-Afghanistan Relations During the Brezhnev Era (1964-1982)* (1994); "Liberation Tigers of Tamil Eelam (LTTE): An Elusive Quest for a "homeland" in the *Journal of South Asian and Middle Eastern Studies* (Spring 2009); "Pakistan's Changing Outlook on Kashmir," in *South Asian Survey* (2007) and "The Indian Factor," in Maleeha Lodhi, ed. *Pakistan: Beyond the Crisis State* (New York: Hurst Publishers, 2010). He received his M.A. and PhD in International Studies from the University of Denver, Colorado, USA.



Khawar Mumtaz

Khawar Mumtaz is currently serving as Chairperson National Commission on the Status of Women (NCSW). She brings almost 30 years of experience in advocacy on human rights, women's empowerment and development issues. As one of the earliest members of the Women Action Forum (WAF), Ms. Mumtaz has played a pivotal role in shaping discourse on democracy and women's rights in the country. Ms. Mumtaz has served as CEO of Shirkat Gah Women's Resource Centre and has been a member of ARROW, UNEP International

Resource Panel, Punjab Rural Support Programme, and the PANOS South Asia Board among others. She has authored several books which include *Women's Rights* and the *Punjab Peasant Movement* (2012), *Informal Economy Budget Analysis Pakistan study* (2009), *Beyond Risk*

Management: Vulnerability, Social Protection and Citizenship in Pakistan (2008). In 2006, Ms. Mumtaz was awarded the Sitara-e-Imtiaz for social service and promotion of women's rights. She has also been nominated for the Nobel Peace Prize in 2005 as one of 1,000 collectively nominated women from around the world.



Ambassador Najmuddin Shaikh

Ambassador Najmuddin Shaikh served as Pakistan's Foreign Secretary from April 1994 to February 1997. Having joined the Foreign Service of Pakistan in 1961, Ambassador Shaikh has 38 years of service to his credit and has held several ambassadorial assignments including Ambassador to Canada (1987-89), Ambassador to the Federal Republic of Germany (1989-90), Ambassador to the United States (1990-91), and Ambassador to Iran (1992-94). He obtained degrees of B.Com from Sindh University and an M.A. from the Fletcher School of Law and Diplomacy. He is a political and security commentator, and is regularly published in international relations journals, and featured in local and foreign media.



Shahnaz Wazir Ali

Shahnaz Wazir Ali has an illustrious career as an educationist, development policy specialist, a member of the Pakistan Peoples Party twice elected to National Assembly of Pakistan, Special Assistant to the Prime Minister on Social Sector and as a well known women's right activist. She served as a Senior Education Specialist on the World Bank; held the position of Minister of State for Education, Govt. of Pakistan; and is on the Board of a number of prestigious national and international organizations, trusts, advisory councils, educational boards, and universities.

From 1988 to 1990, 1993 to 1996 and 2008-13 she had the unique opportunity to serve in key decision making positions in government, in the first term as Member of the National Assembly elected on the reserved seat for women and Federal Minister of State for Education and subsequently, in the second and third term, as Special Assistant to the Prime Minister on Social Sectors.

From 1997-2001, she served as the Senior Education Specialist at the World Bank in Islamabad. Her career in and commitment to education can be traced back to 1965, when she commenced teaching primary school children of deprived communities in Karachi, and subsequently spent about 15 years in teaching and administrative positions in the private sector, which included being Principal at the Lahore American School. She is also a Trustee of the Education Trust which runs Nasra Schools for children of low-income families in Karachi and provides K10 education to more than 10,000 students. Currently she is Provincial Coordinator for the Government of Sindh for all primary health care programs including maternal and child health and Family Planning Programs. She is also the President of the Shaheed Zulfikar Ali Bhutto Institute of Sciences and Technology.



Nasim Zehra

Nasim Zehra is a prominent expert on foreign affairs and national security. As an analyst on Pakistan's political experiences and international security issues, Ms. Zehra has written and lectured widely nationally and internationally. She has written as a syndicated columnist for Inter-Press Services (IPS) and for national dailies and journals including The News and the Defence Journal. In the Arab world she has written regularly for the Gulf News, Dubai-based Khaleej Times and the Jeddah-based Arab News. Ms. Zehra regularly lectures at the National Defence College, Command and Staff College, the Air War College, the Institute for Strategic Studies Islamabad and National Institute for Public Affairs. Ms. Zehra is also a fellow of Harvard University Asia Center and has taught as an adjunct Professor at the Johns Hopkins School of Advanced International Studies. She has served on Pakistan's Presidential Advisory Committee on Foreign Policy and National Security from 2000-2002 and was appointed as Pakistan's Special Envoy on UN Reforms in 2005. Beyond writing for the press and teaching, Ms. Zehra is currently working on her book, From Kargil to the Coup : 40 Days that Shook Pakistan.



General Talat Masood

General Talat Masood served in the Pakistani Army for 39 years, retiring in 1990 as Secretary for Defence Production in the Ministry of Defence. Prior to this, Lt. General Masood was Chairman and CEO of the Pakistan Ordinance Factories Board. He writes regularly on security and political issues in national newspapers and foreign magazines and is a prominent commentator on national and international television and radio networks. General Masood is the chief coordinator for Pugwash and its council member.

JI Team

Sherry Rehman

Founding Chair

Sherry Rehman is the founding Chair of the Jinnah Institute, a non-partisan public policy think tank committed to the strengthening of democracy, governance and an independent national security project in Pakistan. She co-chairs several track-two strategic dialogues with India, and is convener of a similar institutionalized dialogue process between Pakistan and Afghanistan. Sherry Rehman has served as Pakistan's Ambassador to the United States (Nov 2011-May 2013); Federal Minister for Information and Broadcasting Pakistan (2008-09) and ranking member of the National Security Committee in the Parliament. Rehman is also an award-winning journalist from Pakistan with 20 years of experience in both the broadcast and the print media. In her capacity as a senior journalist, Rehman has been the first Pakistani media person to be recognized by the UK House of Lords for independent journalism at the Annual British Muslim Ceremony in 2002. Foreign Policy magazine has identified Rehman as one of 2011's Top Global Thinkers.

She is also the architect of the first parliamentary charter and bill for women empowerment, mover of the Hudood Ordinances Repeal Bill, mover of the Anti-Honour Killings Bill, as well as the Freedom of Information Act 2004. As Minister, she moved the first government bill of the 2008 National Assembly for the repeal of martial law-led anti-media clauses in the Electronic Media Regulatory Ordinance. In August 2008, Rehman's move to repeal similar amendments in the Print and Publication Ordinance paved the way for constitutional protection for the print media (RTI bill) amending laws that mis-use the Pakistan's Blasphemy provisions. For her services to Pakistan, she has been awarded the state's highest civil award, the Nishan-i-Imtiaz in March 2013.

Syed Hassan Akbar

Director Programs

Syed Hassan Akbar is Director Programs at Jinnah Institute. Prior to joining JI, Akbar was Director Monitoring, Evaluation and Research for USAID's largest gender equity based grants program at Aurat Foundation, one of the largest rights-based organizations in the country. A Fulbright Scholar, Akbar has co-authored and supervised several nationally representative research studies on democracy, governance, gender and poverty alleviation. He has been co-author of successive iterations of the UNDP's Social Audit on Public Service Delivery and Local Governments in 2010 and 2012 and has supervised the country's first nationally representative benchmark study on gender differentials in 2011. Specializing in assessing impact of development interventions, Akbar has conducted impact evaluations of teacher training programs, community infrastructure interventions and disaster preparedness programs for leading national and international development organizations in the country.

He holds a Masters in International Affairs from the School of Public and International Affairs

(SIPA) at Columbia University and a Bachelors Degree in Economics from the Lahore University of Management Sciences.

Salman Zaidi

Deputy Director

Salman Zaidi leads JI's Strategic Security Initiative and works on the Indo-Pak and Pak-Afghan Track II dialogues, in addition the Institute's Water Security project. He has authored multiple institutional papers, including the report 'Pakistan, the United States and the End Game in Afghanistan: Perceptions of Pakistan's Foreign Policy Elite' as well as 'Extremism Watch: Mapping Conflict Trends in Pakistan 2010-2011'. Mr. Zaidi holds an MSc. in Violence, Conflict and Development from the School of Oriental and African Studies (SOAS) and a BSc. in Development Studies (Iqra).

Zahid Hussain

Senior Research Fellow

Zahid Hussain is an award-winning journalist and writer. He has been a correspondent for The Times of London and The Wall Street Journal. He also has covered Pakistan and Afghanistan for several other international publications, including Newsweek, Associated Press, The Economist and India Today, and is a regular columnist for the Dawn newspaper in Pakistan. He was Pakistan scholar at Woodrow Wilson International Centre for Scholars, Washington, D.C (2011-2012). He has also been a visiting fellow at Wolfson College, University of Cambridge (1999) and at Henry Stimson Center, Washington D.C (1994). Hussain has authored two books: Frontline Pakistan: The struggle with militant Islam (2007) and The scorpion's tail: The relentless rise of Islamic militants in Pakistan (2010). Both books have won widespread acclaim as seminal texts on the subject. He has also contributed chapters: "Deliberate nuclear ambiguity" in the book "Pakistan and nuclear bomb". Notre Dame University Press (1999), and "Battling militancy" in the book "Pakistan-Beyond crisis."

Mubashar Ali

Director Finance

Mubashar Ali is Director Finance at Jinnah Institute. Prior to joining JI, Mubashar was CEO of SKIM Training & Consultancy and provided training and consultancy services to national and multinational organizations. Previously he held the position of national manager finance Paktel Limited. He is a fellow member of the Institute of Management and member of five other professional bodies.

Fahd Humayun

Project Manager, SSI

Fahd Humayun is the Program Manager for Jinnah Institute's Strategic Security track. In addition to managing the Chaophraya Dialogue – the longest consistently running Indo-Pak Track II initiative, he has also overseen strategic planning and research for transboundary water-sharing exercises in South Asia, and regional foreign policy mapping. In 2014 he attended a two-week RCSS summer workshop on Nuclear Security and Strategic Stability in Sri Lanka. At Jinnah Institute he assists on conflict proposal writing, donor outreach, and internal research on national security and counterterrorism. He holds an MPhil in International Relations from the University of Cambridge, and a BSc in International Relations and History from the London School of Economics. He has also taught a course on Foreign Policy at Quaid-i-Azam University, Islamabad. Fahd Humayun tweets at @fahdhumayun and can be contacted on fahdhumayun@jinnah-institute.org.

Sauleha Kamal

Project Officer, SSI

Sauleha Kamal is Project Officer, Strategic Security Initiative (SSI) at Jinnah Institute where she does research and logistical work for the SSI project including facilitating the Chaophraya Dialogue and managing the CIDOB STAP-RP monitoring briefs project. She is a recent graduate of Barnard College of Columbia University in New York, USA, where she double-majored in Economics & Social History and English. She is especially interested in international economics, modern history, interdisciplinary critical thinking and initiatives to reduce gender inequality. In addition to this, she is an award-winning writer whose fiction and essays have appeared in various publications including a 2014 Oxford University Press anthology. A recipient of the prestigious Anna Quindlen/Axinn Foundation Prize for writing, when not at work, Sauleha is busy writing a novel thematically concerned with international policy and social justice issues.

Daanika Kamal

Project Manager, ODI

Daanika Kamal is Program Manager for the Open Democracy Initiative (ODI) at Jinnah Institute. She holds an LL.M. (with distinction) in International Law and Human Rights from the University of Warwick, and a BA (Hons.) in Political Science and Social Development from the University of Waterloo. She is an internationally published academic author and editor with Global Policy, the Daily Times, and numerous policy and law journals. Her recent e-book titled 'Climate Change and Human Rights' has been well-received by water and climate specialists world-wide. Her interests include constitutional law, human rights, and bridging the gap between development and the law in attempt to enhance governance, security, economic growth, and regional integration in developing countries.

Mehmoona Bashar

Public Affairs Officer

Mehmoona Bashar is a Public Affairs Officer at Jinnah Institute where she is responsible for media outreach and strategic communications. She assists research on extremism in Pakistan and other SSI outputs. Ms. Bashar has a keen interest in social justice, human rights and women's empowerment. She holds an undergraduate degree in Business from the University of London.

Mona Khan

Visual Media Consultant

Mona Khan is a visual artist and curator who assists in all social and visual media output at JI. She has formerly worked as a gallery administrator at the Contemporary Art Gallery in Vancouver and more recently as curator at Rohtas gallery, Islamabad. With a focus on the socio-political role of Art, she also writes reviews on the contemporary art scene of Pakistan. She holds a Bachelor of Fine Arts from Emily Carr University of Art and Design, Vancouver.

Zara Haque

Graphic Design Consultant

Zara haque is a visual artist at JI who assists with all graphic design work. She holds a Bachelor of Fine Arts from Emily Carr University of Art and Design, Vancouver. Prior to her role at JI, she gained work experience in academia and advertising.

Syed Mustehsan Rasool

Manager Finance

Syed Mustehsan Rasool works as a Finance Assistant at Jinnah Institute and has previously trained at Millennium Securities and Investments, Islamabad. He holds a Bachelors degree in Commerce from the University of Punjab. Syed Mustehsan Rasool can be contacted on mustehsan@jinnah-institute.org.

Arsalaan Nazir

Admin & HR Officer

Arsalaan Nazir is the Executive Assistant at Jinnah Institute and handles procurement and managing the day-to-day functions and activities for the office. Mr. Nazir holds a Bachelors degree in Business Administration from Bahria University Islamabad majoring in Human Resources, and a Bachelors of Arts degree in Journalism and Sociology from the University of Punjab, Lahore. He has previously been organizing and planning events in collaboration with DreamNest productions. Arsalaan Nazir can be contacted on arsalaanazir@jinnah-institute.org.

Wilson William

Executive Assistant

Wilson William is Executive Assistant at the Jinnah Institute. William provides support in maintaining accounts and provides administrative support to the Institute while managing logistics and procurement.

Safwan Khan

Program Manager

Safwan Khan is a Program Manager at the Jinnah Institute, where he conducts policy research and advocacy on economic issues under the Open Democracy Initiative. He has over three years' experience as a think-tank professional and has previously worked as a Research Analyst with Business Recorder, Pakistan's premier economic and financial daily. Mr. Khan has also served on the Government of Pakistan's task force on Millennium Development Goals. He holds a Masters degree in Economics from the Quaid-i-Azam University in Islamabad.

