

IPS NEWS

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OBITUARY



Professor Khurshid Ahmad (23rd March 1932 - 13th April 2025)

We share with a very heavy heart and great sorrow that during the preparatory period of this issue of IPS News, Professor Khurshid Ahmad, the founding chairman of Institute of Policy Studies (IPS) and its present Patron-in-Chief, passed away.

Prof Khurshid Ahmad was recognized globally as a thought leader and advocate for Pakistan and the Muslim Ummah. He was a scholar and leader whose intellectual depth and patriotism were acknowledged even by those who held differing ideological and political views.

Prof Khurshid Ahmad served as a member of the Senate of Pakistan for more than two decades, from 1985 to 2012, with a brief interruption, and in 1978, he held the position of Federal Minister for Planning and Deputy Chairman of the Planning Commission of Pakistan. In 1979, he founded the Institute of Policy Studies (IPS) in Islamabad – the first non-government think tank of Pakistan – and continued to serve as its chairman until 2021. He was also a founding trustee of the International Islamic University, Islamabad; founding chairman of Islamic Foundation, Leicester, UK and president of its Markfield Institute of Higher Education (the first academic centre of Islamic economics and finance in the Western world); founder chairman of the University of Management and Technology, Lahore; and patron and pioneering board member of several institutions and organizations across the Muslim world.

Prof Khurshid Ahmad authored and edited over 130 books in Urdu and English. His books and articles have been translated and published in numerous languages, including Arabic, French, Turkish, Bengali, Japanese, German, Indonesian, Hindi, Chinese, Korean, Persian, and others.

In recognition of his academic and research achievements, the University of Malaya (Malaysia) awarded him an honorary PhD in Education in 1982, Loughborough University (UK) conferred upon him an honorary PhD in Literature in 2003, and the International Islamic University Malaysia awarded him an honorary PhD in Islamic Economics in 2006.

For his remarkable contributions to Islamic economics, Prof Khurshid Ahmad was honored by the Islamic Development Bank in 1989 with its highest award. In 1990, the Government of Saudi Arabia recognized his international services to Islam by bestowing upon him the prestigious King Faisal Award. Additionally, the Government of Pakistan honored him in 2010 with the highest

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‘Evaluating NTDC Reforms: Tackling Transmission and Distribution Challenges in Pakistan’

While the NTDC’s structural reforms are designed to improve accountability, efficiency, and transparency, their success depends on comprehensive planning, political neutrality, and systemic coordination, as mere restructuring alone will not bring lasting improvements. The success of these reforms also needs reducing bureaucratic influence, ensuring independent decision-making, and prioritizing national interest over institutional inertia.

This perspective was shared by power sector experts during a roundtable on ‘Evaluating NTDC Reforms: Tackling Transmission and Distribution Challenges in Pakistan’, held at IPS on February 20, 2025.

The session was addressed as keynote speaker by Dr Fiaz Chaudhry, chairman, National Transmission and Dispatch Company (NTDC), Zubair Chaudhry, general manager finance, Central Power Purchasing Agency (CPPA), Afia Malik, senior

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‘Path to Peace: Unpacking the Palestine Question’



Prof Dr Sami Al-Arian

The outcome of the Israel-Palestine conflict has reframed the Palestinian issue as an existential question for Israel itself, exposing its strategic failures and weaknesses while intensifying global scrutiny of its settler-colonial Zionist ideology. Since this ideology is rooted in racial supremacy and exclusivism, the two-state solution is unviable. The only resolution lies in dismantling the Zionist project to establish

justice and the rightful sovereignty of the Palestinian people.

This was noted by Prof Dr Sami Al-Arian, director, Center for Islam and Global Affairs (CIGA), Istanbul Sabahattin Zaim University, during a policy dialogue on ‘Path to Peace: Unpacking the Palestine Question’, held at IPS on January 24, 2025. The session was also addressed by Khalid Rahman, chairman, IPS.

Dr Sami Arian argued that Zionism seeks to be in control and rule and not allow any state to do anything that might be conceived as a threat to them. He said that dismantling Zionism does not equate to opposing Jews based on their faith; instead, it is about resisting aggressors and oppressive systems,

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‘Geopolitical Imperatives: Redefining Pakistan-Afghanistan Relations in the Post-Taliban Era’

Restructuring Pakistan-Afghanistan relations requires a departure from short-term policy fixes toward a comprehensive, strategic, and governance-driven approach. Since the erosion of the rule of law and the spread of divisive rhetoric fuel mistrust and instability, this approach must prioritize mutual recognition of sovereignty, the rejection of polarizing narratives, the restoration of the rule of law, public ownership in law enforcement, and institutional integrity.

The views were reflected during a discussion followed by the keynote speech of Ambassador (r) Asif Durrani, Pakistan’s former special representative on Afghanistan, in a roundtable on ‘Geopolitical Imperatives: Redefining

Pakistan-Afghanistan Relations in the Post-Taliban Era’, held at IPS on January 31, 2025.

The session was addressed by Khalid Rahman, chairman IPS, Brigadier (r) Said Nazir, defense analyst, Noor-ul-Ain Naseem, policy advisor, GIZ, Dr Farhat Taj, associate professor, University of Tromsø, Norway, Ambassador (r) Syed Abrar Hussain, Ambassador (r) Ayaz Wazir, Dr Lutfur



Ambassador (r) Asif Durrani

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'Historiography and the Formulation of Collective Identity'



Department of Philosophy and Religious Studies, Bursa Uludağ University, Türkiye, and Dr Monjed Abu Bakr, assistant professor, Istanbul 29 Mayıs University, while speaking at a session on 'Historiography and the Formulation of Collective Identity', held on February 24.

The deeply ingrained "West versus the Rest" mindset has long driven the West to frame history, politics, and culture in ways that justify its actions and reinforce its dominance, often at the cost of distorting non-Western realities. This selective historiography perpetuates a cycle of intellectual and political hegemony, where narratives are framed to serve Western interests. To break this cycle, it is crucial to deconstruct these narratives and reclaim historical agency for a balanced global discourse.

This was discussed by Prof Dr Bülent Şenay,

highlighted the global shift from geopolitics to theopolitics, which is rooted in Christian governance to establish divine sovereignty. In contrast, he noted that Islam does not serve a theopolitical vision as its governance structures, such as khilafa, strive to establish a human-centered system rather than a divine one. He stressed that Muslims must uphold this vision and not misinterpret it through the theopolitical lens; otherwise, they risk becoming vulnerable to Western exploitation.

For further details, visit:
<https://www.ips.org.pk/historiography-and-the-formulation-of-collective-identity/>

'Pakistan-Afghanistan Economic and Trade Ties'

Politics and trade should be treated separately to ensure that political tensions do not disrupt bilateral economic activities between Pakistan and Afghanistan. Given the significant complexities involved, achieving this would require exceptional diplomacy from both sides. Despite ongoing political challenges, trade and economic cooperation must continue uninterrupted through a structured approach to enhance competitiveness, address transit trade issues, and improve trade facilitation mechanisms.

This was conveyed during a session on 'Pakistan-Afghanistan Economic and Trade Ties' held on March 24, 2025. The session was addressed by Khalid Rahman, chairman, IPS, Ambassador (r) Syed Abrar Hussain, vice chairman IPS and Pakistan's former ambassador to Afghanistan, Ambassador (r) Ayaz Wazir, Pak-Afghan affairs expert, Brigadier (r) Said Nazir, senior analyst, Junaid Ismail Makda, president, Pakistan Afghanistan Joint Chamber of Commerce and Industry, Syed Jawad Hussain Kazmi, patron-in-chief, Khyber Chamber of Commerce & Industry, Fazal Moqeem Khan, president, Sarhad Chamber of Commerce & Industry, Shehryar Khan, executive director, National Dialogue Forum, and Tahir Khan, senior journalist and Afghan affairs analyst.



The speakers noted that challenges in Pak-Afghan trade relations are longstanding, largely due to political instability and frequent regime changes, which continue to disrupt economic productivity. The key obstacle remains the repeated closure of trade routes, particularly at the Torkham border, which hampers transit trade and affects access to key international markets, including Europe.

In addition, structural issues such as smuggling, limited infrastructure, banking and payment challenges, weak border management, poor implementation of trade agreements, limited digital trade processing, absence of a transparent digital supervision system, and outdated trade regulations also hinder ease of doing business.

For further details, visit:
<https://www.ips.org.pk/pakistan-afghanistan-economic-and-trade-ties/>

'Kashmir Solidarity and Voices of Youth'



The resilience of Kashmiris proves their struggle is far from over, and it is the responsibility of young advocates to ensure their voices are heard. This requires more than just solidarity; it demands action. The youth must spearhead digital advocacy, counter India's disinformation narratives, mobilize the public, and build a compelling, fact-based discourse that keeps the Kashmir cause alive and firmly in focus.

This was discussed during a session on 'Kashmir Solidarity and Voices of Youth', held at IPS, in collaboration with Youth Forum for Kashmir (YFK), Youth Association of Pakistan (YAP), and Youth Diplomacy Forum (YDF), on February 4, 2025.

The session was addressed by Khalid Rahman, chairman, IPS, Ambassador (r) Syed Abrar Hussain, vice chairman, IPS, Abdul Qadir, chairman, YAP, and a panel of youth speakers including Alina Zafar, research officer, YFK, Musawar Tanoli, YDF, Basim Raza, research assistant, The Millennium Universal College (TMUC), Shaheer Ahmad, research assistant, Centre for Aerospace And Security Studies (CASS), Abdul Basit, research officer, Center for International Strategic Studies (CISS) AJK, Tayyaba Khurshid, research officer, CISS AJK, and Hafsa Masoodi, PhD scholar, The Centre for International Peace & Stability (CIPS), National University of Science and Technology (NUST).

The youth panel underscored the ongoing human rights violations in Indian Illegally Occupied Jammu and Kashmir (IIOJK), highlighting the decades-long repression, enforced detentions and disappearances, digital apartheid, unauthorized surveillance, restrictions on religious, political, and social freedoms, and the disruption of lives due to Indian military occupation.

For further details, visit:
<https://www.ips.org.pk/kashmir-solidarity-and-voices-of-youth/>

'The Evolving Pakistan-Russia Relationship in a Changing Global Order'



As the global order shifts, Pakistan must adopt a pragmatic, multivector foreign policy to balance regional and global relationships while enhancing its international standing. This approach, coupled with internal balance, enables mutually beneficial cooperation with

powers like Russia and leverages opportunities while addressing challenges. This, however, also reinforces the need for a more inclusive global order that accommodates emerging powers and diverse regional interests.

This was discussed during a hybrid seminar, 'The Evolving Pakistan-Russia Relationship in a Changing Global Order', at IPS. The seminar was held on February 18, 2025, as part of the 1st Pakistani-Russian International Conference, jointly organized by the Institute of International Relations, Kazan Federal University, Russia, and the Department of International Relations, Federal Urdu University of Arts, Science and

Technology (FUUAST), Karachi.

The session, chaired by Prof Dr Fakh-ul-Islam, former director, Pakistan Study Centre, University of Peshawar, was addressed by Khalid Rahman, chairman IPS, Ambassador (r) Syed Abrar Hussain, vice chairman, IPS, Prof Dr Adam Saud, dean, Faculty of Humanities and Social Sciences, Bahria University, Islamabad, Brig (r) Tughral Yamin, former associate dean, Centre of International Peace and Stability, NUST, Dr Saira Nawaz Abbasi, senior assistant professor, Bahria University, Islamabad, and Taimur Fahad Khan, research associate, Institute of Strategic Studies, Islamabad.

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Evaluating NTDC Reforms...

energy policy expert, Pakistan Institute of Development Economics (PIDE), and Khalid Rahman, chairman IPS. It was chaired by Mirza Hamid Hassan, former federal secretary, Water and Power, and moderated by Ameena Sohail, an energy lawyer, whereas Ashfaq Mehmood, former secretary, Water and Power, also shared his views. Providing an overview of the NTDC reforms, Fiaz Chaudhry noted that reforms are primarily focused on structural changes. He said restructuring included separating the project development function into an independent Energy Infrastructure Development & Management Company to insulate it from existing institutional inefficiencies. It also includes renaming NTDC to National Grid Company of Pakistan (NGC-Pak) to improve the efficiency and effectiveness of transmission service delivery. Additionally, forming an Independent System and Market Operator would ensure neutrality and avoid conflicts of interest.

For further details, visit:
<https://www.ips.org.pk/evaluating-ntdc-reforms-tackling-transmission-and-distribution-challenges-in-pakistan/>

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Path to Peace...

ensuring that the struggle remains focused on justice. In this perspective, he addressed the events of October 7, 2023, noting that they must be understood as a consequence of long-standing aggressive policies that have subjected Gaza to an unprecedented 16-year siege and occupied territories to escalating control measures and human rights abuses.

For further details, visit:
<https://www.ips.org.pk/path-to-peace-unpacking-the-palestine-question/>

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Geopolitical Imperatives...

Rehman, an expert on FATA affairs, and other academics, former officials, and policy experts. Ambassador (r) Asif Durrani highlighted that geopolitical challenges in Pak-Afghan relations, such as the complex tribal dynamics, cross-border trade issues, and refugee management, cannot be managed through conventional diplomacy or a garrison approach. Instead, a governance-driven approach rooted in mutual recognition of sovereignty and an inclusive understanding of regional complexities is needed for lasting stability in all dimensions of this bilateral relationship.

For further details, visit:
<https://www.ips.org.pk/geopolitical-imperatives-redefining-pakistan-afghanistan-relations-in-a-post-taliban-era/>

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Obituary

civilian award, *Nishan-e-Imtiaz*, in acknowledgment of his lifelong services. It is an irreparable loss, not only for Pakistan, but for the Muslim Ummah, to which Prof Khurshid Ahmad devoted his entire life, tirelessly working for its emancipation through his intellectual and political pursuits. May Allah rests his soul in the highest ranks of Jannah, Ameen!

Reforming IPP Contracts: Reducing Tariffs and Circular Debt



Pakistan's power sector needs an integrated energy plan that goes beyond short-term fixes and adopts a categorical approach to independent power producers (IPPs), ensuring that renegotiations are strategic, inclusive, transparent, and tailored. Additionally, the revision of IPP contracts must include a thorough examination of tariff structures. Besides, it must balance affordability, availability, and investor confidence while addressing governance inefficiencies for long-term energy security and competitiveness.

This was discussed during a webinar on 'Reforming IPP Contracts: Reducing Tariffs and Circular Debt', held at IPS on March 25,

2025. The session, chaired by Mirza Hamid Hassan, former federal secretary, Ministry of Water and Power, was addressed by Khalid Rahman, chairman IPS, Imtiaz Hussain Baloch, DG Licensing, NEPRA, Ahad Nazir, research fellow, SDPI, AbuBakar Ismail, member FPCCI, SDG Committee, Asad Mahmood, sustainability expert, and Dr Athar Mansoor, public policy expert.

Highlighting the availability-affordability paradox, Ahad Nazir noted that efforts to ensure power availability have driven up tariffs, making exports uncompetitive. Circular debt has ballooned to Rs. 2.7 trillion, primarily due to capacity payments and dollar indexation rather than contract structures alone. He warned that while the termination of some IPP contracts in October 2024 may have minimal impact on investor confidence, broader contract renegotiations must be transparent and predictable to avoid discouraging investment.

For further details, visit:
<https://www.ips.org.pk/reforming-ipp-contracts-reducing-tariffs-and-circular-debt/>

'Israel-Hamas Ceasefire and Related Developments'

The Gaza ceasefire has brought an end to hostilities, marking a turning point in the Israel-Palestine conflict with a complex mix of gains and setbacks for both Hamas and Israel. Although the truce comes with significant challenges, it has reshaped global narratives and public discourse, creating a window of opportunity for Palestinians to push for reconstruction and long-term resolutions.

This was observed by Chairman IPS Khalid Rahman in a session held on January 17, 2025, following a presentation delivered by Muhammad Waleed, a research team member at IPS, on the terms and details of the Gaza ceasefire deal.

The ceasefire agreement, structured in three phases, is aimed at de-escalating hostilities in Gaza. The first phase focuses on the release of Israeli captives in exchange for Palestinian prisoners and an initial pause in fighting. The second phase is intended to extend the ceasefire, potentially leading to a complete



withdrawal of Israeli forces from Gaza. The third phase would aim to initiate long-term reconstruction efforts and a sustainable political resolution.

However, significant challenges remain, including Israel's firm stance on refusing to provide written guarantees against resuming attacks once the first phase is completed.

For further details, visit:
<https://www.ips.org.pk/israel-hamas-ceasefire-and-related-developments/>

Insights into Gen Z Minds



The distinct traits and behaviors of Generation Z in Pakistan differ significantly from media and advertisement portrayals. To align with their true potential and evolving mindset, it is necessary to engage effectively with this dynamic generation using informed strategies rooted in data.

As the driving force behind innovation and

societal change, Gen Z is shaping Pakistan's future and influencing global trends. Therefore, entities like businesses, academia, media, and policymakers who engage with Gen Z must rely on research-based insights rather than media-driven stereotypes and narratives to accurately grasp this demographics' aspirations, challenges, and preferences.

This was discussed by Kashif Hafeez Siddiqui, CEO, Pulse Consultant, Karachi, during a session 'Insights into Gen Z Minds' held at IPS on January 10, 2025. The session was chaired by Khalid Rahman, chairman IPS, and attended by IPS associates and team members.

For further details, visit:
<https://www.ips.org.pk/insights-into-gen-z-minds/>

Sharing Insights IPS encourages interaction with different national and international organizations and scholars to share their studies and exchange views on the subjects of mutual interest. A glimpse of such interactions in the last quarter is being presented here.

Chairman IPS raises concerns over the integrity of India's electoral system, democratic values



Chairman IPS Khalid Rahman was invited by the India Study Centre (ISC) of the Institute of Strategic Studies Islamabad (ISSI) to deliver

a keynote speech at the launching ceremony of its study 'Quantifying Electoral Politics of Congress and BJP' on January 9, 2025.

Addressing the event, Rahman raised concerns over India's self-proclaimed status of being the

largest democracy, questioning whether the claim was actually reflected in the country's democratic values, or was it only a facade. He pointed out several anomalies in the claim, such as the manipulation of voter rolls, suppression of civil society organizations, and changes in the appointment process for the Chief Election Commissioner. According to Rahman, these developments have led to increased control over electoral institutions, calling into question both the integrity of India's electoral system, as well as its commitment to the actual democratic values.

For further details, visit: <https://www.ips.org.pk/chairman-ips-raises-concerns-over-the-integrity-of-indias-electoral-system-democratic-values/>

Good Ties with Neighboring Countries Critical for Stability, Progress: VC-IPS

VC-IPS Ambassador (r) Syed Abrar Hussain delivered a keynote address at a seminar titled 'Ideological Determinants of Pakistan's Foreign Policy', organized by Qurtuba University of Science and Technology, Peshawar, on February 16, 2025.

As a former ambassador and career diplomat, Hussain emphasized that amicable relations with neighboring countries are crucial for Pakistan's stability and progress. He noted that it is in Pakistan's best interest to foster stronger ties with its bordering countries, particularly Afghanistan and Iran, as without these relations, Pakistan will face escalating

challenges.

Hussain maintained that Pakistan's foreign policy is rooted in its Islamic identity, reinforced by the vision of Quaid-i-Azam Muhammad Ali Jinnah and the collective wisdom of the people of Pakistan.

For further details, visit: <https://www.ips.org.pk/good-ties-with-neighboring-countries-critical-for-stability-progress-vc-ips/>



'Current Status of IPPs in Pakistan' – A presentation at Quaid-i-Azam University's School of Economics



On behalf of IPS, its research officer Muhammad Wali Farooqi presented the findings of a Institute's study on Pakistan's Independent Power Producers (IPPs) in a session titled 'Current Status of IPPs in Pakistan', held by Quaid-i-Azam University's School of Economics (SoE-QAU) on January 15, 2025.

The presentation provided a comprehensive overview of the evolving energy landscape in the country, highlighting that Pakistan's journey with IPPs began under the 1994 Power Generation Policy, and today, 100 IPPs operate nationwide, contributing significantly to the

energy mix. With a total installed capacity of 45,605 MW, 55%—or 24,958 MW—is generated by IPPs.

Interestingly, Farooqi pointed out, 10 major IPPs account for 53% of this capacity, while the remaining 90 contribute 47%. However, the study underscored an imbalance, as some larger IPPs produce less electricity but continue to receive substantial capacity payments. Despite the impressive installed capacity, the findings pointed to a mismatch between supply and demand, raising questions about the sustainability of future expansion plans. Contracts for 11 IPPs are set to expire by 2030, but a noteworthy development is that five IPPs, including Atlas Power—originally contracted until 2034—have voluntarily agreed to terminate their agreements ahead of schedule, signaling a significant policy shift.

For further details, visit: <https://www.ips.org.pk/current-status-of-ips-in-pakistan-a-presentation-at-quaid-i-azam-universitys-school-of-economics/>

Need to identify solutions, rather than reiterating national problems: Chairman IPS

Chairman IPS Khalid Rahman was invited to speak at the conference titled 'Tajdeed-e-Ehd-e-Pakistan', organized by the National University of Modern Languages (NUML), Islamabad on March 19, 2025, in connection with Pakistan Day on March 23.

In his address, Chairman IPS emphasized the importance of continuously renewing the commitment to Pakistan, as well as to engage in critical dialogues and discussions to address the nation's pressing challenges. He acknowledged the socio-economic and political issues facing the country, but stressed the need to focus on solutions rather than simply reiterating problems.

Rahman also pointed out the growing tendency to criticize without offering constructive solutions, and highlighted the importance of accurate diagnosis and corrective measures for meaningful reforms.

For further details, visit: <https://www.ips.org.pk/chairman-ips-addresses-numls-tajdeed-e-ehd-e-pakistan-conference/>

VC-IPS shares insights on complex challenges facing Pakistan-Afghanistan relations

VC-IPS Ambassador (r) Syed Abrar Hussain delivered a keynote speech at a webinar titled 'The Afghanistan Conundrum', organized by Pak-Afghan Youth Forum (PAYF) on March 25, 2025.

Presenting his insightful analysis on governance, displacement, refugee and immigration issues affecting both Pakistan and Afghanistan, the speaker urged the two countries to adopt comprehensive coordinated strategies aimed at fostering improved bilateral relations.

For further details, visit: <https://www.ips.org.pk/vc-ips-shares-insights-on-complex-challenges-facing-pak-afghan-relations/>

Pakistan must continue to evolve counterterrorism strategies to address emerging threats: VC-IPS

IPS' Vice Chairman Ambassador (r) Syed Abrar Hussain was invited to speak at the international seminar 'Pakistan's Role in Counter Terrorism: Promoting Peace and Stability', organized by Institute for Strategic Studies, Research and Analysis (ISSRA), National Defence University (NDU) Islamabad, on January 29-30, 2025. Addressing the event, VC-IPS highlighted Pakistan's efforts in the fight against terrorism. He stressed that while the country has made significant progress in combating terrorism, it must remain agile. It must continue to adapt its counterterrorism strategies to address evolving global threats.

For further details, visit: <https://www.ips.org.pk/pakistan-must-continue-to-evolve-counterterrorism-strategies-to-address-emerging-threats-vc-ips/>

Human Development

The Institute's human development activities are carried out under 'IPS LEAD' (Learning, Excellence and Development Program) that aims at promoting knowledge economy for individual, organizational and societal excellence.

Chairman IPS addresses teachers in a workshop on 'Successful Life'



As part of IPS LEAD's Teachers Training Program, Chairman IPS Khalid Rahman addressed school teachers on the topic of 'Successful Life' in the workshops held at The Concept School in Barakahu, Islamabad on November 30, 2024, The Creative School's D-12 Campus on December 7, 2024, and The Milestones School and College, Neelum Colony Campus on February 1, 2025, providing in-depth insights on the concepts of life, its purpose and the real meanings of success.

In his speech, Chairman IPS emphasized the importance of teaching children that human beings are the vicegerents of Allah on Earth. He highlighted that following Allah's guidance and fulfilling the responsibilities entrusted to them is essential for success

both in this world and the hereafter. Drawing from his extensive experience and research, he urged the teachers to lead a purposeful life, while carrying out their professional responsibilities productively and objectively.

At the conclusion of the workshop, Chairman IPS presented selected publications from his authored book series *Successful Life* as gifts to the schoolteachers.

For further details, visit:
<https://www.ips.org.pk/chairman-ips-addresses-teachers-in-a-workshop-on-successful-life/>

'Best Utilization of Human and Financial Resources'

Aimed at enhancing efficiency and productivity of IPS' team members, IPS LEAD – the Learning, Excellence and Development program of the Institute organized a session with IPS Associate Ikram-ul-Haque Syed, titled 'Best Utilization of Financial and Human Resources', on January 29, 2025.

Referencing the teachings of renowned management expert Peter Drucker, Ikram-ul-Haque emphasized the significance of goal writing for employees at all levels i.e., operational, tactical, and strategic. He noted that structured goal setting enhances productivity, fosters professional success, and helps employees align their tasks with broader organizational objectives. He also elaborated on the six essential steps of management—planning, organizing, coordinating, controlling, directing, and leading—highlighting their role in effective organizational operations.



Addressing financial resource management, Ikram-ul-Haque underscored the need for rationalization of expenses, strategic budgeting, and responsible financial planning to ensure sustainable growth. He also emphasized the role of cost-benefit analysis, resource allocation strategies, and financial forecasting in maintaining economic stability within an organization.

For further details, visit:
<https://www.ips.org.pk/best-utilization-of-human-and-financial-resources/>

IPS team capacity-building session on professional ethics, purpose and challenges at workplace



Aimed at facilitating a deeper connection with our inherent values, strengthening the sense of purpose, and navigating workplace challenges with faith-based clarity, IPS LEAD – the Learning, Excellence and Development program of IPS - conducted a series of four capacity-building sessions for IPS team in the holy month of Ramadan.

The first session, titled 'Navigating Workplace Challenges with Faith: The Power of Al-Mu'izz & Al-Muzil', held on March 07, 2025, was led by Syed Nadeem Farhat Gilani, senior research fellow at IPS. The session delved into the significance of faith in addressing workplace challenges, emphasizing the divine attributes of Al-Mu'izz (The Bestower of Honor) and Al-Muzil (The Dishonorer).

The second session, titled 'Ethics at Workplace: An Islamic Perspective', held on March 14, 2025, was led by Tayyeb Siddiqui,

deputy director, Jamia Tafheem ul Quran, and secretary general, Al Khidmat Foundation Islamabad. The session underscored that Islamic ethical principles provide a strong foundation for professional excellence and organizational integrity.

The third session, titled 'Navigating Workplace Challenges with Faith: The Power of Al-Razzaq and Al-Hadi', held on March 21, 2025, was led by Dr Naveed Butt, neonatologist and associate physician, Federal Government Services Hospital, Islamabad. The session offered a reflective and inspiring perspective on the importance of trusting in divine wisdom and sustenance, drawing on the attributes of Al-Razzaq (The Provider) and Al-Hadi (The Guide).

The fourth session, 'Where do you want to go?' was led by Tayyeb Siddiqui, deputy director, Jamia Tafheem ul Quran, and secretary general, Al Khidmat Foundation Islamabad, on March 28, 2025. In this session, the speaker focused on facilitating participants to reflect on their personal and professional goals through the lens of purpose-driven vision.

For further details, visit:
<https://www.ips.org.pk/ips-team-capacity-building-session-on-professional-ethics-purpose-and-challenges-at-workplace/>

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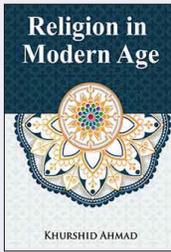
- ▶ 'Kashmir Solidarity and Voices of Youth'
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- ▶ The first human rights charter was the last sermon of the Prophet Muhammad (PBUH) | Dr Kalyan Singh
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Publications

IPS Press is the publishing, bookselling and distributing arm of Institute of Policy Studies, Islamabad. Along with the Institute's own research, it also publishes the scholarly work of individual authors and institutions independently.

Religion in Modern Age



Author: Prof Khurshid Ahmad
Binding: Kindle E-Book, Hardcover (Amazon), Paperback (Amazon)
Pages: 150
Language: English
About the Book
 Humanity stands today at a civilizational crossroads to rediscover their identity, character, and future in line

with their religion and the contemporary needs of humanity. In the increasing interaction of different faiths and ideologies in the post-modernist environment, Islam is not often represented and understood in its comprehensiveness. This book by Professor Khurshid Ahmad helps understand the distinction of Islam as a paradigm of life. Written in the context of modern and traditional streams of knowledge, the book touches upon diverse realms of theology, philosophy, and policy with a rational approach.

For further details, visit:
<https://www.ips.org.pk/religion-in-modern-age/>

Maghrib aur Islam: Maghrib ka Tasawwur-e-Fardiyat aur Muslim Muashray (Issue No. 50)

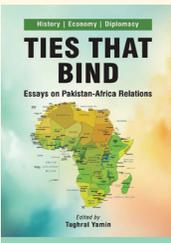


There are fundamental contradictions in many respects in the perspectives presented by the West and Islam. Competition and conflict between the two civilizations continue. For decades, Islam influenced Western thought and enlightened the dark ages of Europe.

At present, Muslim nations are facing Western hegemony, during which civilization, values, and traditions are facing many questions. In view of this situation, this issue of *Maghrib and Islam* discusses the Western concept of the individual and a basic unit of Islamic society, namely the family system. The reasons for these changing behaviors are examined from the perspective of Western experts and researchers.

For further details, visit:
<https://www.ips.org.pk/maghrib-aur-islam-maghrib-ka-tasawwur-e-fardiyat-aur-muslim-muashray-issue-no-50>

Ties that Bind: Essays on Pakistan-Africa Relations (History | Economy | Diplomacy)



Author: Dr. Tughral Yamin
Binding: Kindle E-Book, Paperback (Amazon)
Pages: 360
Language: English
About the Book
 Africa has traditionally been viewed through a colonial lens as a 'dark' continent requiring

maritime links with South Asia, Pakistan has produced insignificant literary or scholarly work on Africa, while policymakers have mostly overlooked the continent's importance.

Ties That Bind offers expert insights and diplomatic accounts to provide a nuanced understanding of Africa beyond colonial narratives. The book explores Africa's diverse regions – East, North, West, Central, and South – examining political dynamics, economic prospects, and global powers' strategic interests.

For further details, visit:
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civilization – perpetuating stereotypes that overlook its rich culture and pre-colonial history. Despite Africa's proximity to Asia and ancient

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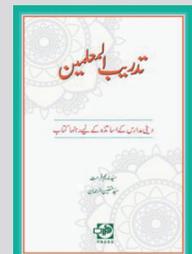
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