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ALHASAN SYSTEMS proudly presents the latest edition of SKIM Magazine. In today's fast paced world, society is faced with numerous challenges that could be aptly handled through technology. Spatial Knowledge & Information Management [SKIM] magazine's framework consists of many cross cutting themes, including: Policy, Governance, Health, Education, Energy, Environment, Agriculture, and Natural Resources. This monthly magazine attempts to cover the most pressing issues from these sectors, and evoke how latest technologies can be used to find the most optimal solutions. The intent of the magazine is to showcase the knowledge and applied technologies, which could bring about a fundamental change in achieving societal growth and development.

In this edition, we take a look at the fascinating world of robotics with an article by Muhammad Bazil. In his article "Robots and Human Capital: A threat to human labour", he presents a thoughtful analysis about the robotics industry and attempts to answer the question "Will robots take over the human job market?"

"The Story of Success – Karachi Electric - How A Failed Corporation Turned Its Luck?", by Danish Muneer reveals the challenges that were faced by Karachi Electric, formerly known as Karachi Electric Supply Corporation KESC and how it

used the latest technologies and streamlined its processes to become a successful organization.

In the article, "GIS Services and a New Baseline for Development", Michael Calabrese conducts an indepth analysis of the large scale developments in the Persian Gulf and their impact on the environment especially along the coastline. He looks at the various ways the latest GIS technologies are being used to tackle this problem and ensure sustainable development in the future.

Nadeem Ahmad presents a strong case for the use of Electronic Voting Systems in Pakistan to facilitate a fair and democratic election. He presents examples from different countries that have already successfully implemented such systems and how these technologies allow everyone to exercise their right to vote.

'GIS Technology and Crisis Management in the Middle East' by Amber Rose looks at how various technologies are being used by the military and humanitarian aid giving agencies to plan for crisis situations and make lifesaving decisions in a limited period of time.

Business Psychology section of the magazine brings to you a very thought provoking article by Lansley Cliff, 'Reading emotions

in other – blink, and you miss it!'

On a much lighter note, one can find tips on living a more balanced life with holistic living by Kiran Zahra.

Lastly, a case study is presented by Mahdi Kiani and Morteza Ramazani, on 'The role of the states in globalization (case study of Iran).

Through SKIM Magazine, we hope to accomplish Alhasan Systems larger mission and cause of building capacity and bringing simplicity and coherence to a country's effort to protect its assets, safeguard its citizens, ensure community involvement and strengthen its socio economic indicators.

It will give me immense pleasure to hear from those who would like to contribute to this pioneering effort.

Mehdi Bokhari
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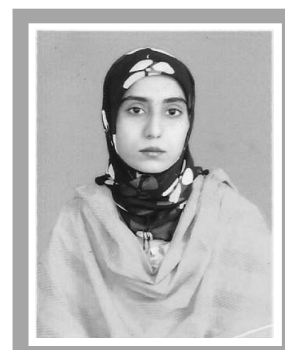
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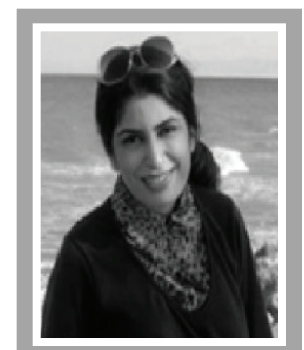
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GIS Services and a New Baseline for Development

From civil engineers working on the placement of a new sewer line to advanced project planners building new cities and finance staff dealing with multi-billion dollar budgets, development officials all must deal the land and the sea. It looks to be timeless and unchanging. It isn't and this is much more difficult than one might think.

With more than \$2 trillion in urban, port and transportation development on the table, the nations of the Persian Gulf have a huge stake in finding the best path forward. The engineers and the planners, the developers and the financiers are united

by two things, a rapidly changing natural environment, and the need for clarity. Clarity comes from GIS mapping, huge compilations of sensor and observation data, reporting and the ability to make accurate projections into the future. Those projections are more important for the nations of the Gulf than perhaps anywhere else on our planet.

In 2012 the United Nations University Institute for Water, Environment and Health issued "Managing the Growing Impacts of Development on Fragile Coastal and Marine Ecosystems: Lessons from the Gulf". It is a major policy assessment and one of the few documents to consider the Persian or Arabian Gulf as a whole. It is a

By: Michael Calabrese



comprehensive study that defines the Gulf as a complex eco-system and evaluates the impact of rapid urban and commercial development of its coastlines, the substantial economic value of this indispensable and unique waterway.

“The unique nature of the Gulf’s coastal habitats and their economic importance to communities has not been well appreciated, and coastal development combined with pollution, habitat destruction, and over exploitation of marine biological resources has contributed to their degradation and loss. For example, 70% of original reef cover in the Gulf may be considered lost and a further 27% threatened or at critical stages of degradation.”

Understanding the Ecology of the Persian Gulf

Change is everywhere. Shorelines, rock formations and the ground itself, the nature of the seabed; the courses of rivers and the water supply that makes arable land are in a constant state of flux all over the world. The Gulf has often been called a “special place.” It is. For all the nations clustered in the region and their people and all of its history, the Gulf is a relatively small, isolated environment. Bottlenecked by the Straits of Hormus. The inflow of water and sediments from its rivers, the shallow sea itself and the differences in the geologies of its shores all form this concentration of overlapping factors that govern what can or can’t be done and what

should be done.

Much of the Gulf’s southern coast is made up of near-sea level Sabka – salt flats made up of very fine-grained sediment. They are highly susceptible to the rising seas. Much of the southern coast is particularly vulnerable to inundation and saltwater contamination of inland fresh water and erosion. The problem differs from place to place, but most of national assets and a huge proportion of the population lives and works along the coastline. For example “In the case of the UAE, nearly 85% of its population and over 90% of its infrastructure is concentrated in coastal zones.”

The nations of the Gulf have developed some 40% of the total coastline. Huge oil drilling operations, oil terminals, and large-scale commercial ports line the shore. Over the last 30 years, rapid development has taken place largely without forethought or



planning. Environmental damage was hardly a consideration even though the Gulf is a major food source and economic resource and the effects of climate change on the whole region and sustainability have only been considered over the last few years.

Dubai was a collection of small fishing villages 30 years ago. Today it’s got massive glass and steel towers and the largest man-made islands anywhere in the world have doubled its coastline. All of it, including Dubai’s Palm Jumeirah Fronds development is at risk, just as the rest of the coastline is.

The UNUI report takes a longer term, holistic view of the Gulf and the states of the region. It also brings some much needed perspective to development outlook. The Gulf States are making a serious effort to diversify their economies. Oil cannot be counted upon forever and the dangers of being tied to any single revenue source are seen in the national budget of every nation in the region. Against this background, UNUI points out that the second greatest natural resource in the region is fishing in the Gulf. Commercial Fishing and products brought in just under \$1 billion in revenues in 2007 and more than 250,000 people were employed in the industry.

The report includes discussions on climate change and its growing impact on a Gulf already stressed by the oil industry, industrial pollution, large scale urban growth and the lack of monitoring and planning. With the continuing drought effecting agriculture, one point rises above all others, are agricultural production decreases, more people will depend on the Gulf for their food. The population grows and food will come from either the land or the sea, or it won’t come.

The future is anything but dismal. Major development projects are going forward and they are doing so with the benefit of information gained through GIS assessments to chart the course.

New Projects and New Thinking

Throughout the Gulf the word of the day is “sustainability.” We see it in efforts to diversify national economies and in the planning of major infrastructure projects. Huge ports are being built as the Gulf States look east to expand trade with Asia and take advantage of their location by becoming the focus of east-west trade. Road and rail networks, water treatment and wastewater



management and other so-called “mega-projects” have been going forward; but it is often at a terrible cost.

If there has been damage, there are also successes and what is emerging is a set of Best Development Practices. All of them come from accurate information from GIS and the development of the “Big Picture.” The UNUI report cites two important examples where environmental impact was taken into account and action taken.

- When Sabah al-Ahmad Sea City is completed it is expected that 100,000 people will live there. The new construction is located in two “hype-saline inlets” and there were serious worries over the loss of the habitat there now, water circulation issue, the stability of the channels and erosion. Long term studies (part of a 15 and 25 year plan) were conducted to minimize the impact of an urban construction that would one day cover 40 square kilometers.

Instead of indiscriminate damage, the builders engineered salt marshes, large scale “sub-tidal benthos” (the flora and fauna that supports biological organisms that support sea life), mangroves and tidal beaches. Stone revetments were constructed to create “hard substratum” to anchor algae and invertebrate life on the seabed. The result has been an increase in sea life and fish ABOVE the level it was at prior to construction. The

water quality is excellent and the diversity of species living in the water has quadrupled

New waterways have been created, acting as nurseries and are already yielding market-sized Grouper and mullet and other fish.

- In Qatar, the West Bay Lagoon used to be a salt marsh. Previous construction turned the area into another hyper-saline shallow pool. Hyper salinity is a common fate for the waters around many large scale projects in the Gulf. Part of the West Bay design provided for an equally large-scale network of flow-through channels that restored the water to the salt and oxygen levels in the sea. Benthic fauna increased naturally and then sea grasses were transplanted to support a greater diversity of sea life.

Large-scale development decisions require information. GIS systems are being employed to understand the Gulf; its coastlines and the individual ecologies of its different regions, the tides and the impact of wave action due changing winds and the functions of sedimentation and its sources. The shifting sands of the seabed effect navigation, dredging impacts water quality and sea life. The same information is required for management on land and the Environment Agency of Abu Dhabi (EAD) is going about getting it with the award of a GIS contract to generate a 60,000 sq km

comprehensive survey the entire Emirate.

The survey will create detailed satellite geologic mapping down to the 15 meter level and take in the land, its coastlines and waters. This study will guide environmental policy and development planning for the next decade. The survey will map habitats; measure land use and land cover (LULC) and provide bathymetric assessments of the sea and seabed to 20 meters in depth.

The survey will start with high-resolution multispectral satellite imaging, combined with ground and water-based sensors and will be heavy on the “ground truthing.” Actually ground measurement, water quality data, surveys of land use, assessments of pollutants, etc. and that will be provided by an environmental consulting firm located in Abu Dhabi.

Geospatial services support whole-picture decision making. There is no other solution to multi-level, multi-environment, multi-national problems. That development will accelerate is beyond question. New solutions must be found to agricultural needs and better land use, water management has to improve to support growing cities and industrial use and public works and transportation systems improved. In the end, success means making the right choices for towns and cities, nations and the Persian Gulf. ■

Saudia Arabia sets up investment fund for \$5.3 billion to establish new companies

Finance Minister Ibrahim al-Assaf, said Saudi Arabia's Public Investment Fund (PIF) would assist companies to establish in housing, petrochemicals and technology with investments in KSA and abroad.

The Saudi government is taking an active role in supporting economic reform and development in the state and Saudi Arabia's Public Investment Fund (PIF) is a great initiative towards accomplishing this goal.

According to the Sovereign Wealth Fund institute, the PIF has assets under management worth about \$5.3 billion. The fund was established in 1971 to finance strategic economic projects.

The cabinet authorised the PIF to establish companies inside and outside the Kingdom, alone or in partnership with other institutions from the public or private sectors.

"This decision aims at...giving the fund more flexibility and enabling it to expand investment activity locally and overseas," al-Assaf was quoted as saying. He added, "The fund has initiatives to establish companies working in the petrochemical, housing, housing finance and technology sectors." Previously, the PIF had to obtain cabinet approval for individual projects, a lengthy process.

In March, the cabinet gave permission for the PIF, state oil firm Saudi Aramco and petrochemical giant Saudi Basic Industries Corp to establish an industrial investment company with capital of SAR2 billion (\$530 million).

Last month the Shura council, an advisory body to the government, debated a proposal to set up a Saudi Arabian sovereign wealth fund, which could mean more active management of the Kingdom's budget surpluses. It did not reach a conclusion.

Saudi Electricity Co (SEC) reports a 144% increase in net profit

Saudi Electricity Co (SEC), surpasses analysts' forecasts and posts a 144 percent jump in its net profits from the second quarter reported by its official source.

SEC is the Gulf's largest utility firm. In the three months to June 30, 2014, it made SR 3.66 billion (\$976 million) compared to SR 1.50 billion during the same period last year.

The net profit jump was the result of a SR2.63 billion gain as the company wrote back provisions for doubtful receivables from subscribers, it said without elaborating.

SEC's results are highly seasonal because of big swings between power demand in winter and in summer, when high temperatures lead most homes and businesses to rely on extensive air conditioning.

Kuwait's lackluster economy performance

Kuwait is a country rich with human and material resources but the country's economy is not commensurate of its potential. Although Kuwait has the potential to become a key player in the GCC economies, Kuwait has not done well in some key business and economy indexes. Some of the key indicators used include the choice of a destination by business, the logistics and information and communication technology support systems, to name a few

For instance, the 'Doing Business 2014' report issued by the World Bank Group, grants Kuwait 62nd place among 189 economies ranked in the survey. This makes Kuwait the sole GCC member state outside the Top 50 performers on the index.

The report stands out for providing quantitative comparisons on business regulations and the protection of property rights with regards to small and medium enterprises. Globally, SMEs are rightly considered as primary sources of employment opportunities in developing and developed countries alike.

Another study by the World Bank, the Logistics Performance index (LPI), grants Kuwait a ranking of 59 among some 160 economies in 2014. This suggests that Kuwait lags behind the rest of the GCC with

the exception of Oman. The UAE leads by clinching the 27th position globally.

To do well in the survey, reviewed economies must excel in numerous areas, namely efficiency of customs and border clearance; quality of trade and transport infrastructure; ease of arranging competitively priced shipments; quality of logistics services including trucking, forwarding and customs brokerage; tracking and tracing consignments; and timeliness of shipments reaching consignees within scheduled delivery times.

Kuwait will not privatise petrol stations

Kuwait Petroleum Corporation (KPC), a government - owned company has cancelled plans to privatise its petrol stations. The plan was included in company's 2014-2015 operational budget. KPC is in looking to build 100 new outlets to meet its needs.

KPC currently operates two publicly owned petrol station firms, Al Soor and Al Oula and had been planning to allow a third private brand to enter the market.

Sources quoted by Al Kuwaitiah said studies by KPC and its subsidiaries indicated that involvement in the petroleum industry by the private sector was not supported.

Kuwait relies on oil and gas revenues for almost 90 percent of its \$115 billion worth of state revenues and the sector is highly protected by the government.





Making Case for Electronic Voting System in Pakistan

By: Nadeem Ahmad

Defying the dangers of widespread violence and terrorist attacks, a record 55% of the total 86 million eligible Pakistani voters, elected their representatives peacefully in the 11th General Election, held on May 11, 2013. The General Election 2013, was a historic event as it marked the first successful democratic transition from one civilian government to another. The smooth transition of power is a landmark of democratic rule in Pakistan, which has been ruled by the military for more than half of its existence. Despite the overall success of the democratic process, the election results were plagued by allegations of rigging,

mismanagement and fraud.

In the beginning, the political parties expected the overall results of the election to move forward as holding of the elections was considered a great success. However, as the new governments took over at the national and the provincial level; political leadership of many parties started to condemn the election results as manipulated, rigged and mismanaged.

The Pakistan Peoples' Party Parliamentary (PPPP), the majority party in Sindh, reported serious irregularities in the Punjab and in Karachi city. The Pakistan Tehreek-e-Insaf (PTI) that emerged as the largest party in

Khyber-Pakhtunkhwa (KP), declared the National Assembly (NA) elections in all the provinces except KP as deeply flawed. The Pakistan Muslim League-Nawaz (PML-N), which won the largest number of seats in NA and in Punjab province, teamed up with Pakistan Muslim League-Functional (PML-F) against the alleged irregularities in Sindh. The Jamiat Ulema-e-Islam (JUI-F), that had won considerable seats in Balochistan and KPK, expressed serious concerns about the election results in KPK and refused to accept the mandate of PTI in KPK. Similar accusations were reported by smaller parties and independent candidates. The widespread protest and dissatisfaction about the quality of election shook the credibility of the Election Commission of Pakistan (ECP) and resulted in the resignation of the Chief Election Commissioner of Pakistan.

So despite the successful democratic transition, Pakistan's democratic evolution will depend, to a considerable extent, on the manner in which the ECP conducts the general elections. According to PILDAT's Assessment of the Quality of General Election 2013 report, 12 out of 15 reported complaints are related to bogus votes, pressurizing voters, non-availability of ballot boxes, ballot papers and human error. Most of these complaints can be addressed in the future, by introducing electronic voting systems. The Electronic Voting Machines (EVMs) are used in many developed states world-wide, to ensure transparency and fairness of the elections, which lends credibility to the subsequent democratic rule.

Though the ECP failed to introduce EVMs during the 2013 elections, its Five-Year Strategic Plan (2010- 2014) recognizes the need to use this technology in the future. However, there are no signs to improve the existing system for forthcoming local government elections. In the given context, Pakistan needs a system of voting that is user friendly and manipulation free. Such seamless elections can only be conducted through an automated system which cannot be forged or cheated by any one.

Pakistan's current election management system is entirely manual with loads of paperwork. There have been some recent improvements in voter registration, verification and preparation of voter lists with the help of National Database and Registration Authority (NADRA); however, the election procedures are still old fashioned. The whole system is paper based

	India: EVM	USA: Diebold
Nature of Device	Embedded with Assembly code and no Operating System	Embedded with Windows CE, and C++ code
Visual Output	Single LED next to each candidate's name	Color Touchscreen, with GUI software
Operating System/ Software	None. The Assembly code to register the number of votes is all it has.	Windows CE, and C++ code stored on the Internal Memory and PCMCIA cards.
Records/ Audits	The Voting unit doesn't store anything, the control unit records the number of votes cast for each candidate against his serial number. No record to link person-to-vote.	Internal ribbon printer. And PCMCIA storage for records and audit trails. Additionally the GEMS server also stores the votes and audits.
Accessibility	Blind people are allowed to bring an escort into the polling booth to help them vote.	Optional Audio component to assist the visually impaired. "Magnify" feature to enlarge the text. Windows CE Accessibility features are available on these systems.
Control	Control Unit accumulates the votes. It is a device with flash storage and seven segment LED displays. They are connected to voting units with a 5 meter cable, the Unit has a switch to issue a ballot for a voter.	Two GEMS servers: one primary and a backup for every polling station. It connects to the voting units to "load the ballots". Voting units work independently. They are again connected at the time of results.
Security of Access	Physical security is ensured by the electoral officers. The Unit is sealed during transport.	GEMS servers have access through Supervisory Smart cards and PINs. Some users have a login and password access.
Ballot Issue	Ballot is issued by the Electoral officer by pressing a button on the Control Unit. It allows the voter to press one button on the voting unit.	Voter access smart card is issued in an envelope for a terminal. Voter can put it in the assigned terminal and cast his/ her vote.
Storage of Votes	Internal Non removable memory of the Control Units. All control units are transported physically to the counting center.	PCMCIA cards hidden in the Voting Unit. Results are "transmitted" using modems to the counting center.
Cost of the System	About 10,500 Rs. (\$230) for 1 control Unit + one voting unit.	About \$3,300.
Power Supply	6V alkaline batteries	Electricity
Votes Capacity	3,840 Votes (the electoral process distributes one polling station for not more than 1,500 voters)	Over 35,000 votes.
Localization/ Languages	The Voting unit has a Non tearable printed sticker, which is printed in the 18 constitutional languages, spoken in the region. The Election Symbol of the candidate allows people who cannot read that language by pressing the button against the symbol.	Supports more than 8 different languages using the GEMS software
Manufacturer	State owned Defense Equipment manufacturing units.	Private company.
Ownership of Equipment	Election commission of India buys it and owns it to conduct elections everywhere in India	Diebold: Individual states / counties buy the systems, and use it to take part in elections, each state can decide based on its law, which system to adopt.

and involves dealing with voter lists, voting ballots, balloting, CNIC verification etc.

On the polling day a voter visits a polling station and presents his/ her CNIC. Upon verification of CNIC number and name, the polling staff hands over the ballot paper; after getting the thumb impression on the counter file. The voter then places a stamp mark on the selected candidate's name and symbol and puts the ballot paper into a ballot box. Once the voting time expires, the polling staff, in the presence of the polling agents of the contesting candidates, counts the votes and registers the results in the specified form. After completion of the counting process the Polling staff submits a copy of the results to the Returning Officers; again manually. The only way to remove gray areas in this voting system is the introduction of EVMs as recognized by the ECP itself.

The electronic voting has been a well debated issue across many democracies

in the world. Brazil is the leading country in electronic elections that has been conducting elections using EVMs since 1990. Australia adopted electronic voting in 2001 and Netherlands shifted to this system in 2006. India started using EVMs in 1982 and after the addition of some key legislation, resumed electronic voting in 1989. Elections in the United States are also conducted on specially designed voting machines and is considered to be one of the most efficient systems in the world. With similar cultural, social and political challenges, Pakistan can learn from India's experience of transforming its election procedures from manual voting to electronic voting.

The Indian Electronic Voting Machines (EVM) are designed and developed by two Government agencies - Defense Equipment Manufacturing Units, Bharat Electronics Limited (BEL) and a private enterprise i.e. Electronics Corporation of India Limited (ECIL). Both systems are identical, and

are developed under the supervision of the Election Commission of India.

The process of voting on EVMs in India is so simple and quick that the experiments conducted in various states in India showed that even an illiterate voter was able to handle the machine with ease and confidence. The mechanics and the operation of the machine are also simple and the polling personnel do not find any difficulty in operating the machine. The pace of polling is definitely quicker (India used to have a voting system similar to Pakistan's current voting process) and correspondingly the time taken for the entire operation of one voter exercising his right to

illiterate people can identify their candidates by looking at their symbol, and pressing the blue button in front of the symbol.

The Control Units have three buttons on the surface, namely; release a single vote, see the total number of vote casted, and close the election process. The result button is hidden and sealed. The result button cannot be pressed unless the Close button is already pressed.

The machine, especially the voting unit, is designed to keep intact the essential features of the old manual method of voting. The only change is that the voter is now required to press the button provided next

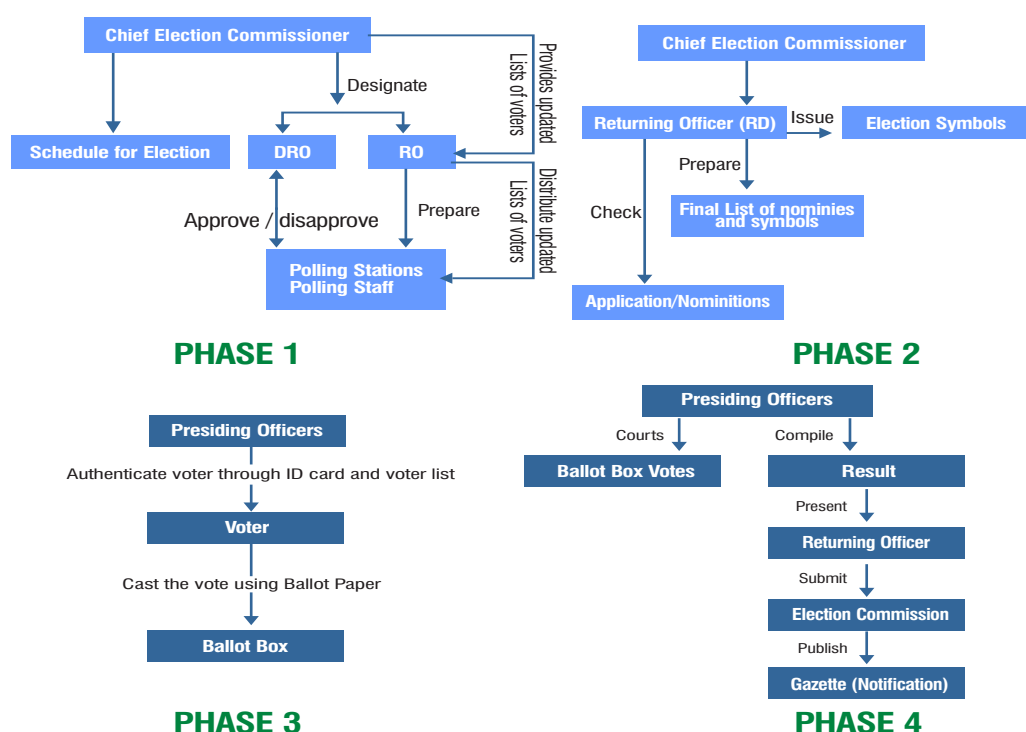
solutions (for example NADRA), it is time to change a dysfunctional and controversial election system. ECP can learn from systems that are adopted by other countries. The Indian case presents valuable insight as booth countries share similar political system, cultural values and literacy level. A locally developed Electronic Voting System (EVS) will be more efficient, robust, cost effective and rigging free as compared to the prevailing manual, paper-ballot based voting system.

Ideally, Pakistan should task local companies in the engineering sector and software development to develop an electronic machine and software to be used for elections. The Machine may have features like an LCD screen to display the party flags and names and to make selection of the party, one wants to vote for. The voting machines can be integrated with a biometric unit to authenticate the thumb impression of the voter present and the thumb impression on the ID cards (NADRA has proven such capacity and claims that it can hold e-voting). This method would minimize the rigging issues due to fake voter or use of fake ID for casting votes. The other possibility is to use NADRA's smart ID cards which has chip inside.

It would be best if the EVS are developed and maintained under the supervision of the ECP. The ECP needs to build its technical capacity for managing system security. The EVS must be auditable by NADRA, and every political party should be taken on-board for the deployment of such system, as ECP has been reporting lack of willingness by the stakeholders.

Like India did in 1989, Pakistan needs to provide legal framework for the introduction of electronic voting machines. Current election laws in Pakistan make many references to paper ballots, physical ballot boxes and hand counting procedures. Before electronic voting machines could be introduced in Pakistan, even for a pilot project, several amendments are required in Representation of the People's Act, 1976, and in a number of electoral rules. Legal amendments should be pursued actively so that electronic voting is possible in the forthcoming local bodies' elections. ■

Election Procedure



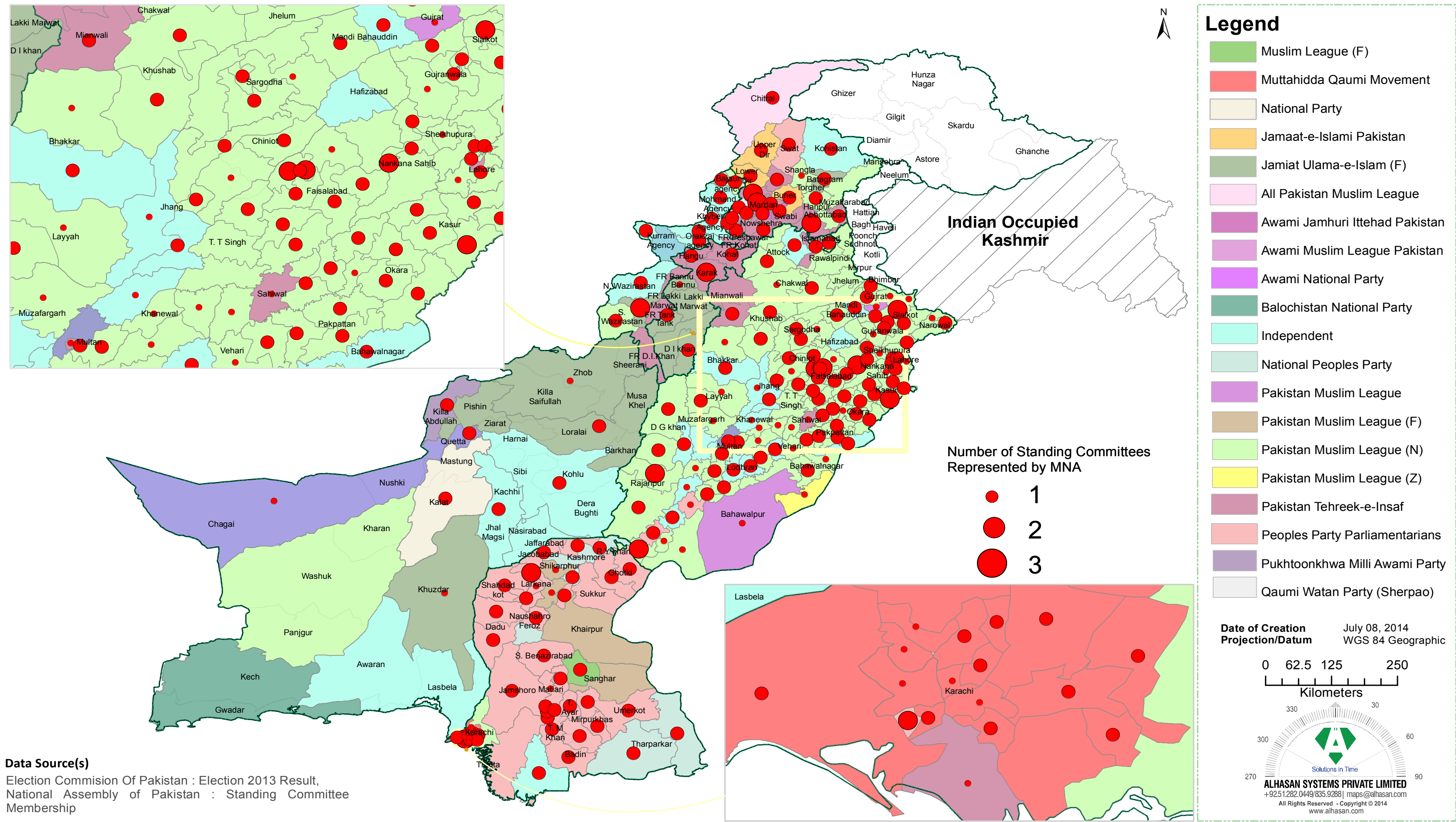
vote is considerably reduced.

The EVM System consists of two units – Control Unit and Voting Unit, and is operated by a simple magnesium battery of 6 volts and, therefore, these can be used anywhere in the country. The Voting Unit is used by the Voter, and the Control Unit is operated by the Electoral Officer. Both units are connected by a 5 meter cable. The voting unit has a list of candidates' names and their Party Symbols pasted on the surface, and a Blue button to cast a vote in front of every candidate's name. The Party Symbols are approved by the election commission to be unique, all political parties use these symbols while campaigning. This is used so

to the name and symbol of the candidate of choice; as opposed to the use of Rubber Stamps which were to be put on the ballot paper on the symbol of choice. All the safeguards, taken under the present system, are making the election procedure fool-proof against cheating; temporality and non-violation of secrecy is fully maintained.

The US electronic machines are called "Diebold" and are much more sophisticated than EVMs. To continue Pakistan's transition to democratic governance, Pakistan is in real need for a more advanced election systems. With modern technology available at much reduced cost and national capacity to design large scale electronic

PAKISTAN GENERAL ELECTION 2013 - STANDING COMMITTEE MEMBERSHIP



Optimism over Afghan Ballot Audit Process

The United Nations Assistance Mission in Afghanistan (UNAMA) officials said that the ballot audit process is proceeding well, emphasizing that international observers are committed to correctly monitoring the process.

According to UNAMA, the auditing process has once again instilled global trust in the country's elections.

"We are optimistic about the process monitored by international observers and under the supervision of UNAMA. We have over 100 international observers--a lot more than we had expected," UNAMA Spokeswoman Nilab Mobarez said. "Auditing all the votes by international observers and candidates' observers has contributed to creating global trust in the Afghan elections."

In the meantime, a number of domestic monitoring groups have also stressed that the ballot audit will ensure transparency and retrieve people's trust in the election process.

"Auditing the run-off is a good option for building trust; it will guarantee transparency," Chairman of the Transparent Election Foundation of Afghanistan (TEFA), Mohammad Naeem Ayoubzada, said. "There were some problems in the beginning of the process but the presence of domestic, international and candidate observers show that the process will end successfully."

The Fair and Free Election Foundation of Afghanistan (FEFA) has also expressed the same conclusions as TEFA.

"Vote audit and other agreements between the candidates ensure election transparency," FEFA Spokesman Faheem Naeemi said.

The audit process of over 8 million votes from the presidential run-off election has entered its third day. Rumors indicate that the process will likely take more times than anticipated.

PTI urged to resolve election issues by Parliament

Leaders of various political parties in Balochistan have urged the Pakistan Tehreek-e-Insaf leadership to refrain from holding protest rallies and resolve the issue of votes recounting through electoral reforms committee of the Parliament.

Zamaruk Khan Achakzai, member provincial assembly of Awami National Party, said holding rallies would not be beneficial for the country due to prevailing security situation.

"The PTI has the right to object on electoral process, however the right forum to raise the issue is the Election Commission of Pakistan," he added.

An electoral reforms committee comprising the PTI representatives had been formed in the Parliament and it was right forum for Imran Khan to resolve the issue instead of taking to roads, he added.

Bostan of Hazara Democratic Party (HDP) advised the PTI leadership to take up their cases with election tribunals as rallies were not a good omen for the country, which was already confronting the challenge of terror.

Political settlement is key of Bahrain's problems

The National Democratic Opposition Parties in Bahrain said the regime's attempts to present a flowery image of the current political and economic situation in the country cannot stand in face of the bitter circumstances. The economic situation in the country is rapidly heading to an absolute totalitarian economy through the expropriation of citizens' rights that are ensured in the constitution and international covenants. Public land is being swallowed more and more as corruption widens and public funds are looted. The Government is refusing to reveal State revenues and expenses in the Closing Accounts. Furthermore, the national budget is burdened by accumulating deficits and a crazy rise in national debt without any rational justifications.

On the political level, the Authority is continuing to naturalize thousands of foreigners in order to change the demographic situation of Bahrain. While on the other hand, citizenships of Bahraini citizens are revoked as discrimination on sectarian, ethnic and political grounds intensifies.

The National Democratic Opposition Parties stress that Bahrain needs an inclusive national agreement that is produced by genuine negotiations. The Authority's attempts to

cover over the sectarian polarization it had practiced over the 3 past years, by promoting for the upcoming elections, will not lead to civil peace and social stability.

The Bahraini Authority must end its stalling and political deception of the people. Yet, the Authority is refusing the initiatives presented by the opposition parties to exit the political crisis.

The Authority needs to urgently take steps towards reconciliation through a genuine implementation of the recommendations of the Bahrain Independent Commission of Inquiry and the Universal Periodic Review.

The political problem in Bahrain requires radical reform in the legislative, judicial and executive authorities to obtain popular credibility and to halt the influence of the regional crisis. The people of Bahrain will continue their peaceful struggle to achieve sustainable stability.

Names finalized for electoral reforms committee in Pak

The ruling and opposition political parties in the parliament have finalised the names of their respective members for the proposed Parliamentary Committee on Electoral Reforms.

Political parties in parliament — Senate and National Assembly — have finalised the names of their members for the proposed committee to review the electoral process in Pakistan.

The PML-N has finalised the names of government members for the committee. The members are Leader of the House in the Senate Raja Zafarul Haq, Finance Minister Senator Ishaq Dar, Senator Rafiq Rajwana, Senator Hilalur Rehman from Fata and Senator Talha Mehmood of JUI (F), while from the National Assembly it forwarded the names of Minister for Science and Technology Zahid Hamid, Minister of State for Information Technology Ms Anusha Rehman, Deputy Speaker National assembly Murtaza Javed Abbasi, Minister for States and Frontier Regions Abdul Qadir Baloch, Tariq Fazal and Hakim Baloch from PML-N, Abdul Rahim Mandokhel from PKMAP and Ghaus Bukhsh Mehar from PML-F.



Combined Cycle Power Plant at Korangi, Karachi

The Story of Success – Karachi Electric

How A Failed Corporation Turned Its Luck?

Karachi Electric (KE) is one of the few privatized institutions in Pakistan that have experienced prospering growth in terms of revenue generation and quality of service. The success of KE can be contributed to many factors, such as better corporate culture, intelligent investment pattern, better quality of service and better communication with local law enforcement agencies to carry out field operations.

KE has also taken many revolutionizing steps in order to raise the standards of the working employees. There is resolute focus on hiring only the most qualified individuals

from reputed educational institutes without considering any source or reference; a trend quite prevalent in organizations working in Pakistan. Existing employees, from technician to managers, undergo rigorous training programs to ensure plant safety and uninterrupted functioning.

The introduction of technology has also boosted the prospects of the company to turn losses into profits. The utility company is now better equipped to analyze supply and demand of different areas of the Megacity, which has helped in keeping load-shedding durations at minimum.

Powered with new ideas, KE (Formerly Karachi Electric Supply

By: Danish Muneer

Corporation KESC) has seen rapid growth, and consumers are much content with the performance of the utility company. The story of how a corporation that symbolized worst customer reviews, and even worse production and distribution performance, turned into one of the most profitable and well-managed organizations and has behaved as an incredibly interesting role model for tumbling public and private institutes of Pakistan.

A trip down memory lane

Following is the brief history of how KESC – the only power source to Karachi came into being. From inception to privatization:

Karachi Electric Supply Corporation (KESC) came into existence on 13 September 1913 under the Indian Companies Act 1882. It took five years after independence, for the Pakistani government to acquire controlling shares of KESC.

Problems of 70s and 80s.

After the Pak-India wars of 1965 and 1971, the Pakistani government lacked sufficient funds to sustain – let alone guarantee, the growth in nationalized institutions. Due to this reason, for the first time, the government opened doors to private investors in the power sector. Substantial incentives were offered to overseas investors by introduction of new policies.

The era of IPPs.

In the early years of 1990's, a public unrest stirred throughout the bustling city of Karachi as a result of unfair amount of power outage. The 1994 Power Policy was aimed to pacify this situation by the introduction of Independent Power Producers (IPPs). Even so, however, power outage crises did not show any improvement which rendered the downfall in our education system and in our economy. People were compelled to purchase their own source of electricity. The public started doubting KESC's capability to promote comfort and peace through the city.

Needless to know, this company courageously pulled itself out of that abyss, privatizing itself in the early years

of the twentieth century. It took myriad public debates, court hearings, media frenzy and a lot of diplomatic intricacies to find suitable investors but this ordeal proved its worth.

The arrival of new caretakers

After four months of deplorable havoc, of load-shedding and power mayhem, Saudi Al-Jomaih succeeded in discovering an engrossing investor with proper financial and management prowess – Abraaj Group. A leading firm from UAE that is reported having an unprecedented success in business investment, Abraaj took over KESC for \$361 million by taking a complete and an utter control of the company from the previous owners.

The first step taken by Abraaj Group was to replace the incompetent management staff with their own 41-member team. Tabish Gauhar became the youngest CEO of the company and was accompanied by Nayyer Hussain as the executive director. The new concept was introduced for the brand, along with a new logo, tagline and name 'K-Electric', or more compactly, KE.

The start of a groundbreaking era.

As mentioned earlier, Abraaj Group is a private equity firm that spots possible underperforming corporations around the world and presents different opportunities to its investing partners. After receiving a go-ahead, they invest with five to six year breakout plans, leaving with the invested amount along with profit returns.

The Abraaj group has a target to reach their planned goals by the end of 2016. For this very purpose, the firm has managed to perform the unthinkable – to generate record-shattering revenue of USD 49.6 million and USD 69 million in fiscal years 2011-12 and 2012-13 respectively. This combined with other profits earned through other form of investments through KE amount to USD 2.62 billion.

This is a result of a huge shareholder's equity investment of USD 1 billion in the years from 2009 to 2012. This investment has helped in the overhauling of technical infrastructure and thus, immensely improving customer support services. All

these measures have invoked a feeling of reassurance among the customers that things may at last, be turning around for a better tomorrow.

Improvement in infrastructure

The power generation capacity of KE has been increased to 1010 MW with an improved efficiency of its power plants to 24% leading to lesser fuel cost. KE also purchases an additional 1021 MW from Independent Power Producer (IPPs), Water and Power Development Authority (WAPDA), Karachi Nuclear Power Plant (KANUP) and other producers. The conversion of oil run power plants into coal powered plants is currently underway which will further reduce the production costs.

SCADA Systems

The introduction of SCADA (Supervisory Control And Data Acquisition) system has helped in greatly reducing the overall transmission and distribution losses. There are two SCADA centers currently operational covering 90% of the city that also act as Load Management Systems. The SCADA system has enabled KE to automatically detect power usage patterns in different areas of the city, and induce appropriate amount of load-shedding based on following factors

- o The spread between supply and demand in the particular area
- o Any scheduled maintenance happening in the power plant or transmission grid serving the area
- o Most importantly, how much recovery loss the area offers to KE. The company has designated areas into following types according to recovery losses.
 - o Very High loss: Areas where recovery is less than 50% (6-8 hours/day load-shedding)
 - o High loss: Areas where recovery is less than 40% (4 hours/day load-shedding)
 - o Medium loss: Areas where recovery is less than 30% (2 hours/day load-shedding)
 - o Low loss: Areas where recovery is less than 15% (no load-shedding)

The SCADA system also helps KE in collecting important information like usage pattern, high demand hours in



different localities, and whether load-shedding is producing any good affects. The collected data also helps KE to make future decisions regarding network upgrades and expansions.

SMART Grid Initiative

The new SMART grid system accompanied with the SCADA system will help in mitigating transmission losses and delays. In the first phase of the project, remote monitoring of the consumer meters will be performed that will allow immediate loss detection, catching illegal connections, and remote disconnections. This idea is very feasible to apply in remote rural areas where electricity is distributed from far away stations. It will also enable power companies to cut short on excessive manpower and curb attempts of corruption.

Online bill payment systems

The customers can now pay bills through internet banking, and even through certain mobile services. This initiative has also helped immensely in overdue bill collection.

Aerial Bundled Cabling

This project has been implemented in 47 high-loss regions of the city in a test phase. The transmission wires have been converted from the usual PVC covered to high tension naked copper lines that make electricity theft an impossibility. This has significantly reduced illegal kunda connections in the city and can be deployed

in other cities of Pakistan without any problem.

A comparison of Pakistan's power situation

Electricity in Pakistan is generated and supplied by two integrated utilities, one that is Water and Power Development Authority (WAPDA) for all of Pakistan except Karachi, and second is Karachi Electric (KE) which provides power only to Karachi and its outskirts. On the other hand, in UAE, there are different electric-supply companies. SEWA, for instance, which stands for Sharjah Electricity and Water Authority, DEWA which stands for Dubai Electricity Supply Authority or FEWA, which provides electricity to all the other areas of UAE.

And even though United Arab of Emirates is considered to have better and mind-boggling power resources than us, it is technically an overstatement. If we glance upon the variety of natural resources that Pakistan has been blessed with, it will be noticed that we have unfathomable amounts of coal, biogas, lignite and even uranium. KE is making a tremendous effort in the conversion of oil-based plants to coal-based plant and therefore, reducing the cost of electricity (Figure 3). The power-outage situation in our country still exists, but it has definitely been improved. Electricity distribution systems in the UAE are much advanced and there are virtually no power outages for consumers as they have developed their whole system based on local resource - oil.

In Pakistan, prolonged power cuts are frequent because of tripping of grid systems in summer. This is chiefly due to the use of inefficient liquid oil in heat sinks. If KE wants to reduce such power failures that lead to violent protests, it needs to upgrade the distribution system in the same standards as UAE, which has even hotter climate. With the excessive financial prowess of Abraaj Group, this is certainly not an impossible task.

Provided that Pakistan has evolved quite a bit as far as electricity is concerned, it is not as much as UAE, which has thrived in the past two dozen years. Through all the climates, may it be humid or dry, it has steadily provided electricity to its citizens, without any glitches. It is in stark contrast to Pakistan where public is still subjected to power outage every day, for dozens of hours at times.

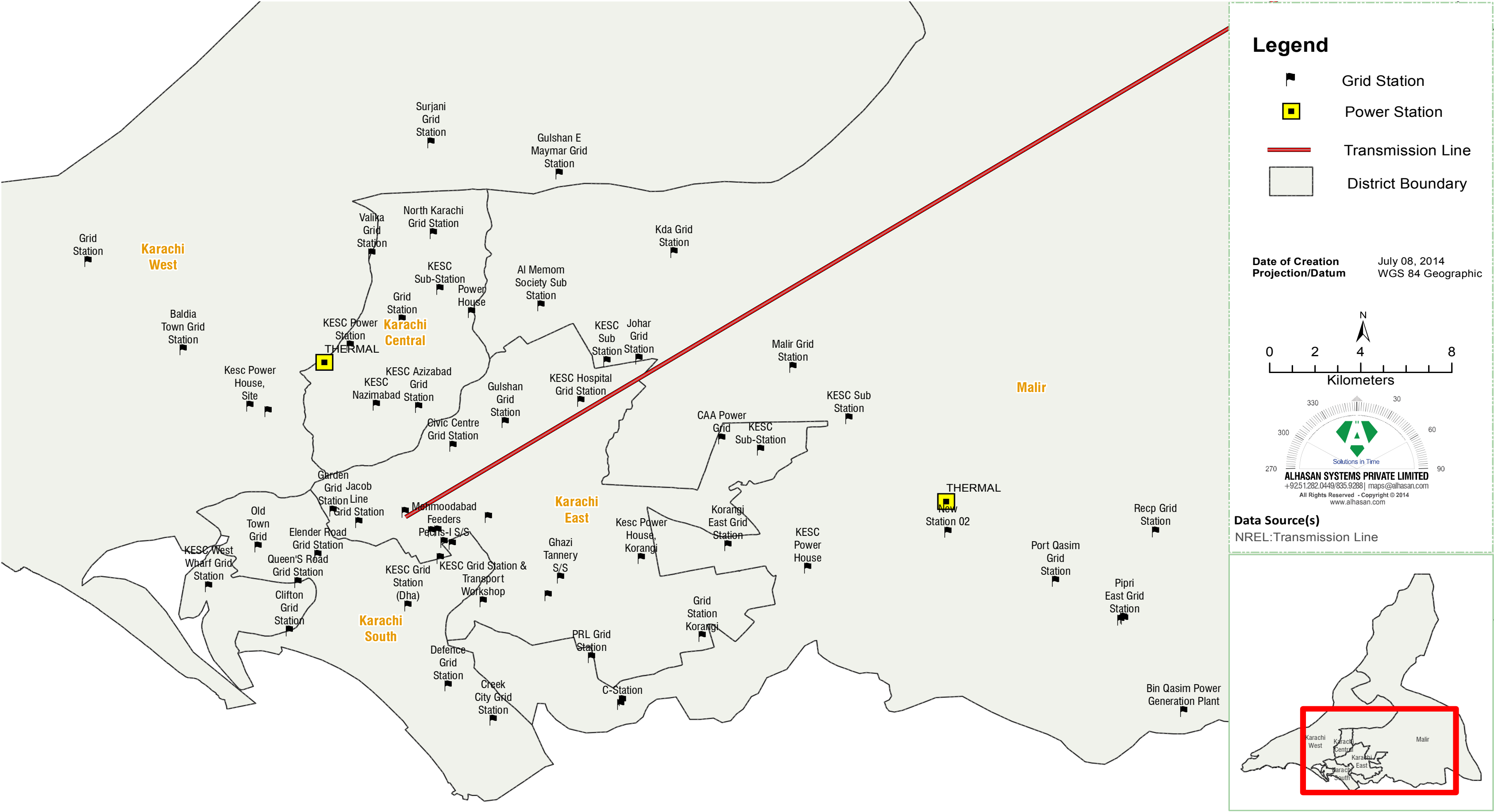
The most prominent cause of this situation is the discontinuity and short-sightedness in government policies. If the government had encouraged power producers to formulate systems that utilize local resources, instead of trying to capitalize from high taxes on oil imports by IPPs, the power situation in all of Pakistan could have been a lot better. For sustained economic growth of our country, it is essential that KE upgrades its electricity transmission and works for a prospering Karachi by introducing innovative technologies in all its sectors.

The present management has already compiled a road map and submitted to the government that will sustain and improve the performance of KE after Abraaj Group will pull out of the company in two or three years from now.

The infusion of talented and visionary employees from reputable institutions is one of many smart management moves that will ensure KE will keep on its track in the long run. The problem of recovery from no-go areas was solved by partnership with local political powers, an initiative no one ever thought of before.

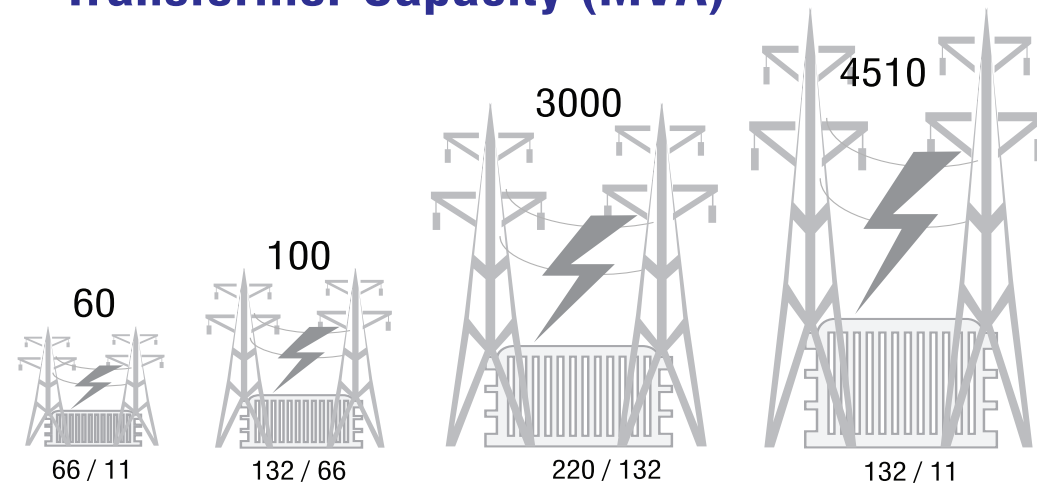
The new administration has proved their mettle in making KE a profitable corporation within 3 years. Now it is in government's hand how they handle this prosperity in the coming future. Only stable policies and governments will ensure continued foreign investments which is very important to the economy of any developing country. ■

KARACHI ELECTRIC TRANSMISSION LINE

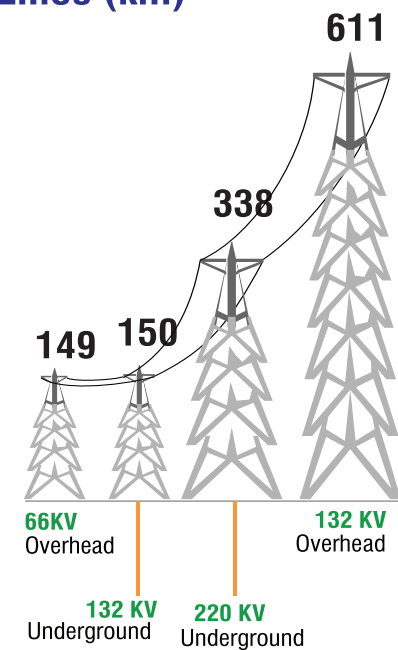


KARACHI ELECTRIC

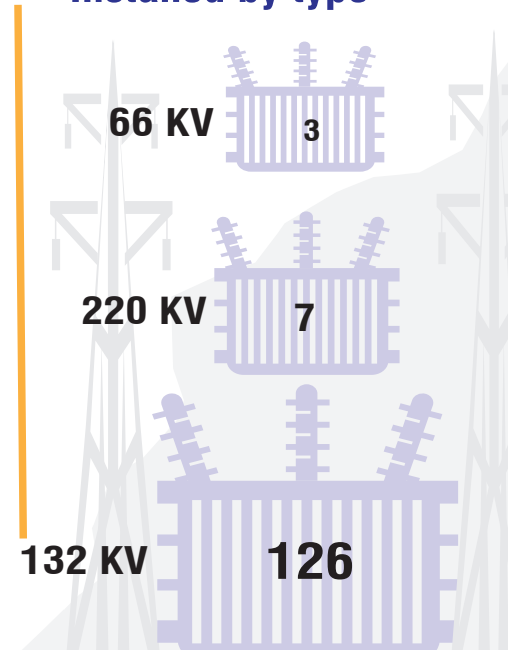
Grid Station Cumulative Transformer Capacity (MVA)



Length of Transmission Lines (km)

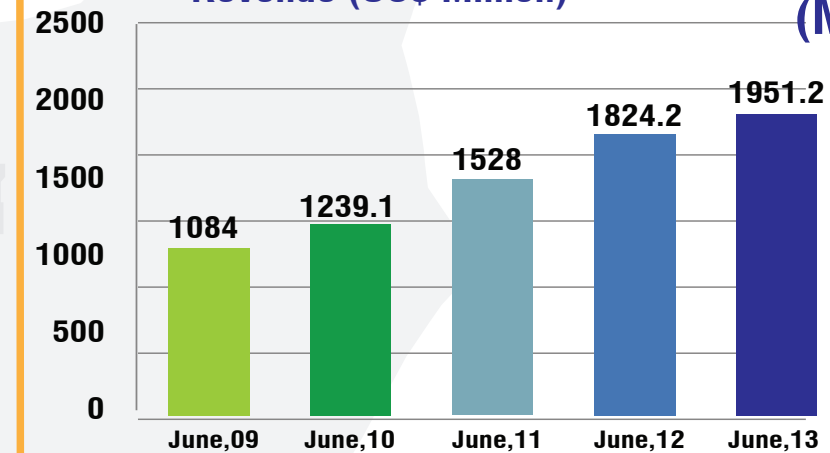


Number of Transformers Installed by type



FINANCIAL HIGHLIGHTS

Revenue (US\$ Million)



Operational Performance (Million Units)

Unit Sold (Million Units)

10.942

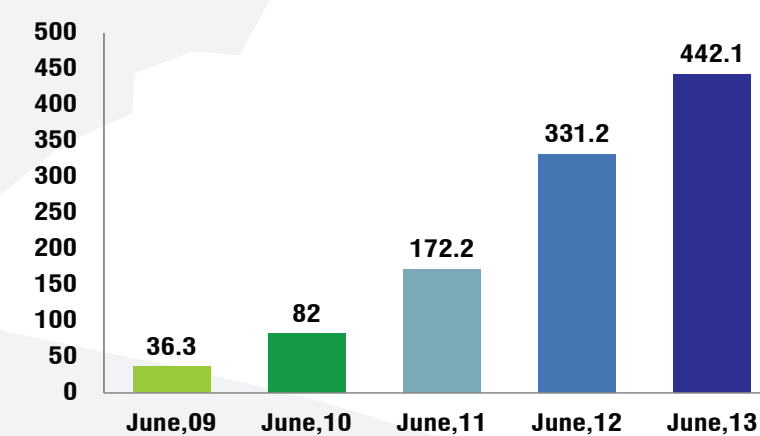
Unit Generated (Million Units)

8,567

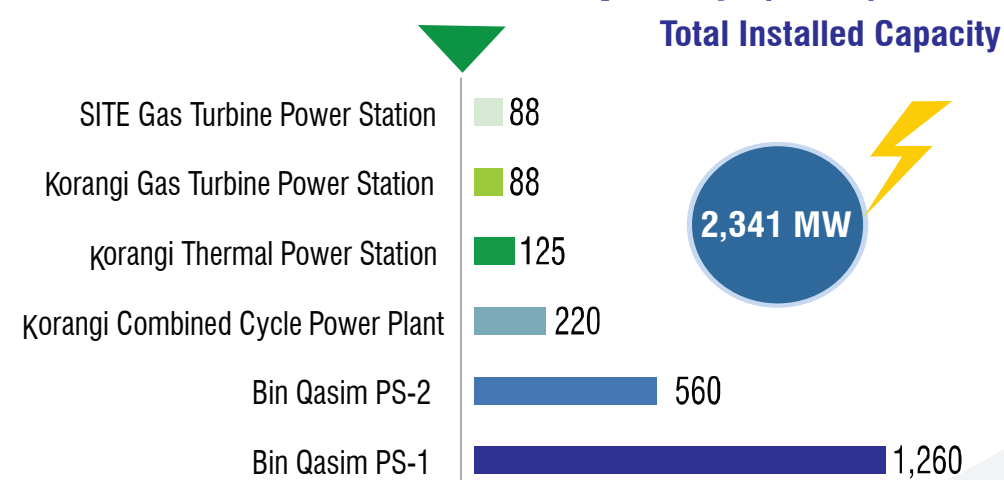
Unit Purchased (Million Units)

7,527

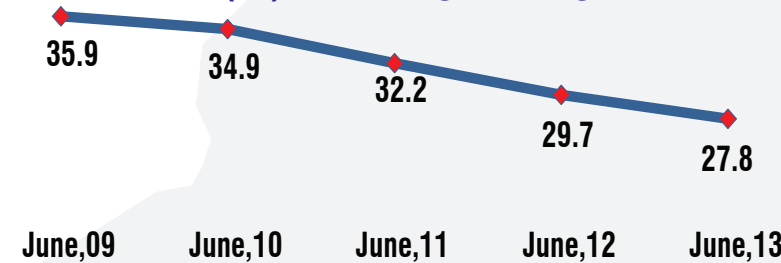
Contribution Margin (US\$ Millions)



KESC Own Installed Capacity (MW)



Transmission & Distribution Losses (%) – Rolling Average

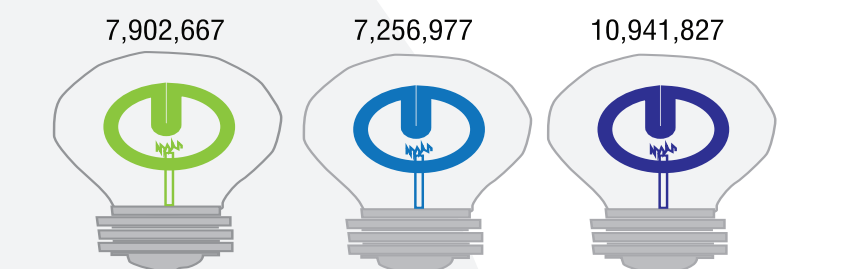


Electricity Demand in MWs

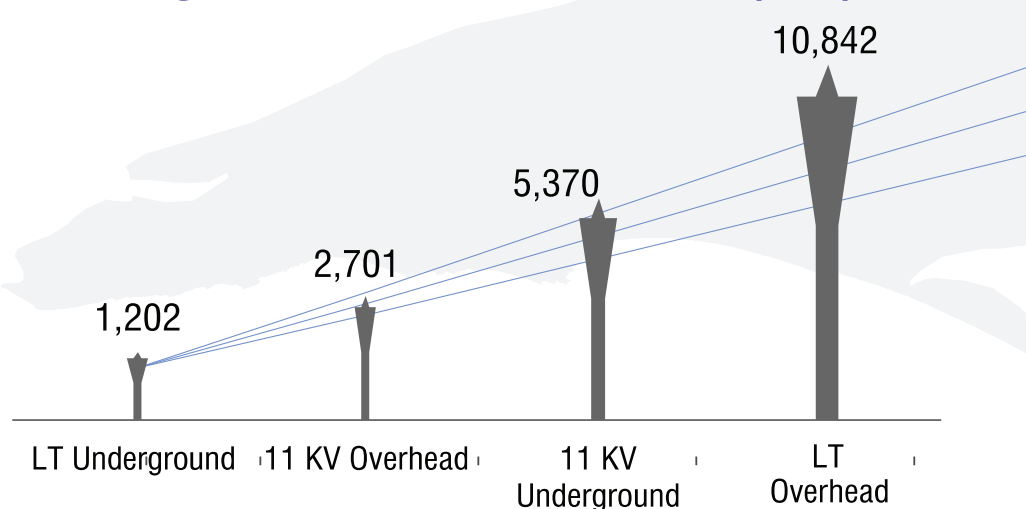


Electricity Supply

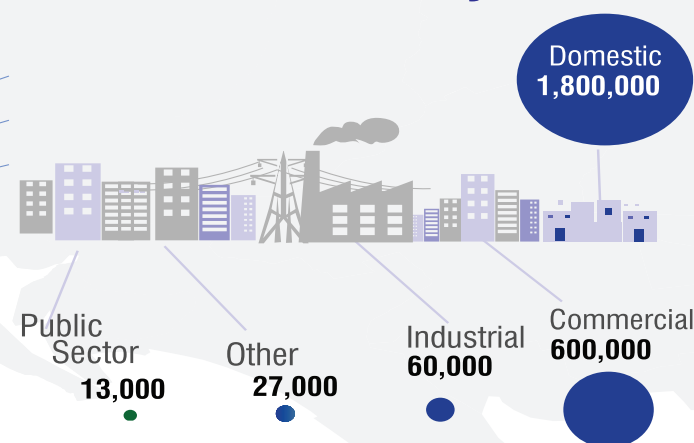
Units in MWh



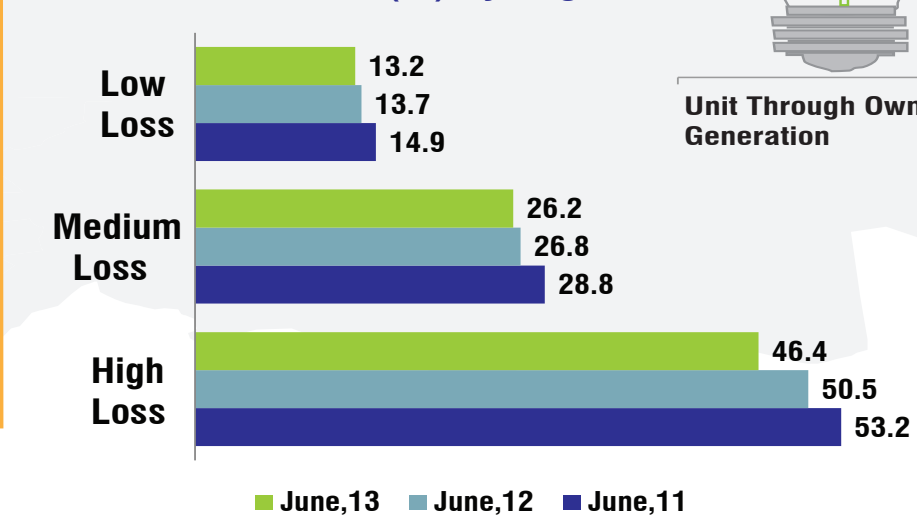
Length of Distribution Lines (KM)



Number of Electricity Customers



Distribution Losses (%) by Segment



Data Source(s):
K-Electric: Annual Report 2013

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Strong growth expected in the Saudi economy

According to International Monetary Fund, the Saudi Arabia's economy will see robust growth as a result of strong private sector and oil production. The Saudi economy is likely to grow 4.6 percent this year, which is more than previously anticipated. In April, the IMF had forecasted GDP growth in KSA to reach 4.1 percent for 2014.

The "Large scale infrastructure projects and spending on housing will continue to support non-oil sector growth," it said. The oil sector's output accounts for almost half of the \$748 billion Saudi economy.

In an April update of its regional projections, the IMF had forecast gross domestic product growth in the OPEC member at 4.1 percent for 2014, when adjusted for inflation. The kingdom's economy expanded by 4.0 percent in 2013.

Labour market reforms took their toll on Saudi GDP growth in the first quarter when the annual rate slowed to 4.7 percent, data showed this month. This followed growth of 5.0 percent in the October-December quarter of 2013, the fastest pace since the third quarter of 2012.

Around a million foreign workers left Saudi Arabia last year after a crackdown on visa irregularities as a part of the labour reforms aimed at putting more Saudi nationals into jobs.

Company results this month showed how these changes have hit the corporate sector.

For example, major Saudi construction firm Abdullah Abdul Mohsin Al Khodari Sons Co reported a 68.8 percent slump in second-quarter net profit on Sunday, falling well below analysts' forecasts as manpower costs surged.

The IMF said inflation in the country should remain subdued this year despite higher growth expectations. It forecast inflation at 2.9 percent, slightly lower than 3.0 percent it estimated in April.

Muharraq gets a \$48m makeover

His Royal Highness Prime Minister Prince Khalifa bin Salman Al Khalifa has approved plans to invest \$48 million (BD18.1 million) at the weekly Cabinet meeting at Gudaibiya Palace, Bahrain. The project will entail revamping historic buildings and renovating houses in the Muharraq area.

The Islamic Development Bank has approved Bahrain a loan of BD18.1 million (\$48m), up from an initial BD15m, to fund the project.

Under this project, 15 out of the 17 historic buildings on a UNESCO World Heritage List will be revamped and rehabilitated.

The project also includes the restoration and rehabilitation of 12 other historical buildings, the establishment of 18 public open spaces, four car parks for the visitors and residents of the area, renovation of the facades of 750 houses, as well as the establishment of a visitor information centre and a pedestrian bridge, the spokesperson told Gulf Daily News.

The cultural project was approved as His Royal Highness Prime Minister Prince Khalifa bin Salman Al Khalifa chaired the weekly Cabinet meeting at Gudaibiya Palace.

KFH reports 6.4% growth in net profit

Kuwait Finance House, Kuwait's biggest Islamic lender, reported a 6.4 percent increase in Q2 net profit, slightly below analysts' estimates.

According to Reuters calculations, the net profit rose to KD28.51 million (\$101 million) in the three months to June 30 from KD26.8 million in the same period a year ago, according to Reuters calculations.

That compared with the analysts' average forecast of KD29.2 million in a Reuters poll.

KFH didn't give a quarterly breakdown so Reuters calculated the figure based on financial statements.

The firm's first-half net profit was KD54.57 million, up 10 pct year-on-year, it said in a statement.

Total assets gained 11 percent year-on-year to stand at KD16.7 billion on June 30, while deposits rose 4 percent over the same timeframe to KD10.7 billion.

Abu Dhabi improves airport facilities for summer travelers

Abu Dhabi International Airport is preparing to see record numbers of passengers this summer.

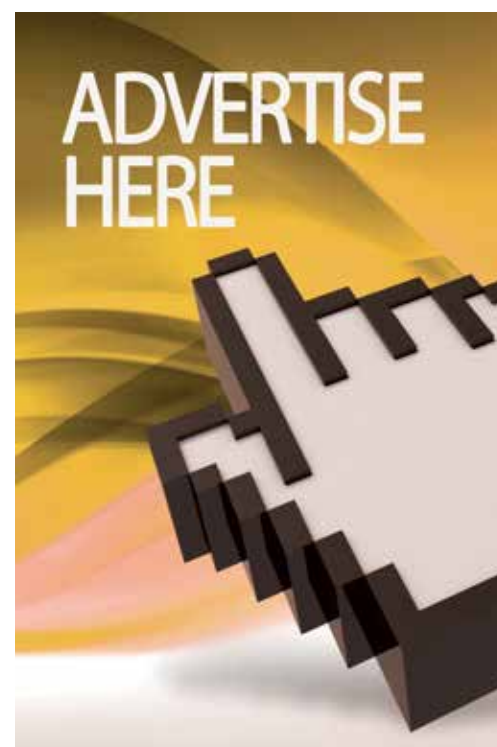
The airport flight capacity is being increased by 44 percent by adding 20 new boarding bus gates that are now fully functional for passengers and flights at Terminal 3.

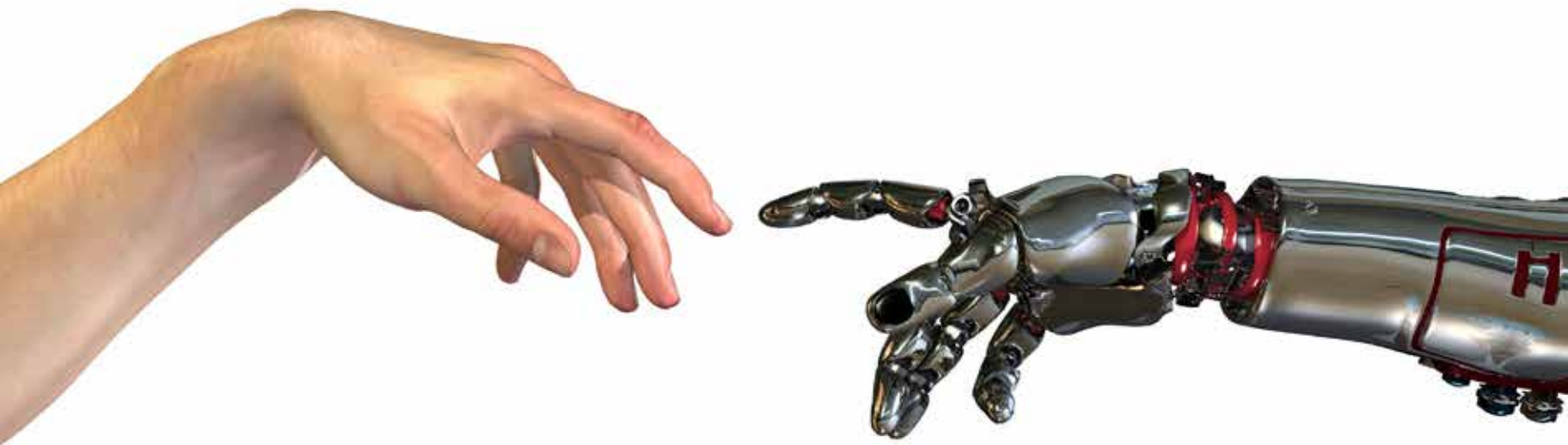
The airport's aircraft handling capability has been increased by 10 percent by adding six new code E aircraft stands for wide bodied aircrafts.

In Terminal 3 - the building dedicated to home air carrier Etihad Airways flights - 16 new x-ray machines are now in place to speed up the security process for transfer passengers, the statement said.

Abu Dhabi Airports added that an enhanced and expanded baggage transfer system has also been introduced for handling transfer luggage between connecting flights, which will increase the handling capacity by 40 percent.

Ali Majed Al Mansoori, chairman of Abu Dhabi Airports, said: "As we look ahead to welcome a record number of passengers using Abu Dhabi International Airport as their connecting hub or destination airport, the number of flights we will handle during the peak travel months will leap by 18 percent to nearly 170 every single day of the week compared to last summer.





Robots and Human Capital

A threat to human labour

Robots have been increasingly used in a wide variety of applications. Manufacturers introduce automation to their production processes as a strategy to achieve massive transformation in their productivity and efficiency. In fact, robotic automation creates more jobs with improved levels of output, product quality and flexibility through process consistency and labor savings.

Robots *increase flexibility*. In fact, robots can be used in manufacturing and distribution depending on how the required processes are programmed into their controller. Additionally, robots work

in a consistent manner, which protects them from saturation and distraction. This enables them to produce high quality finished products by performing up to four tasks simultaneously, at any speed, 24/7, 365 days year, without a leave, vacations, or retirement.

Robots *improve reliability*. By increasingly becoming a part of everyday life, they can perform a greater number of tasks, which are too sensitive for humans to handle. For instance, the new generation of robots is used in nanotechnology and neurosurgery, but also on a large scale of other fields, which require high precision.

Robots *improve adeptness*. Robot arms with six axes resemble the dexterity of

By: Muhammad Bazil

Application type	New jobs created	Geographical spread
Robotics Industry	300,000	Industrialized countries (mainly)
Precision and consistency is required	2 – 3 million	Any country
Poor working conditions are improved with robots	150,000 – 300,000	Industrialized countries (mainly)
Sector competitiveness requires robots	2-3 million	Industrialized countries (mainly)
Innovation creates new jobs	3-5 million	Countries where new products and services are introduced
Total	8-11.5 million	

Adapted by IFR, "Positive Impact of Industrial Robots on Employment" (2011)

a human arm, but, by being retooled and redeployed, they can actually carry more weight than an average human without the risk of injury or fatigue involved in human labor or perform highly accurate tasks with impeccable precision. To avoid the risk of injury as a result of the robots' ability to perform tasks at extreme speed, their supervisors place them in glass-protected cages.

The high precision required in the sophisticated industrial processes necessitates the highest levels of skills and training. However, these costs are not associated with human capital and highly-trained employees, but rather with well-programmed new generation robots that *reduce the direct and overhead costs*. For instance, due to the speed and the efficiency of completing their tasks, robots lower the energy bills as well as the cost of consumables and wastage. Also, the output levels are increased, thus ensuring the delivery of a fast and efficient service. Additionally, the robots have low maintenance and repair costs.

How the robots are taking over human capital

Currently, nearly 20 million jobs (nearly 15.4 percent) are destroyed in the U.S. every year due to major technological advances. With the national unemployment rate hitting 6.30 percent (May 2014), many companies turn to robotics for improving their processes through automation. In fact, the robots are seen as the best tool, not only to increase productivity, but also to improve employee utilization. Workers are employed for higher-value tasks such as monitoring robots to ensure the highest possible yields.

Robotics can be applied to create new jobs across several industries, the International Federation of Robotics (IFR) suggests.

Especially in the emerging economies of Brazil, Russia, India and China (the BRIC nations), but also in the Middle East, Southeast Asia and Eastern Europe, sustainable growth is expected through automation and customization of processes in the industrialized markets. The goal is to meet customer needs and achieve a competitive edge, mainly in the SME sectors.

The future is no brighter.

After evaluating 702 jobs across various industries, Oxford University estimates that 47 percent of U.S jobs are at risk of being automated over the next 20 years. Robots are taking over human capital and an increasing number of workers are likely to soon discover that their jobs can be perfectly done faster, cheaper and more efficiently by their robot peers.

According to the International Federation of Robotics (IFR), by 2016, the robots will be increasingly used in manufacturing and distribution, mainly in the developed countries as well as in

the food sector as a result of an increase in the demand of the processed meals worldwide. Additionally, the growth of the electronics industry and the renewable energy technologies with the use of robotics is expected to continue. Still, the expansion of certain industries doesn't necessarily offset unemployment.

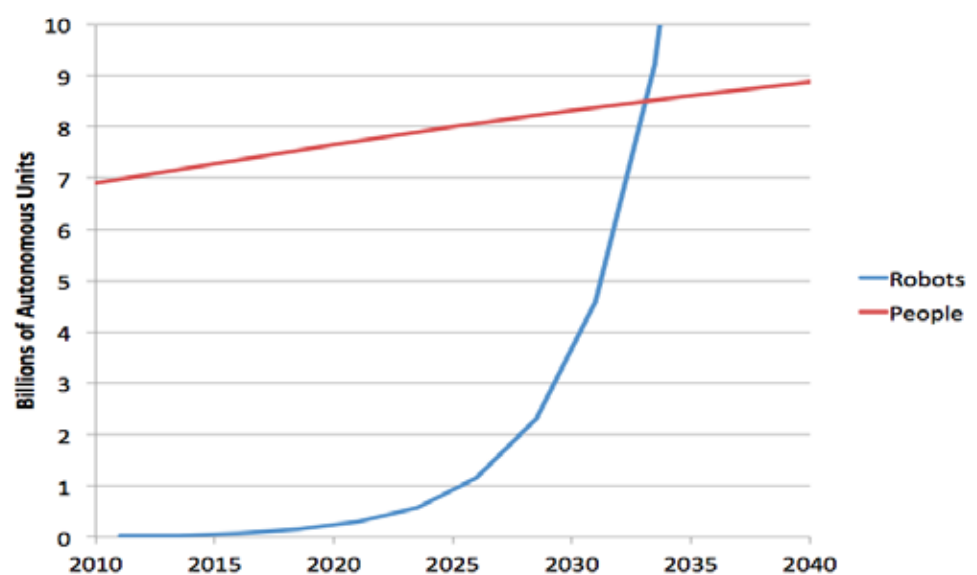
Research by MGI suggests that sophisticated algorithms are likely to substitute for nearly 140 million full-time, highly-skilled workers worldwide. Therefore, although technological advancements require human labor to improve their efficiency, it becomes evident that the robots are entering the world of cognitive tasks by combining highly competitive skills with controlled intelligence.

What are the signs of an automated economy?

In the 2000s, the share of workers in the total U.S. income was almost 70 percent, while the share of corporate profits and investment returns was 30 percent. Today, labor's share of total national income is reduced, allowing the creation of an automated, computer-driven economy where robots are taking over human capital at an alarming speed.

The signs are clear.

The worldwide population increases and people in almost every developed nation is aging, way surpassing the retirement age. This creates the need for financial support, which can be obtained from extra income through part-time occupation. Direct spending and consumption increase, but, on the other hand, robots are



Adapted from "Early Warning" Blog

Sector	Food & Drink	Electronics	Automotive	Chemicals	Rubber & Plastics
Average expansion in 2012	25%	30%	50%	20%	50%
Excl. China	15%	15%	15%	15%	5%
Robot-Driven employment to 2016	11,000	100,000	200,000		20,000

Adapted by IFR, "Positive Impact of Industrial Robots on Employment" (2011)

expected to cause mass unemployment by 2040 because they are much cheaper to employ, even on a part-time basis, than any human on the planet. Therefore, the first sign of an automated economy is the decline of human labor worldwide.

More and more industries are entering the game of automation. Healthcare, finance, hospitality and more industries employ automated processes, thus increasing the demand for labor. On the other hand, labor-saving technological change takes over workers, thus increases the gains in productivity. The paradox of automation fosters a polarization of employment, which focuses on high and low paid jobs, leaving the middle-class income on the outside. In fact, automation degrades the quality of the middle class labor market, where the routine, task-intensive jobs are depreciated, whereas the high-skilled, high-paid jobs and the low-skilled, low-paid jobs are appreciated. This leads to the decline of middle-class income.

Improved efficiency as a result of automated production leads to a greater supply of end products, which lowers the end prices. However, unemployed or low paid middle-class workers cannot afford even the cheapest products. Therefore, in spite of the creation of new jobs, an automated economy

justifies a stagnant consumption.

If less workers are employed, while more jobs are created, more robots will be employed to perform the tasks. An automated economy is complex and all the above traits are valid, yet the recent financial crisis has augmented the problem of the decline in the share of workers in the total income. On the other hand, with less people employed and lower actual spending, a decline in corporate earnings is expected.

In the GCC countries, automation has also a great share. Dubai and the UAE set the leading example in the implementation of automated facilities and services in the Gulf and the MENA countries to meet the growing demand in multiple industries, including healthcare, hospitality and transportation. The estimated compound annual growth rate is 6 percent up to 2016. This growth is expected to attract more foreign investors in the region, people who are looking for higher returns on investments on a relatively short-term horizon, while undertaking the least possible risk.

Conclusions

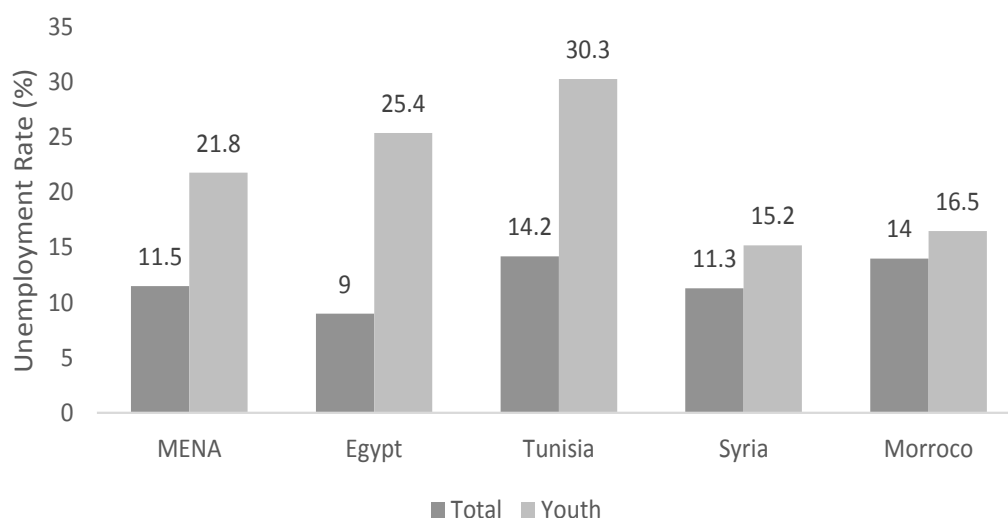
The introduction and expansion of automation have increased the use of robots in multiple industries, thus

putting a lot of workers out of business. Today, many middle-income, routine-task jobs are automated. Computers and robots have overpowered human capital on so many levels, causing a rapid decline in human labor worldwide. At the same time, the labor market is polarized sustaining either high-skilled or low-skilled employees, while leaving middle-income workers on the outside. Consequently, human labor is being gradually replaced by the computer capital with a relevant rise in productivity.

The new generation of robots is more efficient. Robots can work 24/7, 365 days a year, without a break. They perform simultaneous tasks, increase productivity and lower overall costs. Their higher sophistication allows businesses to implement new marketing strategies and achieve a competitive edge. Yet, to realize profits, the company should employ proper planning, release a budget that can afford robotic automation, train its workers to monitor and supervise the robots and assess potential threats. Robots cannot do everything. The use of workers is also necessary, and, although robots are taking over human capital, they are also expected to create new jobs over the next years. This paradox has initiated a debate over how fast jobs will be lost. MIT economists, Erik Brynjolfsson and Andrew McAfee estimate that "The pace and scale of this encroachment into human skills has profound economic implications." The global industrial automation market is expected to exceed \$200 billion by 2015.

From the workers' perspective, the robots are accountable for an unequal distribution of income. The polarization of the labor market as a result of automation is likely to result in misery for the workers. As the robots will keep on replacing young workers, the economy will be supported by the retirees. The workers who lose their job due to automation, will be facing hardships in finding new employment with a decent compensation as the demand for their skills will be lower. The workers who are able to monitor the robots, and perform tasks related to automation, will capitalize on the misery of the unemployed ones. The wages of unskilled workers will likely fall below a socially acceptable minimum, and, at the end of the day, the distribution of income in the era of robots will be rather unfair. ■

Unemployment Rates



Source: IMF, 2008

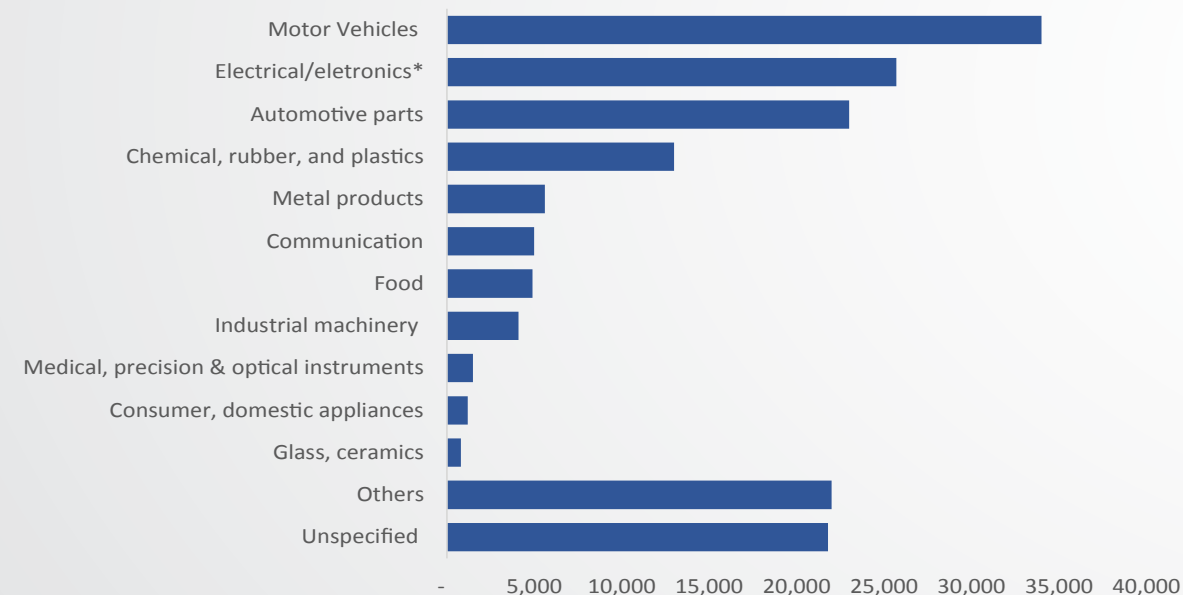
ROBOTIC LABOUR FORCE

CURRENT STATUS OF ROBOTICS

"In 2013, about **179,000** industrial sector robots were sold worldwide, a **12%** increase from 2012.

WILL ROBOTS TAKE OVER THE HUMAN JOB MARKET?

Worldwide annual supply of industrial robots at year end by industries 2012



Globally, due to automation and robotics

3 - 5 MILLION JOBS EXIST

300,000 people are estimated to already be employed in industrial robotics with 45,000 more jobs to be added by 2018

The number of robots is growing at a steady pace

IN 2013

shipments of **ROBOTS INCREASED** over 2012 in every region worldwide:

ASIA/AUSTRALIA

100,000 units
18% increase

AMERICAS

30,000 units
8% increase

EUROPEAN MARKET

43,000 units
5% increase

AFRICA

700 units
87% increase

About 70% of the total robot sales in 2012 went to Japan, China, the United States, Korea and Germany.

ROBOTIC LABOUR FORCE BENEFITS

Robots work in hazardous conditions where heat, pollution, radiation and other circumstances would have a negative impact on the health of humans.

Robots increase flexibility - perform up to four tasks simultaneously, at any speed, 24/7, 365 days year, without a leave, vacations, or retirement

Robots carry out work that would not be economically viable in a high wage economy. Robots increase productivity. They speed up production time and improve quality.

Robots carry out work that would be impossible for humans to do. Robots provide the required quality, precision, speed and traceability which cannot be achieved manually.

Sources: <http://technabob.com/blog/wp-content/uploads/2010/04/robot-infographic.jpg>
<http://cdn.singularityhub.com/wp-content/uploads/2011/09/Robotic-Labor.jpg>
<http://www.freepik.com/>
http://www.worldrobotics.org/index.php?id=home&news_id=273

GCC advanced e-government online services rank high globally

The United Nations (UN) e-Government Survey 2014, ranked UAE second in the GCC and seventh in Asia, as a result of its highly advanced e-Government portal.

The United Nations e-Government Survey measures the e-government development status of the 193 UN member states and is used as an instrument for decision makers to make sound policies and strategies. The report is published every two years by the Department of Economic and Social Affairs.

Bahrain ranked 18th globally, followed by the UAE in 32nd place. Saudi Arabia trailed at 36th place while Qatar ranked 44th and Oman placed 48th.

All six GCC countries have established an e-Government committee and organised the GCC e-Government Conference, providing a platform for the leaders to discuss the various aspects of the e-Government programmes in their countries, to share and benefit from each other's experience and enhance their respective e-Transformation processes.

Their common goal is to enhance "e-Services, increase the productivity and efficiency of government and improve their ranking in the global e-Government surveys", said Jameel Ezzo, International Computer Driving Licence (ICDL) GCC Foundation, an organisation dedicated to promoting digital skills and cyber safety across the Gulf region.

"The GCC countries' performance is driven largely by the proactive initiatives taken by their respective governments to implement online services as an economic tool to support the knowledge economy," he said.

Necessary change from e-Literacy to e-Competency

The ability to use the smart devices to browse the internet and post on social media websites about the latest happenings may make someone e-literate but does not equate to being e-competent.

The idea of e-competency includes a much broader range of skills such as the ability to search, evaluate, utilise and communicate information in different formats.

There is a growing fear that people may only develop skills at touch devices skill level and soon stop developing new skills

"We live in a world where we are increasingly becoming dependent on technology — which necessitates the need to acquire more knowledge and skills in order to be able to use these new smart devices, software solutions, applications and even the most common office software," said Jamil Ezzo, director general of International Computer Driving License (ICDL) GCC Foundation, an organisation dedicated to promoting digital skills and cyber safety across the Gulf region.

Besides personal and social purposes, the use of computers also involves the sound understanding and knowledge of the nature, role and opportunities presented by information and communication technology (ICT) as a means of gaining meaningful employment or stepping up your career.

This includes usage of main computer applications such as word processing, spreadsheets, databases, information storage and management and understanding of the opportunities of ICT via electronic media for employment, learning and research.

UAE moves up two spots in Global Innovation Index 2014

According to a recent report published by the Cornell University, Insead and the World Intellectual Property Organisation, UAE ranked first amongst the Middle Eastern countries in term of overall performance in the Global Innovation Index 2014. UAE also moved up two places from 38 to 36 in the global ranking.

GII was first published in 2007 and has been an invaluable source of information for business executives, and policymakers looking for insights into the state of innovation around

the world. The report uses 81 indicators and surveys 143 economies around the world to come up with its comprehensive analysis of the world innovation capabilities.

"The UAE was founded on the principles of innovation, creativity and knowledge, as suitably demonstrated by the latest initiative, the launch of Emirates Space Agency recently by His Highness Shaikh Khalifa Bin Zayed Al Nahyan, President of the UAE, and His Highness Shaikh Mohammad Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, which is the first Arab and Islamic project to send a probe to Mars," Mohammad Al Gergawi, Minister of State for Cabinet Affairs, said in his keynote speech.

Switzerland, the UK and Sweden topped this year's index, while Sub-Saharan Africa posted significant regional improvement in the annual rankings.

Historic downsizing at Microsoft

The US corporate giant Microsoft announced plans to lay off up to 18,000 employees by the end of the year, which makes up about 14% of its workforce. Microsoft is going through a restructuring of its business functions after its acquisition of Nokia's smartphone business for \$7.2 billion.

Following the acquisition of Nokia Devices and Services business unit in April this year, job cuts were inevitable. Many functions that were performed by the 25,000 Nokia employees were overlapping with the existing Microsoft roles. Some 12,500 of the job cuts will be designed to eliminate those overlaps, but it is not clear how many of those will be from ex-Nokia personnel and how many from legacy Microsoft positions.

The first wave of layoffs will be 1,351 jobs in the Seattle area. According to Finnish media, 1,000 of Microsoft's cuts will be in Finland, at a time when the Scandinavian country's economy is shrinking.

Outside of its Nokia inheritance, Microsoft may also trim fat in its Xbox division and marketing and engineering functions. Nadella has previously indicated that he considers dedicated software testers redundant in the age of cloud computing.

No mention was made of Middle East layoffs. Microsoft's Dubai-based devices unit.



Technology in the field of law and criminology in GCC countries

By: Ifra Tabassum

The technological innovation in the criminal justice system have been developed to prevent crime and to improve the performance of law enforcement agencies. The use of sophisticated technology directly affects the way the criminal justice system works at a basic level. A number of technologies are being employed in the criminal justice system worldwide, which includes the use of database of fingerprints, iris and blood groups forensic technology, computer hardware and software, monitoring and communication equipment, crime mapping through GIS, computer forensics, and

cybercrime and its preventive measures.

The most commonly learnt technologies were mobile data centers (MDCs) or laptops, followed by automated field reporting systems (AFRS), record management systems (RMS), personal computers, Computer-Aided Dispatch (CAD) Systems, and Automated Fingerprint Identification Systems (AFIS), new weapons, less-than-lethal force technologies, body armor, CCTV systems, gunshot location technology, and new patrol car technology.

Technological innovations being used in Criminal Justice System can be

identified: information-based technologies and material-based technologies. The innovations have brought dramatic changes in the organization of police to tackle crimes.

All aspects of technological use can be analyzed in two perspectives; the first perspective involves the prevention of crimes and the second aspect involves the delivery of justice in its true spirit.

Taking into account these perspectives, the Kingdom of Saudi Arabia, United Arab Emirates specifically and all GCC (Gulf Co-operation Council) countries generally have developed their police system based on technological use.

Throughout the Kingdom of Saudi Arabia the latest technology of Intelligent Transportation Systems (ITS) is installed on the roads as a part of their Automated Traffic Violations Administering and Monitoring (ATVAM) Program. This project was initially started to monitor the roads for the purpose of smooth flow of traffic and reduce traffic violations, to minimize the risks and rate of road accidents, latterly it was used to control the roads crimes as car snatching and robbery.

The project is a part of whole criminal justice system which is also equipped with red-light photo enforcement system, green wave, adaptive signal control mechanisms, variable message signs, closed circuit TV, and video based incident detection systems

to monitor the violation of traffic rules and to detect the culprits of violation. To strengthen their whole criminal justice system, Violation Processing Center(s) (VPC) and Traffic Management Command and Control Centers (TMCCC) are also developed for data processing which is linked by widely installed Intelligent Transportation Systems (ITS) on the roads. The effectiveness of this system has reduced traffic accidents leading to death and violations up to 30%.

To ensure the security of citizens and to reduce crime rate the government of Saudi Arabia has deployed of Police Patrol Cars in the Kingdom which are equipped with the latest technology of cameras, fingerprint readers and license plate identifiers. These patrol cars are linked directly to the National Information Center, and can have access to the data base by the devices installed in these cars to get the information of the vehicles and to identify the drivers involve in violations on roads. This initiative helps in the reduction of crime rate and to catch the absconders and identify the criminals or suspects at the spot.

The government of Saudi Arabia is more concerned about its national security, so it got engaged HID Global to manage secured identity of its nationals in 2011, for provision of laser card; (optical security media) OSM technology coded national indemnity cards for Saudi nationals. It is taken as national security cover for the Kingdom which facilitates law enforcement

agencies and security authorities in easy identification of individuals, better e-governance, prevention of forging the documents and fraudulent use of documents. These cards are also being used for regional travel in the GCC (Gulf Cooperation Countries) and by the multinational companies for identical security of their employees and assets.

Gulf Cooperation Council (GCC) Police Force (GCCPOL) headquarters had been set up in Abu Dhabi for close and interlinked co-operation among GCC countries in 2014. The GCCPOL would use all associated technologies for extending the cooperation among the GCC countries for crimes prevention in the region. International security experts mark it as the success of GCC countries which formed alliance on the pattern of European Union after a joint operation against Arabs uprising in the year 2011. Since then the King Abdullah of Saudi Arabia had emphasized the formation of union to share technology and extend the used of regional infrastructure as joint effort to fight the terrorism, drug trafficking and other associated crimes.

All of the GCC countries in the Gulf not only share important geostrategic location due to oil passage but also use oil wells extraction facilities in the region as well. Keeping in view the above scenario, Ministry of Interior Bahrain entered in an agreement with Esri Northeast Africa to expand its GIS technology through company's Geographic Security System (GSS). GIS Server technology based on the service-oriented architecture (SOA) was also adopted to enhance the integration of the GIS technologies. Only Bahrain out of all GCC countries is using Geographic Security System (GSS) in GIS technology, and includes different modules for emergency management, traffic control and management, monitoring of task force and planning of operations, analysis of crimes situation, designing or crimes mapping, identification of crimes patterns, surveillance and many other operational security activities which any sophisticated GIS technology could be based on.

The forensic data collection of the companies involves in financial and legislative crime is a common practice worldwide. The collection, preservation and analysis of such data is possible by specialists with the use of computerized sophisticated technologies. Such data is sufficient enough to stand in the courts





during the criminal proceedings and has acceptance by the courts as well. To enhance the use of this technology a Deloitte Forensic Data Collection Center of GCC countries was established in Dubai. However, these countries have some restraints in data gathering due to privacy laws and a limited access in gathering such data. GCC countries stress on data compliance law during collection of forensic data on computers like the Qatar Financial Center and Dubai Healthcare City and International Financial Center, do not allow the organizations to access the data and maintain the privacy laws.

Saudi government is using fingerprint technology and retina scans for prevention of crimes, drugs smuggling and human trafficking at its borders, and keeping a check on the over staying foreigners in the kingdom. These technological applications in this process help in organizing database of the persons entering in the Saudi borders. This database of personal identification is greatly helpful to scrutinize the people in categories and to identify the criminals. Qatar was another GCC country which extended the scope of biometric scans and medical checkups for all the foreigners entering into its borders. However, UAE took the lead in this regard and introduced mandatory biometric and iris scan for all the foreigners who sought to get the visa. GCC

countries are planning to interlink the scope of biometric and iris scans and its extension among all member countries.

Another measure taken by these governments worldwide is surveillance of communication, with a view to check on the criminals activities and to identify criminal's network, furthermore timely response to curb upcoming terrorist risks and threat. Communication surveillance varies from registration of SIM cards (Subscribers Identity Module) to interception of communication, using cyber ID policies and the legislative measures in form of strict communication and data sharing laws. All these measures are practically being taken by the GCC countries. In 2009, UAE based Telecommunication services and Technology Company, Etisalat updated Blackberry with a service of spyware among the users which started sending the received messages on the phone back to the server, as claimed by Research In Motion Company. Later on, it was revealed that apparently this was an update on the phone but in fact this application was a communication surveillance spyware developed by SSB, a California based company. This company is famous for developing communication surveillance soft wares. Though it might be a security measure by the UAE government yet actually it was a breach of privacy law on their part. Most of the GCC countries are

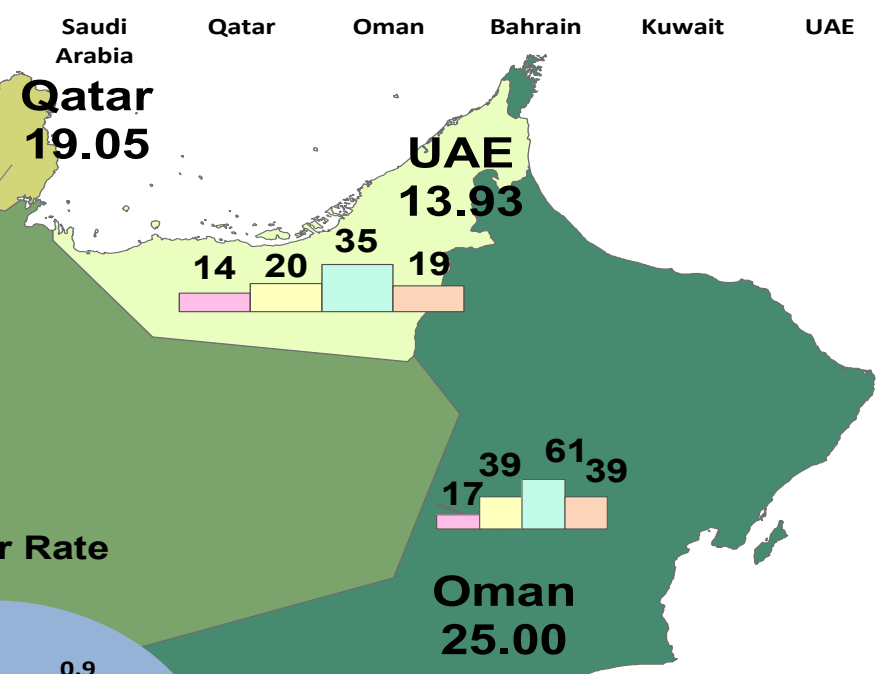
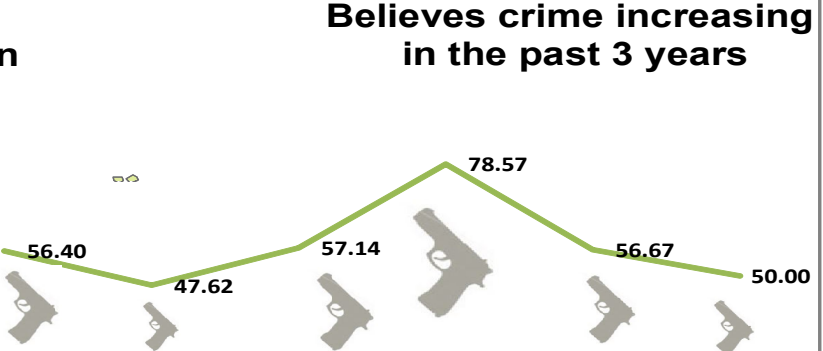
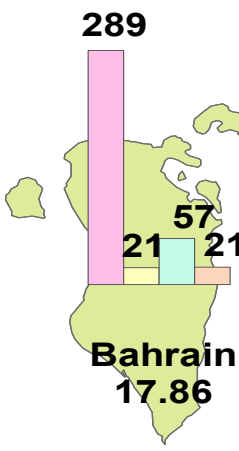
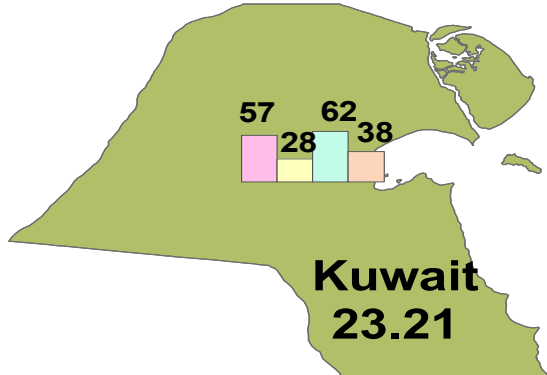
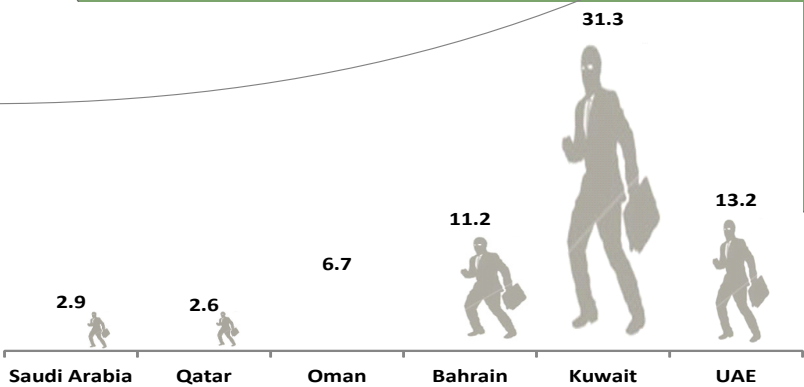
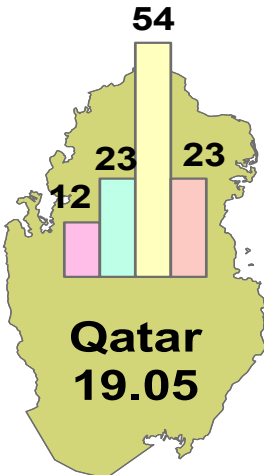
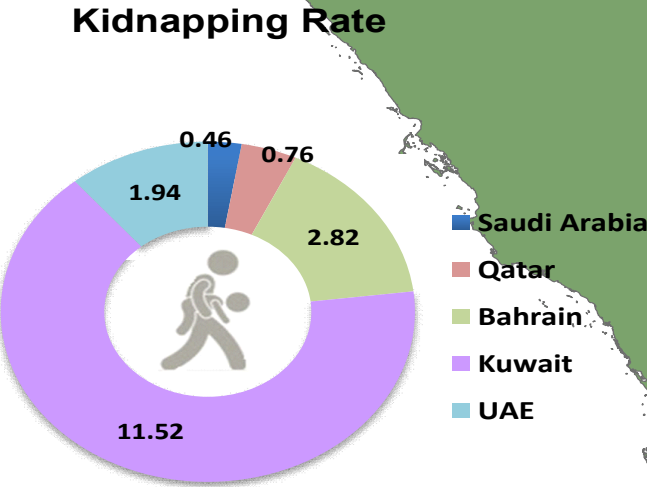
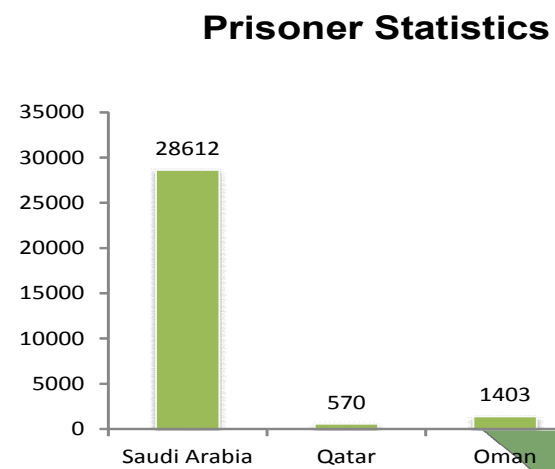
found in violation of privacy policies and laws by surveillance of communication.

Another communication surveillance technology introduced recently in Middle Eastern countries specifically in Saudi Arabia is DPI (Deep Packet Inspection) technology as claimed by Narus a Boeing owned company. DPI is the technology which provides real time interception of communication through main servers in any country and can analyse the packets of data passed through any internet network and server. The surveillance is carried out through multiple router and switches which are placed between two computers connected to a server for data communication. The most probable explanation and justification of such measure are to keep check on the activities of the terrorists and to restraint funding and other kind of support.

Cyber-crimes constitute the criminal activities related to illegal access to private or government computer system with intention of stealing, deleting, and accessing to confidential data not necessarily to make it public or share with any other organization. Cybercrimes like stealing multinationals' financial and other data, credit cards are committed by individuals, groups and companies but crimes related to intelligence theft, security intelligence theft are committed at government level. One such recent event was intelligence cyber-attack on Iranian nuclear facility computers and networks by United States.

Increasing reliance on e-governance, e-commerce and other internet associated services by the GCC countries has also increased threats of cybercrime. In UAE during the year 2009, more than fifty one cyber-crimes were noticed and reported by its Telecommunications Regulatory Authority (TRA) on the telecommunication network. To deal this rising challenge of cybercrime, The GCC countries has taken initiatives to formulate relevant laws to prevent this menace of cybercrimes. In the year 2006, UAE was the first GCC country to promulgated Federal Cyber Crimes Law (Law No. 2 of 2006), followed by Saudi Arabia ■

GULF COOPERATION COUNCIL (GCC) - CRIME LEVEL



Legend

Crime Type (Rank)

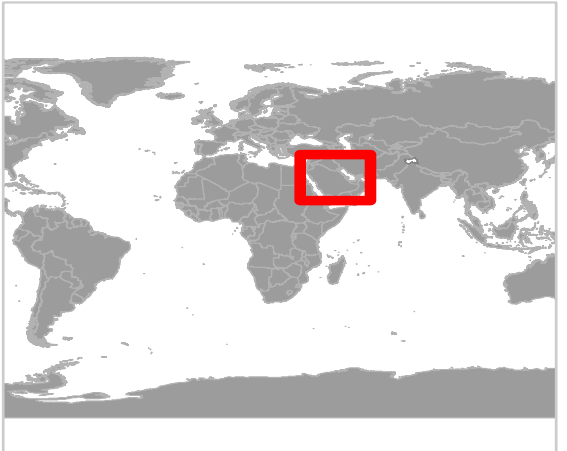
- Auto crime
- Illegal drugs
- Software piracy rate (%)
- Property crimes including vandalism and theft

Crime Level

- 14.0
- 17.8
- 19.0
- 23.2
- 23.6
- 25.0

Creation Date: July 15, 2014
Projection/Datum: WGS 84 Geographic A3
Page Size: A3

Data Source(s):
NationMaster.
Retrieved from <http://www.nationmaster.com>



Parliament approves Protection of Pakistan Bill 2014

ISLAMABAD: The Protection of Pakistan Bill 2014 has been approved by the National Assembly.

The National Assembly session was chaired by Speaker Ayaz Sadiq where the bill was tabled by Federal Minister Zahid Hamid. The bill had already been approved unanimously by the Senate on June 30.

The bill which will remain in effect for two years was opposed by the Jamaat-e-Islami (JI) while the Pakistan Tehreek-e-Insaf (PTI) did not take part in voting.

According to the bill, prior to shooting a militant permission will need to be sought from a Grade 15 or equivalent officer. A person can be detained for 60 days and a warrant will not be required, however, a remand will be required from the judicial magistrate. Judicial magistrates will also be informed of the location of detention centres.

Under the bill a person can be sentenced for 20 years while mobile phone records will be considered as admissible evidence. Those using Pakistan's soil to carry out illegal activities against other countries will be held accountable under this bill.

Opposition leader Khursheed Shah said the PPP would observe the bill and its results over the two year period. PTI leader Shah Mehmood Quershi said his party had reservations over the bill but would not stand in the way of it being passed. Qureshi added that this was an important bill and Interior Minister Chaudhry Nisar Ali Khan was not present in the National Assembly.

MQM leader Farooq Sattar said the serious issue of shoot at sight was still present adding that human rights violations in the bill could still be addressed.

After approval from the National Assembly, the bill will be signed by President Mamnoon Hussain following which it will become a law.

New Anti-Monopoly Law to check price rise

MUSCAT -- The law aimed at curbing unethical trade practices and to encourage fair play in the market will soon be a reality as the necessary authorities have already given it a green signal, according to Dr Ali bin Masoud al Sunaidy, Minister of Commerce and Industry. The law has been approved by the Cabinet, Majlis Ash'shura and the latest by Majlis Addawla which has agreed upon the suggestions put forth by the Majlis Ash'shura.

"There is a new law on monopoly coming titled 'Anti-Monopoly Law,' which will be governed by the Public Authority for Consumer Protection (PACP). Once the law comes into force, it will monitor, control, govern and bring changes from time to time to the existing trade policies."

"With this law", the minister added, "We will be able to look at how much share a particular company, a particular product and how much influence these have in the market. There will be facts and figures, there will be sales, imports and other aspects of the market readily available."

The new law, the draft of which has been there for some time, is expected to open doors for young entrepreneurs to run businesses according to specified conditions and obligations while improving the conditions for trade liberalisation and broadening of various available opportunities thus helping to strike a perfect balance in the market. Once in practice, the authorities will be able to check imports, exports, sales, capacity of markets, and to decide upon how much a particular company and a product has influenced the market. This will help control that particular product or the company as the case may be and to have a better control over the prices.

Bahrain files lawsuit to bring opposition under law

The government of Bahrain has filed a lawsuit that will make the country's main opposition activities illegal under law for at least three months, according to Agence France Presse.

Manama's leadership's lawsuit would make the main opposition group, Al Wefaq, "illegal" under law for at least three months. While Manama has already banned all political parties, Al Wefaq's status as an "association" has allowed it to conduct opposition-linked activities over the past years. However, this status is now in jeopardy.

Bahrain's state news agency reported that the Ministry of Justice has called on Al Wefaq to "[rectify its] illegal status following the

annulment of four general assemblies for lack of a quorum and the non-commitment to the public and transparency requirements for holding them [as per Bahraini regulations]."

Al Wefaq has led most of the country's public opposition protests since the country witnessed major demonstrations in February 2011.

The opposition has largely called on Manama to establish a constitutional monarchy that is representative of the Shiite majority. However, the Sunni minority leadership has largely ignored the majority, and has violently cracked down on opposition voices nationwide.

However, major world powers, including the United States, have largely turned a blind eye to Manama's crackdowns and violation of human rights therein, in order to preserve their strategic alliance in the Gulf region.

Yet in recent weeks, even Washington's strong relationship with Manama was jeopardized over interactions with Bahrain's opposition after a top U.S. diplomat was expelled from the Gulf nation for meeting with Al Wefaq's top cleric, Ali Salman, and ex-MP Khalil Marzooq.

Iran to fight Canadian law

AALThe Iranian government has given notice it intends to challenge a two-year-old Canadian law that allows victims of terrorism to sue the Islamic republic for damages.

After long ignoring a series of lawsuits filed by victims of Iranian-sponsored terrorist groups, Tehran now wants to participate in the Ontario court proceedings in a last-ditch attempt to have the cases thrown out.

A court date has been set for December to hear Iran's motions arguing it was never properly served notice of the civil suits and that the Justice for Victims of Terrorism Act is invalid.

The Toronto lawyer representing the Iranian regime could not be reached for comment. But John Adair, who represents several terror victims trying to collect from Tehran, gave little weight to the last-minute intervention.

"Our response is that they were accorded every procedural right to which they're entitled and they chose to ignore the proceedings," Mr. Adair said. "And so in the circumstances we don't see any reason why they should be permitted now to come back and say they want to participate and they want to object."



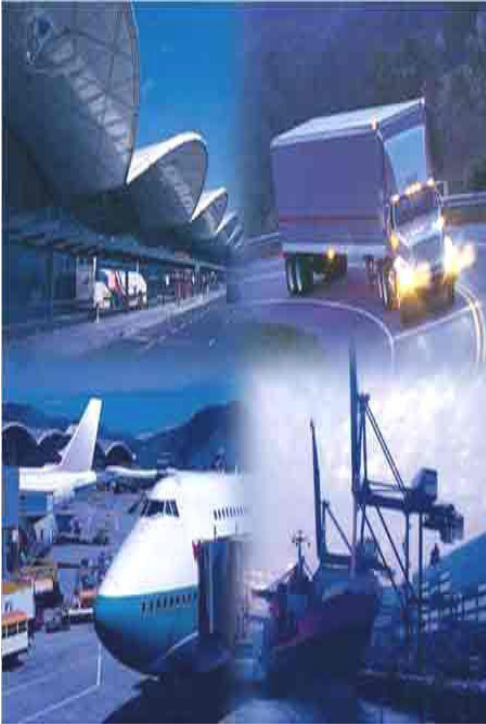
GIS Technology & Crisis Management in The Middle East

By: Amber Rose

Geographic Information System (GIS) technology is a tool that can be employed to help troop commanders, government contractors, and humanitarian aid workers to know the geographic layout of an area. It does much more than just provide a map of the area, it provides the means to analyze trends, visualize the geographic composition, and understand the relationship and patterns in the data. The data gathered by a GIS system includes the geographic information relevant to topography, traffic trends in major cities, and climate in different

seasons. By interpreting spatial data, GIS technology allows the creation of 3 dimensional maps, which aids in navigation of new territory as well as tracking trends in familiar areas.

A GIS system can be customized to work in almost any type of application. Many city planning institutions use this type of technology to plan and make important decisions on a large scale. This technology can be used by the military to help make troop and supply movements efficient and safe. Basically, a GIS system is customizable to the task at hand and it can be used in a variety of sectors from



healthcare and education to politics and energy.

The Middle East is a hotspot of military activity, for the U.S., the U.N., and local governments in the region. Due to the regions widely variant landscape, from desert areas of Iraq and Saudi Arabia to the snow covered mountains in Afghanistan and Pakistan, knowing the terrain is crucial to managing troops and supplies.

To counter the heavy militant action by extremist groups, the United States and several other world powers have maintained a military presence in the Middle East for more than two decades. While the days of Saddam Hussein are behind us, there are still many crisis situations that arise on a daily basis in Iraq and the surrounding nations.

As a result of these crisis situations, there are thousands of troops from several countries currently deployed in the Middle East. Along with the troops, humanitarian groups attempting to bring aid to the refugees affected by the war are also working in this region. These humanitarian and military groups need careful planning to achieve their goals.

By using GIS technology, relief teams can identify the most affected areas in a country and plan according to the situation in a short period of time. They can track information such as population density, chemical releases, and military action. This can be coupled with topography to help in the planning of relief and delivery

of personnel and supplies. This type of information can be extremely beneficial in preparing for any operation. It can help prepare a team of workers mentally and physically before going into the field

In the desert areas of Iraq, Saudi Arabia, and Palestine, GIS technology can be used to monitor entire armies and can track all different types of data. Being able to track things like food consumption, water usage, and weather patterns can allow aid workers to plan out adequate supply runs to ensure those in need of help are hydrated, well fed, and have adequate shelter from the high daytime temperatures.

GIS technology is used by military leaders to help ensure the safety of their troops. These systems provide the leaders who are involved in military strategic planning to have up to date geographic data to help them plan troop movements. Having maps that show not only building locations in a 3D format, but also having software with the ability to monitor traffic trends and weather patterns can help these leaders plan missions much more successfully. This leads not only to a higher success rate and increased safety for troops on the ground, but also helps protect the innocent civilians in the area as well.

Having climate information may not seem like it would be extremely important to a military operation. However, knowing the weather patterns in a new theater of operations prior to actually putting boots on the ground can eliminate things like supply

shortages, a lack of survival gear for troops, and the wrong equipment being issued. With proper information commanders can ensure their troops are sufficiently equipped to withstand the elements in the area they are deployed in.

Knowing the topography of the area can also help when leaders are deciding what forms of transportation to use to insert troops. While an urban area that is easily accessible from local roads might be easy enough to enter by land, a mountainous area might be more accessible by helicopter. Knowing ahead of time what form of transportation will work the best helps protect troops and prevent unnecessary loss of life.

GIS technology can also be used to inform air support and transport pilots of the topography and location of enemy anti-aircraft installments. By adding this type of data to the system, pilots can avoid areas where the enemy is known to have a strong presence. Also, the pilot is able to visually see the area he will be flying over before he straps into his cockpit.

The military uses GIS technology in Iraq to not only view the entire topography of the region, but also to keep track of troop movements, insurgent activity, and other information.

One interesting fact about the desert is that its topography is constantly changing. As the wind blows, the sand is slowly shifting. One study of the desert monitors





sand dune encroachment using GIS tracking technology.

The ever changing topography of desert areas, like Iraq, poses a challenge to troop movement and supply trains. Being able to track the trends of the wind patterns and shifting sand allows logistics planners to have new routes planned out for each season to ensure no one is left stranded in a sandstorm. It also allows them to find alternate routes on the fly when a sudden issue arises.

In areas such as the mountainous regions of Pakistan and Afghanistan, GIS technology is used to create three dimensional maps of areas. It would be nearly impossible to navigate these regions without them. Having the capability to provide information on the fly gives coordinators the ability to help field teams navigate around things like rock slides and flooding mountain streams. In severe winter conditions in the mountains GIS systems can be used to find the shortest route to a chosen destination.

GIS technology can be used for much more than simply logging the topography of a region and aiding in logistics. It can also be used in crisis situations such as industrial accidents and even release of chemical

weapons. By being able to be programmed to track data along multiple points and in multiple categories a GIS system can be used to plan ahead for the release of chemicals, like Sarin gas, an airborne toxin that has been weaponized in the past.

By knowing the climate, topography, population density, and many other factors, relief personnel can be better informed regarding how to respond to an incident. In fact, the United States uses GIS technology to determine how to respond to possible threats in real time. For instance, if there was a threat of a nuclear attack in a metropolitan area, experts would utilize GIS systems to calculate loss of life, how large the fallout area would be, and property damage. All of these things can be figured in a matter of seconds if the proper information for the system is available.

This technology is also useful if a chemical were to be released into the local water supply. Whether it's a reservoir or a moving river, GIS technology can be used to find the original source of contamination as well as to help predict how much area will be affected by the poison. This can help relief teams find and clean up the source of pollution, as well as make sure all of the affected areas receive treatment for the

effects of the poison.

No matter how large a crisis may be faced, GIS technology can be used to plan ahead and help manage the aftermath. Whether it is a hostage situation that requires a specialized tactical team to ambush a target, or an industrial chemical spill into a metropolitan water supply, this technology can help document and even predict the outcome of the situation. In some cases, the use of GIS can help prevent the crisis in the first place by providing leaders with critical information at the right time

The use of GIS technology has quickly caught on and the systems today are more advanced than ever. With the ability to track thousands of data points simultaneously analysts, researchers, and leaders can gain important information quickly and efficiently. This information can then be assimilated and utilized. GIS is far more than a simple mapping solution – it is the future of global management. ■

Governor orders safety measures following Grand Mosque fire

Makkah Gov. Prince Mishaal bin Abdullah has urged the Civil Defense, as well as the contracting company responsible for the Grand Mosque expansion project, to adopt safety measures to prevent any possible fire during ongoing construction works after a fire gutted wooden scaffoldings on the northern side of the Grand Mosque on Wednesday, injuring three workers.

“No criminal motives have been reported in the incident,” said Lt. Col. Saleh Al-Olayani, Civil Defense spokesman in Makkah, while disclosing the results of preliminary investigations. “We have set up a committee to ascertain the cause of the fire,” he said.

Al-Olayani said 16 firefighting teams took part in the effort to contain the blaze in a record time. “The fire erupted in a construction site north of the Grand Mosque,” he said, adding that the site was not open to visitors.

Brig. Sami Al-Jedaani, Civil Defense director in Makkah, said his forces are ready to confront fire accidents in the Grand Mosque. “We carried out a mock firefighting operation at the mosque two months ago and this was instrumental in helping our officers quell Wednesday’s fire quickly,” he said.

The Ministry of Health’s emergency crisis management was put on high alert following the fire. Dr. Hattam Bhoja, head of the emergency crisis management in Makkah, said the injured were taken to King Faisal Hospital and Al-Noor Specialist Hospital for treatment.

“No pilgrims were injured in the fire,” one source said. Eleven people, who sustained minor injuries, were given first-aid on the spot.

UAE’s Achievements in Disaster Risk Reduction

National Emergency, Crisis and Disasters Management Authority (NCEMA) presented UAE achievements and efforts deployed for reducing disaster risks. That took place during NCEMA’s participation to the Sixth Asian Ministerial Conference on Disaster Risk Reduction (6AMCDRR) which was held recently in the Thai capital “Bangkok”. In the conference, Mr. Rashid Al Niyadi, Director of NCEMA’s Operations Department identified the most important works and programs accomplished during the past few years as part of UAE’s commitment to internationally implement disaster risk reduction framework (Hugo framework) which was signed by 168 countries including the United Arab Emirates.

Among the most important achievements identified in this field is the establishment of an independent authority for emergency and crisis management at the national level reporting to the Supreme National Security Council; in addition to the development of the necessary plans for addressing emergencies based on a preventive study from natural and industrial risks perspective. Al Niyadi also outlined the efforts of the UAE and its contribution to the reduction of carbon emissions and global warming by resorting to the use of place renewable energy and implementing solar energy projects; and hosting the International Renewable Energy Agency (IRENA) Summit in its headquarters in the capital Abu Dhabi.

The efforts of the UAE included cooperating regionally and participating to the establishment of GCC Countries’ Center for Emergency and International Cooperation, by signing MOUs with many fellow GCC countries in relation to an integrated system for emergency, crisis and disaster management.

The session’s moderator praised the efforts of the UAE and thanked it for its contributions in this regard. It is worth noting that the Sixth Asian Ministerial Conference is deemed to be part of a sequence of Asian conferences initiated since 2005.

More than 42 countries participated to the conference, in addition to 5000 participants representing governmental, semi-governmental authorities and the private sector.

Tehran, Baghdad discuss ongoing crisis in Iraq

Secretary of the Iranian Supreme National Security Council Ali Shamkhani discussed the ongoing crisis in Iraq with Iraqi Prime Minister Nouri al-Maliki.

The Iranian official in the meeting with al-Maliki congratulated the Iraqi nation and government for “their victories in their campaign against the Takfiri terrorists,” Iran’s official IRNA news agency reported on July 18.

Prime Minister al-Maliki, in his turn appreciated Iran’s spiritual support and offer of dispatching any type of assistance that Iraq might deem a necessary in that campaign.

Iraqi forces are fighting against Islamic State of Iraq and Levant (ISIL) militants, who have taken control of large areas of the country and threatened to take the battle to the capital, Baghdad.

The Iraqi prime minister went on to say that the establishment of the new parliament and the election of the new Parliament Speaker Salim al-Jabouri were important and effective steps towards the country’s political development and participation of various political factions in the country’s ongoing crisis management.

Afghan rivals clinch deal, easing political crisis

KABUL—Afghanistan’s two rival candidates reached a breakthrough agreement on July 13, 2014 to a complete audit of their contested presidential election and, whoever the victor, a national unity government.

The deal, brokered by U.S. Secretary of State John Kerry, offers a path out of what threatened to be a debilitating political crisis for Afghanistan, with both candidates claiming victory and talking of setting up competing governments.

Such a scenario could have dangerously split the fragile country’s government and security forces at a time the U.S. is pulling out most of its troops and the Taliban continues to wage a fierce insurgency.

Instead, former Finance Minister Ashraf Ghani and former Foreign Minister Abdullah Abdullah agreed to abide by a 100 percent, internationally supervised audit of all 8 million ballots in the presidential election. They vowed to form a national unity government once the results are announced, presumably one that includes members of each side.

Both candidates agreed to respect the result, and the winner would immediately form a national unity government. The inauguration, which had been scheduled for Aug. 2, would be postponed, with Karzai staying on a little longer as president.



Reading emotions in others – blink, and you may miss it!

Acknowledgement

The SKIM Magazine gratefully acknowledges Lansley Cliff for his kind permission to reprint article, entitled “Reading emotions in others – blink, and you may miss it!” originally published at <http://www.theabp.org.uk>

By: Lansley Cliff

To survive in this world we need to be able to accurately read the information our body is giving to us; to interact constructively with others we also need to be able to read the signals given off by others in a variety of settings. So how do we ensure that we capture all this information, real-time, so we can make best use of it?

What are emotions?

First of all we need to define emotions as there are many definitions and taxonomies around these terms. Ekman separates out seven key emotions of fear,

anger, happiness, sadness, surprise disgust and contempt and distinguishes them from moods, personality traits and disorders:

Ekman defines emotion as, “a process, a particular kind of automatic appraisal influenced by our evolutionary and personal past, in which we sense that something important to our welfare is occurring, and a set of physiological changes and emotional behaviours begins to deal with the situation”.

So emotions help us to deal with matters of importance to us, without thinking. This can save or enrich our lives, build relationships and also get us into trouble... since, often, these emotions are revealed

to others through our primary non-verbal channel, the face.

These facial expressions – movements of more than 40 muscles in the face - combine to signal our emotions and cognitive processes. We know from Ekman's research that all humans, irrespective of ethnicity or culture, display the seven universal emotions in the same way.

In addition, under some circumstances, these emotions can be given off involuntarily in less than a fifth of a second, revealing a person's true feelings. Such fleeting images are referred to as micro-expressions and we can all learn to recognise them. Here is an overview with some of the labels from the Facial Action Coding System (FACS) devised by Ekman to standardize the references to facial movements to aid research.

Why micro-expressions occur

Some or all of these facial muscles are engaged within ½ second of a trigger or the correlating emotion. In most people, for example, the loss of gravity (collapsing chair) or a snake will trigger fear – even in a baby and a chimpanzee who don't understand the dangers of a fall or a snake. The Emotion Timeline Illustration provides

the relevant affect programme:

- Trigger resembles something in the emotional alert data base

- The auto-appraisal may be highly accurate or a distorted perception of a triggering event - in this case the coiled rope may be misjudged as a snake

- Affect programme occurs in around 200 milliseconds

2) Activation of relevant affect program:

- Each emotion has a separate program
- Each affect program contains instructions for:
 - o Facial, vocal and postural signals
 - o Preset changes in physiology to support preset actions
 - o Learned changes in physiology to support learned actions
 - o Actions – physical actions, words
 - o Memories, images

3) The instructions in an affect program

emotions

5) Learned Display Rules (to regulate the signals) and learned Feeling Rules (to modify, amplify or suppress the subjective feelings) are sometimes then employed to take the expression off the face (or mask it – e.g. anger towards a superior might be hidden with a forced smile for example) though this happens often after a very quick 'flash' of the genuine emotion. This is a micro-expression and is valuable because it is very hard, if not impossible to interfere with the impulse consciously. The Refractory Period is initiated for a short time to only filter in information that supports the emotion being experienced to keep us focused – in this case on the potential threat of more snakes.

So what?

Even the Dalai Lama and Paul Ekman suggest we cannot interfere with or manage the impulse; the spark before the flame. And why should we interfere with something designed to help us stay alive and build relationships? What we can do though is increase our emotional intelligence by:

- Becoming aware of emotions as they arise by being attentive to the early sensations in our body immediately after the impulse

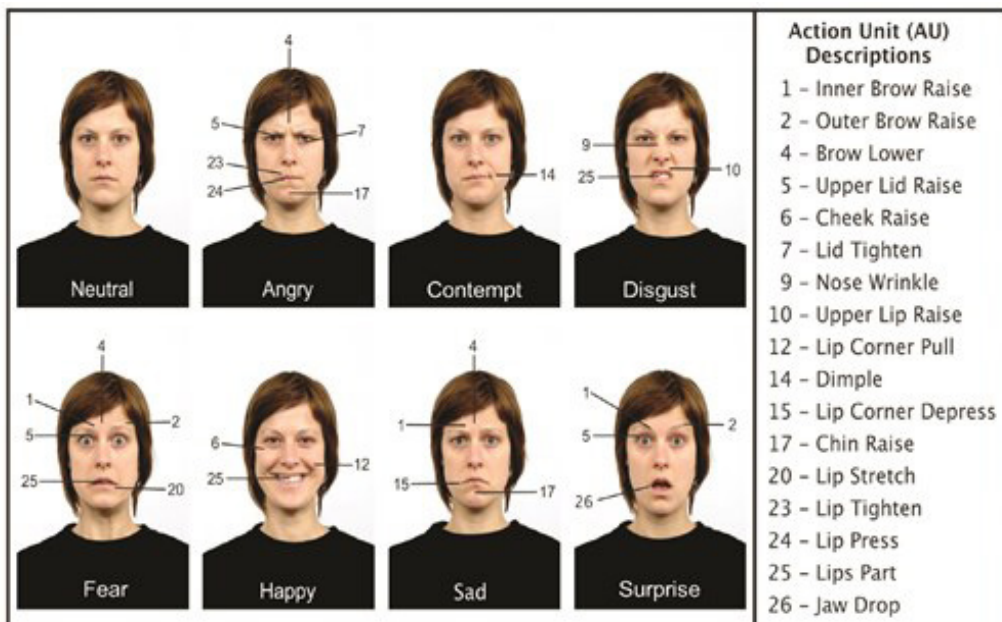
- Learning to predict and weaken the impact of triggers by preparing ourselves

- Becoming attentive to the micro-expressions that leak from others so we know how they really feel

- Making wise choices about what you do with this information

- Remembering the ethics; you are taking information from others that they may not want you to have.

- Lengthening the time between impulse and action so we have time to make considered choices about our actions. ■



a metaphor that helps to explain why micro-expressions happen.

These are the stages on the timeline:

1) Automatic Appraisal of a trigger to determine the degree to which it activates

generate impulses within 400 milliseconds from the trigger

4) Impulses are translated into actions and signals (autonomic nervous system engaged) – and this is the key – these signals are pre-conscious and therefore reflect felt



Natural remedies for dark circles under eyes

Acknowledgement

The SKIM Magazine gratefully acknowledges Syeda Kiran Zahra Hussain for her kind permission to reprint article, entitled "Natural remedies for dark circles under eyes" She is a certified health coach and a holistic nutrition therapist. She believes in treating the cause of the disease rather than the symptoms by providing the right nutrition for the mind, body and spirit.

By: Kiran Zahra

Under eye circle is popularly linked with sleeplessness, insomnia, or extra use of computer and television. Yes it is true that your lifestyle plays a crucial role in developing this problem but your increasing age is also one of an important factor which cannot be neglected.

Basically the skin underneath your eyes is very delicate and thin and after sometime it gets thinner and causes your blood vessels to be more prominent and noticeable. These blood vessels under the eyes give a look of dark circles which makes you look drained out and old.

However, following are certain natural remedies that will help resolve the issue:

Cucumber

Cucumber is very common remedy and it helps reduce puffiness of your eyes. Simply place chilled cucumber slices over each of your eyelid for 15 minutes and get good results.

Sleep

Make sure you take proper rest by sleeping on a fix routine for approximately 8 hours daily. It not only helps the dark circles vanish but also fixes many other complications.



Crushed Mint

Crushed mint with a dash of lemon is an excellent remedy for dark circles under your eyes. Apply the mint leaves on the dark circles for 15 minutes twice daily for removal of puffiness and dark patches under your eyes.

Turmeric paste

To rejuvenate the skin under your eyes apply a paste of turmeric mixed with pineapple juice on the dark circles. Turmeric powder has many healing properties and gives you a youthful appearance. For best results, apply it on the dark circles for 10 minutes and then wash it off.

Acupressure

The acupressure area for healing dark circles is on the mount just beneath the index finger of your palms. Press the mount gently for removing dark circles. This exercise is also beneficial for your eyesight.

Avoid Direct Sunlight

You should avoid direct exposure to sun as it can trigger dark circles under your eyes. Always wear your sunglasses before

leaving home especially for people who live in tropical countries.

Tea Bags

Chilled teabags reduces puffiness under your eyes and should be kept over your eye lids for about 15 minutes each day for better results.

Cold Milk

Cold milk is rich in protein and calcium helps to heal under eye circles by reducing distortion of color and swelling. Apply swabs dipped in cold water over the troubled area thrice a day for about 15 minutes and then wash it off.

Rose Water

Rose water is another good remedy to heal dark circles and puffiness of the eyes. Apply swabs dipped in rose water twice a day for desired outcome.

Water

Drink lots of water as it flushes toxins out of your system and improves your skin. It also cures dark circles under your eyes. You should also wash your face daily with a mild soap or face-wash to keep your

skin radiant, fresh and free from external bacteria which may hinder healing process.

Almond oil and Honey

For the next couple of weeks apply a mixture of honey and almond oil on the under eye region and go to bed and wash it off first thing in the morning for best results.

Milk and Nutmeg Paste

Use grinder to make a paste of nutmeg and milk. Apply this paste under your eye region to fight against black under your eyes.

Potato Slices

Potatoes slices are natural remedy to draw out toxin from your face. Cut two slices of potatoes and place it over your eye lids for 15-20 minutes to lighten the dark skin under your eyes.

These are some of the tried and tested natural remedies which, if followed fully with balanced diet and proper rest, will give you fruitful results. ■



The Role of the States in Globalization (Case Study of Iran)

By: Mahdi Kiani & Morteza Ramazani

Acknowledgement

The SKIM Magazine gratefully acknowledges Mahdi Kiani for his kind permission to reprint a material from case study namely, "The role of the states in globalization (case study of Iran)" by Mahdi Kiani & Morteza Ramazani, published in "Sky Journal of Business Administration and Management, Vol. 1(3), pp. 25-32" on May 22, 2013

Introduction

Globalization is a great social phenomenon that has paced its development in the latter half of the twentieth century, particularly the 1990s and has become one of the basic intellectual challenges now. Challenges of globalization that has begun from sociology (Waters, 1995) encompassed many areas of modern life such as politics, economy, culture and education. It has challenged gradually the context of its social systems during the process including the system of

government.

Globalization as a process of transformation has gone beyond the boundaries of politics and economy and encompasses science, culture and way of life. In this sense, globalization is a multidimensional phenomenon which extends to various forms of economy, politics, cultural rights, social action and social practice areas such as military technology and environmental activities. Other aspects of globalization include international travels, human relationships, migration and expansion of cultural impact and environmental dependencies (Healy et

al., 2003). What happens in this process lead to concerns for governments and/or creation of new opportunities for them.

According to the above description, this paper intends to answer two questions:

i.) From the perspective of Scholars, what is the role of governments in the process of globalization?

ii.) According to international Index what is the place of Islamic Republic of Iran between various countries?

Dimension of Globalization

Examples of globalization can be seen in the economic, political and cultural life of the people. In general, Globalization is considered crucial in the four main aspects of social life:

Economic aspects: Specific social systems of production, exchange, distribution and consumption of goods and tangible services (material).

Government and politic aspects: Specific social systems particularly organized for exchange of exercise of power based on applying pressure and monitoring (through the police) and the institutionalization of the measures in form of politics and diplomacy that led to the stabilization of control over territory and population.

The field of culture aspects: Specific social systems of production, exchange, and symbols that indicates realities, emotions, notions, beliefs, priorities, taste and values.

Education aspects: Nowadays, with the development of the Internet, the higher education is getting global dimension more rapidly, brain migration, which is one of the apparent Signs. (Sklair, 1995).

State

Definition

In this paper 'Globalization and Challenges Facing the State', Nadiri (2004) has quoted some definitions of the state: "State is one of the propositions or phenomena that cover human life and its signs can be traced all over the human lives. So much various definitions of state have been offered all over the history and each one of them has been criticized respectively. Maybe the best definition of state is what

stated by the social scientist Max Weber. He has defined state from two perspectives: in terms of objectives and tools. He believes that we cannot define state in terms of its objectives and responsibilities because there is no responsibility that states through the history have not taken; meanwhile, there is no responsibility that has always been specific to states. Therefore, to give a satisfying and general definition of state, we must refer to its tools not goals. Max Weber notes that state is an organization that possesses sole authority of imposing legal power on a specific territory. From operational point, state is a set of executive, judiciary and legislative powers governing a country that are organized on the basis of some type of Constitutional Law. At present, states are organized units that UN recognizes them. Today, a newer definition of state is being offered in scientific forums. First, it was posed in the form of "state nation", but later dependent titles such as state and administration was formed.

glance at those countries that we call 'predatory states' reveals that the benefit of Bureaucracy is not just manifested in transforming "traditional" social forms of Pre-Capitalism;

A Zairian bishop describes it this way: "Why someone can only get their rights at courts by bribing the judge? Why nobody inquires after prisoners? Why clients must visit offices frequently for days to get their rights? Why nobody cares of them before they pay the secretaries?" Moboto Ses Seko, the ex-dictator of Zaire gives similar description of the regime: "everything is for sale. In our country everything can be purchased. In these illegal bargains, having a slight administrative power is a perfect tool for bargaining by means of it one can easily reach money or other assets illegally".

Among the features of such states is hereditariness; a mixture of traditionalism and absolutism. One of the shocking aspects



State Types

Professor Evans in his recent and well known book 'Embedded autonomy states and industrial transformation' has divided developmental states into three kinds:

i.) **Predatory states:** In late 1978 in Bandondo province of Zaire, a state tax officer was murdered by unsatisfied people. Consequently, two troops of soldiers were dispatched to massacre seven hundreds of residents. After a while fifteen men were hanged because they had been found guilty of leading the band of murdering the tax officer. (New York Times, June 3, 1978).

If we admit that there is an interconnection between Capitalism and Bureaucracy, as Max Weber claims, a

of states like Zaire is the intensity of the dominance of invisible hands of the market on the state's behavior. Suppressing hostile and market lobbies are two things that make up rent-seeking in Zaire.

If instead of legal and predictable behavior, lobbying is dominant, forming a bourgeois prepared for long-term investment seems almost impossible. In a Bureaucracy encouraging "to be avariciously seeking fortune and money", anybody who takes risk of long-term investment is more of an airhead than an entrepreneur!

This regime has also acted in a systematic manner for debilitating the unity of traditional communities in a way that guarantees that any beneficiary unified groups who organized at a national level

and were the probable rivals of the state in gaining the power would break up before their formation.

ii.) Developmental states: Professor Evans continues his discussion by reviewing developmental states and notes two major functions of Japan, Korea and Taiwan; i.e. “Bureaucracy” and “reliance on society”: “... when post-World War II investment decline occurred, Japan state intervened as a substitute and simultaneously encouraged decisions related to investments for transforming the economy.

Public institutions like development bank of Japan as well as postal savings system had crucial role in injecting the investments into the industry sector. The willingness of public fiscal institutions for supporting the industry was so impressive that such balance of debt/stock in industry sector was never seen in the West and this was one of the main elements of developing new industries... Japan industrial policies is basically relied on the relations that bind ministries and industries’ stakeholders together... if the state system is sufficiently constant and unified, breakdown will not cause the restriction of the state’s capacity. Reliance on the society means the capability of the state not dominance of the beneficiary groups. Of course, the combination style of autonomy and reliance on society depends on the historical nature of state system and the quality of social structure.”

iii.) Intermediate states: From Evan’s point of view, India and Brazil are examples of intermediate countries that despite tendency towards Bureaucracy (mostly in India) and reliance on the society (mostly in Brazil), have not yet succeeded in sustainable development.

Evans concludes that: “without serious respect for meritocracy and selectivism, intensification of Bureaucracy simply declines to an obstacle to development and forming hereditary jobbery. A state is efficient when it has combined well-established internal organizational Bureaucracy and connectedness with private sector. Presence of both elements together makes a state efficient.” (Evans, 2003).

The Role of the States in Globalization Progress

In his paper ‘Globalization and Challenges Facing the State’, on the definition of the state in globalization

era, Nadiri has written: “There are two fanatical views about the status of the state in globalization era: at one extreme, power of the state is declining in the process of globalization, so that the private sector will gain the power; other extreme is that of neoliberalism view that believes in globalization era, functions and authorities of the state will be more than any other era because globalization process will create mass of disorders that requires the states intervene in economy more seriously to modify them. There are moderate views, too. According to globalization paradigm, the intensity of capital flow in the world and ruling over the market is in such a way that impacts the economic intervention jurisdiction of the state dramatically. From neoliberal perspective, in globalization era, states play the role of intermediaries who transfer the demands of global economy into domestic economy. It is apparent that with the assumption of admitting the market-oriented reading of globalization and also neoliberalism logic, the state intervention in economy will have a retrogressive trend and will tend to zero.” (Nadiri, 2004). Leita (2012), has emphasized Foreign Direct Investment (FDI) as a powerful tool for achieving the goals of globalization in an article titled “Foreign Direct Investment and Globalization”. He writes:

“Trade openness is also an important determinant of FDI. It is Expected that trade present a positive impact on inward FDI. Skabic and Orlic (2007) found a positive sign.”

“Some Studies consider nontraditional factors called institutional. According to these studies the globalization is positively correlated with inward FDI.”

Jafari (2010) in an article titled “Globalization and de-Westphalia” refers to the loss of state sovereignty of the state variables. Globalization destroyed the sovereignty of the state in 1648 and subsequently it was cleared. The role of state as the embodiment of sovereignty gradually becomes faded and it is no more superior. The state is one of the institutions that organize a society and in competition with other agents does not disappear, instead; constantly need to adapt itself to new conditions. Re-define its competence and the services it provides to justify his being modestly. Today, the government is an exclusive multi-functional agent (security, justice, defense...). According to this view, when the world is shunted

toward relationships and interdependence, all local, regional, trans-regional and global dependencies are intertwined. The governments can no longer make decisions at the national level as in the past.”

Jeffery Sachs, director of the earth institute at Columbia University, director of the UN Millennium Project and Special Advisor to United Nations Secretary-General Kofi Annan on the Millennium Development Goals, in a report dealt with the globalization phenomenon and the role of states in minimizing its negative effects and deemed it inevitable for escaping from permeation of issues to different points of the world. He notes: “globalization phenomenon has affected all world affairs but it still needs more control and supervision of the states.” (Kumssa, 2009).

Here is necessary to refer to Sachs concerns and his solutions. He believes that: “Globalization, however, has entailed crucial issues. First, this phenomenon has facilitated tax escapes and increasing tax avoidance all over the world... globalization phenomenon has affected all dimensions of global issues but it still needs more control and supervision of the states. We live in an age that influencing factors on economy are global not domestic”. He continues discussing how rapidly ‘Wall Street Crisis, 2008’ and ‘Arab Spring, 2010’ spread over a wide area of the world geopolitics and notes that these are the natural consequences of globalization.

Another point that Sachs, looking at political society of USA, emphasizes is: “the better-off class prospered in a short period by enjoying large tax exemptions and the worse-off class damaged as a result of decreasing job opportunities and costs of public services, to the extent that economic inequality was so high that was never witnessed until the 1930 US Great Depression.

Domestic policies also intensified such catastrophic trends. The rich used their money for reinforcing their power. They used their money for president election campaigns and congress representatives and mutually presidents and congress representatives- at the expense of the other members of society- help the rich.

The symptoms of a society in which the rich take the control of the political system or increase their control power.” Nadiri (2004) has also referred to the same

proposition: "Globalization has led to the lowering of direct intervention of the state in economic activities; for example, at macro level of economy, the involvement of the state in transferring capital, interest rates, currency and prices decreases. Therefore, this idea has been widely accepted that globalization restricts the state authority and adds to the power and prosperity of the market. A

t the new conditions, not only companies and people but also states bow to the new master of global competition. Globalization brings about limitations and facilities for states as well as nations. For instance, states may want to increase taxes and public costs and this may be favorable to voters but the market can easily prevent it.

In the modern global economy, people and companies can diverge to another tax territory instead of enduring high taxes. States even do not have their former authority to regulate social policies. Now markets sit like a judge and if they realize that a new national plan of health care or a wide reformist project in educational system necessitates spending high unaffordable expenditures, they will punish the state by procedures like increasing the interest rate or creating instability in national currency.

States have lost their control on activities that one day could easily ban or restrict, such as foreign borrowing, importing software, political doctrines, etc. because modern communications has minimized national boundaries."

Finally, Sachs refers to Scandinavian countries to mention a solution for the crisis and asserts their economic policies for escaping from globalization consequences: "Today, the most successful economies of the world belong to Scandinavian Peninsula.

Globalization of Politics

We begin globalization of politics with a statement of Daniel Bell that the government - Live Nation is very small for solving large problems and very large for solving small problems of life. In the discussion of political globalization, the focus of discussion is the role of governments and their efficiency in the exercise of power and control over society. In other words, governments and their performance have been strongly influenced by globalization. The main factors affecting the formation of global governance (globalization of policy)

include:

1. Spread of communication and Global Media
2. Expansion of activities of transnational firms
3. Facilitating transition of people, ideas, goods and services
4. Joining the security of countries together
5. The development of transnational organizations after World War II
6. Introducing the concept of the common heritage of mankind
7. Accepting people as well as governments as international legal entities
8. Emergence of common global issues (Nash, 2001)

Research Methodology

Method used in this study was a documentary. Based on this approach, the issue was evaluated, described, explained and analyzed with reference to internal and external resources such as books, scientific articles published in journals and on the Internet. For statistical analysis, we used information and statistical data from the World Bank.

Status of Iran According To Some Indices of Globalization

Based on the undeniable role of the state in economy, examining economic indices and collecting the relevant data are good indicators of our topic, i.e. the role of the state in globalization.

Torabi and Mohammadzadeh (2010) as in their book 'Globalization, Foreign Investment and Technology Transfer' after mentioning the history of development and globalization, have addressed the most important challenges of global decision makers for eliminating deprivations and moving towards globalization process. UN organized 'Pearson Commission' in 1969 with the goal of suggesting a plan for economic development in which all countries had to achieve annual rate of above 6%. Statistics show that in 1970 in more than 68 countries with more than 60% of world population, per capita income

has been below \$2000. But in 2000 in 98 countries with approximate population of total 72 % per capita income was below \$2000. After the failure of the Pearson Commission, UN organized another group directed by Mexico ex-president-Ernesto Zedillo- for the plan 'Millennium Development Goals' targeted to decrease the number of people under the poverty line by half until 2015.

The summary of goals are: decreasing starvation and poverty by half, receiving public elementary education, supporting the equality of men and women, declining infant mortality rate of under 5 by two-third, decreasing the delivery mortality rate by three-fourth, preventing the spread of illnesses like malaria and AIDS, guaranteeing the hygienic facilities like access to water, creating global participation for development with goals to decrease debts. This group believes that if rich countries aid poor countries with 44% of their gross domestic income, their problems will be resolved, but practically they just give 22%. At present, only 30 countries, with population under 1 billion, have defined plan to reach gross per capita income of \$15000 (in scale of purchase power basket). However, in low-income regions, saving capacity is low and capital accumulation encounters problem.

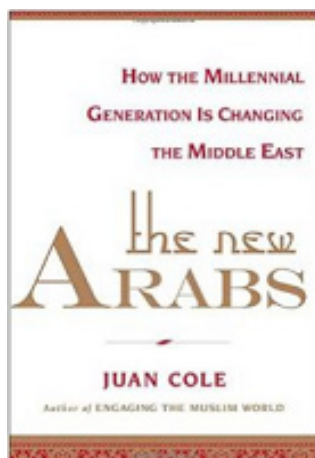
Results

It seems that "Peter Evans" words about the originality of bureaucracy and reliance of governments on society according to Jeffery Sachs concerns about formation of lobbies of Power that are the scourge of human power formation is not entirely off the path in the way of growth and development and globalization.

The results of the study indicate that to achieve the goal "Reducing mortality of children under 5 by half." This is the goal of the "Millennium Development" although Iran has made some progress but is still too to reach far much. The Statistics show that in the issue of "universal primary education" Islamic Republic of Iran has made remarkable progress. The index "Female legislators," that shows the number of woman parliamentarians in national parliaments, Iran has been decreasing. ■

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The New Arabs: How the Millennial Generation is changing the Middle East

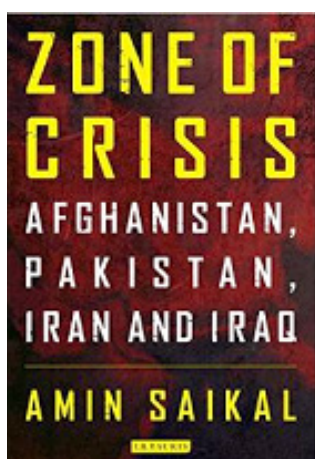
By: Juan Cole, Price: \$20.17 (Paperback), 368 Pages, Publisher: Simon & Schuster (July 1, 2014)

Juan Cole illuminates the role of today's Arab youth—who they are, what they want, and how they will affect world politics.

Beginning in January 2011, the revolutionary wave of demonstrations and protests, riots, and civil wars that comprised what many call “the Arab Spring” shook the world. These upheavals were spearheaded by youth movements, and yet the crucial role they played is relatively unknown.

For three decades, Cole has sought to put the relationship of the West and the Muslim world in historical context. In *The New Arabs* he outlines the history that led to the dramatic changes in the region, and explores how a new generation of men and women are using innovative notions of personal rights to challenge the authoritarianism, corruption, and stagnation that had afflicted their societies.

Not all big cohorts of teenagers and twenty-somethings necessarily produce movements centered on their identity as youth, with a generational set of organizations, symbols, and demands rooted at least partially in the distinctive problems besetting people of their age. The Arab Millennials did. And, in a provocative and optimistic argument about the future of the Arab world, *The New Arabs* shows just how they did it.

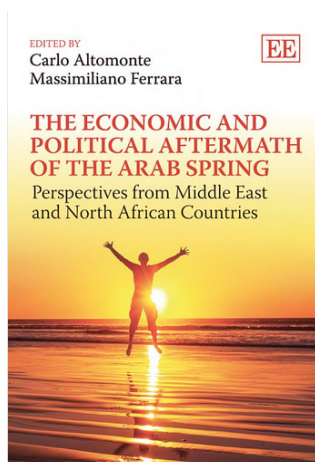


Zone of Crisis: Afghanistan, Pakistan, Iran and Iraq

By: Amin Saikal, Price: \$31.28, 240 Pages, Publisher: I. B. Tauris (July 24, 2014)

The West Asian states of Afghanistan, Pakistan, Iraq and Iran have over the last few decades represented an arc of crisis. Characterized by fractured and dysfunctional political elites, fraught economic policies, and ideological struggles between the forces of authoritarianism and democratization, neo-fundamentalism and pluralism, they embody a mosaic of ethnicities. Amin Saikal, a distinguished Afghan-born scholar of international affairs, provides a sweeping new understanding of the complex contemporary political and social instability encompassing the region.

Critically comparing democratization and counter-insurgency efforts in Afghanistan, Iraq and Pakistan, and examining both recent Western intervention and the history of foreign influence in the region, Saikal looks at how US entanglement has affected Pakistani and Iranian domestic politics and foreign affairs. How has this influenced the success or failure of the occupation in Afghanistan and Iraq? What solutions can be taken to ensure regional security? An informed and balanced overview on a troubled region, this book will fascinate general readers and prove essential reading for specialists.



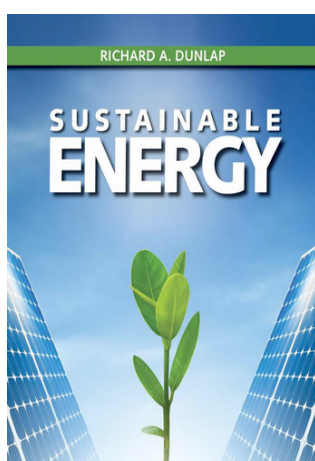
The Economic and Political Aftermath of the Arab Spring

By: Carlo Altomonte, Massimiliano Ferrara, Pages: 256, Price: \$114.00, Publisher: Edward Elgar Pub (May 30, 2014)

The economies of the Middle East and North Africa (MENA) region have always been characterized by economic volatility and social disparities. The recent ‘Arab Spring’ wave of protests has increased political uncertainty and instability in the region, and this timely book provides an in-depth analysis of the subsequent changes from economic, political and environmental perspectives.

The international contributors provide a comprehensive overview of the situation in the Mediterranean Basin, addressing a wide range of contributing factors including: productivity and innovation, trade and foreign investment, changing geopolitical equilibria, labour markets and the role of women and the environment, climate change and energy sourcing. The book concludes that the key problems shared by MENA countries are the uncertain economic prospects coupled with high levels of unemployment – a combination that, through different channels, limits technological and innovative capacities.

This book will prove an enlightening read for scholars, researchers and students in various academic fields including development economics, development studies, political economy, international politics and Islamic studies.



Sustainable Energy

By: Richard Dunlap, Pages: 608, Price: \$98.48, Publisher: Cengage Learning; 1 edition (January 1, 2014)

Sustainable Energy focuses directly on energy related issues and includes a thorough treatment of all potentially viable energy sources. In most cases, individual chapters are devoted to each alternative energy approach. Although author Richard Dunlap covers past and current energy production methods, the text deals largely with future alternative energy strategies and follows the guidelines of ABET, the major engineering accreditation body.

The book approaches these topics on a rigorous level -- familiarity with the basic concepts of freshman Physics and Chemistry is needed. The book contains enough material for a typical one semester course. The end-of-chapter problems are predominantly quantitative in nature. However, most are not straight forward calculations based on substituting values from the chapter in to the appropriate formula. The problems are designed to require the students to analyze information, to make use of material from previous chapters, to correlate data from various sources (not only from the textbook itself but from library, internet or other sources) and in many cases to estimate quantities based on interpretation of graphical data, interpolation of values and sometime just plain common sense.

Events

10th International Energy Conference



The 10th International Energy Conference which is the greatest event of Iran in the field of energy is aimed to create a forum to reach specialized and outstanding national and international deliberations, accomplishments and contemporary research activities in energy sector. The 10th International Energy conference (IEC2014) invites all potential experts, academics, researchers and students to participate in the Conference and share and discuss their view points with others and interact with distinguished international figures in the energy sectors and governmental authorities.

- Energy Resource Management
- Energy Planning and Policy Making
- Energy Sector Legislation & Regulation
- Demand Management and Energy Efficiency
- Energy Foresight
- Structural Changes in Energy Sector
- National Energy Master Plan
- Human Resources Management in Energy Sector and more

When: 26 - 27 August 2014

Where: Dadman Blvd. Shahrak-e-Gharb
1468936311 Tehran, Iran



Iranian Statistical Conference

Iranian Statistical Conference aims at holding discussion regarding scientific developments. Researchers, graduate students faculty members and practitioners associated with the mathematical sciences and statics will be gathering in this forum.

Iranian Statistical Conference will emphasize and discuss on topics such as spatial statistics, data mining, statistical quality control, statistical simulation, actuary, categorical data analysis, statistical inference, linear models and GLMs, Bayesian methods, decision theory, nonparametric methods, fuzzy statistics, distribution theory, reliability, order statistics and record values, information theory, vital statistics, survival analysis and longitudinal data analysis. Attendees will be helped from the conference in several possible ways.

When: 25 - 27 August 2014

Where: Razi University, Kermanshah, Iran



International Conference on Aeronautic Astronautics

The first of its kind forum that is going to concentrate on all the fields of Aeronautic astronautics and the technologies pertaining to it. The International Conference on Aeronautic Astronautics is going to be the key platform for all the experts who have a common interest in this sector and will be getting the opportunity to bring the new trends in the light of the people in this forum.

The focus will be on the various domains that are regarded as the allied field of the Aeronautic Astronautics such as biology, geosciences, education, health care and security. All the related researches and technologies regarding the theoretical and the practical papers of this study will be presented in this ground.

When:
22-24 August 2014

Where:
Flora Grand Hotel Dubai,UAE

The 3rd International Conference on Advancements in Information Technology - ICAIT 2014



The 3rd International Conference on Advancements in Information Technology (ICAIT 2014), which will be held in Dubai, UAE during August 22-23, 2014 as the workshop of WCSE 2014. ICAIT 2014 is hosted by Science and Engineering Institute (SCIEI).

The ICAIT-2014 offers a track of quality R&D updates from key experts and provides an opportunity in bringing in the new techniques and horizons that will contribute to advancements in Information Technology in the next few years.

ICAIT is an event that focuses on the state of the art technologies pertaining to Information processing and communication. The applications of advanced information technology to such domains as astronomy, biology, education, geosciences, security and health care are among topics of relevance to ICAIT.

When: 22 - 23 August 2014

Where: Dubai, United Arab Emirates

Tenders

Institute of Space Technology



Request for expression of interest for SAP ERP Implementation

1. EXPRESSION OF INTEREST (EOI) is invited from reputed authorized SAP Business partners for licensing and implementation of System Application and Product (SAP) ERP in the Institute. IST will resort to "Two stage bidding procedure" for the award of contract as per PPRA's Rules 2004.
2. Save as otherwise provided in other EOI documents, prospective parties will undertake scoping of the assignment, concept clearance with the IST management, understanding of present and future business information Technology and Human Resource Development needs along with feasible solution before the final Technical and Financial bid offering.
3. The EOI documents containing detailed Basic needs of the SAP ERP, Initial guidelines of work expected from the consultant, approach to be followed and Evaluation Criterion etc. can downloaded from IST website www.ist.edu.pk and PPRA website: www.ppra.org.pk
4. The EOI is required to be delivered in sealed envelope at IST Islamabad late by 11:30 hours on 12th August, 2014. The Technical offer (s) will be opened at 12:00 hours on e same day in presence of bidders who desire to attend. Offers received late will not be entertained. Shortlisted firms will be invited for presentation, further understanding and scoping.
5. The proposals should be submitted along with Bid Bond / Earnest Money through PO/DD in favor of IST equal to an amount of Rs. 100,000 (Rupees one hundred thousand). Earnest Money in the shape of cheque will not be acceptable.
6. The firm s declared as blacklisted by any Government Agency are not eligible for participation in the process.
7. Conditional / incomplete quotations will be liable for rejection.
8. Tender notice can be viewed on www.ppra.org.pk

Chief Financial Officer - Institute of Space Technology

1, Islamabad Highway, near CDA Toll Plaza, Islamabad. Tel No: 051-9075414, Fax No: 051-9273310



PAK-ARAB REFINERY LIMITED

A Pakistan-Abu Dhabi Joint Venture

Korangi Creek Road, Karachi – Pakistan
Ph: 0092-21-35090100-113 Ext: 2282,
Fax No. 0092-21-35090160

Tender Enquiry

Sealed bids are invited from reputable companies for the following:

Sr.	Enquiry No.	Description	Bid Bond Amount	Bid Submission/Opening Date/Time	Tender Selling Date/ Tender Fee
1	1000015838	Supply of Empty Steel Drums for Asphalt Filling at PARCO – MCR, Mahmood Kot. Quantity: 20,000 Nos.	Rs. 320,000/-	August 15, 2014 Bid Submission: 1430 PST Bid Opening: 1500 PST	Tender Selling from 16.07.2014 to 31.07.2014 between 0800 to 1200 hours at below mentioned addresses Tender Fee Rs. 500/- (Non-Refundable)
2	1000015898	Supply of Rock Salt at PARCO – MCR, Mahmood Kot Quantity: 95,000 Kg	Rs. 30,000/-	August 18, 2014 Bid Submission: 1430 PST Bid Opening: 1500 PST	

Further information is available on our website www.parco.com.pk

Interested parties may obtain Tender Documents against a written request on Company's Letterhead with copies of valid NTN & GST certificates from following addresses;

Manager Materials (CHQ), Pak-Arab Refinery Limited, Corporate Headquarters, Korangi Creek Road, Karachi.

Ph: 021-35090100-25, Fax: 021-35090160

Manager Materials (MCR), PARCO – Mid Country Refinery, Mahmood Kot, District, Muzaffargarh. Ph: 066-2290990-98, Fax: 066-2290974

PARCO reserves the right to accept or reject any bid and to cancel the bidding process and reject all bids, at any time prior to the award of Contract.

Personal Development

Measuring the Impact of Intervention - An Insight into “Social Return on Investment”

Training from: Center for Resource & System Management
Every organization should measure their social impact as future funding often depends on it. Funders want to know that their investment will make a real difference. Organizations can improve their credibility, communicate their competencies to other stakeholders, and encourage and inspire their staff.

Objectives:

- Improved program management
- Effective planning and evaluation
- Increased understanding of the financial impact of development projects

Who should attend?

- Non-profit organizations
- Researchers
- Consultants and Knowledge workers in universities, institutes and students who want to learn impact evaluation skills.

Duration & Venue: September 08 to 10, 2014 - Murree-Pakistan

Registration Deadline: September 01, 2014

For Further Information,
Please Contact: Center for Resource & System Management,
Phone: +92-51-4862554, **Email:** training@crsmanagement.net

Disaster Risk Reduction

Training from: MDF Training & Consultancy

About course

Disaster Risk Reduction is a systematic approach to identify, assess and mitigate the risk of disaster. DRR aims to reduce socio-economic vulnerability to disaster as well as dealing with the environmental and other hazards that trigger them. This programme addresses the challenges of assessing hazards, vulnerability and resilience and maximizing community engagement to transform information gathered into a professional plan aligned with Government and other agencies.

Course Objectives

- Understand the concepts of disaster risk reduction (DRR) and disaster management.
- Explain the relationship between hazards, vulnerability, capacity and disaster risk.
- Explain what community based disaster risk management (CBDRM) is.
- Demonstrate the use of participatory rural appraisal (PRA).

Registration Deadline: 12 Sep 2014
Training Date: 15 Sep 2014 to 17 Sep 2014

Registration Procedure

Follow the link and register online:
<http://www.mdf.nl/course/drr-a-1/#.U8egL5SSw6k>

Project Cycle Management

What is this course about?

With increasing pressure on development partners to demonstrate the effectiveness of their work, it is essential they have a solid grasp of the principles of Project Cycle Management. Project Cycle Management (PCM) methodology and its principle tool, the Logical Framework is the quality benchmark for project design and implementation.

Course Details:

- Language: English
- Dates: 04th - 08th August 2014
- Course fee: € 750
- Country: Islamabad, Pakistan

(The course fee includes lunch, snacks, course material and a certificate)

Registration Procedure

Follow the link and register online:
<http://www.mdf.nl/course/pcm-a/>

Information and Assistance

Ms. Inez UsLeyanege
Marketing & Client Liaison – MDF Asia
inez@mdfsa.lk
Mobile: +94 77 3949041
Tel: +94 11 2808121 or 11 2805122

Humanitarian Directors' Training Program - Reach high performance

Today's leaders in humanitarian organizations have to contend with a host of new pressures, challenges and risks. Held ever more accountable for their organization's performance and vitality, they must also set its strategic direction, while evaluating the performance of the CEO and senior executives in all the areas of strategic importance.

Duration and Venue: August 25 to 27, 2014
(Monday to Wednesday) Islamabad-Pakistan
Registration Deadline: August 18, 2014

Training Fee (Per head):

- For Local NGOs PKR 12,900 / USD 145
- For International NGOs PKR 15,900 / USD 175

Group Discount are available

For Further Information,

Please Contact: Center for Resource & System Management
Phone: +92-51-4862554 **Email:** training@crsmanagement.net

Development Aid

Organizations Practicing Healthcare Innovation to Improve Newborn Survival: You have \$1Million Grant Opportunity

Deadline: 25 August 2014

The second annual Healthcare Innovation Award is open for nominations of organizations that are practicing innovative approaches for reducing under-5 child mortality. This is a global partnership program of GSK and Save the Children. The organizations that will be judged as practicing most innovative and effective ways to improve the newborn survival will be provided from US\$10,000 to US\$400,000.

The winners will be promoted through public award announcements and international media coverage to help publicize the winning innovations that are increasing access to healthcare around the world. Major goal of this innovation award is to provide a platform for the innovations and to share information about them so that others interested in improving healthcare for children can learn from, replicate, and adapt these innovations to new environments.

Eligibility Criteria

- Nominee can be an organization (public, private, or nonprofit), academic/research institution or healthcare facility.
- Nominee and the innovation must be based in a country classified as low, upper middle or lower middle income by the World Bank.
- Nominees must have created proven and successful results through their innovation in the two years preceding the nomination.
- Nominee cannot be an individual.
- National government bodies may not be nominees, but institutions funded by governments can be nominated.
- The nominations must be made with express permission of the organizers.
- If the eligible innovation is a joint project, more than one eligible organization can be jointly nominated.
- Nominations of more than one eligible innovation from a single eligible organization are also accepted.
- Employees of the Save the Children and GSK, any of their group companies, and any other person directly connected with the HIAs or the Awards cannot be nominated.
- Employees of GSK and Save the Children cannot nominate any organization.
- Nominations can be made by the organization itself or a third-party organization or individual.

The United Nations Trust Fund for Human Security for UN and/or non-UN Organizations

Deadline: 1 September 2014

The United Nations Trust Fund for Human Security (UNTFHS) accepts grant applications from UN organization(s) and/or designated non-UN organization(s), which translate the human security approach into practical actions particularly at the field level. The objective of the UNTFHS is to finance activities carried out by the eligible organizations, to demonstrate its added-value in view of promoting and disseminating the concept.

How to Apply?

1. Submit Concept Notes via email by the deadline. If submitting hard copy, fax the documents.
2. UNTFHS will send a confirmation email on successful submission of the concept note.
3. UNTFHS will inform the applicant of the processing on the concept note by 1 October 2014. Selected applicants will be invited to submit full proposal
4. Proposals that satisfy the review process will be submitted to the Executive Office of the Secretary-General for further review and approval.
5. Approved proposals are authorized expenditures in accordance with the UN Financial Regulations and Rules.

Note: Concept notes and project proposals should be submitted to the HSU and should be sent electronically via email with a signed cover letter. If hard copies are submitted, they should be faxed.
Please visit: www.unocha.org for more details.

Careers

Country Director - Norwegian Refugee Council Iran

The NRC program in Iran is a small but dynamic operation focusing on Afghan refugees. We are looking for a humanitarian professional that is innovative and engaged to further develop our response.

NRC, which bases its interventions on the premise of 'durable solutions' for refugees, returnees and Internally Displaced Persons (IDPs), established an office in Tehran in January 2012 to assist in global efforts to counter mass Afghan displacement. NRC's programme is seeking to reinforce the coping strategies of vulnerable Afghan refugees living in Iran and their capacity to take informed decisions prior to return.

NRC is currently working in the Iranian provinces of Kerman, Semnan, Alborz and Qom, assisting refugees living in settlements as well as in urban and rural settings. The Country Director reports to the Head of Region Asia

Job Description

- National representation
- Development and execution of country strategy Over all responsible for all activities, personnel and the country management team (CMT)
- Overall responsibility for developing and managing programmes in all 5 sectors of NRC's expertise'
- Safety and security of all staff
- Country relevant advocacy issues at national and international levels
- Responsible for overall resource allocation, mobilization and control
- Responsible for cost efficiency
- Ensure adequate country structures and systems
- Learning, training and development for all staff, including a strategy for national staff development
- Adherence to NRC policies

Qualifications

- Minimum 5 years' experience from working as a Senior Manager/Country Director in humanitarian/recovery context
- Experience from working in complex and volatile contexts
- Documented/proven results related to the position's responsibilities
- Knowledge about own leadership skills/profile
- Knowledge of the context in Iran would be an asset
- Fluency in English, both written and verbal
- Valid driver's license
- All employees of the Norwegian Refugee Council should be able to adhere to our Code of Conduct and the four organizational values: Dedicated, innovative, inclusive and accountable

We Offer

- Commencement: January 2015
- Contract period: 2 years
- Salary/benefits: According to NRC's International general directions and free housing of moderate standard.
- Duty station: Tehran
- Application procedures and CV registration: Please note that you are required to enter the geographical location for all your previous positions while registering your CV. There is no specific field for this information in our CV form, but you can use the "Company name" field for both company and location.

How to Apply:

To apply and for more information about NRC go to: www.nrc.no/vacancies or

http://www.webcruiter.no/WcMain/advertviewpublic.aspx?oppdragsnr=2265877965&company_id=23109900&Link_source_id=&use_position_site_header=0

Senior Public Information Officer, P5

Special Notice

The United Nations Secretariat maintains rosters of qualified and available candidates to fill anticipated job openings in peacekeeping operations, special political missions, and other field operations.

The purpose of this job opening is to generate a list of qualified candidates for inclusion in the P5 Senior Public Information Officer roster. The entire assessment process takes an average of six months; all applicants will be notified in writing of the outcome of their application (whether successful or unsuccessful) within 14 days of the conclusion of the process. Successful candidates will be placed on the roster and subsequently will be invited to apply for field mission vacancies open only to roster members. Roster membership does not guarantee selection.

Organizational Setting and Reporting

These positions are located in United Nations Peacekeeping Operations and Special Political missions. The Senior Public Information Officer typically reports to the Principal Public Information Officer in the Mission.

Education

Advanced university degree (Master's degree or equivalent) in communication, journalism, international relations, public administration or related field. A first-level university degree with in combination two additional years of qualifying experience may be accepted in lieu of the advanced university degree.

Work Experience

A minimum of ten years of progressively responsible experience in public information, journalism, international relations, public administration or related area is required. Experience in managing multidisciplinary team is required.

Languages

English and French are the working languages of the United Nations Secretariat. For the position(s) advertised, fluency in oral and written French or English, with a good working knowledge of the other, is required. Knowledge of another United Nations official language is an advantage.

Assessment Method

Evaluation of qualified candidates is likely to include a written assessment exercise followed by competency-based interview.

How to Apply

To apply, please visit our Careers website: <https://careers.un.org>

You can find this job opening by searching for "Public Information and External Relations" under the Job Network menu. You can sort the results by job level (bottom right of the results table). Women are particularly encouraged to apply. **Closing Date: 23 Aug 2014**

Classifieds



FEMALE SECRETARY IN DUBAI

Required Experienced Indian, Sri Lankan, Pakistan Female Secretary in Dubai, For a Real Estate Company. Fluent In English & Excellent Knowledge in Computer. **Email: ifadheldxb@yahoo.com**



PERSONAL ASSISTANT

Personal Assistant required for a company in Dubai. Bachelor's degree is a must. Minimum 3 years' experience. Filipino national Female / Male. **Email CV to: christine@lingerie trading.com**



FEMALE RECEPTIONIST

Required a female receptionist for an electromechanical company in Ajman. Must be experienced for 2-3 years in the same field. Expert in computer (MS Office, Internet, email), EPABX system. Bold & punctual. **Email: careers@bgmgrouppuae.com**



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Villas for Rent 3 (compound) in the Nabih Saleh of the prophetess in favor of a direct sea. Each villa consists of 3 bedrooms – 3 bathrooms – Lounge – Kitchen, price BD 2000. **Contact: 3770 9766**



APARTMENT FOR SALE

Apartment for sale in Seef District in a newly built tower. One Bedroom (88 Square Meters) Two toilets, Services available in the tower such as Swimming Pool, Gym, Parking Spaces, & 24 – Hour Security. Selling For BD 65,000. **Contact: 3888 8487**



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All inclusive offer per person includes Dubai – Maldives – Dubai air ticket, 3 nights stay in a beach resort on twin sharing, speed boat transfers, all three daily meals from 28th July and to 31st July. For bookings call 00971528455222 or **email holidays.uae@itltravel.com**



STUDIO APARTMENT DUBAI

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2 Bedroom in Tecom Next to Metro Station, Dubai. An opportunity with Cluttons to lease this spacious 2 bedroom apartment located in Silicon Plaza, Tecom, Dubai. Rent AED 100,000 /yr. Please visit www.cluttons.com/dubai or **Call 056 176 0538**

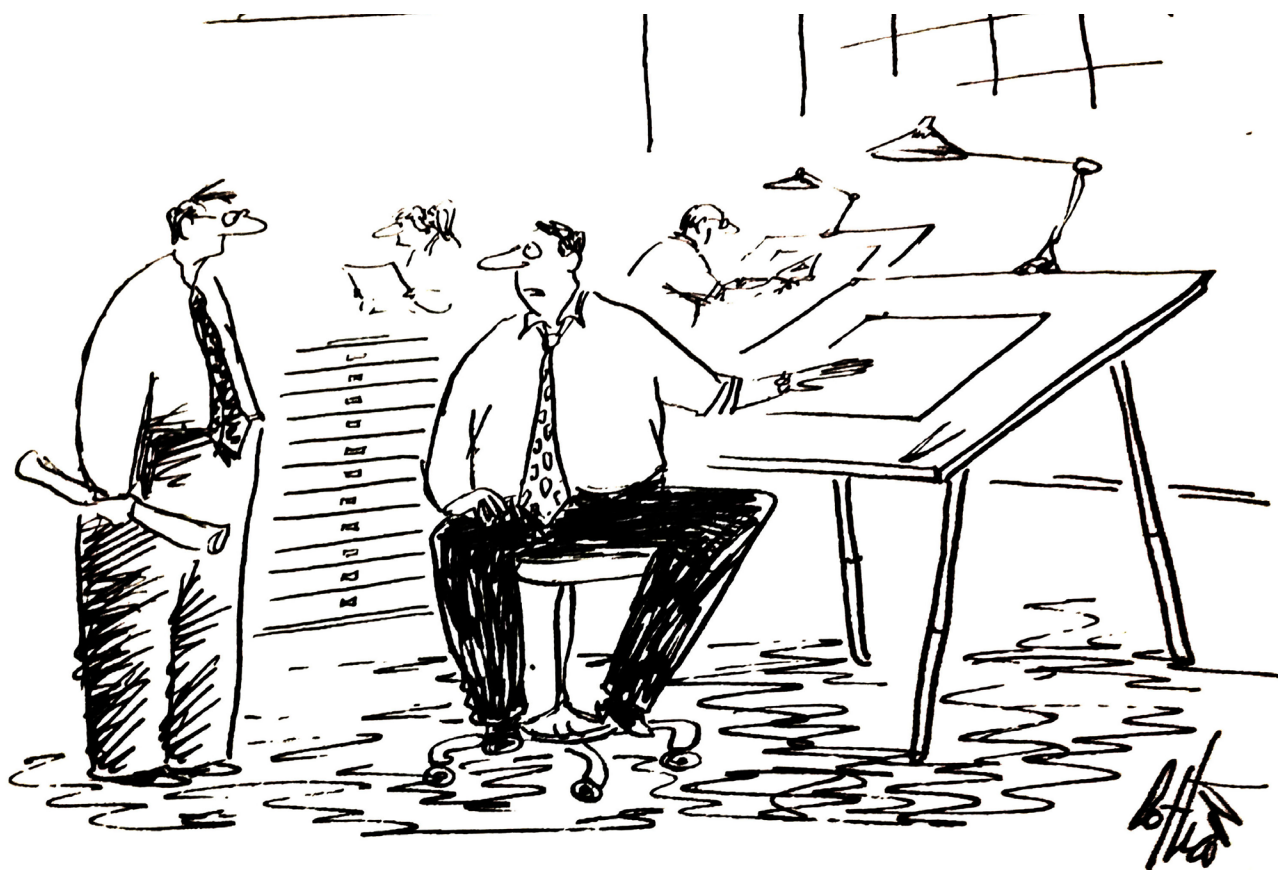


FOR SALE: RANGE ROVER SPORT

Supercharged, model 2006, dark grey, black leather interior, full option, one owner, US\$30,000 * BMW 630 CI, model 2007, excellent condition, one owner, company maintained, metallic green, beige leather interior, US\$32,000. **Tel: (961) 70 525852**



"Well, then, it's unanimous."



"We usually do our long-range planning at the last minute."