

# **HEC Supported International Conference 2008**

## **Sindh Progress and Prospects**

### **Competitiveness and Productivity**

The HEC supported International Conference on the theme of Sindh Progress and Prospects was organized by Institute of Business Management in collaboration with University of Sindh on August 9, at Karachi Sheraton.

#### **Organizing Committee**

Mr. Talib S. Karim, Executive Director Academics, IoBM  
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Dr. M. Ayub Shaikh, Associate Professor, Institute of Commerce, Sindh University  
Dr. Khalid Hussain Shaikh, Assistant Professor, Institute of Commerce, Sindh University

#### **Outline of Program**

##### **Inaugural**

Tilawat-e-Quran  
Welcome Address & Issue Paper by Mr. Talib S. Karim Executive Director, IoBM  
Speech by the Chief Guest, Mr. Nisar Ahmad Khuro, Speaker Sindh Assembly  
Inaugural Speech by Mr. Mir Mazhar- ul- Haq, Sindh Education Minister  
Keynote Address by Dr. Noushad Ahmad Shiekh, Vice Chancellor, LUMHS  
Concluding Remarks by Mr. Mazhar-ul-Haq Siddiqui, VC, Sindh University

##### **Technical Sessions**

##### **Closing Ceremony**

Reports of Technical Session Rapporteurs  
Research Agenda for Centre of Research in Sindh, Director Research, IoBM  
Plaque Distribution

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## INAUGURAL

The inaugural session of the Sindh Conference, 2008 was addressed by Mr. Nisar Ahmed Khuhro, Speaker Sindh Assembly; Pir Mazhar-ul-Haq, Sindh Education Minister; Mr. Mazhar-ul-Haq Siddiqi, Vice Chancellor, Sindh University, Jamshoro and Professor Dr. Naushad Ahmed Shaikh, former Sindh Health Secretary and Vice Chancellor, Liaquat University of Medical and Health Sciences, Jamshoro. The Welcome Address and Issue Paper were presented by Mr. Talib S. Karim, Executive Director Academics, Corporate Affairs and Business Support Center, Institute of Business Management.

Mr. Nisar Ahmed Khuhro linked progress to the important role played by mothers. He suggested that women should be educated as mothers pass on education to the next generation. This will be the solution to many social and economic problems, including that of energy and building the country's infrastructure.

He added that the availability of infrastructure will urbanize people's lives, which does not mean having them live in cities, but that they have modern tools and means of communication available, even in the most remote areas.

Mr. Pir Mazhar-ul-Haq remarked that the government is committed to education and merit is the sole criterion for recruitment in every sector. Primary school teachers are the backbone of the education system as they lay the foundation for higher education and acknowledging this is critical to establish a rational system.

Of 12,000 candidates interviewed for primary teachers, hardly 700 secured 60 percent marks, portraying the real eligibility of school teachers, regretted Haq. The Aga Khan University offers free training to primary school teachers, but instead of availing this opportunity, they complain of lack of remuneration and traveling allowances.

“Our problem is corruption prevailing from grass roots level to top ranks and unless we eradicate corruption, we are ruined,” remarked Haq.

Prof. Dr. Naushad Ahmed Shaikh spoke about “Health and Demographics.” He was critical of the health and education systems in Pakistan and said that the policies in these departments had failed. He remarked that the only way to bring things back on the track involved strong political will alone.

Prof. Mazhar-ul-Haq Siddiqi proposed that Sindh's problems, whether educational, social, economic or political, may be addressed through better vision and understanding. The conference recommendations were expected to contribute positively and pertinently in this regard and the collaboration between IoBM and University of Sindh to organize this conference was a good example of private-public sectors partnership.

Mr. Talib S. Karim welcomed the delegates and thanked them for their gracious presence. He highlighted the importance of education and health in the developmental perspective of Sindh. A recent study shows that Sindh lags behind in educational development. Even in 2005,

Karachi was ranked amongst Pakistan's top ten educationally advanced districts \_Thatta and Jacobabad were ranked amongst the bottom ten. In 2005, 52 percent of the labor forces had no schooling at all and only one percent had technical training.

As in other provinces, return to education is relatively low in Sindh, except in the case of technical tertiary education. A particular concern of provincial and local governments must be to provide initiatives for increasing returns on education so as to induce parents to send children to school in Sindh. Traditionally, subsidization of health and education has been at a lower level than the subsidization of physical infrastructure (especially irrigation and roads). Privatization at all levels has led to a reduction in subsidization and this has seriously hurt the poor. Educational inequality has been rising in Sindh and decline in educational sector subsidization is a basic cause.

Secondly, as has often been lamented, the IT revolution has not really come to Pakistan\_ it has not touched the lives of the common man. A policy must be devoted to bring the IT revolution to the villages of Sindh through the proliferation of community IT business centers.

Moreover, the local IT industry remains credit starved. Venture capitalists are reluctant to invest because no policy framework for assessing technical capabilities in this high risk area currently exists in Sindh. We, at IoBM, have done serious initial work and we hope that the provincial and local governments will support this.

Finally, health facilities are sparse, especially in rural and underdeveloped areas of Sindh. Reduction in subsidization and growth of private businesses has made health services \_ even basic medicine\_ inaccessible to the poor. A supportive regulatory framework promoting sectoral institutional redesign is urgently needed. Public private partnerships may provide a useful institutional mechanism for restructuring both the health and the education sectors, but this requires effective governing of the health and education markets by the provincial and local administrations.

If the government of Sindh is to play a development directional side role, its public image must improve. This is an essential requirement for policy credibility. The technical session devoted to media and communications will produce some suggestions to enhance the image of the people governing Sindh.

## TECHNICAL SESSIONS

Six concurrent sessions were held on the key sectors concerning the potential progress for the province of Sindh. A list of the sectors, topics of research papers and the presenters is as follows:

### INFORMATION TECHNOLOGY

1. **Keynote Speech** by Dr. Imdad Ismaili, Director Institute of Information Technology, University of Sindh
2. **Sindhi Optical Character Recognition** by Dil Nawaz Hakro and Prof. Dr. Imdad Ali Ismaili, Institute of Information Technology, University of Sindh
3. **The Perspective and Future of Information Technology Industry in Sindh** by Dr. Ejaz Ahmed and Farrukh Amin, IoBM
4. **Internet Banking System in South Asian Countries \_ Preliminary Findings** by Farrukh Amin, IoBM

### DEVELOPMENT OF SINDHI AS A BUSINESS LANGUAGE

1. **Keynote Speech** by Prof. Dr. G.A. Allana, Professor Emeritus, University of Sindh
2. **Sindhi as a Language of Business and Commerce** by Dr. Abdul Jabbar Junejo, Institute of Sindhology, University of Sindh
3. **Sindhi as a Business Language** by Prof. Aijaz Ahmed Qureshi, Retired Professor, University of Sindh
4. **Sindhi as a Business Language in the Context of Emerging Information Society** by Lachman. M. Khubchandani, Prof. Founding Director of Centre for Communication Studies, Pune. The paper was presented by M. Asif Khan, IoBM

### EDUCATION/HUMAN RESOURCE

1. **Keynote Speech** by Mazhar ul Haq Siddiqui, VC, University of Sindh
2. **Does Gender Matter for Leadership?** By Amber Raza, PAF, KIET
3. **Role of Training and Development on the Performance and Motivation of University Teachers\_ A Case Study of Pakistan** by Faiz. M. Shaikh, Z.A. Bhutto Agricultural College, Dokri, Larkana
4. **Education and Human Resource Development In Sindh: A Reappraisal** by Fashiul Alam, IoBM
5. **A Roadmap for Academic Governance** by Javaid Ahmed, IoBM
6. **Call Centers in Pakistan** by Sadia Ansari, IoBM
7. **The Impact of Monitoring, Evaluation and Follow-Up on the Effectiveness of Professional Development Programs in Sindh** by Syed Abdul Aziz, Naila Siddiqui & Edith Fazale, HIESS, Hamdard University, Karachi

## COMMUNICATION/MEDIA

1. **Keynote Speech** by Mehtab Akbar Rashidi, Executive Director, HUM T.V
2. Impact of the Fantastic Advertisement of Consumer Goods on the Mental Health of Society by Asad Shahzad, IoBM
3. Media Spotlight: Echoes of Sindh by Parvez Jamil, IoBM
4. Need Analysis\_ an Approach to ESP by Samra Javed, IoBM

## INVESTMENT & ENTERPRISE STRUCTURING

1. **Keynote Speech** by M. Ashraf Junjua, Dean, CBM
2. Contribution of Sindh in Pakistan's Total Rice Exports by Abdul Rahim Janoo, Managing Director, Haji Razzak Janoo (Pvt) Ltd. & Hina Exports
3. Capital Budgeting \_Decision Making Practices in Pakistan by H. Jamal Zubairi and Farrukh Amin, IoBM
4. Compliances of Foreign Buyers Requirements by Pakistan's Industry under WTO Agreement by Dr. Mohammad Irshad Khan, IoBM
5. Theoretical Fallacies in the Economic Argument behind Privatization by Muhammad Zahid Siddique, National University of Computer and Emerging Sciences, Karachi
6. Knowledge Audit of Foreign Banking Sector in Sindh by Shabina Shaikh, Isra University, Hyderabad
7. The Relationship between Sindh's Regional Domestic Product (RGP) and its External debt: a Test of Granger Causality by Syed Maqsood Alam, IoBM
8. The Impact of FDI Inflows on Employment in the Province of Sindh by Zia Abbas, Zia Ul Qamar, Kamran Abbas, IoBM

## HEALTH/DEMOGRAPHICS

1. **Keynote Speech** by Dr. Noushad Shaikh, VC, LUMHS
2. A Step Towards the Elimination of Corruption: Teaching Biomedical Ethics to the Undergraduate Medical Students at Liaquat University of Medical & Health Sciences, Jamshoro by Dr. Faisal Ghani Siddiqui, LUMHS
3. Immunization Services in Pakistan: Progress of 2007 by Dr. Hussain Bux Memon, Project Director, EPI, Health Department, Government of Pakistan, Islamabad
4. Importance of Nutrition in Primary Health Care by Dr. Seema Mumtaz and Nasreen Arshad, CHS, Liaquat College of Medicine and Dentistry, Karachi.
5. Evolving HIV Epidemic in Pakistan: Challenges and Opportunities by Dr. Sharaf Ali Shah, Dow University of Health Sciences, Karachi

## **CLOSING CEREMONY**

### **SUMMARY OF RAPORTEURS' REPORTS**

The summary of recommendation of each technical session was presented by the following Group Rapporteurs:

Information Technology by Dr. Ejaz Ahmad  
Development of Sindhi as a Business Language by Dr. G. A. Allana  
Education and Human Resource Development Strategies by Dr. Fasihul Alam  
Media and Communication by Ms. Fareeda Ibad  
Investment and Enterprise Structuring by Mr. Mohammad Bashir Janmohammed  
Health and Demographic Studies by Prof. Dr. Noushad A. Shaikh

### **SUMMARY OF RECOMMENDATIONS**

#### **INFORMATION TECHNOLOGY**

The session was chaired by Dr. Imdad Ismaili, Director, Institute of Information and Communication Technology (IICT), Sindh University and four speakers presented their research papers. The details and final recommendations are listed below:

Dr. Imdad Ismaili was the first to present his research paper. Dr. Ismaili discussed the technical background by developing algorithms and highlighted some important issues that many people ignore. He emphasized that properly planned and executed algorithms generate fruitful results. He explained in detail the algorithm developed for Sindhi Optical Characteristic Recognition (Sindhi OPR) in real form. While discussing the algorithms pros, Dr. Ismaili discussed the difficulties he and his team faced during this project. Transferring Sindhi alphabets into a readable format was a challenge. He explained in detail how the algorithm works and described the procedure used to convert Sindhi characteristics in editable format. Dr. Imdad discussed the Sindhi Word Processor that IICT has developed in line with Microsoft Word Processor. Dr. Ismaili was of the view that Sindhi Language keyboard should be developed and made popular among different facets of Sindh.

Mr. Dilnawaz Hakro, faculty member IICT, Sindh University was the second speaker. He explained the applications of OCR, Intelligent OCR and OMR. Mr. Hakro described their working in detail and explained how OCR for Sindhi language was used inspite of multiple difficulties they were facing. Due to character difficulties, the Arabic script was used to write Sindhi characteristics. Mr. Hakro described how the proposed Word Processor in Sindhi could be used in academics, business and communication. The software could be used by publishers and printers. It may provide help while sending e mails or using other electronic communication tools. Since the software was based on uni-coded scheme, its usefulness increases to a great extent.

Mr. Farrukh Amin, faculty member, College of Computer Science and Information System, Institute of Business Management was the next speaker. Mr. Amin presented his research on Internet Banking Systems of South Asian banking Sector. He compared the performance of Pakistani banking sector with other South Asian countries and showed how Pakistan is improving. Mr. Amin discussed the E-banking system in almost 100 banks situated in different South Asian countries and compared their performances with reference to certain parameters of interest. He exemplified that Pakistan is quite low in terms of interactivity and responsiveness but proved that she is far better in terms of control and security issues. Mr. Amin emphasized that banks in Pakistan need to improve their current behavior and hire skilled people to improve their credibility. The survey showed that Pakistani banks have shown better performance in infrastructure development but need to do more on interactivity and customer relationships.

Dr. Ejaz Ahmed from Institute of Business Management was the fourth speaker of the session. He explained Pakistan's position among other countries under various ICT performance measures. He showed that Pakistan is using a meager proportion of the IT business around the globe and identified the areas that need improvements. Dr. Ahmed discussed the findings of their survey based study in detail. The study was limited to Korangi Industrial Area and was conducted on a smaller scale. The survey revealed how the province of Sindh is doing in IT area. Dr. Ahmed also discussed the perception and commitment of the users and industrialist in adopting new IT philosophies; their accessibilities and adaptabilities. The paper highlighted the efforts of central and provincial governments to popularize the value of Information Technology in our youth and professionals. He also described what government has planned for the next few years to improve the IT infrastructure and applicability.

The session discussed the issues raised during the presentations and came up with following recommendations:

The Government and the industry should join hands and take necessary steps to ensure the following:

- Easy accessibility to new technologies at lower rates
- Talent hunt programs and accessibility of such courses at all levels and in all areas
- Political stability as exports and other initiatives get disturbed due to uncertainties.
- Basic infrastructure
- Training of organizations to create interest and develop skills
- Reduce production cost

The industrialists, users and academicians should play their vital role and ensure the following:

- Continuous curriculum revision
- Programming
- Software training for students

- Seminars, workshops and exhibitions
- Improvement in HR Skills
- Promotion of IT\_ Advantages and benefits

It was also observed that the Government, industries and academic institutions cannot succeed if they continue working in isolation. It was, therefore, recommended that all stakeholders should join hands and put in all efforts to ensure the following:

- Appropriate allocation of resources
- Improved expertise, training and HR
- Congenial environment so that stakeholders participate and develop new ideas.
- Improved infrastructure
- Enhanced coordination amongst key players
- Decreased software costs, affordability, and control piracy

## **SUMMARY OF RECOMMENDATION**

### **DEVELOPMENT OF SINDHI AS A BUSINESS LANGUAGE**

The session was chaired by Dr G. A. Allana and four speakers presented their research papers. The details and final recommendations are listed below:

The participants of the session have emphasized in their papers that Sindhi language has the capacity of being a modern business language.

They suggested that the use of Sindhi on computer will help business and trade in the province, country and wherever the Sindhi business community is settled. Recently, with the advent of electronic and print media, the publicity and advertisement for various businesses has been started in Sindhi Language but it needs to be strengthened further.

The participants made very valuable suggestions as enlisted below:

- Development of IT related programs in the realm of “e-culture”. IT will help inculcating professionals to use their mother tongue and local knowledge, complementing global infrastructure for effective communication.
- Increase in resources of e-proficiency in local languages by preparing glossaries and translating resource materials from widely used languages in different domains, in print as well as in digital media.
- The Government of Sindh, with the help of experts, prepare a dictionary namely “A dictionary of Sindhi business language” to strengthen Sindhi as a business language.
- Efforts should be brought into action to boost up business, trade and industry all over the province. This step will motivate interactions among business community and, thus, a valuable addition in Sindhi language could be made.
- Modern market/business proverbs, idioms and terminology should be introduced and publicized in Sindhi. This enterprise will play a prime role in advancing the business transactions and other affairs.

- The Government of Sindh should approve Sindhi language to be used at local level through an amendment in the Sindh Language Act of 1972.
- Preparation of a Sindhi software on internet, so that Sindhi Business Community may easily communicate with the Sindhis engaged in business across the globe.
- The Government of Sindh ought to direct its Information Department to release advertisements, tenders and other business/trade/industrial announcements materials and notices related to Sindh province in Sindhi.

We hope that Sindhi language will revive its golden past and will be strengthened with the support by the Sindh Government as suggested.

## **SUMMARY OF RECOMMENDATIONS**

### **EDUCATION/HUMAN RESOURCE**

The session was chaired by Mr. Mazhar ul Haq Siddiqui, VC Sindh University and five speakers presented their research papers. The details and final recommendations are listed below:

Mr. Mazhar ul Haq reported that education and human resource conditions in Sindh show a dismal picture. He recommended education and HRD should be given top most priority in terms of government allocation, private and NGOs participation: the quality of governance should be improved; appropriate measures should be undertaken to reduce gradually the rural-urban gap in respect of income, literacy, health care and other facilities; attention should be given to overcome the effects of natural and artificial calamities.

Dr. M. Fashiul Alam reported that the present state and structure of education and HRD is not up to the level of catering to the needs and demands of local and foreign markets. He recommended that the rising trend of poverty level of HR should be curbed; budget allocation should be raised; integrated approach could be adopted to increase the abilities and participation of all categories of stakeholders. He also recommended that T & D programs for teachers and others should be emphasized; priority should be given for the development of logistics in areas like physical, financial, reading and teaching equipments, infrastructure etc; coordinated efforts among all institutional forces should be built up. He further suggested that an awareness campaign should be initiated for the people living in rural and urban areas, especially those who live below poverty line; attention should be given to the proper use of foreign assistance received for education and HRD. The most important issues pointed out by him were political stability, inter-community harmony, security of life, recognition of education & HRD and rule of law.

Mr. Faiz. M. Shaikh explained that training has got a positive impact on university teachers' development. He recommended that basic and advanced level training should be organized based on basic disciplines of teachers; required training support, literature,

apparatus, etc. should be provided at the time of training and that the current practice of arranging consolidated training for teachers from all discipline should be changed. Furthermore, discipline-wise training should be imparted.

Ms. Amber Raza exemplified how gender matters for leadership in different forms. She recommended that leadership can be developed through mentoring, networking and negotiation

## **SUMMARY OF RECOMMENDATIONS**

### **COMMUNICATION/MEDIA**

The session was chaired by Ms. Mehtab Akbar and three speakers presented their research papers. The details and final recommendations are listed below:

The keynote speaker for the session “Communication and Media” Ms. Mehtab Akbar Rashidi highlighted the lack of media resources in Sindh. She observed that the print media was economically viable, but failed to play its due role due to widespread illiteracy. The electronic media, on the other hand, was beyond the reach of the rural masses. The only media resource available was the radio which faced technical problems. She recommended increased freedom of expression for journalists, freedom from intimidation by politically motivated forces. This would only be possible after the promulgation of the Freedom of Information Ordinance.

Other recommendations included:

- Training for media personnel on socio-economic issues, gender issues, environmental issues, social norms, ethics and culture.
- FM radio should be strengthened.
- PEMRA should allow other organizations to facilitate the flow of information.

Internet, print media and satellite channels should be encouraged as they change the outlook and thinking of the people.

Mr. Pervez Jamil, in his paper “Media Spotlight Echoes of Sindh,” presented the development of the media in Sindh and the problems facing it. The problems are concerned with the manipulation and exploitation of Sindh’s natural resources, deprivation of the due rights of Sindhis by vested interests and by the center, and media endeavor in a free press to highlight the injustices meted out to Sindh and the Sindhis. These issues pertain to the Sindhi press, media and human rights, curbs on and struggle for media rights, government ads or sponsorship concerns of the proprietors of the Sindhi media.

The solutions suggested were that the problems could be alleviated through imaginative thinking and creative writing by men of letters.

- Media education and training.
- Better emotional maturity.
- A genuine effort to address these problems.

Ms. Samra Javed' s paper entitled “Needs Analysis\_ An Approach to English for Specific Purposes” suggested that students’ needs should be analyzed at the very outset of a course in order to determine their weak areas. This would keep the teacher focused on planning lessons with a view to improvement in these areas. The areas in which positive outcomes were observed were listeners’ involvement, body language and delivery. The areas where success was minimal were self assessment, impromptu speaking and eye contact. She proposed a project in collaboration with the Ministry of Education in Sindh to find out the extent to which the course design in Business Communication in both public and private sector universities takes into account the communication needs of the business sector in Sindh.

## **SUMMARY OF RECOMMENDATIONS**

### **INVESTMENT/ ENTERPRISE RESTRUCTURING**

The session was chaired by Mr. Mohammad Bashir Janmohammed and eight speakers presented their research papers. The details and final recommendations are listed below:

The investment depends upon the political and law & order situation in the country and especially in the province of Sindh. The session recommended that immediate steps be taken for political stability in the country and for controlling the law and order situation in the province of Sindh to attract local and foreign investment.

The session reported that there are no subsidized or cheap finances available for the industries in Sindh especially for Small and Medium Enterprises (SME). In the Provinces of Punjab and Frontier, the Government has established Bank of Punjab and Bank of Kyber to support the industries and Government projects in these provinces. It was recommended that a Bank of Sindh be established in the province of Sindh with private and public participation and State Bank should give loans to the Bank of Sindh at subsidized rates to promote Small & Medium Enterprises in the province of Sindh.

The session noted that micro finance institutions in the province of Sindh have not developed to the desired level. Therefore, appropriate measures should be taken to strengthen the micro finance institutions in the province of Sindh.

The session highlighted the fact that there are no benefits to foreigners in long term investments as mostly the investments are observed in the portfolio of management and stock exchange. The session recommended that the Government of Sindh should

recommend to the Federal Government to provide tax incentives to the long term investments with a view to give more employment to the people of Sindh.

The session reported that Sindh has a rich cultivation of rice and there is huge demand for export and local consumption. No new technology has been introduced in rice cultivation in the province, resulting in low yield and no quality control. The session recommended that the Government of Sindh should invite the countries with high yield in rice to invest and transfer new technology to the agriculturists.

It was also reported that Rice Research Center in Dokri is not working in a proper way. It is recommended that this Research Center be handed over to the private sector for modern research in rice cultivation.

It was also recommended that Sindh, being a coastal area, should emphasize on the export of fish. Against the standards set by European Union and other European Countries, Sindh is not fetching the right price of the sea food and cannot even export fish to many countries of Europe. It is recommended that Sindh Government should educate exporters of fish about the standards and the requirements of the buying countries.

Finally, it was highlighted in the session that the province of Sindh is not getting a proper share of revenue from the Federation. The session recommended that the Government of Sindh should plead to the Federal Government for more allocation of revenue for the province as Sindh is the Gateway to import/export and shares the burden of the residents of all other provinces of Pakistan by giving them employment and facilities in the province of Sindh, particularly in Karachi, Hyderabad and other cities of the province.

## **SUMMARY OF RECOMMENDATIONS**

### **HEALTH/DEMOGRAPHICS**

The session was chaired by Prof. Noushad A. Shaikh, Vice-Chancellor, Liaquat University of Medical and Health Sciences, Jamshoro, Sindh and five speakers presented their research papers. The details and final recommendations are listed below:

Health education regarding protection against community diseases should be imparted at primary school level. In this regard, LUMHS has offered its services to prepare handout/books on common diseases for primary school children.

There is a strong need to inculcate biomedical ethics as a discipline in undergraduate MBBS and BDS level. LUMHS has already taken lead in this regard and has started teaching bioethics to its undergraduate from November, 2007. It is recommended that, in line with PMDC directives, bioethics be inculcated in the undergraduate syllabus in all medical colleges and universities in the country in general and in Sindh in particular.

It is recommended that health education be provided to pregnant women at Taluka level to prevent nutrition deficiency. This would improve child and maternal health in the province.

Major challenges in HIV/AIDS prevention and control exist in Pakistan in general and Sindh in particular. It was recommended that in order to prevent and control these life threatening diseases, the media should play its due role to educate general public, enhance political commitment and muster support of the UN and other donor agencies.

There was a need to initiate public private partnership mechanism without jeopardizing the interest to low income and vulnerable groups. It was recommended that the private sector should be involved in vertical programmes like EPI, family planning and Tuberculosis control. There was also a need to regulate private sector through licensing and certification. Staff reforms in health department are strongly recommended. Doctors and health service providers should be promoted on the basis of performance and not on seniority; absentees should be dismissed and salaries of the existing staff be raised to counter corruption and lethargy. Similarly, DHOs and Medical superintendents of the hospitals should be delegated the powers regarding posting, transfers and suspensions.

There is an urgent need to prioritize the type of human resources needed for effective health care delivery. Special attention should be given to unfavorable nurse doctor ratio by establishing more nursing schools in the province. Preferably, these nursing schools should be spread over in the rural areas of the province instead of centralizing them in the major cities.

## **RESEARCH AGENDA OF CENTRE FOR RESEARCH IN SINDH**

by

Dr. Javed A. Ansari

The concluding presentation was made by Dr. Javed A. Ansari, Director Research, IoBM. He thanked Mr. Nisar Ahmad Khuhro for accepting chairmanship of the proposed IoBM Centre for Research in Sindh (CRIS). CRIS would seek to develop into a think tank for the Government of Sindh and utilize the extensive research resources in the areas of Finance, Marketing, Human Resource Management, Information Technology and Industrial Engineering at IoBM to analyze and allocate provincial Government policies that could accelerate the pace of development in Sindh. Research has always been a core competence of the IoBM which is a national business school chartered by the Sindh Assembly ten years ago. We see provincial autonomy as an instrument for augmenting national integration & development and CRIS would articulate a research agenda with this objective.

Dr. Ansari presented two research proposals which would launch CRIS. The first entitled “Enhancing Competitiveness and Employability in Korangi & Kotri Industrial Areas” would be led by Mr. Javed Ahmed, International Management Consultant & Head of the

Department of Management & HRM. The project would attempt to develop enterprise specific plans for improving management, finance, IT usage, marketing & HRM processes to realize the competitiveness & employment potential of major industrial units in the Korangi & Kotri Industrial Areas.

The second project entitled “Report on Social and Economic Development in Sindh Province 08-09”, would be led by Mr. Mohammad Ashraf Janjua, Dean CBM and Former Deputy Governor & Chief Economist State Bank of Pakistan. The project would aim to produce, on an annual basis, a set of statistical series developed to measure macroeconomic and social development in Sindh province so that a document similar to Pakistan Economic Survey is produced by the Economic Affairs Division of the Federal Ministry Of Finance is put together under the guidance of Sindh Ministry of Planning & Development. The preparation of this document would provide an objective basis for evaluating the effectiveness of the policies implemented by the Government of Sindh in economic and social sectors on a regular basis.

Dr. Ansari said that the first meeting of the organizing committee of CRIS would be held under the chairmanship of the speaker after Ramadan to evaluate and approve the project documents.



