

SHANZA N. KHAN
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EDUCATION

- 2006-2008 **Kennedy School of Government, Harvard University** Boston, MA
- Master of Arts in Public Policy.
 - Dean's Fellow 2006-2008.
 - Policy Analysis Exercise: An Evaluation of the Capacity Building Component of the Punjab Safe Motherhood Initiative.
- 1999-2001 **Emory University** Atlanta, GA
- Bachelor of Arts in Economics, Summa Cum Laude.
 - Cumulative GPA: 3.8/4.0.
 - Completed senior thesis titled "Economic growth and capital flows: Thailand examined through the lens of the Virtuous and Vicious Model."
- 1998-1999 **Mount Marty College** Yankton, SD
- Associate of Arts in Business Administration, Magna Cum Laude.
 - Cumulative GPA: 4.0/4.0.

FULL-TIME WORK EXPERIENCE

- Feb. 07-Present **Strategic and Economic Policy Research (Pvt. Ltd)** Islamabad, Pakistan
Executive Director
- One of the founding Directors of this private sector economic and strategic consultancy organization.
 - Researching issues of economic & social importance to Pakistan.

Ongoing projects:

- Sep.2009-Feb.2010 **Harvard Kennedy School** Boston, USA
- Undertaking research on the Pakistan Post Office with the purpose to produce a case study to be taught at graduate-level public policy and public management classes. The project is lead by Prof. Guy Stuart.
 - The focus of the project will be on the past and current role of the Pakistan Post Office in serving as a platform for the delivery of non-postal services to the people of Pakistan, with a special emphasis on its role in serving as a platform for the delivery of financial services.
- Oct.2009-Dec.2009 **Overseas Development Institute** London, UK
- Analyzing the political economy of gender and social protection in Pakistan through a desk-based review of published and grey literature as well as key informant interviews with stakeholders at the national and sub-national level.
 - Exploring the pathways through which policy is informed by sex disaggregated data and analysis and identifying the institutional responses to such information (e.g. entry points and resistance) with a particular focus on the Zakat and the Benazir Income Support Programme.

- Providing policy recommendations for strengthening the integration of gender into mainstream social protection activities.

Oct.2009-Nov.2009 **DFID**

Islamabad, Pakistan

- Associate consultant for the institutional management review of DFID's Technical Assistance Management Agency (TAMA) in Punjab. DFID is providing support to the Government of Punjab through a range of programs, including the Punjab Economic Opportunities Program (PEOP).
- Key responsibilities include reviewing the procedures and systems of TAMA to determine the effectiveness of TA delivery (i.e. timely delivery, quality of consulting inputs and communication etc) against the objectives, and determining whether TAMA's existing structure and systems have enough absorptive capacity to deliver PEOP TA.

Recently completed projects:

Feb.2009-Oct. 2009 **Feinstein International Center, Tufts University**

Boston, USA

- Co-authored a report on the Futures of Globalization with Dr. Adil Najam as part of the Humanitarian Horizons research project sponsored by World Vision.
- Titled "Futures of Globalization and Their Humanitarian Impacts," the report has been an exercise in futures scenario building. The objective was not to predict or project current trends in globalization. Rather, the focus is on the possible futures of globalization, drivers that could bring about those futures, and the consequences of realizing those futures for the planet in general and human society in particular. Three different worlds are presented, the Global Marketplace, the Managed Planet, and the Fortress World, which may possibly materialize depending on which drivers dominate and guide our future.

Mar. 2009-Jun. 2009 **Overseas Development Institute**

London, UK

- Undertook a gender analysis of key social protection programs in Pakistan under the Gender and Social Protection Project. Assessed the types of risks and vulnerabilities faced by the target groups.

Apr.2009-May 2009 **Microfinance Opportunities**

Washington, D.C., USA

- Collaborated on data management on Malawi's Financial Diaries Project, lead by Prof. Guy Stuart.
- Key responsibilities included data cleaning, quality control, as well as additional data-related assignments.

Jan.2009-Apr.2009 **The World Bank**

Washington, D.C., USA

- Analysed of the wheat subsidy system in Pakistan. The study examined the resource allocations for wheat subsidies at the different government tiers and analyzed monthly procurement prices, issue prices, retail prices

and prices at utility shops. The study constituted one of the background papers for the Pakistan Poverty Assessment.

Jan.-Feb. 2009 **Microfinance Opportunities** Washington, D.C., USA

- Development of a Financial Literacy Index for Pakistan. Member of an international team developing a Financial Literacy Index. Collaborated with Kashf Foundation on Pakistan's component with emphasis on the field work.
- Conducted several focus group sessions in Punjab to collect primary data.

Dec. 2008-Feb. 2009 **GTZ** Islamabad, Pakistan

- Undertook an economic appraisal of the Technical Education and Vocational Training Sector in Pakistan. The study was co-authored with Dr. Sajjad Akhtar.
- The study performed a basic cost/benefit appraisal of the merits of technical and vocational training and examined evidence of private sector and individual demand for technical skills.
- In addition, the appraisal analyzed what market the TEVT program should be producing skills for.

June 2007-May 2008 **The World Bank** Washington, D.C., USA

- Wrote a paper that takes stock of existing experiences in the area of targeting of social and other programs by the Government of Pakistan. The paper examines if the programs' proposed methodology identifies the poor; benefit incidence and inclusion/exclusion errors; criteria and selection mechanisms used for identification; community satisfaction with proposed methodology, its actual implementation and outcomes; and capacity/institutional requirements to ensure adequate implementation.
- Conducted field visits to substantiate results from literature and consultations.

June 2007-Nov. 2007 **The World Bank** Washington, D.C., USA

- Reviewed and analyzed the results of available household surveys in Pakistan relating to the health status of the population and performance of the health sector in delivering services.
- Reviewed other studies that relate to the relevant issues on health status and public health system performance with a particular focus on geographical, income, and gender equity.
- Contributed to Pakistan's Health Sector Review. Wrote the chapters on health status and public health system performance while suggesting other areas of interest that come out of the analysis. The chapters include an analysis of: (i) trends on key health and population outcomes; (ii) analysis of whether outcomes are improving at a rate to reach MDGs; (iii) burden of disease analysis; (iv) population growth, urbanization and its implications for the health sector; and (v) quality of care and patient satisfaction.

Feb.2007-Mar.2007 **USAID**

Islamabad, Pakistan

- Partnerships for Better Schools: School Improvement in Pakistan. The paper analyzes public private partnerships in education, school improvement planning/financing, school management and school management committees, adopt a school programs, and corporate philanthropy for school support in Pakistan. It compiles a commonly accepted definition of the salient features of school improvement programming including challenges and recommendations. The report was used to inform current and future USAID education programming.

Aug.2004-Feb.2006 **The Asian Development Bank**
Poverty Research Associate

Islamabad, Pakistan

- Researched poverty reduction issues in Pakistan. Specific topics include poverty measurement and assessment of poverty lines, social protection, public-private partnerships, assessing validity, credibility, and legitimacy of data, and drawing on experience of other development partners.
- Collaborated with the Government of Pakistan (GoP) in its efforts to forecast its development expenditures. Devised various scenarios to make optimum use of resources.
- Developed the ADB Poverty Database, which comprises of the (i) Poverty Reduction Partnership Agreement, (ii) Millennium Development Goals, and (iii) Poverty Reduction Strategy Paper matrixes.
- Member of the Secretariat for Donor's-Poverty Reduction Working Group.
- Regularly participated in poverty-related seminars and workshops.

June 2002-July 2004 **The World Bank**
Junior Professional Associate

Washington, D.C.

- Team Member of the Pakistan Poverty Reduction Support Credit Task Team and the NWFP Structural Adjustment Credit Task Team.
- Researched on poverty reduction and economic management issues in Pakistan and Nepal. Specific research topics included: trends and levels of public expenditures, key gaps in public goods, public sector enterprises, Pakistan's fiscal performance across sectors and other regions, and development challenges in Punjab, Pakistan.
- Contributed to the Pakistan Bi-weekly and Short-term Risk Management reports.
- Created the World Bank Macro Monitoring Database for Pakistan for automatic generation of tables and charts to feed into reports.
- Collaborated with the Government of Sindh, Pakistan on the issue of education reforms.
- Arranged dataset on investment and governance indicators for the World Bank Nepal Trade and Competitiveness Study.

Nov. 2001-May 2002 **Youth Development Program**
Chief Executive

Lahore, Pakistan

- Founding member of this youth-service NGO, which facilitates in creating and nurturing relationships between student volunteers and orphans in Pakistan.

- Created awareness of the program by mass advertisement in schools/colleges.
- Recruited, interviewed, and trained volunteers.

May 2001-Oct. 2001 **Federal Reserve Bank** Atlanta, GA
Intern

- Wrote macro-analysis reports on emerging markets for the *Goldbook* and *Latin America Economic Briefing*.
- Performed literature review for research papers.
- Conducted statistical analysis on time-series data for Latin America.

CONSULTING EXPERIENCE

July 2006-Aug.2006 **UNICEF** Islamabad, Pakistan

- Member of team carrying out analysis of social exclusion and access to education in Pakistan under a sub-contract to the principal international consultant, Dr. Emma Hooper. The project included a desk review of existing material on marginalized and socially excluded groups in Pakistan, including: (i) a qualitative and quantitative profile of marginalized groups; (ii) caste, ethnic and religious issues that impede these groups from accessing development benefits; (iii) gender –specific areas of marginalization; and (iv) identified threats to the lifestyles/cultures of marginalized and socially excluded groups.

Jan. 2007-Feb. 2007 **DFID, British High Commission** Islamabad, Pakistan

- Social Exclusion Update. Member of team carrying out a social exclusion assessment for Pakistan. The research project focused on the current status of social exclusion in Pakistan, and was carried out under a sub-contract with principal international consultant, Dr. Emma Hooper.
- Project inputs included a literature review to identify and summarize the main findings of relevant work on social exclusion; carrying out a review of selected government programs for social exclusion-related policy interventions; and undertaking quantitative analysis of social exclusion to update the Oxford Policy Management Quantitative Study of Social Exclusion (2004).

June 2006-Aug.2006 **UNESCO** Islamabad, Pakistan

- Worked on a research project on teacher educational and professional development under a sub-contracted arrangement with principal international consultant, Dr. Randy Hatfield.
- *Situation Analysis of Teacher Education: Towards A Strategic Framework for Teacher Education and Professional Development:* This sub-contracted study analyzed ongoing developments and good practices related to pre-service and in-service education in the country and from international experiences. It also identified past and current activities undertaken to promote and develop accreditation systems, standards, teacher certification and licensing.

Jan. 2006-Mar. 2006 **DFID, British High Commission** Islamabad, Pakistan

- Member of the DFID design team for the proposed ‘Citizen Empowerment Support Initiative’ program in Pakistan. Collaborated in developing an effective program of support for the vulnerable and socially excluded citizens of Pakistan to claim and exercise their rights, through a unified, more capable civil society movement.
- Analyzed projects, programs, and interventions of multilateral and bilateral donor organizations on civil society organizations.
- Convened and acted as rapporteur/facilitator-resource person for stakeholder consultations.

Nov. 2005–Feb. 2006 **DFID, British High Commission** Islamabad, Pakistan

- Reviewed the relevant material on investment climate in Punjab.
- Review the administrative barriers to business in Punjab.
- Identified and reviewed the key government, regulatory and private institutions, which play a key role in improving investment climate.
- Highlighted other donor financed programs and national policies for improving investment and growth in Pakistan.

Oct. 2005-Nov. 2005 **Aga Khan Planning and Building Service** Islamabad, Pakistan

- Conducted the necessary research, analysis of the required information, substance and formats related to the AKPBS Building and Social Housing Foundation proposal.
- Developed a complete draft proposal on the Building and Social Housing Foundation.

Apr. 05-May 05 **Royal Netherlands Embassy Development Cooperation** Islamabad, Pakistan

- Conducted an assessment of the GoP’s Medium Term Development Framework (MTDF). Analyzed if projects and program proposals in the MTDF were aligned with GoP policy and expenditure frameworks for poverty reduction, environment, gender, health, education and devolution, as stated in the PRSP policy framework as well as with related targets established in the MDGs for the same development sectors and themes.
- Identified programming and expenditure gaps that existed between the PRSP and MDG frameworks and the MTDF.
- Identified new areas of interventions in the social sectors and how relevant these were to poverty reduction.
- Assessed to what extent the MTDF supports a ‘trickle down’ approach to poverty through economic development.

Apr. 2005-June 2005 **Aga Khan Planning and Building Service** Islamabad, Pakistan

- Reviewed the practices of hazard planning and disaster mitigation and applied the concept of risk management to northern Pakistan.
- Analyzed efforts needed to mitigate the impact of natural disasters.
- Wrote project proposal on habitat risk management in northern Pakistan.

Sept. 2004-Dec. 2004 **The Aga Khan Development Network** Islamabad, Pakistan

- Performed situation analysis of previous and on-going initiatives on reducing pressure on forest resources in the Northern Areas and Chitral forest ecosystem.
- Developed strategies for assisting local communities to reduce dependence on forests and their products in housing construction and heating.
- Wrote project proposal on reducing pressure on forest resources and CO₂ emissions through provision and promotion of energy efficient housing technologies.

HONORS

- Recipient of the Jane Mansbridge Award, Best Research Paper on Gender and Public Policy, Harvard Kennedy School, 2009.
- Recipient of the Roy Scholarship, Women and Public Policy Program, Harvard Kennedy School, 2008.
- Winner of the Harvard Kennedy School Spring Exercise 2008 Task One: “Crafting a Climate Deal.”
- Recipient of the World Bank’s ‘Spot Award’ for interventions in the NWFP Structural Adjustment Credit Report, 2004.
- Accepted in Emory University’s Economic Honor Program, September 2000.
- Member of Omicron Delta Kappa National Leadership Honor Society, Inducted in 2000.
- Member of Omicron Delta Epsilon International Economic Honor Society, Inducted in 2000.

ACTIVITIES

- Member of the design team for the 2009 Harvard Kennedy School *Spring Exercise on the Global Food Crisis*. Collaborated closely with Prof. Pinar Dogan on the economic components of the exercise including selection of the relevant readings and framing of the economic questions, 2009.
- Course Assistant for the *Executive Education Program* on “Poverty and Poor Communities in Urban Mexico,” Harvard Kennedy School, 2009.
- Teaching Fellow for API-101: Markets and Market Failure, *Harvard Kennedy School*, Fall 2008.
- Pakistan Liaison for the *Harvard Kennedy School Alumni Network*, 2007-present.
- Member of the *Public Policy Leadership Conference Admissions Committee*, Harvard Kennedy School, 2007.
- Research Assistant at the *Carr Center for Human Rights Policy*, Harvard Kennedy School, 2007.
- Member of the Government of Pakistan, *Planning Commission’s Sub-Group on Social Protection* for the Medium Term Development Framework 2005-2010, 2005.
- Member of *The International Network for the Rights of Female Victims of Violence* in Pakistan, 2000-present.

- Social Service Chair of the *Muslim Student Association* at Emory University, 2000-2001.
- Created and facilitated a teaching project between Emory University students and refugees in Atlanta, 2000-2001.
- Member of *Saheliya*, a discussion/action group for women whose mission includes creating a volunteer base for organizations in Atlanta that provides relief to South Asian women in distress, 1999-2001.

PUBLICATIONS/PROJECT REPORTS

- Khan, Shanza N. and Adil Najam. *Futures of Globalization and Their Humanitarian Impacts*. Written as a contribution to the Humanitarian Horizons Project. Feinstein International Center, Tufts University, Boston, 2009.
- Aftab, Safiya and Shanza N. Khan. "Pakistan – In Search of an Identity." *DCIDOB* No. 109, Barcelona, 2009.
- Shanza N. Khan, *The Wheat Subsidy System in Pakistan*, The World Bank, Washington, D.C., 2009
- Akhtar, Sajjad and Shanza N. Khan, *Economic Appraisal of the Technical and Vocational Education and Training Sector in Pakistan*, GTZ, Islamabad, 2009.
- Shanza N. Khan, *Targeting of Social Programs in Pakistan: An Evaluation*, The World Bank, Washington D.C., 2008.
- Shanza N. Khan, *Partnerships for Better Schools: School Improvement in Pakistan*, United States Agency for International Development, 2007.
- Hooper, Emma, Shanza N. Khan, et al. 2006. *Citizen Empowerment Support Initiative. Project Memorandum*. Department for International Development, Islamabad.
- Naseem, Kaiser, Khan, Shanza and Shahid Kardar, *A Proposal For Private Sector Development Interventions*, Punjab Resource Management Programme. This paper was commissioned by the Department for International Development, British High Commission, December 2005.
- Bari, Faisal, Khan, Shanza et al., *Conceptualizing a Social Protection Framework for Pakistan*, Pakistan Poverty Assessment Update Background Paper Series No. 4, Country Policy Operations Unit, Asian Development Bank, September 2005.
- Khan, Shanza N., *In Pursuit of the MDGs: An Assessment of the Medium Term Development Framework and its Alignment with the PRSP*, Background Paper for the Pakistan Development Forum, 25-26 April, Islamabad), April 2005. This paper was commissioned by the Like-Minded Donor Group (Canada, Netherlands, Norway and Switzerland).
- Member of the Task Team, which produced the *Poverty Reduction Support Credit*, World Bank, August 2004.
- Member of the Task Team, which produced the *NWFP Structural Adjustment Credit*, World Bank, May 2004.
- Produced World Bank's monthly *Pakistan Economic Monitoring* report, September 2002-August 2003.
- Acknowledged for assistance in the report titled, "Pakistan Public Expenditure Management: Strategic Issues and Reform Agenda," *World Bank*, 2003.
- Wrote reports for the *Goldbook* and *Latin America Economic Briefing*, May 2001-October 2001.
- Acknowledged for assistance in the paper titled, "Measuring Financial Liberalization in Latin America" by Myriam Quispe-Agnoli and Elizabeth McQuerry, *Federal Reserve Bank*, November 2001.
- Acknowledged for assistance in the paper titled, "Monetary Policy Alternatives for Latin America" by Myriam Quispe-Agnoli. *Economic Review*, Third Quarter 2001.

ARTICLES

- Shanza N. Khan. "Focus on Development," *Daily Times*, January 1, 2009.
 - Shanza N. Khan. "Evaluating Benazir Income Support Programme," *The Friday Times*, (October 31-November 6, 2008).
 - Shanza N. Khan. "Guns or Butter? Contextualizing the Debate," *The Friday Times*, (July 4-10, 2008).
 - Shanza N. Khan. "Superficial, Not Structural Change," *The Friday Times*, (February 1-7, 2008).
 - Yusuf, Moeed and Shanza N. Khan. "Punitive Duties: Institutional Concerns," *The News International*, 2004.
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