

April 2018.

# CURRICULUM VITAE

**DR. AKMAL HUSSAIN**

## PERSONAL PROFILE:

Name: Dr. Syed Akmal Hussain  
Father's Name: Syed Alamdar Hussain  
Date of Birth: 5 September 1949  
Nationality: Pakistani

## EDUCATION:

<u>Degree</u>	<u>Institution</u>	<u>Subject</u>	<u>Year</u>
B.A.	Punjab University	Economics and Philosophy	1969
B.A. (Tripos)	Cambridge University	Economics and Politics	1972
M.A.	Cambridge University	Economics and Politics	
D. Phil	Sussex University	Economics	1980

## CURRENT WORK

1. Distinguished Professor and Dean, School of Humanities and Social Sciences, Information Technology University (ITU), Lahore.
2. Member, Agriculture Commission, Punjab.
3. Co-chair, Board of Governors, South Asia Center for Policy Studies (SACEPS).
4. Member, Advisory Council for the UNDP National Human Development Report.
5. Chairman, UNDP Advisory Council on Inclusive and Sustainable Development.

## **CONTRIBUTION TO MAJOR NEW IDEAS IN DEVELOPMENT ECONOMICS AND DEVELOPMENT POLICY**

### **1. Participatory Development**

Jointly pioneered (with Ponna Wignaraja et.al) the concept and methodology of Participatory Development<sup>1</sup>. Later put this methodology into practice as the first CEO of the Punjab Rural Support Programme<sup>2</sup>.

### **2. Regional Economic Cooperation in South Asia**

- (a) Contributed to the pioneering studies that established the analytical basis of economic cooperation and peace in South Asia as a member of the United Nations University, South Asia Perspectives Project<sup>3</sup>, in the 1980s and subsequently as a member of the Independent Group for South Asian Cooperation (IGSAC). The major proposals of the IGSAC paper (Moving into Core Areas of Cooperation) were adopted by the heads of State of South Asian countries during the SAARC Summit in Colombo in 1991<sup>4</sup>.
- (b) Provided an input into the Islamabad Summit Declaration, January 2004, as a member of the South Asia Center for Policy Studies. <sup>5</sup>

### **3. Pro Poor Growth in Pakistan**

Contributed to the conceptual and empirical basis of integrating poverty reduction into economic growth policy.<sup>6</sup>

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<sup>1</sup> (i) Ponna Wignaraja, Akmal Hussain, Harsh Sethi and Ganeshan Wignaraja, Participatory Development: Learning from South Asia, United Nations University Press, Oxford University, 1991.

(ii) Akmal Hussain, Poverty Alleviation in Pakistan, Vanguard Books, Lahore, 1994. Pages 23 to 26.

<sup>2</sup> Punjab Rural Support Programme: The First Four Months, Report by Dr. Akmal Hussain, Honourary CEO, submitted to the Board of Directors in 1998.

<sup>3</sup> (i) Ponna Wignaraja and Akmal Hussain (eds.), The Challenge in South Asia: Development, Democracy and Regional Cooperation, The United Nations University, Tokyo and Oxford University Press, 1989.

(ii) Akmal Hussain, Nation Building and Regional Cooperation in South Asia, Lahore, 1984.

(iii) Akmal Hussain, Constraints and Imperatives of Regional Cooperation in South Asia, An Outline of Issues.

(iv) Akmal Hussain, Sustainable Development and Regional Cooperation, Note for the OSLO Conference on Peace Development and Democracy, Peace Research Institute, OSLO, 1<sup>st</sup> to 5<sup>th</sup> June 1989.

<sup>4</sup> SAARC: Moving Towards Core Areas of Cooperation, Report of the Independent Group on South Asian Cooperation (IGSAC), 1991.

<sup>5</sup> Professor Rehman Sobhan, Dr. Akmal Hussain and Syed Babar Ali, SACEPS Policy Proposals for the SAARC Summit, Islamabad, SACEPS, December 26, 2003.

<sup>6</sup> (i) Akmal Hussain, A Medium Term Strategy of Economic Revival, submitted to the Economic Advisory Board and later published in the Daily Dawn, November 25-26, 1999.

4. **Social Polarization in Agrarian Structure in Pakistan**

Identified the phenomenon of land resumption and social polarization in Pakistan in the context of the Green Revolution, provided empirical evidence and analysis of the phenomenon. <sup>7</sup>.

5. **Equity is one of the Defining Features of the Concept of Sustainable Development; Institutional Development and Organizational Capacity Building Should be the Distinct Goals of the Global Development Agenda of UNDP**

Gave a presentation on institutions and development as a Panelist at the tri-continental Expert Meeting on: Post-2015 Dialogue on Implementation: Strengthening Capacities and Building Effective Institutions, Co-hosted by the Government of Germany, ILO and UNDP scheduled for 29-30 September 2014 in Bonn, Germany. The deliberations of this meeting constitute an input into the process of formulating the Post 2015 Global Development Agenda of the UN.

**CHAIRMAN/MEMBERSHIP OF EXPERTS COMMITTEES / DEVELOPMENT PROGRAMS**

1. Chairman, UNDP Advisory Council on Inclusive and Sustainable Development, 2015 – Present.
2. Member, Agriculture Commission, Punjab, (2016 – Present).
3. Chairperson, Sub-Committee on Small Farmers Development Corporation, Agriculture Commission, Punjab, 2017.
4. Member, Advisory Council for the UNDP National Human Development Report.
5. Chairman, Working Group on Poverty Reduction Strategy and Human Resource Development, for the 10<sup>th</sup> Five Year Plan, Planning Commission, Government of Pakistan, Islamabad.
6. Chairman, Working Group on Institutional Framework for Development, Panel of Economists, Government of Pakistan, Islamabad.
7. Member, Prime Minister’s Task Force on Poverty Eradication and Employment Generation in Pakistan, 2003-2004.

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(ii) Akmal Hussain, A Policy for Pro-Poor Growth, in UNDP-PIDE Proceedings of the Pro-Poor Growth Policies Symposium, 17<sup>th</sup> March 2003, Islamabad.

<sup>7</sup>

1. Akmal Hussain, “Impact of Agricultural Growth on Changes in the Agrarian Structure of Pakistan with Special Reference to the Punjab Province”. D. Phil Thesis, University of Sussex, 1980.
2. Akmal Hussain, Pakistan: Land Reforms Reconsidered, in Hamza Alavi and John Harriss (ed.), South Asia, Macmillan, London, 1989.

8. Member Prime Minister's Policy Committee on Economic Affairs, 1989-90 and later 1997-99 (honourary).
9. Member Economic Advisory Board from 1999 to 2002. (This was an advisory body set up by the Chief Executive later President of Pakistan for advice on National Economic Policy).
10. Principal Author, UNDP, Pakistan National Human Development Report, 2003.
11. Member, Board of Directors, Pakistan Poverty Alleviation Fund from 1998 to 2003. [Helped to design, establish and operationalize this institution].
12. Member, Board of Directors of Leadership for Environment and Development (LEAD), Pakistan, of the Rockefeller Foundation from 1998 to 2004. [Helped to design, establish and operationalize this institution in Pakistan].
13. Chairman of the Working Group on Poverty Alleviation for the preparation of the Ninth Five-Year Plan 1998-2003 (honourary)
14. Vice Chairman, and honorary Chief Executive Officer of Punjab Rural Support Program, 1998. [Helped to: (i) design, establish and operationalize this institution and (ii) build over 1100 community organizations of the poor in 9 districts in first three months].
15. Chairman Task Force on Poverty Eradication, 1997-98 (honourary)
16. Member of the Steering Committee, Asian Perspectives Project, United Nations University, 1985-1991. In this capacity worked with colleagues from South Asian countries to conduct action research in development and the political economy of state power. Two books emerged out of this effort. In the process of this work was, one of the authors of the concept and methodology of Participatory Development.
17. Member of the Steering Committee of the Independent Group for South Asian Cooperation (IGSAC). [Helped to design and establish this institution]. The joint Report of the Group specifying concrete proposals for regional cooperation was submitted to the Heads of State of SAARC in their Colombo Summit in 1991. Almost all the proposals were adopted by the Summit. The IGSAC Report was titled: SAARC: Moving Towards Core Areas of Cooperation.
18. Member Board of Directors, Ghazi Barotha Taraqiati Idara, 1997-98. (A development NGO for those affected by the construction of a large dam).
19. Chairman, Prime Minister's Task Force on Poverty Alleviation and Self-Reliance, 1993.
20. Member, Prime Minister's Task Force on Central Asia, 1993.

21. Chairman, Sub-Committee on Poverty Alleviation, for the 8th Five Year Plan, 1992.
22. Member of the National Accounts Committee, 1989. (Honourary).
23. Member of the Agricultural Census Advisory Committee (Tabulation Plan), 1988-89. (Honourary).
24. Member of the National Commission on Agriculture, Small Farmers Committee, 1986-87. (Honourary).

### **GRASSROOTS MOBILIZATION EXPERIENCE**

Worked as Honorary Chief Executive Officer of the PRSP (Punjab Rural Support Programme). In this capacity helped to establish 1100 community organizations in rural Punjab, and developed management teams, in eight divisions of the province during 1998.

During the 1980s worked as a social mobilizer in various village clusters, to enable the local communities to acquire basic services.

## **NATIONAL AND INTERNATIONAL CONFERENCES / WORKSHOPS / SEMINARS / LECTURES**

1. Gave lectures on Institutions and Development at the National Management College, Lahore, 2014 – 2018.
2. Delivered Distinguished lecture on Regional Cooperation for Sustainable Development at the South Asia Economic Summit organized by the Sustainable Development Policy Institute (SDPI), Islamabad. (The Summit was held on 7-8 December 2015 in Islamabad).
3. Gave presentation on Climate Change and Cooperation in South Asia at the Workshop on Environmental Cooperation Across Borders, organized by the Department of Government at the University of Texas on 5<sup>th</sup> May 2015 in Austin, USA
4. Delivered lecture as part of Distinguished Lecture Series on the Roots of Pakistan's Under Development on 27<sup>th</sup> April 2015 at Forman Christian College (A Chartered University), Lahore.
5. Spoke on the question: Is Progressive and Equitable Tax Policy Possible and How? at the SDPI Summit on National Tax held on 3<sup>rd</sup> March 2015 in Islamabad.
6. Regional Dialogue on Democracy, Development and Peace in Islamabad on 20<sup>th</sup> December 2014 and Launching of the Book titled: Akmal Hussain and Muchkund Dubey (ed.), Democracy, Sustainable Development and Peace: New Perspectives on South Asia. Oxford University Press, New Delhi, 2014.
7. Delivered the Quaid-e-Azam Lecture in the Inaugural Session of the International Conference of the Pakistan Society of Development Economists (PSDE), PIDE on 2<sup>nd</sup> December 2014, Islamabad.
8. Lecture series delivered at Hast-o-Neest, Institute of Traditional Studies & Arts on Capitalism and the Crisis of Civilization on 16 November 2014 at 4:00 pm, 31-G, Gulberg-II, Lahore.
9. Gave a presentation as a Panelist at the 7th South Asia Economic Summit on 5 – 7 November 2014 in New Delhi, organized by Research and Information System for Developing Countries (RIS) in association with the Institute for Policy Studies (IPS) in Sri Lanka, the South Asia Watch on Trade, Economics and Environment (SAWTEE) in Nepal, the South Asia Centre for Policy Studies (SACEPS) in Nepal, the Centre for Policy Dialogue (CPD) in Bangladesh, and the Sustainable Development Policy Institute (SDPI) in Pakistan.

10. Gave a presentation on institutions and development as a Panelist at the Expert Meeting on: Post-2015 Dialogue on Implementation: Strengthening Capacities and Building Effective Institutions, Co-hosted by the Government of Germany, ILO and UNDP scheduled for 29-30 September 2014 in Bonn, Germany. The deliberations of this meeting constitute an input into the process of formulating the Post 2015 Global Development Agenda of the UN.
11. Attended as a Facilitator and Expert Panelist, a Policy Dialogue organized by LEAD Pakistan on 18<sup>th</sup> September 2014: (i) Policy brief 1: Economic Cost of Climate Change on Agriculture Productivity and Water Availability in Pakistan. (ii) Policy brief 2: Towards a Provincial Climate Change Adaptation Policy (focusing on food- and water-security in the Punjab) from 10:00 am to 01:00 pm at the Planning and Development Department, Government of Punjab, Civil Secretariat, Lower Mall Road, Civil Lines, Lahore.
12. Participated as a Panelist at the two day regional conference on “Developing a declaration on strengthening social protection in South Asia held on 21-22 August 2014 in Kathmandu, co-organized by SACEPS and FES.
13. Attended as a member the first meeting of the UNDP Advisory Council for the NHDR focusing on youth on 12<sup>th</sup> August 2014 from 10:00 am to 12:30 pm in the Gilgit Board Room, Serena Hotel, Islamabad.
14. Chaired the main session on *IPCC's AR5: Policy Responses for Pakistan at the Government Launch of IPCC's AR5* on 12<sup>th</sup> August 2014, at the Planning Commission Auditorium, Islamabad.
15. Attended as a Panelist the *HARD TALK: How Should Pakistan Respond to the IPCC's Findings?* (4-5 min/panelist) at the Public Launch -IPCC's AR5: What it Means for a Stronger & More Inclusive Pakistan, scheduled for 11 August 2014, in the session from 18:15-19:30 at Shamadan 1 and 2 in Serena Hotel, Islamabad.
16. Delivered a lecture organized by Mehboob ul Haq Economic Society on 15<sup>th</sup> May at Fazl-e-Hussain Reading Room, Main Building, GCU, Lahore.
17. Gave a presentation on “Institutions, Economic Structure and Poverty in Pakistan” as a Panelist held at the FCC International Conference on Pakistan, Centre for Public Policy and Governance, held on 14-15 April 2014.
18. Delivered an invitation lecture on 5<sup>th</sup> April 2014 at the Philosophical Congress in the Punjab University, Al-Razi Hall, New Campus, Lahore.
19. Delivered a lecture on Environment, Development and Security in South Asia on 12<sup>th</sup> March 2014, at the Centre for Public Policy and Governance, FCC organized by Dr. Paula Newberg, Dean, School of Social Sciences, University of Texas, Austin.

20. Delivered two Invitation lectures on the Development of the World Economy on 11 March 2014 at Beaconhouse National University, Tarogil Campus, Lahore.
21. Gave a presentation on: A Planet in Peril and the Crisis of Human Civilization at the Second Loyola Hall Symposium titled: The Sacredness of Creation held on 26-28 February 2014 at the Loyola Hall, Lahore.
22. Strengthening Democracy through Inclusive Growth, paper presented at the World Conference on Recreating South Asia: Democracy, Social Justice and Sustainable Development, organized by South Asia Centre for Policy Studies in collaboration with RIS and India International Centre, 24-26 February 2011, New Delhi.
23. "The Global Economic Crisis and South Asia" presented at the Pre-Summit Conference, organized by the South Asia Centre for Policy Studies (SACEPS), 23-25 February 2010 in Kathmandu.
24. "A Policy Framework for Growth through Poverty Reduction" presented at the International Conference on Governance, organized by the Governance Education Network, 13-14 December 2009, Islamabad.
25. "Trade Facilitation: A Fosterer of Regional Connectivity in South Asia" presented at the Third SAARC Business Leaders Conclave, Regional Cooperation: A Catalyst for Socio-Economic Growth in South Asia, 22-23 November, 2009, Colombo.
26. Gave a keynote presentation on "A Perspective on Peace and Economic Cooperation in South Asia" at the First South Asian Economic Summit, organized by the Institute of Policy Studies of Sri Lanka, 28-30 August 2008 in Colombo.
27. "The Challenges and Drivers of Regionalism in South Asia: The India Pakistan Peace Process" presented at the Conference on Regional Integration in South Asia, Does South Asia Exist? Prospects for Regionalism in South Asia, jointly organized by the Walter H. Shorenstein Asia-Pacific Center at Stanford University and the Observer Research Foundation, India on June 19-20, 2008, Stanford, USA.
28. "Can South Asia Lead the World", Discussion paper for a conference organized by the South Asia Centre for Policy Studies (SACEPS), 1-2 February 2008, Kathmandu.
29. International Conference on Trade-Poverty Nexus in South Asia, jointly organized by the Institute of Policy Studies of Sri Lanka and Friedrich Ebert Stiftung, 28-29 May, 2008 in Colombo.
30. Delivered invitation lectures at Command & Staff College, Quetta, August, 1990 to 2006.



31. Delivered Invitation lectures at National Defence College, Rawalpindi (later Islamabad), 1989 to 2006.
32. “Devolution for Empowering the Poor: Institutions, Norms and Power” presented at the 22<sup>nd</sup> Annual General Meeting and Conference, Pakistan Society of Development Economists (PSDE), held under the auspices of Pakistan Institute of Development Economics, 19-21 December 2006 in Lahore.
33. “Participatory Development Praxis in Pakistan’s Punjab: A Case Study” presented at the 22<sup>nd</sup> Annual General Meeting and Conference, Pakistan Society of Development Economists (PSDE), held under the auspices of Pakistan Institute of Development Economics, 19-21 December 2006 in Lahore.
34. “Human Security, Economic Development and the Peace Process in South Asia”, presented at the International Seminar on Security in South Asia in the Non-Traditional Spheres and Human Security, organized by the Institute of Regional Studies, 31 October-1 November 2006 in Islamabad.
35. “Leading the World: Re-conceptualizing Regional Cooperation in South Asia” presented at the International Seminar on: A Creative Conceptualization of Cooperation in South Asia, organized by the Indian Council for South Asian Cooperation and the Indian International Centre, March 10-11, 2006 in New Delhi.
36. “A Vision for South Asia” presented before the Parliamentarians from South Asian Countries at the SAFMA Conference on: Evolving a South Asian Fraternity, 24-26 May, 2005, Bhurban.
37. “Agriculture Growth and Poverty Reduction: A Policy Perspective” presented at the International Seminar on: Management of the Pakistan’s Economy, organized by the Lahore School of Economics, 28-30 April, 2005, Lahore.
38. “Rising Poverty Trends: Causes and Remedies”, presented at the International Seminar on: The Role of Agriculture in Poverty Reduction in Pakistan, organized by the International Food Policy Research Institute and Beaconhouse National University, March 12, 2005, Lahore.
39. Equity and Development in South Asia, A Workshop sponsored by the South Asia Region of the World Bank and the WDR 2006, held on December 7-8, 2004, Imperial Hotel, New Delhi.
40. “Taking South Asia Forward: Growth, Poverty and Peace” presented at the Seminar on: Economic Growth and Security, organized by the Lahore University of Management Sciences, 8 October 2004, Lahore.
41. “Catalyzing Regional Cooperation in South Asia: Growth, Poverty and Peace” presented at the Wilton Park Conference, 11-12 October 2004.

42. "Peace, Poverty and Economic Growth in South Asia: A Policy Framework", presented at the International Seminar on Prospects of Peace, Stability and Prosperity in South Asia, organized by the Institute of Strategic Studies, 7-9 June 2004 in Islamabad.
43. UNDP-Planning Commission (Government of India) Sub-Regional Workshop on 'The Employment Challenge in South Asia', 10-11 December, 2004, Le Meridien Hotel, New Delhi.
44. Launch of SAPNA Publication titled: Pro Poor Growth and Governance in South Asia, Decentralization and Participatory Development, organized by the South Asian Perspectives Network Association (SAPNA) and the Office of the World Bank's Country Director in Sri Lanka, on 20<sup>th</sup> June 2004 in Colombo.
45. Presentation on Pakistan's Economic Challenges: Growth, Poverty and Peace on 1<sup>st</sup> September 04 and conducted Roundtable Meeting on Indo-Pak relations with special focus on economic relations and joint infrastructure projects on 3<sup>rd</sup> September 2004 at Observer Research Foundation (ORF), New Delhi.
46. "A Policy for Pro Poor Growth in Pakistan" presented at the UNDP/PIDE Symposium on: Pro-Poor Growth Policies in Pakistan, 17<sup>th</sup> March 2003, Islamabad.
47. "Terrorism, Development and Democracy: The Case of Pakistan", presented at the Conference on: Terrorism in South Asia: Impact on Development and Democratic Process, November 23-25, 2002, Kathmandu.
48. "Pakistan's Economy: Current Situation and Future Prospects" presented at the Fifth Japan-South Asia Symposium, 14 - 15 March, 1996, Tokyo, Japan.
49. "Rural Industrialization: Economic Logic and Institutional Requirements" presented at the International Conference on: Agricultural Strategies in the 1990's: Issues and Policies, organized by the Pakistan Association of Agricultural Social Scientists, 7-9 May 1991, Islamabad.
50. Workshop on "Nationalism Revisited", organized by Goethe Institute Karachi, held at Colombo from 28 February to 3<sup>rd</sup> March 1994.
51. Seminar on "General Issues and Trends of International Development, organized by Swiss Development Cooperation, held at Pakistan Administrative Staff College, Lahore from 6<sup>th</sup> to 12<sup>th</sup> November, 1993.
52. "Regional Economic Disparity in Pakistan and A Framework for Regional Policy" presented at the Wilton Park Conference on: South Asia - Balancing Economic Reform with Political Stability, 8<sup>th</sup> to 12<sup>th</sup> March 1993, Wiston House, Sussex.

53. Workshop on "Rethinking Poverty", organized by the Centre for the Study of Developing Societies, New Delhi, India, 12 -15 February, 1992.
54. Conference on "The Challenges of the Twenty First Century", organized by Indira Gandhi Memorial Trust, New Delhi, India, 19 - 22 November, 1991.
55. UNDP/IGSAC/SAARC Workshop, 20-28 May, 1991 at Paro, Bhutan.
56. SID 20th World Conference on Development, Amsterdam, The Netherlands, 5-10 May, 1991.
57. Seminar organized by International Peace Research Institute, Oslo, Norway, on "Internal Conflicts in South Asia", Colombo 24-26 April, 1991.
58. UNDP/IGSAC Steering Committee Meeting, New Delhi, 11 - 14 March, 1991.
59. UNDP/IGSAC Planning meeting 23-24 January, 1991, New Delhi, India.
60. UNU South Asian Perspective Project "The SAARC Process", Kathmandu, 10-12 December, 1990.
61. IUCN General Assembly, Perth, Australia, 28 November to 5 December, 1990.
62. ECO '92 Public Forum, organized by the Centre for our Common Future, Amsterdam, 10-11 May 1991.
63. World Peace Council's International Conference on Peace and Security in South and South-East Asia, New Delhi, July 27-29, 1990.
64. IUCN/CSE India - Pakistan Conference on the Environment, Lahore, December, 1989.
65. UN Development Information Workshop, Palais Des Nations, Geneva, 18-19 June, 1989.
66. PRIO Conference on South Asia, Peace Research Institute of Oslo, 31-May to 3rd June, 1989.
67. UNU/TWWD Conference, Barcelona, Spain, 20-27 March, 1989.
68. Indian Council for South Asian Cooperation Seminar on Regional Cooperation, New Delhi, February 1989.
69. "Sustainable Development in Pakistan" presented at the National Seminar on: Self-reliance, organized by the Pakistan Institute of National Affairs (PINA), 10-12 March 1988, Lahore.

70. SID World Conference on Development, New Delhi, 25-28 March, 1988.
71. UNU South Asian Perspectives Project Meeting, Chiangmai, Thailand, 20-24 December, 1987.
72. United Nations Conference on Environment and Development, United Nations, New York, USA, 20-24 October, 1987.
73. UNESCO Regional Research Seminar on "Perspectives on South Asia's Future, Bangkok, 20-24 July, 1987.
74. Review Seminar (Asia) of UN World Commission on Environment and Development (WCED), held in Delhi, 6 - 7 July 1987.
75. Regional Workshop on South Asia, Kathmandu, Centre for Ethnic Studies (ICES), 15-17 February, 1987.
76. International Conference on Development Perspectives and Experiences. The Chinese Academy of Social Sciences, Beijing, May 8 - 12, 1986.
77. "Economic Growth, Poverty and the Child", presented at the Harvard Conference on: Who Speaks for the Child, April 11 - 12, 1986, Harvard Law School, Cambridge Mass.
78. "The State and Causes of Poverty: A Note on Rural Poverty and Agrarian Structure in Pakistan" presented at the 18<sup>th</sup> World Conference on World Development: Risks and Opportunities, July 1-4, 1985, Rome.
79. UNU South Asian Perspectives Project Conference, Lahore, 25-30 October 1985.
80. 18th World Conference on Development, SID, Rome 1-4 July 1985.

## **CONSULTANCY EXPERIENCE**

1. Consultant to ILO, Geneva. Prepared a Report for the International Labour Organization, Country Employment Policy Review (CEPR): Pakistan, titled, "Employment Generation, Poverty Alleviation and Growth in Pakistan's Rural Sector: Policies for Institutional Change", March 1999.
2. Consultant to World Bank Washington for the NWFP Natural Resource Management Project, using the Participatory Development Approach, 1997.
3. Consultant to World Bank Group: Lead Economist for Regional Integration, 2010.
4. Consultant to the Royal Government of Netherlands. Prepared a project evaluation report titled, Development Interventions for Small Manufacturing

- Enterprises using the Common Facilities Approach: An Evaluation with reference to CAMI/CFC, on their Project CAMI/CFC, Mian Channu, Multan, June 1994.
5. Consultant to the World Bank for their Social Action Program (SAP) and prepared a report titled "SAP Monitoring System in the Provinces: The Actual and the Possible", in October 1993.
  6. Consultant to the World Bank and visited Sri Lanka as a Member of the World Bank Mission for their Poverty Alleviation Project. Co-authored a report titled, "Towards a Rehabilitation Policy for Women Gulf Returnees". Also submitted Notes titled "Defining Participatory Development for JTF: Concept, Monitoring JTF Progress and Lessons from South Asia", in July 1993.
  7. Consultant to ILO Geneva. Prepared report on Child Workers in Construction and Related Industries, October, 1992.
  8. Consultant to Canadian International Development Agency (CIDA). Contributed study titled: Women in Participatory Development, June, 1990.
  9. Consultant to the Dutch Government. Contributed with Omer Asghar Khan study titled: Structure and Growth of Small Scale Metal and Engineering Industries in the NWFP Province, Pakistan, 1989.
  10. Consultant to ILO/ARTEP. Contributed a Study on Labour Absorption in Pakistan's Agriculture, 1989. This study is an input into Pakistan's Manpower Commission Report.
  11. Consultant to SEBCON, contributed a study titled: Intra-Provincial Rural-Urban Disparities, for the Report on NWFP for the Government of NWFP, 1988.
  12. Consultant to Pak-Holland Metal Project. Contributed a paper titled: National Perspective on Industrialization and Small Scale Industry, 1988.
  13. Consultant to the Government of Netherlands. Presented an Evaluation of Pakistan's Economy, before the Dutch Foreign Ministry. This evaluation was an input into Dutch Aid Policy towards Pakistan, 1988.
  14. Consultant to Pak-Holland Metal Project, Government of Netherlands. Conducted a Field Survey based on evaluation of the Pak-Holland Metal Project and designed Phase II, as a member of a 4-man Project Formulation Mission, 1987.
  15. Consultant to the Swiss Development Corporation, Government of Switzerland, for the Study titled: Behind the Veil of Growth: The State of Pakistan's Economy, 1987.

16. Consultant to EPRU (Economic Policy Research Unit). In this capacity contributed three Chapters for the Study titled: Industrialization Potential of Selected Backward Districts, 1986, for the NDFC. This study was an input into Pakistan Regional Growth Policy.
17. Consultant to ILO/ARTEP. Contributed Study titled: Impact of Out and Return Migration on the Functioning of the Domestic Labour Market and its implication for Employment Generation, 1984.
18. Consultant to PEPAC/Ministry of Urban Affairs. Prepared a Study on Rural Population Estimates, 1983. This Report was an input into Pakistan National Human Settlements Policy, 1983.
19. Consultant to ILO/ARTEP, 1983. Contributed Chapter on Structural Change in Pakistan's Agriculture, a Chapter for the Report titled: Employment and Structural Change. This Report was an input into Pakistan's Sixth Five Year Plan.
20. Development Consultant to Pakistan Environmental Planning and Architectural Consultants. In this capacity conducted pre-planning studies on the economy of Lesbela-Mekran Region, 1982. Contributed Chapters on:
  - i) Regional Economy and its Dynamics with the National Economy,
  - ii) Agriculture in Lesbela-Mekran,
  - iii) Livestock.
21. Consultant to the Ford Foundation. Prepared a Study on Agrarian Change 1981.

### **CONTRIBUTION TO PRIVATE SECTOR MANAGEMENT**

Appointed Managing Director of Sayyed Engineers (Private) Limited in 1984. Sayyed Engineers was at that time producing predominantly ballpoint pens for the local market with a monthly output of 4.5 million writing instruments. Over the next 10 years we achieved four strategic goals:

1. Increased turnover by 20 times.
2. Achieved wide diversification of the product line by establishing two additional factories manufacturing a wide range of writing instruments such as markers, highlighters, staplers, stamp pads and lead pencils.
3. Launched into exports and established a geographically wide export market for our writing instruments. We are currently exporting to the Middle East, Africa and West Asia regions.
4. Achieved backward integration by establishing the capacity of manufacturing moulds for injection moulding machines and also microprocessors for computer operated machines.

5. The above objectives were achieved by taking the following initiatives:
  - (i) Developing a new participatory management system which while enabling collective reflection on policy issues, regards each individual in the team to be a unique centre of creative initiatives. The management system at Sayyed induces a high level of dedication, synergy and skill development.
  - (ii) Developing state of the art computer systems for marketing, material resource planning and evaluation of production efficiency.
6. During this period the Sayyed Engineers case study was developed and was taught at the Lahore University of Management Sciences.

## TEACHING EXPERIENCE

1. Distinguished Professor, School of Humanities and Social Sciences, Information Technology University, Lahore, 2016 – Present.
2. Distinguished Professor, Department of Economics, Forman Christian College University, Lahore, 2012 – 2016.
3. Distinguished Professor, Department of Economics, Beaconhouse National University, Lahore, 2009 – 2012.
4. Delivered a “Distinguished Visitor” lecture organized by University of California Riverside on “India, Pakistan, and the Future of South Asia”, Tuesday, November 23, 2004. Lecture on “Poverty and Asymmetric Markets in Pakistan.” for the faculty and graduate students in the Department of Economics, University of California Riverside, Wednesday, November 24, 2004.
5. Designed and delivered lecture courses as Adjunct Faculty Member, at Lahore University of Management Sciences (LUMS) during 1996 to 2001.
6. Lecturer, later Assistant Professor and Chairman, Department of Public Administration, University of the Punjab , 1973-76, 1980-83.
7. Visiting Lecturer, Department of Economics, University of California, Riverside, U.S.A., 1983-84.  
In this capacity lectured both undergraduate and post-graduate students. Conducted Seminars for Ph.D. students.
8. Delivered Invitation lectures at National Defence College, Rawalpindi (later Islamabad), 1989 to 2006.
9. Delivered invitation lectures at Command & Staff College, Quetta, August, 1990 to 2006.

10. Delivered invitation lectures at Pakistan Administrative Staff College, Lahore, 1974-76, 1980-96.
11. Delivered invitation lectures at National Institute of Public Administration (NIPA), 1974-76, 1980-83; 1985-94.
12. Delivered invitation lectures at the Civil Services Academy, Lahore, 1975-76, 1985 to 1996.
13. Delivered Invitation lectures at WAPDA Academy, Tarbela 1980-83.
14. Delivered invitation lectures at Peshawar University, Peshawar, 1989.
15. Gave invitation briefing on Pakistan's economy at the Netherlands Ministry of Foreign Affairs, the Hague, 1988.
16. Gave invitation briefing on Pakistan's economy at the Norwegian Ministry of Foreign Affairs, Oslo, 1989.
17. Lecture delivered at the Seminar on "Third World and World Development", held under the auspices of United Nations University/UIMP at Santander, Spain, 5-6 September 1989.
18. Gave invitation briefing on Pakistan's economy to the visiting Swedish Minister of Development and her team, Islamabad, 1990.
19. Invitation briefing on Pakistan's Economy at Ministry of Foreign Affairs, Tokyo, Japan.

#### **RESEARCH PAPERS IN JOURNALS AND OFFICIAL REPORTS.**

1. Akmal Hussain (Principal Author), Inclusive and Sustainable Development: Analytical Basis and Policy Framework, UNDP Pakistan Report, Islamabad, 2017.
2. Akmal Hussain, Report of the Sub-Committee on Small Farmers Development Corporation, Agriculture Commission Punjab, 2017.
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