

Domestic Economic Roundup

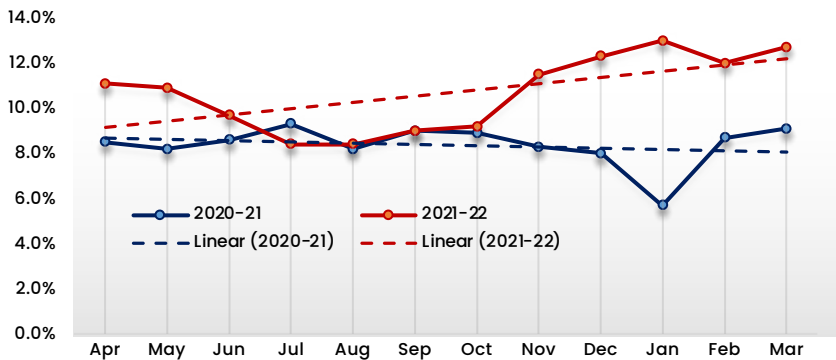
COVID-19: Impact of SBP's Measures Taken During 2020

(Rs. in billion)

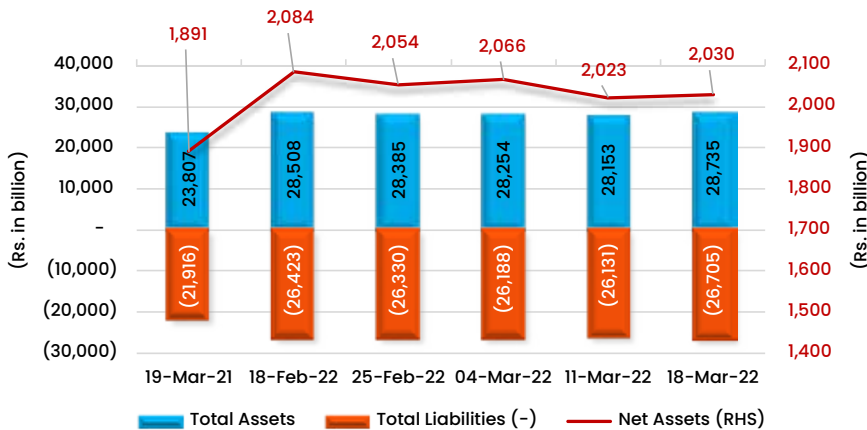
Loans Deferred*	657.0	Loans Approved for Hospitals*	17.8
Loans Restructured*	253.6	Loans Approved for Investment*	436.0
Loans Approved for Wages*	238.0	ATMs' Availability (26-07-2021)	97 Percent

*Since the schemes are no longer available, no further change is expected in the data above.

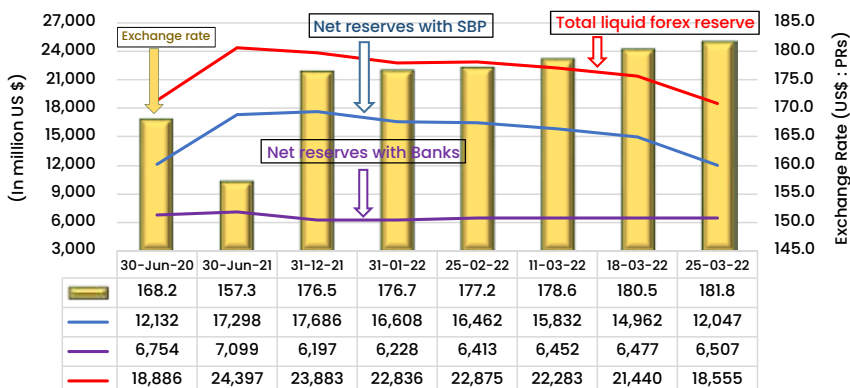
CPI Inflation Trend (April to March)



Total Assets and Liabilities of Scheduled Banks



Exchange Rate & Foreign Exchange Reserves (Cumulative)



Markets at a Glance

Rates taken till Friday, April 01, 2022

MONETARY POLICY RATE

9.75% | Effective from December 14, 2021

KIBOR (6 MONTHS)

	Bid%	Offer%
Starting	12.24	12.49
Ending	12.25	12.50
Change	+0.01	+0.01

FOREX RATES

	GBP	EURO	USD
Starting	PKR 239.89	PKR 200.47	PKR 181.78
Ending	PKR 241.63	PKR 203.65	PKR 184.09
Change	PKR +1.74	PKR +3.18	PKR +2.31

PAKISTAN STOCK EXCHANGE

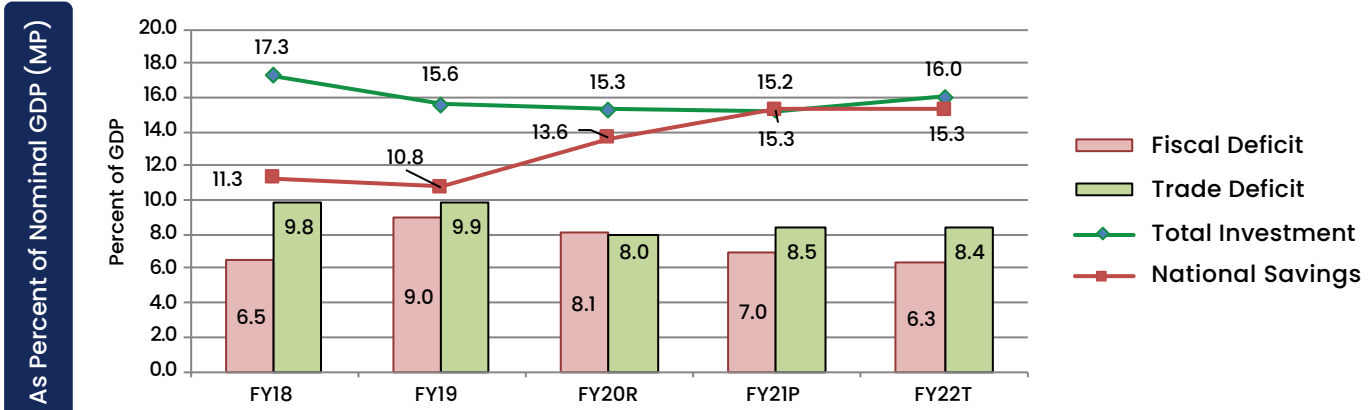
	100 Index
Starting	43,551
Ending	45,152
Change	+1,601

GOLD RATES

	10 GM, 24K
Starting	PKR 114,955
Ending	PKR 115,050
Change	+95

Pakistan's Major Economic Indicators

Real Sector (Percent Growth)	FY18	FY19	FY20 ^F	FY21 ^R	FY22 ^T
Real GDP (2005-06 = 100)	5.5%	2.1%	-0.4%	5.4%	4.8%
Agriculture Sector	4.0%	0.6%	3.3%	2.8%	3.5%
Manufacturing Sector	5.4%	-0.7%	-7.4%	8.7%	6.5%
Services Sector	6.3%	3.8%	-0.6%	4.4%	4.7%
Real GDP (Rs. in billion)	12,344.3	12,600.7	12,552.0	13,226.0	13,860.8
Nominal GDP (Rs. in billion)	39,189.8	43,798.4	47,521.5	55,488.0	62,803.5
GNP (MP) PRS Per Capita	194,181	214,695	230,262	266,614	NA
GNP (MP) US \$ Per Capita	1,768.0	1,578.0	1,457.0	1,666.0	NA



CPI INFLATION (YoY%)	Annual Average			Year-on-Year		
	FY19	FY20	FY21	Mar 2021	Feb 2022	Mar 2022
General	6.8	10.7	8.9	9.1	12.2	12.7
Food (Urban)	4.6	13.6	12.4	11.5	14.3	14.5
Non-Food (Urban)	8.5	8.3	5.7	7.1	9.9	10.4

Currency in Circulation as on (Stock data)						Rs. in billion
June 30, 2018	June 30, 2019	June 30, 2020	June 30, 2021	Mar 19, 2021	Mar 18, 2022	
4,387.8	4,950.0	6,142.0	6,909.9	6,605.4	7,319.4	

Sources: i) Annual Plan 2020-21, Planning Commission | ii) Pakistan Economic Survey 2019-20, Finance Division iii) Data published on SBP website
T = Target | P = Provisional | R = Revised | F = Final

Governor SBP Unveils a Special Report About Progress on Sustainable Development Goals (SDGs) From Banking Perspective

Governor State Bank of Pakistan (SBP), Dr. Reza Baqir unveiled a report titled 'SDGs and Sustainability Report Pakistan Banking Sector Perspective' in Dubai on March 23, 2022. The report was launched in an event on the theme 'The Future of Green and Sustainable Finance – The Role of the SDGs' organized by the Global Ethical Finance Initiative (GEFI) in collaboration with the Government of Scotland and United Kingdom Islamic Finance Council (UKIFC). This is the first ever report from the banking perspective that not only maps progress on Sustainable Development Goals (SDGs) 2030, set by the United Nations, by banks but also highlights specific gaps in achieving them. Other speakers included Mr. Ivan McKee, Minister for Trade, Scotland and the event was attended by policy makers, senior bank executives, financial advisors, diplomats and academics who shared insights on the SDGs.

In his keynote address, Dr. Reza Baqir highlighted SBP and Government of Pakistan's commitment to the SDGs, demonstrated by initiatives to achieve these goals and work to ensure sustainability. He emphasized that Pakistan is one of the first few countries to adopt SDGs 2030 agenda through a unanimous resolution of Parliament. He highlighted that the seven pillars of Vision-2025 of Government of Pakistan are fully aligned with the SDGs and provide a comprehensive long-term strategy for achieving inclusive growth and sustainable development.

In pursuit of SDGs, Dr. Reza highlighted some of the key initiatives undertaken by State Bank of Pakistan in the recent times including a landmark policy entitled 'Banking on Equality' to address gender gap in financial inclusion and flagship Mera Pakistan Mera Ghar (MPMG) scheme to provide financing for low cost and affordable housing in the country, which was nonexistent prior to 2021. He stated that MPMG has helped to provide shelter to those who are underprivileged but also stimulated the economy. The flagship scheme has so far attracted applications amounting to Rs. 357 billion out of which housing loans of Rs. 157 billion has been approved with disbursement of Rs. 56 billion. The Governor specially mentioned SBP's innovative renewable energy financing facility, which encourages banks to increase green financing portfolio and reduce carbon footprint.

Dr. Reza Baqir lauded the work done so far by Pakistani banks on SDGs. However, he stressed that Banks Boards and management should explicitly convey their commitment and support for implementation of SDGs to their teams and other stakeholders to embed this message. He also said that banks should develop implementation plans with identification of time lines and responsibilities to achieve SDGs in conjunction with capacity building programs. In conclusion, Dr. Baqir emphasized on the need to institutionalize and

deepen the reforms to advance the implementation of SDGs to making our planet a better place to live for the generations to come.

The Governor SBP also participated in the fireside chat during the event with Mr. Ivan McKee, Minister for Trade, Scotland. During discussion, Dr. Reza Baqir brought attention to the important role of private sector finance in the funding of the SDGs commitments. He said that space for private sector investments is huge, and in this regard the government is providing the required facilitation and regulatory flexibility. He also emphasized that emerging market countries also need innovative financial structures from International Financial Institutions and multilaterals to meet the enormous financial needs to meet sustainability requirements.

E-Passport Launched: Online Visa Available in 191 Countries

Minister for Interior Sheikh Rasheed Ahmed on March 30, 2022 said e-passport facility has been introduced on the directives of Prime Minister Imran Khan, adding that online visa was available in 191 countries and currently no visa case was pending with the interior ministry.

Speaking at launching of E-Passport ceremony here, the minister said corruption has totally been eliminated in visa process as earlier Rs. 100,000 to Rs. 150,000 per visa bribe was being taken. He said process of acquiring visa has been made easy through online and the people could get online visa in 191 countries.

As many as 88 new NADRA offices were opened in various part of the country and every Tehsil headquarters has NADRA office, he said. He said ladies' staff was recruited in NADRA offices of erstwhile FATA areas and Balochistan to facilitate the women of far flung areas. E-Passport holder would also benefit from the e-gate facility at all airports around the world.

He said validity of passport has also been extended from 5 to 10 years to facilitate the overseas Pakistani on same old fee on the directives of the prime minister. NADRA has started issuing succession certificate across the country and its credit also goes to the prime minister, he added.

President for Producing IT Professionals to Fulfill Market Needs

President Dr. Arif Alvi on March 29, 2022 stressed the need of producing information technology (IT) professionals to fulfill the market requirements.

The Federal Government had introduced a very good IT policy and the industry could take advantage of it, he said,

addressing the 8th Pakistan CIO Summit and Expo 2022, organized by the Solutions Inc.

President Alvi said there were many opportunities in data, cyber security, artificial intelligence and other areas of the IT sector. With the cyber security becoming a big phenomenon, he added, the world would need some 8 million cyber security professionals by 2030.

Likewise, he said, artificial intelligence was embedded in every human endeavor. There was a huge data available in the world, but there was a dire need to analyze it, the president added.

He said the IT sector would likely make further progress. The Third Industrial Revolution had changed the situation of the world, while the Fourth Industrial Revolution brought a big change in the shape of digital economy and IT industry. President Alvi said the incumbent Federal Government since its inception had focused on the IT sector. The people had witnessed such change after 40 years.

The IT policy, he added, had given income tax and duty exemptions, and other incentives to the companies. The government apart from export of traditional items, encouraged the IT export also. He suggested the investors and companies to invest in changing IT innovations.

The president said women had also many opportunities in the IT sector. They could work from home and help their families financially. He said the universities had been asked to teach their students as per market needs.

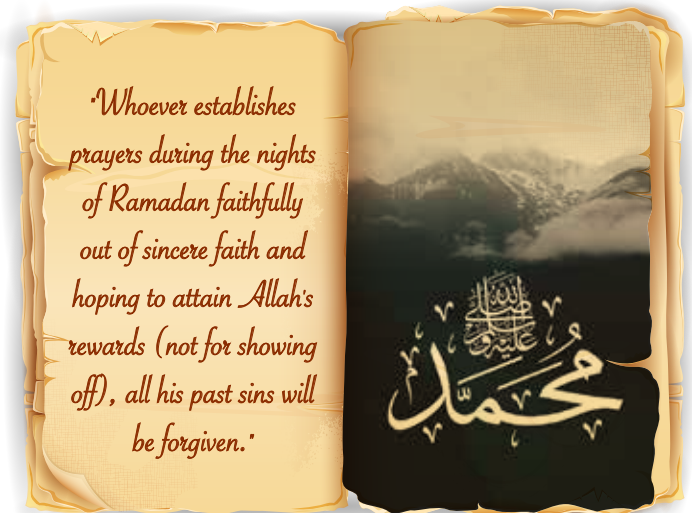
President Alvi said the country had to improve in the sea technology also. He also highlighted the importance of special technology zones and the steps taken for ease of doing business in the country.

FBR Registers 33 percent Growth in Sales Tax from Sugar Sector Through Track & Trace System

Federal Board of Revenue (FBR) has achieved one more milestone through successful implementation of Track and Trace system (TTS) on Sugar Sector during the current crushing season. The innovative digital monitoring system of sugar production has been implemented over 79 sugar mills, having 151 production lines nationwide.

It is pertinent to mention that Prime Minister Imran Khan had himself launched TTS on November 23, 2021 on the Sugar Sector. Thereafter, no sugar bags were allowed to be removed from the factory premises and sold in the market without tax stamps.

Owing to this transparent electronic monitoring of production, all sugar mills had to declare their actual crushing and production during the current crushing season.



Therefore, as a result of this digital intervention, the sugar mills have produced record high sugar i.e. 7.51 million tons (up to 24.03.2022) as against 5.63 million produced during last crushing season, showing an increase of 34 percent. Likewise, FBR has collected Sales Tax amounting to Rs. 26.5 billion in first four months (i.e. Dec 2021 to Mar 2022) of current crushing season as against Rs. 19.9 billion collected during the corresponding period in the last crushing season, registering an increase of Rs. 6.59 billion which comes to 33 percent growth.

In addition to the above, Inland Revenue Enforcement Network (IREN) Squads of FBR, in a counter-evasion operation, conducted more than 60 raids in various markets throughout the country to ensure successful implementation of Track and Trace System. During the operation, the unstamped bags were seized by FBR officials as per law and procedure, which were being sold without tax stamps.

Federal Minister for Finance and Revenue, Shaukat Tarin has commended FBR for successful implementation of Track and Trace System which has made Pakistan a sugar surplus country, once more. Likewise, Chairman FBR / Secretary Revenue Division,

Dr. Muhammad Ashfaq Ahmed has also appreciated the performance of Track and Trace System. He further reiterated that over the next few months, implementation of Track & Trace System on the entire Tobacco Sector as well as on other important sectors like Fertilizers, Petroleum and Cement will be ensured. It will result in digital monitoring of the large-scale manufacturing and production of these key sectors. Besides, preventing revenue leakages, it will help in minimizing human intervention and thus pave the way for a transparent and reliable tax compliance system across the country, he concluded.

Khunjerab Pass to Reopen for Commercial Activities from April 01, 2022

The Khunjerab Pass, a major trade route between China and Pakistan, will be reopened for commercial activities from April 1, 2022, according to an official notification.

Khunjerab Pass was closed in May 2020 to contain coronavirus transmission between the countries. The pass usually remains open from May to November to trade and travel activities between the two countries, China Economic Net (CEN) reported on March 26, 2022.

“Chinese authorities have shared a letter with Pakistan regarding the reopening of Khunjerab Pass with Pakistan” confirmed a Pakistani official, saying the border will be reopened on April 1, 2022. In accordance with the Agreement signed between the two countries in May 2013. “It is also mentioned in the letter that measures would be in place to prevent the spread of pandemic”, the official said. Port Authorities on the Chinese side of Khunjerab Pass have been instructed to take all necessary measures regarding COVID-19 before the start of the arrival of goods from Pakistan. Similarly, Pakistani border authorities are also instructed to take all measures regarding COVID-19, ensuring the containment of the disease.

Between July 29 and August 10, 2020, Khunjerab Pass was temporarily open to facilitate transportation of the containers loaded with goods stranded in China.

CDWP Clears Four Projects for ECNEC Worth Rs. 352.9 billion

The Central Development Working Party (CDWP) on March 25, 2022 recommended four development projects worth Rs. 352.9 billion to Executive Committee of National Economic Council (ECNEC) for approval.

The meeting was chaired by Deputy Chairman Planning Commission Dr. Jahanzeb Khan which was attended by Secretary Ministry of Communication, Chairman National Disaster Management Authority NDMA, Chairman National Highway Authority, Members of Planning Commission and other key stakeholders.

The forum took up four projects which includes the Construction of Hyderabad-Sukkur (306KM), 6-lanes Motorway, construction of Northern Section of Ring Road from Warsak Road to Nasir Bagh Road and Restoration & Revamping of Gujjar and Orangi Nullahs.

The CDWP recommended construction of Hyderabad-Sukkur (306KM), 6-lanes divided fenced motorway on BOT basis to the ECNEC. Total cost of the project is Rs. 308.2 billion and NHA will execute the project.

The project envisages construction of 306-kilometer long, 06-lane wide, access controlled Hyderabad-Sukkur-Motorway.

The motorway is proposed as a high-speed toll road facility for efficient and safe transportation, which will start from Hyderabad (end of Karachi-Hyderabad Motorway M-9) and terminates at Naro Canal (Start of Sukkur - Multan Motorway-M-5).

The project alignment passes through Jamshoro, Tando Adam, Hala, Shahdadpur, Nawabshah, Moro, Dadu, Naushahro Feroze, Mehrabpur, Rasoolpur, Larakana, Khairpur and Sukkur.

The scope of work includes, construction of 1-main bridge over River Indus, 15-Interchanges, 6-flyovers, 19-overpass bridges, 76-canal bridges, 154-subways, 137-cattle creeps and drainage structure.

The objective of the project is to promote the smooth flow of traffic on Karachi ~ Lahore Motorway (KLM) section i.e. from Hyderabad to Sukkur. After construction with advanced facilities, proposed motorway facility will provide an efficient intelligent corridor for domestic as well as international traffic, thereby contribute to strengthening and balancing economic development in Pakistan.

The forum also recommended Construction of Northern Section of Ring Road project from Warsak Road to Nasir Bagh in KP to the ECNEC. Total cost of the project is Rs. 14.7 billion fully funded by Govt of Khyber Pakhtunkhwa and it will be complete in 3 years.

The project envisages construction of 6 lane Northern Section of Peshawar Ring Road from Warsak Road to Nasir Bagh Road having total length of 8.7 km. The scope of work includes construction of 3 lanes dual carriageway, intersection, flyover, bridges, culverts, underpasses, retaining walls and shifting of utilities.

The project aimed to address the traffic problem faced in Peshawar especially, on Warsak Road, G.T Road, Khyber Road and Jamrud Road and intersections located on these roads.

The objective of the project is to provide a bypass to the traffic plying between the Northern areas and Afghanistan and that plying between the city and outskirts located on Northern side of G.T Road - Jamrud Road (N-5) and Hayatabad Town, Khyber Agency and Regi Model Town, Askari-6, DHA etc. It will provide an alternate route to the city traffic, open new areas of development so as to put the city growth in a radial pattern rather than in linear direction along G.T - Jamrud Road (N-5). It will also reduce environmental pollution.

The forum recommended restoration & revamping of two projects of Gujjar and Orangi Nullahs in Karachi to ECNEC with revised cost of Rs 15.0 billion and Rs. 15,083.18 million respectively. Chairman NDMA responded to the observations

International Economic Roundup

Russia Threatens to Stop Supplying Gas if Not Paid in Roubles

Russia has told "unfriendly" foreign countries they must start paying for gas in roubles or it will cut supplies. Vladimir Putin has signed a decree stating buyers "must open rouble accounts in Russian banks" from April 01, 2022.

"Nobody sells us anything for free, and we are not going to do charity either - that is, existing contracts will be stopped," the Russian president said. Mr. Putin's demand is being seen as an attempt to boost the rouble, which has been hit by Western sanctions.

Western companies and governments have rejected Russia's demands to pay for gas in roubles as a breach of existing contracts, which are set in euros or US dollars. Since Russia invaded Ukraine, Western nations have issued economic and trading sanctions on Russia, but the European Union has not placed bans on oil or gas, unlike the US and Canada, as its member nations rely heavily on it.

The EU gets about 40 percent of its gas and 30 percent of its oil from Russia, and has no easy substitutes if supplies are disrupted. Meanwhile, Russia currently gets €400 million (£340 million) per day from gas sales to the bloc and it has no way of rerouting this supply to other markets.

Mr. Putin said the switch to roubles was meant to strengthen Russia's sovereignty, and it would stick to its obligations on all contracts, if Western nations obliged.

Biden Orders 'Unprecedented' Release of Oil Reserves

US President Joe Biden has ordered a major release of oil from America's reserves in an effort to bring down high fuel costs. The release of up to 180 million barrels of oil over six months is the largest since the reserve was created in 1974.

Oil prices dropped on reports of the move, which is aimed at easing a supply crunch sparked by war in Ukraine. But the release - of about 1 million barrels a day - is unlikely to fully resolve the energy crisis, analysts say.

Mr. Biden promised further action to boost US output, saying the release would "serve as [a] bridge until the end of the year when domestic production ramps up". He called for companies to pay extra if they choose not to use oil wells on land they lease from the government, as well as investments

to speed up the adoption of greener energy sources. Following Mr. Biden's remarks, US oil benchmark West Texas Intermediate was more than 7 percent lower at about \$100 a barrel, while Brent Crude fell roughly 5.4 percent to around \$107.

The soaring cost of fuel has become a major political issue around the world, including in the US, which hosts mid-term elections in November. Mr. Biden said the scale of the release from the Strategic Petroleum Reserve - which together amounts to less than two days of global consumption - was "unprecedented".

Pakistan, Speaking for G-77/China, Urges 'Drastic Action' to Achieve a Healthy Planet

Pakistan, speaking on behalf of the "Group of 77" developing countries and China, has called for "urgent action" to reverse global damage to the planet, saying healthy environment was essential to people's health, safety and livelihoods

"A degraded planet poses severe limits to our well-being and prosperity as well as for our future," Ambassador Aamir Khan, deputy permanent representative of Pakistan to the UN, told the Preparatory Committee for 'Stockholm+50', the international environmental conference scheduled for June 2-3, 2022 in Stockholm, Sweden.

"If we continue on the same path and do not take urgent actions, we could face limits to how much we can adapt to the changing environment," he said in a debate on, 'A Healthy Planet for the Prosperity for All - Our Responsibility, Our Opportunity'

Pakistan is the current chairman of G-77 and China, which now has 134 members and is the United Nations' biggest intergovernmental group of emerging countries.

Citing the "rapidly closing window" to reverse that current trend, he underlined the centrality of the United Nations Framework Convention on Climate Change (UNFCCC), the Paris Agreement on climate change and related multilateral agreements, which are based on the principle of the common but differentiated responsibility of states.

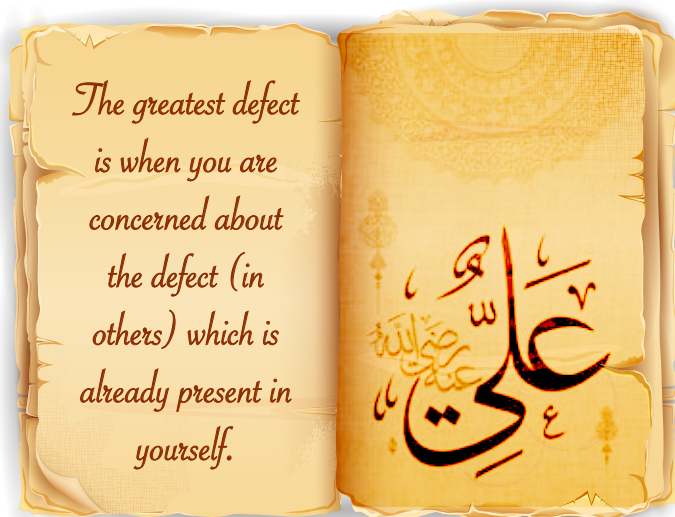
The agreement reached between states at the recent United Nations Climate Change Conference in Glasgow, known as COP26, "must be the baseline for climate action", he added, stressing that basic commitments for climate finance from developed countries have not yet been met.

"Enhanced commitments for annual climate finance from the floor of \$100 billion goal must be achieved in the new collective quantified goal on climate finance by 2024," Aamir Khan said, while calling for adequate and predictable financing instead of innovative accounting.

More parity is needed to ensure a balance between climate mitigation and adaptation, and funding in those crucial areas must not become an additional financial burden or a source of more debt for developing countries, the Pakistani envoy said.

He also called for the simplification of access to existing climate finance mechanisms, such as the Green Climate Fund. The Pakistan envoy also stressed the need for equitable multilateral trading system to facilitate access to safe, diverse and nutritious food.

"The Group looks forward to Stockholm+50 this year and hopes that the meeting will be able to raise awareness on the importance of protecting our planet and achieving sustainable development for the well-being of this and future generations," Aamir Khan added.



Europe Needs to Sit with Oil Producers

H.E. Suhail Mohamed Al Mazrouei Minister of Energy, United Arab Emirates (UAE) said that there is a need to realize that the geopolitical situation is very tense and it's going to affect not only oil and gas but also food security to rare minerals to everything.

"We need to be courageous to tell consumers that your bill is going to be doubled or tripled in the future if we do not do anything about it. That means starvation for many nations and we are going to have more problems than geopolitical problems whether we like it or not. Here in the UAE, we think and believe in peace. We need to promote peace. We need to work on this crisis between Russia and Ukraine to end as soon as possible by diplomatic means," added the minister.

The minister suggested that if Europe needs gas and quickly due to the Russia-Ukraine conflict, they need to sit with producers and need to identify the requirements.

Shanghai COVID-19: China Announces Largest City-Wide Lockdown

China has announced its biggest city-wide lockdown since the COVID-19 outbreak began more than two years ago. The city of Shanghai will be locked down in two stages over nine days while authorities carry out COVID-19 testing. The important financial hub has battled a new wave of infections for nearly a month, although case numbers are not high by some international standards. Authorities had so far resisted locking down the city of some 25 million people to avoid destabilizing the economy. But after Shanghai recorded its highest daily number of cases on March 26, 2022 since the early days of the pandemic, authorities appear to have changed course.

The lockdown will happen in two stages, with the eastern side of the city under restrictions from March 28 to April 01, and the western side from 1-5 April 2022. Public transport will be suspended and firms and factories must halt operations or work remotely, authorities said. The city government published the instructions on its WeChat account, asking the public "to support, understand and cooperate with the city's epidemic prevention and control work". Other lockdowns during the pandemic have affected entire Chinese provinces, though people could often still travel within those regions. But Shanghai, due to its high population density, is the largest single city to be locked down to date.

It is China's commercial capital and by some calculations the biggest city in the country - but is now one of the worst-hit areas as China fights to contain a resurgence of the virus with Omicron, leading to a spike in new cases. Officials had until now said the eastern Chinese port and financial hub must keep running for the good of the economy. The staggered approach to this lockdown means half the city will remain functioning at a time. Millions of residents in other Chinese cities have been subjected to citywide lockdowns, often after a relatively small number of COVID-19 cases.

Russian Central Bank to Restart Buying Gold from Banks, at Fixed Price from March 28, 2022

The Russian central bank will restart buying gold from banks and will pay a fixed price of 5,000 roubles (\$52) per gram between March 28 and June 30, the bank said on March 25, 2022.

The central bank, which suspended gold purchases from banks in mid-March to meet increased demand for the precious metal from households, said the resumption of buying would help ensure sustainable supply and the uninterrupted functioning of gold producers.

(\$1 = 96.25 roubles)

MANAGEMENT VIEWS



Promote Inclusive Language in Your Organization

Words matter, and, unfortunately, the modern-day professional vocabulary is littered with exclusionary terms. To create a truly inclusive culture, take a hard look at how people in your company are using language. For example, make sure recruiters and hiring managers pay careful attention to language they use when drafting job descriptions so they are not inadvertently deterring candidates of color, women, people with disabilities, or older job candidates. Terms like 'hacker' or 'ninja' are not only hard for many people to identify with, they are also unnecessary because you can use alternatives like 'programmer' or 'software engineer' that are neutral and more widely understood. You might also generate a list of words and phrases that are forbidden in product development, marketing, and external communications. These might include terms like 'the elderly,' 'man-hours,' 'crazy,' among others. It can also be helpful to create a company guide to inclusive language. This can outline practical, accessible tips and tools that can be put into immediate action – and it should not be a static manual. Make sure you also allow for input and co-creation across the organization.

(This tip is adapted from *How to Make Your Organization's Language More Inclusive*, by Odessa S. Hamilton et al. – HBR.)

Make Better Decisions, Even Under Pressure

Learning to make good decisions, without hesitation and procrastination, is a skill that can set you apart from your peers. How can you stop vacillating on tricky choices, especially under pressure? Here are the steps to take when faced with making a tough call. Start by considering many different viewpoints. This does not mean you should seek out everyone's opinion. Instead, identify the right people with the relevant expertise and give them a chance to clearly articulate their views. Often, these will be colleagues who are closest to the action and implications of the decision in question. Make sure you are focused on addressing the root cause of a problem – not just the symptoms. If your decision does not get to the heart of the matter, the problem is likely to repeat itself. Also, incorporate a consideration of both the short-term and long-term risks into your decision-making process. It is tempting to make a

call based on what is going to get you immediate results, but that rarely unlocks the most value.

(This tip is adapted from *How to Make Great Decisions, Quickly*, by Martin G. Moore – HBR.)

SNIPS

Unpaid Care Work

Women in Pakistan spend nearly 10 times the hours as men in unpaid care work, says the United Nations Development Programme.

Make Your Meetings Worthwhile

No one has time for a bad meeting. So be sure you are not wasting people's time, including your own, by making each meeting purposeful, inclusive (of the people who actually need to be there), and participatory. Start by inviting people to contribute to the agenda beforehand. This will increase everyone's buy-in. Then, explain why the meeting matters before you dive into the agenda. For example, you might say, "I would like this meeting to move us closer to a hiring decision," or, "We have an important call to make related to next week's product launch." Next, divvy up roles. Whose responsibility is it to challenge ideas that are raised? Who is the final decision-maker? Who is the note taker? Who is the timekeeper? And, remember, as the leader, all eyes are on you. Set the right tone by verbally recognizing valuable ideas, keeping the scope of the meeting focused, and sustaining positivity in the face of conflicts or discussions on difficult topics. Your team will follow suit.

(This tip is adapted from *Stop Wasting People's Time with Meetings*, by David Lancefield – HBR.)



APRIL

	Workshop	Facilitator	Fee	Timings	
7 Thursday	Sohni Dharti Remittance Program	Hassan Shahid	PKR 8,500 <i>(Excluding Sales Tax)</i>	2 PM - 4 PM	
12 Tuesday	Maintaining Fidelity & Secrecy of Customer Information	Usman Yousuf Butt	PKR 8,500 <i>(Excluding Sales Tax)</i>	10 AM - 2 PM	
14 Thursday	Anti Harassment Compliance and Implementing Controls	Gulbano Bukhari Asim	PKR 8,500 <i>(Excluding Sales Tax)</i>	10 AM - 2 PM	
16 Saturday	Financing Needs for Potential Women Borrowers	Muhammad Akbar	PKR 8,500 <i>(Excluding Sales Tax)</i>	10 AM - 2 PM	
16 Saturday	Raast Person-to-Person (P2P)	Syed M. Taha	PKR 8,500 <i>(Excluding Sales Tax)</i>	10 AM - 2 PM	