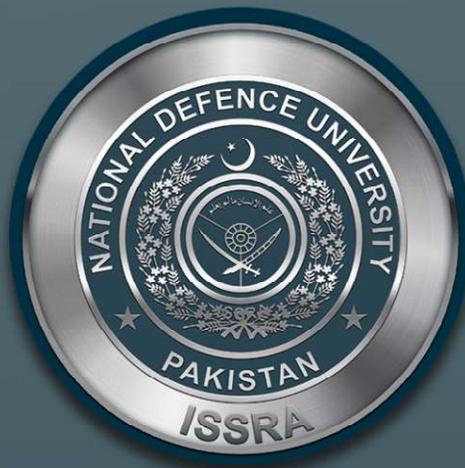


25<sup>th</sup>

# NATIONAL SECURITY WORKSHOP

*Looking Beyond Perceptions*

9 October - 10 November 2023



## POST WORKSHOP REPORT

**INSTITUTE FOR STRATEGIC STUDIES, RESEARCH & ANALYSIS (ISSRA)**



**WORKSHOP SPONSOR**

Brigadier Qasim Kayani

Director, Keystone Capstone and Pinnacle Programmes Branch

**REPORT COMPILED BY**

Research & Publication Branch

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Keystone Capstone and Pinnacle Programmes Branch

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NATIONAL SECURITY WORKSHOP - 25

“**LOOKING BEYOND  
PERCEPTIONS**”





**NATIONAL DEFENCE UNIVERSITY**  
UNIVERSITY OF MILITARY STUDIES  
GENERAL PIRUZ MOHAMMAD Raza, The  
President of University in Office of President  
Center for the Study of Peace



NATIONAL DEFENCE UNIVERSITY

علم الانسان ما عظيم

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# INTRODUCTION

The National Security Workshop (NSW) provides a platform for the participants from various segments of society to comprehend, analyse and discuss the dynamics of the National Security of Pakistan. 25th NSW was held under the overarching theme “Looking Beyond Perceptions” from 9 October to 10 November 2023. The workshop is aimed at enabling senior political, military, and civilian leaders including the representatives from civil society to debate and discuss the issues of national security through interaction with intellectuals, academicians, foreign diplomats, policy makers, and national leadership under Chatham House Rule. It contributes to enhancing connectivity, national cohesion, and understanding across the official spectrum and promotes interprovincial harmony. National Security Workshops, being held since 2003, are an annual feature of the Institute for Strategic Studies, Research and Analysis (ISSRA) and have around 1,360 Alumni to date.

The scope of the 25th NSW was to study the global and regional strategic security environment, strategic dynamics of South Asia, Pakistan's foreign policy challenges and response



while addressing comprehensive national security. The programme was structured to bring an in-depth understanding of the human rights, perception building, social sector reforms. It also covered the economic challenges of Pakistan and the role of technologies in modern era. It highlighted analysis of policy options to deal with challenges, and capitalise on the opportunities. During workshop, the participants were exposed to discussions on important issues and visits to the provincial capitals and other civil and military institutions/installations. Participants interacted with Governors, Chief Ministers and Heads of State Institutions to gain first-hand knowledge of structural and organisational aspects.

The workshop was successfully conducted thanks to the full support and efforts of all the branches of ISSRA and NDU. One would remiss not to acknowledge the efforts of all members of ISSRA research community in recording and preparing the proceedings of the workshop.



# Inaugural Session

October 09, 2023

25<sup>th</sup>  
INTERNATIONAL  
WORKSHOP  
*Breaking Beyond Perceptions*  
Oct- 10 Nov 2023



# SECURITY

# OP

tions



# Conclusions of 25<sup>th</sup> NSW



- Pakistan is located within a very challenging regional environment. To meet external and internal threats; political stability and policy continuity is the need of the hour.
- We need to create a conducive socio-economic environment which tolerates and promotes ideas, innovation and diversity of opinions. This is possible through universal application and perception of rule of law in the country and through promoting education. Transparency and accountability remain the key principles for progress and development.
- For the sake of ease of doing business in Pakistan, the NOC culture needs to be replaced by a rule based culture. We need an environment in which private sector is allowed to flourish. Less of government supported through technology with essential safeguards in place is the modern day answer to bureaucratic red tape.
- We need to build our institutions; for that, we need to depoliticize our institutions. Only in this



way, would each institution be efficient and work in its own sphere.

- There is a need to establish writ of the State through better governance. It can be achieved by enforcing and implementing relevant laws and policies without discrimination.
- We need to give space to male and female youth in policy making hierarchy, especially in public sector and legislature, through carrying out necessary structural reforms.
- In this post truth era, like before, the formulation and management of public opinion remains the prime responsibility of the State and it cannot be left alone for exploitation by vested interests, both internal and external. There is not only a need to exercise strict control over fake news and disinformation but also necessary to encourage positive and healthy information. However, there will always be a need to find a fine balance between freedom of expression and regulations. Media should not spread despair, deceit and disorder rather it should also be the harbinger of hope and goodness in the society.

**For achieving all of the above, the requirement for a strong political will cannot be over emphasized.**



# Evolving Global and Regional Order

Monday, October 09, 2023



# SPEAKERS



Speaker-I  
**Ms Andreea Stoian Karadeli**



Speaker-II  
**Mr Lin Minwang**



Speaker-III  
**Ambassador  
Abdul Basit**



Speaker-IV  
**Dr Rabia Akhter**



Moderator  
**Syed Anwaar ul Hassan**

## KEY TAKEAWAYS

- Strategic landscape in South Asia is significantly influenced by intensifying US-China rivalry, consequently affecting Pakistan's strategic foreign policy options, CPEC and relations with India.
- Pakistan's foreign policy has to align with the prevailing realities of time to effectively capitalize the opportunities, while holistically addressing the confronted challenges.
- Pakistan can solidify national deterrence by overcoming the challenges like ongoing global contestation, regional conflicts, counterterrorism efforts, energy & water requirements and cyber security.
- Adaptability, flexibility, contextual assessment and prudent diplomacy are key attributes to navigate out of contemporary global order's uncertainty and prevent conflicts.
- Bipartisan consensus on issues related to National Security, policy continuation and political stability are critical components to achieve desired strategic trajectory for Pakistan.

# Global Trends: Human Rights, Climate Change, Terrorism, Refugees / Migration, Lawfare

Tuesday, October 10, 2023



# SPEAKERS



Speaker-I  
Mr Ahmer Bilal Soofi



Speaker-II  
Ms Kashmala Kakakhel



Speaker-III  
Syed Kaleem Imam, Former IGP



Speaker-IV  
Ms Tammi Sharpe



Speaker-V  
Mr Mohsin Kamal



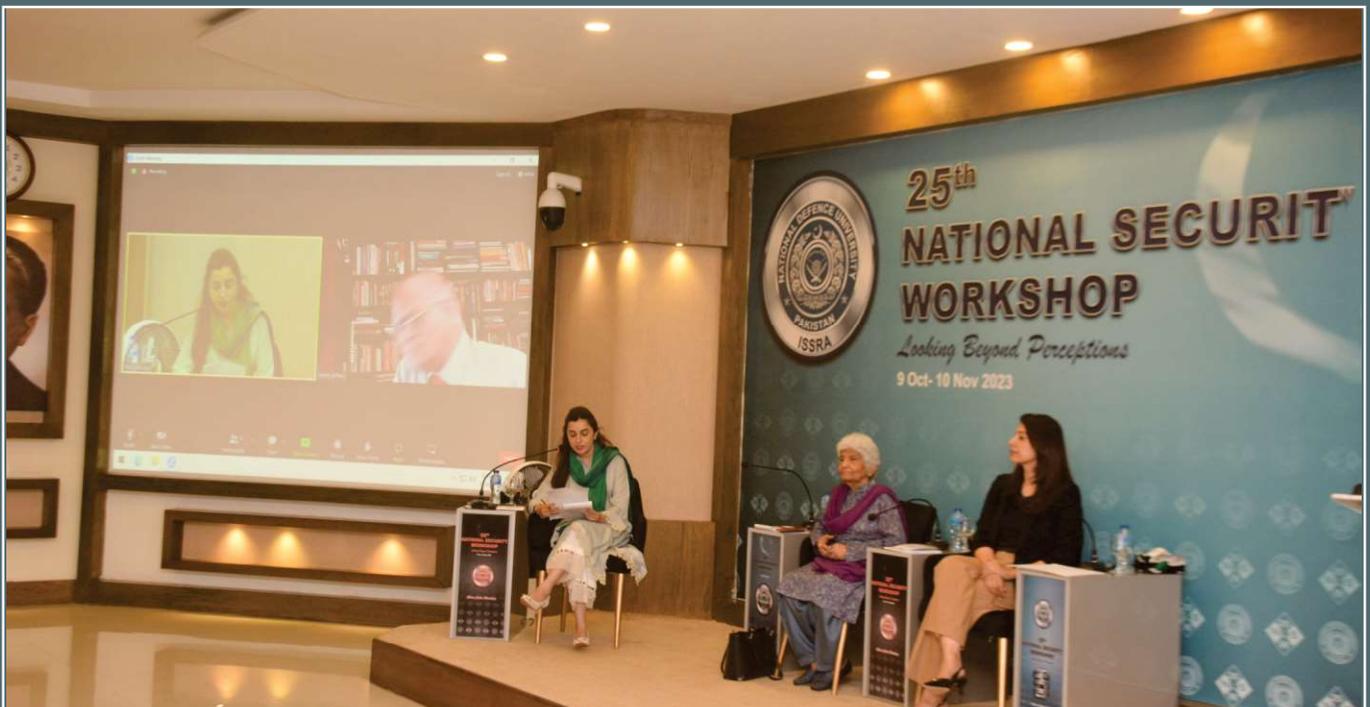
Moderator  
Ms Marium Fatima

## KEY TAKEAWAYS

- Current conflicts across the globe, such as the Israel-Gaza conflict, are fundamentally rooted in international humanitarian law.
- Pakistan's economic as well as environmental sustainability hinges on diversifying its energy resources and fostering the development of green energy sources.
- Pakistan needs to incorporate climate and sustainability-related projects into its annual budget; resource allocation should align with climate commitments and development goals.
- In order to counter the recent surge in terrorism along Pakistan's Western Border, the nation must initiate a robust and collaborative effort among all its institutions.
- Pakistan ranks as the fifth-largest host of refugees globally; accommodating Afghan refugees for over four decades merit the due acknowledgment.
- Russia and China are reshaping the landscape of modern warfare, with particular emphasis on lawfare.
- Selection of appropriate forum in the international legal system is the key to achieve desired outcomes on Kashmir dispute without hurting its already established legal status as enshrined in UNSC resolutions.
- With political consensus, Pakistan must foster internal collaborations to chart a path forward to amplify Kashmir dispute on the international stage.

# National Cohesion and Integration

Tuesday, October 10, 2023



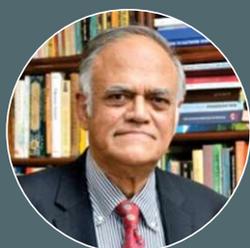
# SPEAKERS



Speaker-I  
Syeda Arfa Zehra



Speaker-II  
Ms Sidra Iqbal



Speaker-III  
Mr Javed Jabbar



Moderator  
RA Qurat ul Ain

## KEY TAKEAWAYS

- Role of leadership is pivotal in fostering national cohesion; leadership is responsible for not only conveying a message but also exemplifying it through personal conduct.
- In order to achieve national cohesion, Pakistan requires the development of integrative systems encompassing economic, cultural and institutional dimensions.
- Role of women in Pakistan's economy is misaligned; efforts should be directed towards enhancing their participation in the formal economy.
- Pakistan should prioritize focus on its demographic challenges, augmenting population control facilities as a matter of urgency.
- Economic policies should be formulated with an all-inclusive approach, developed through consensus of political and military stakeholders.
- Social cohesion emanates from social capital, defined as the level of trust that a society places in its members and institutions.
- Despite being considered democratic in nature, technology is not necessarily bringing us closer to national cohesion given the nature of content circulating on various media platforms.
- Targeted legislations need to be discontinued, which has to be replaced with the culture of inclusivity.

# Economy of Pakistan

Wednesday, October 11, 2023



# SPEAKERS



Speaker-I  
**Mr Sakib Sherani**



Speaker-II  
**Dr Bushra Yasmin**



Speaker-III  
**Dr Nadeem Ul Haq**



Moderator  
**Prof Dr Abdul Jalil**

## KEY TAKEAWAYS

- Economy of Pakistan is suffering from multiple issues such as fiscal mismanagement, low foreign reserves, high interest rates, surging inflation and short-term planning aiming at a government tenure / political cycle.
- Since independence, Pakistan has relied on IMF for 34 years and still unable to manage its economy.
- The will to reform the existing structures and bring about meaningful change are main reasons for continuous economic decline.
- Careful economic management and deep structural reforms are urgently needed for macroeconomic stability and growth.
- Comprehensive policy on tax reforms, rationalization of public expenditure and better management of public debt are essential to counter fiscal mismanagement.
- In order to get out of this economic doldrum, Pakistan needs strong / capable reformers, visionary politicians who put their self-interests aside and whole of a nation approach.

# Strategic Stability in South Asia

Wednesday, October 11, 2023



# SPEAKER



Lt Gen Khalid Ahmed Kidwai  
(Retd), NI, HI, HI (M)

## KEY TAKEAWAYS

- World is passing through interesting and historic times with three major powers (US, Russia, China) competing, confronting and containing each other.
- At the Global level, China's emergence as a new power is posing multiple challenges especially for the US.
- US is desperate to retain its dominant position by using military force, however, its contested political and economic policies pose a serious problem.
- South Asia's strategic stability is characterized by emergence of India as a strategic partner of US, rise of China coupled with US' policy of its containment, exploitation of Pakistan's vulnerabilities related to sovereignty (FATF, IMF, GSP) and Taliban's presence in Afghanistan.
- India's has provoked Pakistan multiple times; Pakistan's full spectrum deterrence is alive and effective as exhibited on 26-27 February 2019 in response to India's provocation of Balakot incident.
- Strategic stability in South Asia has been dynamic and elusive; basis of conception and development of Pakistan's nuclear program was aimed to ensure strategic balance against India.
- Dynamics of strategic stability in south Asia is directly proportional to the development, retention and strengthening of Pakistan's robust nuclear deterrence.

# Venture Capital & Entrepreneurship

Thursday, October 12, 2023



# SPEAKERS



Speaker-I  
Mr Faisal Aftab



Speaker-II  
Mr Ali Saigol



Speaker-III  
Mr Farid Jaffer



Speaker-IV  
Ms Misbah Naqvi



Moderator  
Mr Ather Imran Nawaz

## KEY TAKEAWAYS

- China's Belt and Road Initiative is a big opportunity for the region as it will generate bulk of economic activities.
- Social impact through digitization of economy is a useful tool to gauge the impact of entrepreneurship in our economy.
- With over 146 Mn smartphone users by 2025, Pakistan will be among superpowers of smartphone with electronic transactions hovering over 10% a year.
- Pakistan needs modern teaching systems with advancement in tech and engineering industry having huge potential, however, lacks job market.
- Pakistan must work out a policy to provide education and promote student entrepreneurs.
- Dairy and livestock are among the biggest sectors of Pakistan and remains undocumented; it should be in the tax net.
- Export oriented businesses, agriculture, renewables, healthcare, financial services, consumer foods etc are potential priority sectors for Pakistan; there is a need to lay more focus on these avenues.

# Trade & Investment in Pakistan

Thursday, October 12, 2023



# SPEAKERS



Speaker-I  
Mr Abdul Sami



Speaker-II  
Ms Sarah Saeed



Speaker-III  
Syed Aftab Haider



Speaker-IV  
Ms Suraiya Ahmed Butt



Speaker-V  
Mr Muhammad Zubair Motiwala



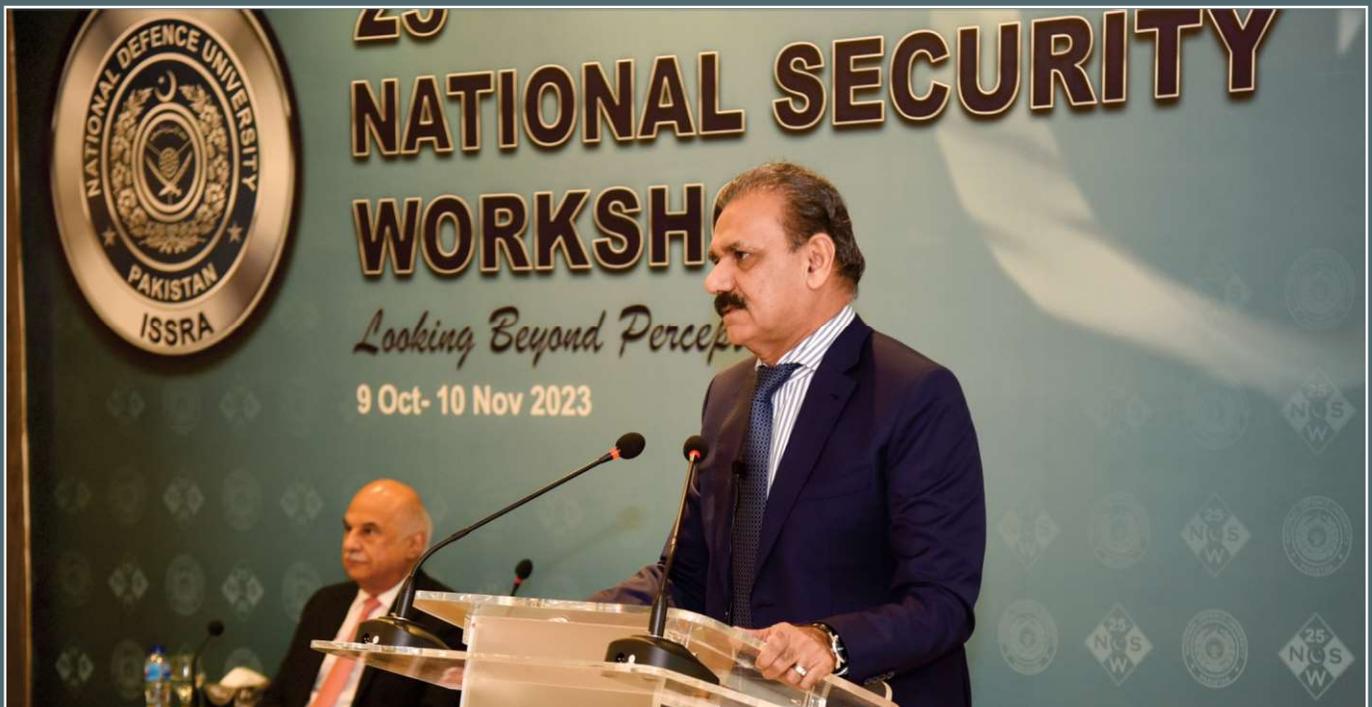
Moderator  
Ms Mahrukh Fatima

## KEY TAKEAWAYS

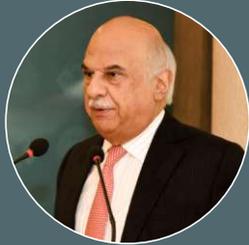
- Pakistan Single Window allows parties involved in trade and transport to lodge standardized information and documents with a single entry point to fulfill all import, export, and transit-related regulatory requirements.
- In Pakistan, 59% growth rate is coming from borders and size of the tradable sector matters relative to the non-tradable sector.
- The taxation system of Pakistan is based on unequal distribution having higher taxes which discourage investment. Tax and regimes are in place but taxes are not fairly distributed; mostly, the middle class is burdened.
- Taxations has to be fair, stable and predictable with provision to support investment and businesses.
- Being aligned with international system and domestic investment, the tax rates should be rational.

# Special Investment Facilitation Council (SIFC) & CPEC

Friday, October 13, 2023



# SPEAKERS



Speaker-I  
**Mohammad Jehanzeb Khan**



Speaker-II  
**Lt Gen Asim Saleem Bajwa  
(Retd), HI (M)**



Moderator  
**Dr Hassan Daud Butt**

## KEY TAKEAWAYS

- Existing investment climate has not attracted the level of FDI/Capital necessary for greater economic growth.
- Security challenges and cumbersome bureaucratic procedures are one of the key impediments for not attracting investment in the country; one stop investor interface is direly needed to facilitate investors.
- Long-term consistency in policy along with political stability are equally essential for economic growth and development.
- SIFC is working towards removing hurdles in pending projects while integrating previous initiatives.
- Under the Green Pakistan Initiative, contract farming based on modern practices on medium and large scale will be encouraged which shall yield results in mid to long term.
- False narratives surrounding CPEC need to be countered and the nation must unite to attract investment.
- SEZs should be made closer to ports or cluster groups to allow easy access to raw material.

# National Budget of Pakistan

Monday, October 16, 2023



# SPEAKERS



Speaker-I  
**Dr Waqar Masood Khan**



Speaker-II  
**Dr Farrukh Saleem**



Speaker-III  
**Mr Awais Manzoor Sumra**



Moderator  
**Dr Qurat ul Ain Abbas**

## KEY TAKEAWAYS

- The budget deficit has been in negative for many decades as indicated by leveraged consumption patterns and insufficient exports to finance imports.
- After transferring the revenue shares to the Provinces, the Federal government is left with meager resources and resultantly, has to borrow for payment of interest on domestic and foreign debts.
- Pakistan's economy is adversely affected by devaluation of Rupee and inflation while sustainability of the NFC Award, political discontinuity, ad-hoc economic decisions and politicization of economic policies further compound the situation.
- Pakistan's economic solvency lies in the principle of 'Minimization of Politics' in economy along with sharing the defence budget and debt servicing by the provinces.
- After the 18th Amendment, the Federal government has attached priority to infrastructure projects especially CPEC for which \$ 23.16 billion projects have already been completed. The provinces should share their respective development budgets with the Centre to make economic development sustainable and addressing the financial constraints / economic imbalances.

# Understanding Strategic Neighbourhood - India

Tuesday, October 17, 2023



# SPEAKERS



Speaker-I  
Mr Jamal Aziz



Speaker-II  
Mr Usman-e-Ghani



Speaker-III  
Ambassador  
Aizaz Ahmad Chaudhary



Moderator  
Dr Huma Siddiqi

## KEY TAKEAWAYS

- Pakistan needs to refine diplomatic, legal and political approaches to focus on not ceding further legal ground on Kashmir dispute.
- There is a need of forcefully challenging India's position of labelling GB and AJK as “Pakistan Occupied Kashmir”. International engagement for this narrative must be led by academia and lawyers with active political and diplomatic support.
- Constitutional and legislative reforms in Gilgit Baltistan are crucial; improvement of governance in GB will yield political harmony and consensus to curb the dissent and create a unified stance on Kashmir dispute.
- India's UNSC membership will have detrimental effects on Pakistan and Kashmir.
- FATF grey listing enabled institutional improvement and development in Pakistan; time to showcase our compliance and highlight India's weaknesses in this domain.
- India is selfishly focused on Hindu nationalism at the cost of human rights and international law violations. If Modi's Hindutva project goes forward, there could be serious commotion in India because a large minority population will be neglected and affected by the hostile posture.

# Emerging Technologies - Impact on National Security

Wednesday, October 18, 2023



# SPEAKERS



Speaker-I  
**Dr Athar Osama Siddiqui**



Speaker-II  
**Mr Javaid Iqbal**



Speaker-III  
**Prof Habib Bukhari**



Speaker-IV  
**Mr Muhammad Usman Sadiq**



Speaker-V  
**Dr Haider Abbass**



Speaker-VI  
**Mr Zahid Usman Jamil**



Moderator  
**Ms Sadaf Khan**

## KEY TAKEAWAYS

- Technology has a connection with how state connects with its citizens and vice versa.
- Communications play a crucial role in the socio-psychological makeup of a society; masses can be mobilized and manipulation of information has played a key part in international as well as domestic politics.
- At global level, rapid sophistication in technology is taking place; digital manipulation is distorting the reality using AI generated media propaganda & narrative building etc.
- With rapid digitalization in Pakistan these days, the security by design component is missing from the whole system which can bear grave consequences.
- Many organizations have developed cyber security initiatives in Pakistan; however, these are operating in Silos, unable to create the desired impact.
- Role of space technologies in military, socio economics, food security, environment and disaster management has pronounced.
- Currently, Pakistan has three satellites in space for remote sensing and communication purpose; R&D budget is inadequate and needs to be increased to harness its full potential to achieve multi-sectorial dividends.
- Being critical for national security, Pakistan needs a space & cyber policy which should focus on threat mitigation from these domains.

# Contours of Future Warfare

Wednesday, October 18, 2023



# SPEAKERS



Speaker-I  
**Lt Gen Aamer Riaz (Retd)**



Speaker-II  
**Dr Maria Sultan**



Moderator  
**Dr Maria Effendi**

## KEY TAKEAWAYS

- The future warfare would encompass the competition for trade, connectivity and access to global commons; trade wars will be the next face of confrontations among countries.
- Will of the enemy will be destroyed by creating a permanent chaos using the tools of media, narrative building, technology and socioeconomic tactics etc.
- All stakeholders will become actors in the future wars; the dominance in emerging technologies is going to be a challenge for countries as the digitization of wars will take place, creating an arms race in all domains.
- The future wars will be aimed to dominate the multiple domains which include land, air, sea, space and cyber.
- Restructuring of socio-political order in a target state replacing it with a 'Pliant regime' is also the goal of enemy to affect the decision making and defense mechanisms.
- Five lines of efforts shall be used to achieve this objective; propaganda campaigns, financial / economic coercion, exploitation of socio-ethnic / political fault lines, intelligence disruption and use of conventional military.

# Governance Reforms

Friday, October 20, 2023



# SPEAKERS



Speaker-I  
**Mr Inamullah Khan**



Speaker-II  
**Mr Asad Rahim Khan**



Speaker-III  
**Mr Tariq Masud Khosa**



Speaker-IV  
**Mr Ihsan Ghani**



Moderator  
**Dr Arshi Saleem Hashmi**

## KEY TAKEAWAYS

- Pakistan follows a three-tiered governance system that includes federal, provincial and district government.
- Some of the challenges faced by Governance system include ineffective performance management system, obsolete recruitment mechanism, and weak internal accountability.
- The key to overcome the ineffective performance management system is to align KPIs of officers with performance contract.
- The effective use of E&D Rules and promotion mechanisms can strengthen internal accountability.
- Language barriers acts as a hindrance in the efficacy of the judicial decisions; hence, it is imperative to translate the final decision in Urdu.
- Safeguard against external interference in law enforcement machinery by institutions is the need of the hour.
- If democracy is to be nurtured and civilian control needs to be established, the rule of law must be supreme with parliament being the rule making authority which must reflect the will of the people.
- The reforms introduced need to be citizen-centric where police stations have to be made hubs of citizen satisfaction.

# Health and Population Welfare

Tuesday, October 24, 2023



# SPEAKERS



Speaker-I  
**Dr Sara Saeed Khurram**



Speaker-II  
**Mr Iftikhar Ali Shallwani**



Moderator  
**Dr Fatima Bajwa**

## KEY TAKEAWAYS

- Pakistan's health sector is in shambles owing to high maternal mortality rate, missing working doctors' ecosystem especially for females, non-compliance for preventative healthcare, overburdened healthcare facilities, and fragmented healthcare policy with no primary healthcare budget.
- One of the remedial steps is digital healthcare adoption and innovation; E-health hubs are serving millions of patients creating an all-female healthcare provider network and are attracting female doctors back into workforce.
- Best practices of Turkiye, Iran and Bangladesh reflect policy interventions of delivery of family planning services at grassroots via a network of 'Health Houses' in rural and urban areas, multi-sectoral involvement for integration of health and safe motherhood with family planning services and women empowerment.
- Pakistan with a population of 240 million stands at fifth most populous country after the US, China, India and Indonesia with a demographic composition boasting 60% of youth.
- Pakistan's population welfare critically depends upon creating jobs for its huge labour force, promoting women's education & empowerment, improving economic growth, managing population growth rate and integrating polio workers and volunteers into the Lady Health Workers Programme (LHWP).

# Education System in Pakistan

Wednesday, October 25, 2023



# SPEAKERS



Distinguished Visiting Fellow  
**Maj Gen Ghulam Qamar  
(Retd), HI (M)**



Speaker-I  
**Ms Shahnaz Wazir Ali**



Speaker-II  
**Maulana Hanif Jalandhry**



Speaker-III  
**Mr Waseem Ajmal Chaudhry**



Speaker-IV  
**Mr Awais Ahmad**



Moderator  
**Dr Abdul Rauf**

## KEY TAKEAWAYS

- In Pakistan, education sector and R&D are not accorded due priority; our GDP spending on education is one of the lowest in the region with a meagre figure of 1.7%.
- Education system of Pakistan is divergent and has turned into a political economy; its poor management owing to bureaucratic hurdles poses a bigger challenge than lack of finances.
- Besides lacking coordination between federation and provinces, there is also no integrated data system in the country to gather and share on schools.
- To ensure quality education, it is important to train/license the teachers, upgrade the curriculum and have uniform assessment standards.
- Instead of focusing on quality vs quantum debate in education, character building should be given more importance.
- Poverty remains a major impediment to learning; education, health, science and poverty should be dealt together under the umbrella of human capital development.

# Human Resource Development

Wednesday, October 25, 2023



# SPEAKERS



Distinguished Visiting Fellow  
Maj Gen Muhammad Samrez Salik  
(Retd), HI (M)



Speaker-I  
Mr Naseer Khan Kashani



Speaker-II  
Mr Muhammad Aamir Jan



Speaker-III  
Amb (Retd) Imtiaz Ahmed



Speaker-IV  
Mr Aashij Luqman Hafiz



Moderator  
Ms Mahroona Hussain Syed

## KEY TAKEAWAYS

- Labor participation in Pakistan has scaled down by 45%; stakeholders are not taken onboard and there is no mechanism to gain industrial input on training of workforce.
- NAVTEC performs the role of a regulator and is bridging the gap between demand and supply of the labor market.
- Bad governance, lack of infrastructure, poor quality education and lack of funding remain a challenge, leading to a high cost of training in TVET sector causing a market collapse.
- In Japan, there is a high demand for labor force, especially IT professionals; stakeholders are not aware of business practices of Japan and language remains a major impediment.
- Good quality education and training of workforce will help in building a labor market that meets international standards.
- G2G MoUs is essential prerequisite for a smooth and legalized exchange of labor force between states.

# Information / Perception - News and Media

Thursday, October 26, 2023



# SPEAKERS



Speaker-I  
**Barrister Mahreen Khan**



Speaker-II  
**Mr Asad Baig**



Speaker-III  
**Mr Fahad Hussain**



Speaker-IV  
**Ms Liu Xin**



Moderator  
**Mr Farooq Hassan**

## KEY TAKEAWAYS

- Commercial stakes involved in international media stands central to news industry and has largely compromised the quality of information.
- The failure of Muslim states to present their stories has costed the effectiveness of their narratives. Pakistan has largely failed in this domain, given its media industry's incompetence to present the strongest of the stories to the world.
- Narrative must come from state, no other entity be sublet to make or break the narrative, and therefore the state must use all platforms to project its narrative.
- In the hybrid media environment, non-traditional platforms be used as state voice.
- Muslim narrative is presented as hate speech and anti-Muslim narrative comes under the ambit of freedom of speech, internationally.
- Innovative ideas and content be brought to TV media, to keep its relevance in the developing technology driven environment.
- Print media has nearly died, given the outdatedness and content syndication.
- Viewer literacy can only be enhanced through improving the quality of content and enforcing media regulations.

# Media Regulations

Friday, October 27, 2023



# SPEAKERS



Speaker-I  
**Mr Wakeel Khan**



Speaker-II  
**Maj Gen Hafeez ur Rehman  
(Retd)**



Speaker-III  
**Ms Raisa Adil**



Moderator  
**Ms Fareeha Idrees**

## KEY TAKEAWAYS

- PTA controls management, and upkeep of telecommunications networks; social media remains unregulated, needs concerted efforts in this regard.
- In collaboration with NADRA, PTA issues sim cards and variety of licenses, such as CMO and fixed licenses, to stop fraud and other illicit activities.
- Fundamental media ethics are truth / accuracy, pluralism, independence, accountability, fairness and confidentiality.
- Major impediments to maintain media ethics include intimidation, inadequate training / resources, commercial interests of media outlets, sensationalism and rating pressure, political influence, absence of legal protection, insufficient safety nets & band wagoning, etc.
- Media organizations should invest in education and training of journalists; equipping them with requisite expertise shall result in sensible reporting.
- Independent regulatory bodies can help to ensure media accountability and adherence to ethical standards.

# Role of Soft Power

Friday, October 27, 2023



# SPEAKERS



Speaker-I  
**Mr Duraid Qureshi**



Speaker-II  
**Mr Rohail Hayat**



Speaker-III  
**Ms Fiza Ali**



Speaker-IV  
**Mr Kamran Lashari**



Moderator  
**Ms Maria Hamid**

## KEY TAKEAWAYS

- Media has become one of the most powerful entities on the earth as it has the power to make the innocent guilty and vice versa; it controls the minds of the masses.
- In the international media, image of Pakistan is portrayed negatively; it portrays Pakistan as unstable, crisis-driven and religious extremist state with high rate of violence against women.
- Western Media is using variety of techniques to present negative image of Muslims around the world in newspapers, channels, movies, cartoons, and even video games.
- Perception is more important than fact these days since people trust the information which is mostly shared on social media platforms.
- Social media has much to offer in Pakistan; it enables independent Journalism, gives alternative / diverse viewpoints and promotes citizen journalism.
- In order to build the image globally, Pakistan should use soft power by projecting unique culture, food, music, fashion, sports and tourism.

# Governance in AJ&K and Gilgit Baltistan

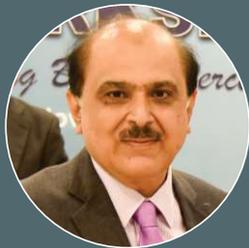
Monday, November 06, 2023



# SPEAKERS



Speaker-I  
Mr Dawood Muhammad



Speaker-II  
Mr Mohyuddin Ahmad Wani



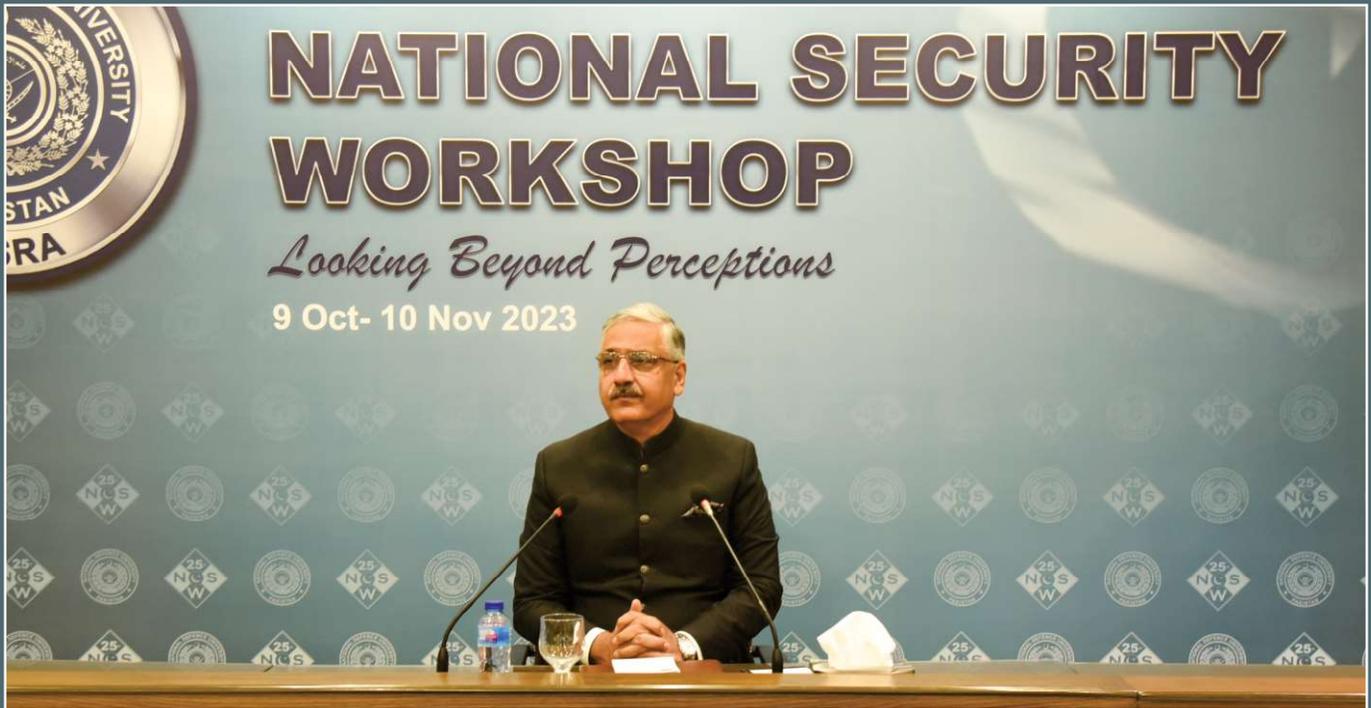
Moderator  
Khadija Yunis

## KEY TAKEAWAYS

- An indirectly elected State Council was established under AJ&K Basic Democracies Act, 1960 and AJ&K Act 1970 established Presidential system and Parliamentary system introduced through Interim Constitution Act.
- The 13th Amendment of 2018 substantively enlarged legislative, fiscal and executive authority, whereas the constitution provides for Fundamental Rights, Legislature, Judicature, separation of powers & Prime Minister with Cabinet.
- There are various issues of Interface in AJ&K, such as signing of Tripartite agreement for Neelum-Jhelum Hydro Project, implementing projects to mitigate adverse impacts of NJHEP and determination of electricity tariff for AJ&K.
- Governance dysfunction, poor quality of service delivery, misplaced priorities & policy interventions and waning / dithering writ of the state are some of issues being faced in AJ&K.
- For the first time ever, NUST will provide young people in GB with high-paying, highly employable 06-month training courses and programmes.
- Highly trained Tech-Fellows employed through outsourcing are teaching Computer Education, Entrepreneurship, and STEM subjects to kids in 200 Government Schools in GB.
- All Higher Secondary Schools of GB have been converted into Smart Schools by providing them with high-end chrome books, LED screens, Solarized electricity, power backup, high-speed internet and Learning Management System (LMS) for online as well as offline learning.
- Gilgit Baltistan has faced an acute shortage of Medical Specialists; to counter this shortage, 66 medical specialists belonging to fields ranging from Radiology to Gynecology have been hired through third-party service provider.

# Strategic Leadership & Management

Tuesday, November 07, 2023



# SPEAKER

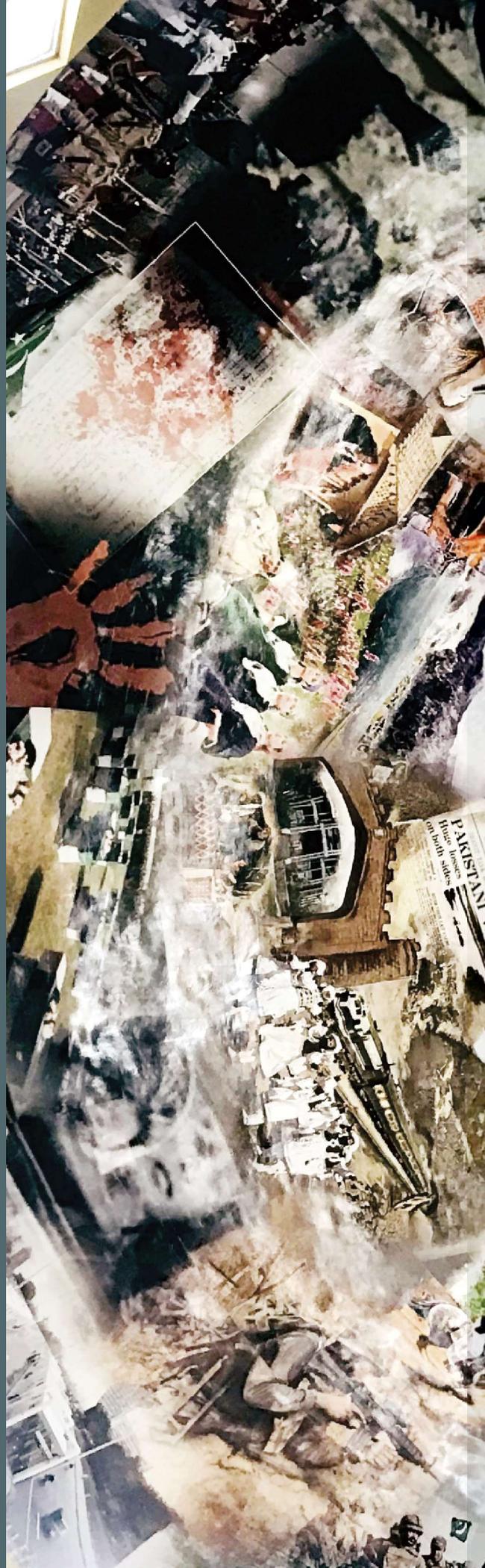


Gen Zubair Mahmood Hayat  
(Retd), NI (M)

## KEY TAKEAWAYS

- Key aspects of Strategic leadership include understanding the nature and character of societies, global systems, international trends and dynamics.
- A strategic leader must possess four qualities: Vision / dream, passion / consistency to achieve that goal / dream, should be inspired and should be able to inspire others and should have profound self-belief and trust in own decisions.
- A strategic leader operates in many shades of grey; there is no black and white aspect of this world as it is shady in its nature.
- Strategic leader must be able to draw strategic assumptions, lay down a strategic direction and shape the environment accordingly to generate and sustain an ecosystem relating to his broader goal / dream.
- A strategic leader must select his team/ personnel on merit.
- A strategic leader carries a few costs and burdens which include cost of time, personal life, burdens of history; in short, he carries the burden of the nation.
- An important point is creation of shared networks for a better communication, collaboration, governance etc. A leader should be able to tackle the challenges of fake news and digitized world.
- Management deals with rationale thinking while leadership deals with dreams & emotional choices associations. Management is maintaining the status quo, while leadership is about taking risks. Management creates processes while leadership creates human momentum.
- Idea, dream and ideologies are the biggest power of a leader. A leadership has to deal with the paradox of change and stability; technology is the key, whereas the human mind remains central to strategic leadership.

# INLAND VISITS





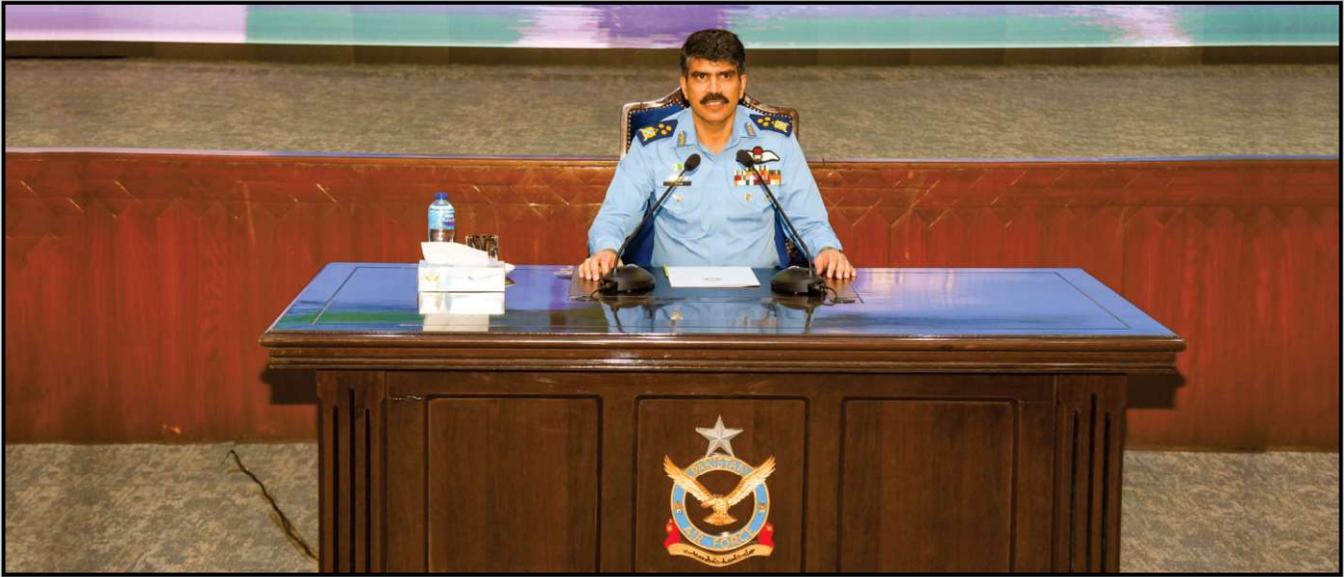
# Recreational visit to Murree



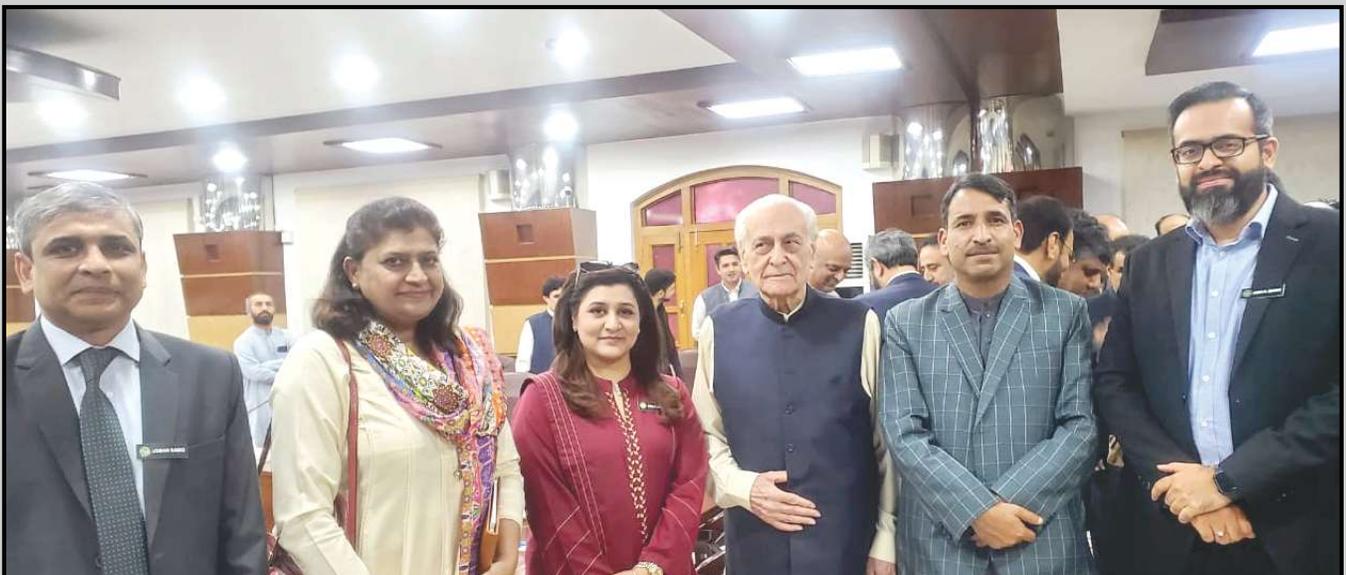
# Ministry of Foreign Affairs



# Air Headquarters



# Peshawar



# Naval Headquarters



# NASTP



# POF Wah and Taxila Museum



# Quetta



# Gwadar



# Karachi



# Lahore





Unity

Discipline

MADE IN PAKISTAN

# EXERCISE PAKISTAN PAINDABAD

During the final week, the participants undertook an exercise “Pakistan Painsdabad”. Eight broad themes were identified and allocated to each group comprising specialists, technocrats, professionals and the politicians, to carry out an in-depth assessment of the themes:-

- Pakistan's strategic foreign policy priorities in an evolving global and regional environment.
- Pakistan' Kashmir strategy in contemporary global and regional environment.
- Regulation of mosques in Pakistan; a strategic choice or necessity.
- E-governance for responsive and efficient public sector - opportunities and challenge.
- Increasing exports and decreasing import bill of Pakistan.
- Ease of doing business in Pakistan.
- Creation of skilled human resource in Pakistan.
- Media contribution towards nation building.

For the purpose of exercise, participants of each group were tasked to explore the challenges and opportunities of respective theme, while devising pragmatic recommendations for sustainable policies.



## THEME - 1: WHAT SHOULD BE PAKISTAN'S STRATEGIC FOREIGN POLICY PRIORITIES IN AN EVOLVING GLOBAL AND REGIONAL ENVIRONMENT?



Mr Faheem Sardar



AVM Ehsan ul Haq



Senator Hidayatullah



Mr Ahmed Mukarram



Dr Naheed Shabbir



Dr Shakeel Abbas



Mr Saadullah Ejaz



Mr Tehseen Shaukat



Prof Dr Mukarrab



Ms Faiza Qureshi



Mr Mohammad Shaheen

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### KEY TAKEAWAYS

- Pakistan needs to aim for success in bilateral and multilateral ties at international platforms and strong economy (heading towards a \$ 1 trillion value in nominal terms and not in purchasing power parity terms).
- For order 70 years, Pakistan has been in the US camp and became blasé and content that 'the US will argue our case for us.
- Mindset remained stagnant, the US camp shifted elsewhere and Pakistan could not or did not move with the camp.
- Vibrant economic diplomatic strategy, needs to be implemented alongside military, public and cultural diplomacy.
- India has been asserting itself aggressively on all issues with Pakistan, using its military buildup, economy and preferential treatment from US; India has to be contained and given pushback.
- Pakistan has traditionally been distant from Russia; has to engage more as Russia has the leverage over India and can act as a stifler of Indian audacity.
- India has to be highlighted as a difficult and unreliable friend to Russia, for many reasons, the most important of which is, India trying to be a forward fort / bulwark of the US in Asia.
- The overall Foreign Affairs Policy and Operations framework needs to be revisited; there has been a perennial hangover of being in the US camp, which among many aspects needs to be fixed.

## THEME - 2: WHAT SHOULD BE PAKISTAN'S KASHMIR STRATEGY IN CONTEMPORARY GLOBAL AND REGIONAL ENVIRONMENT?



Mr Zia ul Qamar



Maj Gen Intikhab Alam



Ms Nabeela Ayoub



Mr Ali Afzal Sahi



Mr Bashir Khetran



Ms Huma Fawad



Mr Adnan Asad



Mr Faizullah Faraq



Dr Manzoor Ahmed



Mr Bilal Tariq Khan

### KEY TAKEAWAYS

- In 1846, the princely state of Jammu and Kashmir was created under the treaty of Amritsar signed between the East India company and Maharaja Gulab Singh. Till date, the constitutional position of Jammu & Kashmir are defined under article 257 with Pakistan and article 370 in India.
- Article 257 defines the relation between State of Jammu and Kashmir and Pakistan while Article 370 had given special status to J&K in India.
- The revocation of articles 370 and 35 (A) has stripped the people of Jammu and Kashmir of their autonomy and divided the region into two Union Territories, Jammu & Kashmir and Ladakh.
- US containment of China with the Indo Pacific strategy at play has multiplied India's relevance among the comity of nations.
- Public support for any potential resolution is a critical factor; parallel sentiments in GB are also to be considered for consensus building and way forward on the Kashmir issue.
- Continuing diplomatic efforts and bilateral dialogue between India and Pakistan can provide a platform for negotiation and conflict resolution.
- Implementing measures such as ceasefires, trade agreements and cultural exchanges can help build trust and reduce hostilities between the two countries.
- Focusing on economic development in the region can improve the living standards of the people.
- Tri-lateralization by getting China on board can help Pakistan for negotiation, agreement and resolution keeping the interest of all stakeholders.
- Keep the dispute alive for future while strengthening claim on Pak-Administered Kashmir.

## THEME - 3: REGULATION OF MOSQUES IN PAKISTAN; A STRATEGIC CHOICE OR NECESSITY?



Mr. M Anwar Junaid



Ms Kaneez Fatima



Mazhar Saeed



Prof. Dr Waseem



Prof Dr Abdul Muhaimin



Prof. Dr Zia Ur Rahman



Barrister Amir Zafar



Prof. Dr Ms Salma



Mr Zeeshan Ahmed



Mr Kashf Ahmed

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### KEY TAKEAWAYS

- Mosque served as a multipurpose space, it was not restricted only as a place of worship rather it served as a place for performing rituals, social and political gatherings of the Muslim community.
- Pronounced Islamization drive under the rule of General Zia-ul-Haq (1977-1988), promotion of culture of Jihad during the Afghan-Soviet War & regulation of mosques and madrassas led to the growth of religious orthodoxy and conservatism.
- Mosque as an institution in recent times is faced with many challenges. Prominent ones are unethical practices as well as ineffectiveness in the management and administration of the Mosque by the Imam.
- Department of Auqaaf that oversaw the regulation of the Mosque, appointment of Imam & Khutbah has become almost extinct; Mosques are exposed to radical, sectarian, extremist & militant elements, overtaken by untrained & uneducated clergy.
- Saudi Arabia & Turkiye, two most important yet different muslim states have held it mandatory that no mosque shall be constructed unless it obtains mandatory licenses and permissions from respective ministries.
- Strict implementation of established code of conduct in the functioning of the mosques needs to be observed, with the Khutbah being regulated and monitored.
- With the growing polarization in society on religious lines, it has become necessary to ensure that religious institutions do not incite or spread violence.

#### Key Contours of Implementation Strategy

- Establish a Mosque Performance Index (MPI) for performance assessment.
- Bring the mosques under State control & Restrengthen Auqaaf department.
- Establish criteria to appoint Imam of the Mosque.
- Construction of Mosques subject to permission & license from local authorities.
- Restricting unregulated funding; regulate, monitor and audit funding sources.
- Criteria for the selection of Imams be adapted.

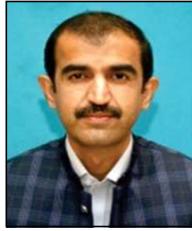
## THEME - 4: E-GOVERNANCE FOR RESPONSIVE AND EFFICIENT PUBLIC SECTOR - OPPORTUNITIES AND CHALLENGES



Ms Kanwal Malik



Mr Irfan Naeem



Prof Dr. Mansoor



Mr Ahmed Faraz



Mr Asif Ullah khan



Mr Zain Pasha



Ms Samina Fazil



Mr Zarrar Hasham



Mr Usama Malik



Mr Bulent Sohail



Mr Safi Ullah Ghauri

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### KEY TAKEAWAYS

- E-governance aims at use of information and communications technology (ICT) to transform the government by making it more accessible, effective & accountable.
- Implementation of e-governance enhances the speed of delivery of services, reduces cost and most importantly, introduces accountability in the process.
- The current state of implementation of e-governance in Pakistan is abysmal. Pakistan currently stands at 153 out of 193 countries in the UN E-Government Development Index (EGDI).
- Low EDGI index reveals poor digital services delivery both for citizen services as well as internal services of the government.
- Need of the hour is to develop a national strategy on e-governance that covers all aspects of digital government.
- Proposed vision of Pakistan's e-government strategy can be "Enhance Pakistan citizen centric national security by implementing digital government to strengthen democracy and to make government more responsive to the needs of her citizens."
- The e-government implementation plan must adopt a piecemeal (rather than big bang) approach; has to be sector by sector (and within sectors, process by process).
- Offline processes must be documented and analysed for efficiency before putting them online; inefficiencies must be eliminated rather than automated.
- Adequate resources, training and incentives must be provisioned and committed over the long-term in order to realize the dividends.

## THEME - 5: HOW TO INCREASE EXPORTS AND DECREASE IMPORT BILL OF PAKISTAN?



Ms Musarat Jabeen



Sardar Amir Altaf



Mr Javed Akhtar



Ms Shamama



Hafiz Muhammad Tahir



Mr Abdul Qadir Sheikh



Mr Jahanzaib Durrani



Mr Javid Iqbal



Mr Abdul Qadir



Mr Mirza Rizwan Baig

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### KEY TAKEAWAYS

- Pakistan has always remained an import-led economy since its independence, however, the map between imports and exports started widening since 2002-2003.
- Exports, during July-Mar FY 2023, were USD 21 billion as compared to USD 23.3 billion in the same period last year, declined by 9.8 %.
- Export of textile group witnessed a decline of 12.4 % and reached USD 12.5 billion compared to USD 14.2 billion during last year.
- Historically, from 1986 to 2023, imports outnumbered exports. Exports did, however, begin to increase and peaked in FY 2022 (USD 31.8 billion).
- In three eras from 2003 to 2007, 2009 to 2012, and 2014 to 2018, Pakistan's currency remained overpriced.
- Need of hour is to map new partners, development of domestic production capacity and infrastructure.
- Technical institution like TEVTA may be engaged to provide specialized training for manufacturing of electronic products and other appliances.
- Supporting new exporters by providing guidance, easy entry, early payments and incentives.
- Pakistan Ordinance Factories (POF) may be further incentivized and explore option to build new factories, competing global quality.
- Possibilities may be explored to create a freelance association and designate freelance projects and products as part of the services sector exports.
- An agriculture emergency, a charter of economy may be signed, tapering all imports of food within the next ten years.

## THEME - 6: HOW TO ACHIEVE 'EASE OF DOING BUSINESS' IN PAKISTAN?



Mr Abdullah Farrukh



Mr Asim Majid Khan



Mr Adnan Pasha



Mr Usman Javed



Mr Usman Iqbal Hundal



Khawaja Najam Ud Din



Ms Moneeza Usman



Ms Lubna Bhayat



Mr Muhammad Ahsan



Mr Shahbaz Zaheer

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### KEY TAKEAWAYS

- Pakistan is set to revolutionize its ease of doing business landscape with the establishment of the Special Investment Facilitation Center (SIFC).
- This transformative approach aims to consolidate bureaucratic processes, reducing the hassles associated with multiple hurdles in the business journey.
- SIFC is positioned not only as a facilitator but also as an accreditation body, endorsing Government-to-Government (G2G) and Business-to-Business (B2B) transactions. This dual role adds credibility to the business processes, instilling confidence among stakeholders.
- To enhance transparency and provide stakeholders with real-time information, SIFC should act as a transparent investment dashboard. This tool will empower investors with crucial insights, ensuring informed decision-making.
- Clear criteria for benchmarking businesses qualify for Special Projects status. This strategic approach ensures that businesses with unique potential receive specialized attention, promoting growth and innovation.
- Ensuring accountability and transparency, through a quarterly audit and forensic review conducted by top audit firms aims at identifying areas of improvement and maintain the highest standards of governance.
- There is a need to eliminate red-tapism, providing a more streamlined and efficient experience for businesses.

## THEME - 7: HOW TO ENSURE CREATION OF SKILLED HUMAN RESOURCE IN PAKISTAN?



Ms Saira Iftikhar



Ms Kulsoom Furman



Syed Suhail Abbas



Mr Muhammad Usman



Mr Faizan Ali Siddiqi



Prof. Dr Shahid Munir



Mr Muhammad Shah



Dr Naeem Ullah Dar



Mr Muhammad Amin



Ms Khadija Younus

### KEY TAKEAWAYS

- In modern-day world, economic security highly relies on building skilled human resources to strengthen both traditional and non-traditional security regimes.
- According to the latest UN HD report, Pakistan has gone down by seven slots in HDI for 2021-22 and stands at 161.
- PSDP 2023-24 has allocated Rs. 8,500 million for skills development, representing a 10% increase from the previous year.
- NAVTTC is the largest skills development program in Pakistan; provides training to over 500,000 individuals annually in various skills.
- Approx 110 million are below the age of 30 years; challenge is to absorb this growing work force into different sectors locally and internationally.
- The annual budget for education at both the federal and provincial levels is limited, coupled with inefficient and unaccountable practices.
- World Bank estimates that Pakistan needs to invest 2-3% of GDP in skills development to meet the needs of its growing workforce and economy; current investment is only 0.3% of GDP.
- Expand vocational training centers creating linkages with industries, and promoting apprenticeship programs.
- Focus has to be on skill development for agriculture and allied sector comprising livestock, fisheries, meat market, poultry, dairy and forestry.
- Collaboration with the private sector is critical; government should work closely with industries and develop programs that align with these requirements.
- Encourage entrepreneurship and innovation: can also create a supportive environment for startups, provide access to capital, and offer entrepreneurship training programs.

## THEME - 8

### HOW SHOULD MEDIA CONTRIBUTE TOWARDS NATION BUILDING?



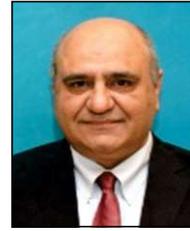
Mr Talha Rehmani



Rear Admiral Rizwan



Lt Col (R) Abaid Ullah



Mr Muhammad Aamir



Prof Dr. Imtiaz Ahmad



Dr Maria Hamid



Ms Sania Kamran



Ms Kainat Mukhtar



Mr Raja M Khan



Sheikh Zahid Jan

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## KEY TAKEAWAYS

- Liberalization of media in Pakistan post-2002 resulted in a surge of private satellite TV channels accessed, propagating various agendas.
- Currently, over 70% of Pakistan's populace possesses a TV, with over 100 Mn individuals watching TV daily; entertainment (40%) and news (19%).
- Most advertising decisions hinge on Television Audience Management (TAM) ratings, which are derived from a minuscule sample of approximately 3000 urban households, which is hardly representative of a nation of 241 million.
- Digital media platforms like Facebook, Google, and TikTok have garnered increasing ad revenue in Pakistan; 45% of the Pakistani population uses digital media.
- While there are significant challenges, media has the potential to be a formidable tool in constructing a robust, educated, and conscious nation.
- The criteria for TV ratings and channel placements should also evolve, taking into consideration the positive impact of their content.
- Growing threat of manipulated media, such as deep fakes, necessitates the implementation of robust detection mechanisms.
- There must be an emphasis on upholding a minimum professionalism benchmark for media personnel to ensure quality and integrity in their work.
- There is a dire need to revamp the PECA to ensure that the citizen's rights to privacy and freedom of speech are not compromised.
- Cybercrime laws are a new development and the existing laws need to be able to address a wide spectrum of problems relating to online spaces.
- It is a collective responsibility to leverage this powerful tool not just for information dissemination but also for sculpting a brighter, more unified future for Pakistan.

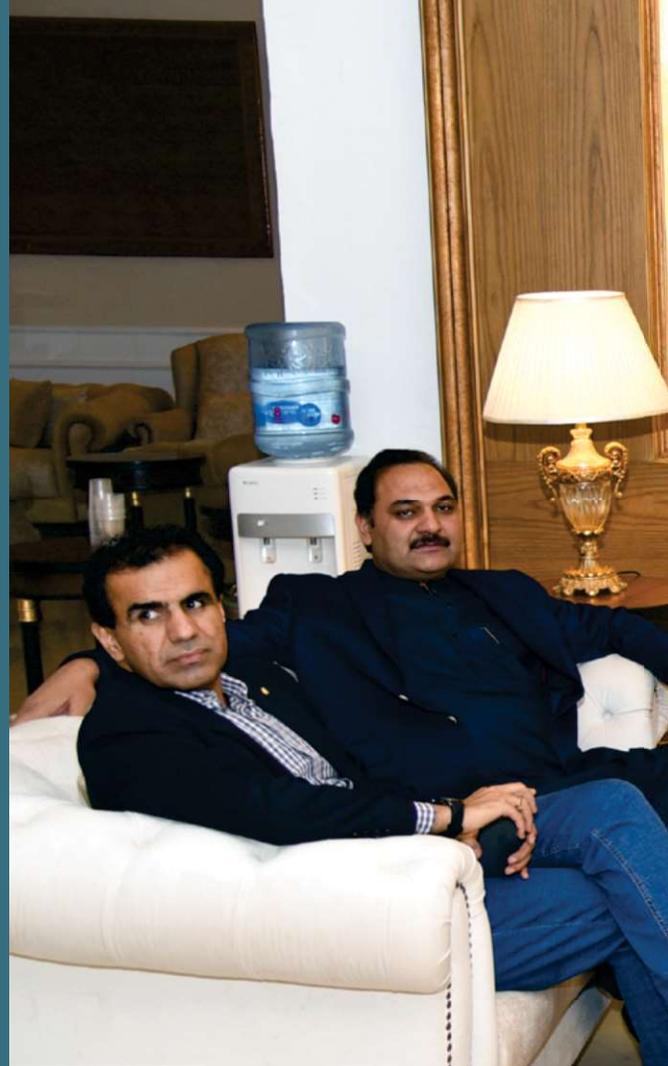
# Closing Ceremony







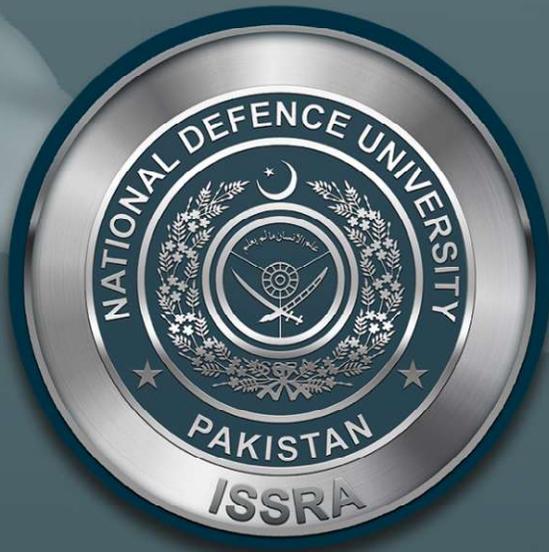
# Picture Gallery











**INSTITUTE FOR STRATEGIC STUDIES, RESEARCH & ANALYSIS (ISSRA)**

