

Dr. Faiz H. Shah

PROGRAMME LEADERSHIP & ORGANIZATION DEVELOPMENT

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Asian Institute of Technology, Development Management Unit
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Career Summary

CAPACITY BUILDING INNOVATION, LEADERSHIP, PARTNERSHIPS

- ✓ **Extensive international consulting and training experience and familiarity with working of the UN system, donors, corporations & government. High energy and motivation.**
 - ✓ **Multi-sectoral international career reflects success in setting up & managing innovative Capacity-Building and Institutional Development initiatives in a number of countries.**
 - ✓ **Experience of engaging government, business, civil society, academia & media. Significant experience of teambuilding & participatory management.**
 - ✓ **Demonstrable organizational ability and inter-personal & negotiation skills. Record of successful program interventions involving initiative & resourcefulness.**
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1996 – Present

PROGRAM LEADERSHIP & CHANGE MANAGEMENT

- HEAD, DEVELOPMENT MANGEMENT, AIT EXTENSION
Asian Institute of Technology, Thailand
- VISITING PROFESSOR COLLEGE OF INNOVATION
Thammasat University, Thailand

Present

Program director for unit charged with executive and professional education in Management-related subjects at AIT Extension. Teaching of graduate-level courses at AIT School of Management-CSRA Asia Center at AIT, and the Service Innovation masters program at Thammasat University. Oversight of 43 professional courses and an expanding portfolio of international programs including Bangladesh, China, Kazakhstan, Kenya, New Zealand, South Africa and Sri Lanka.

Leading program teams in identifying opportunities, developing and delivering responsive experiential learning products, courses and professional development programs for a diverse, cross-sectoral client base particularly in the ASEAN and SAARC regions.

In senior program management role, contributing effectively to AIT Extension's strategic goals through widening the scope and quality of offerings relevant to emerging development management needs. Coordinating AITE's Healthcare Resources Group.

Recent successes include:

- AIT's single largest multi-country cross-level professional program (DEPCAM) for Dengue
 - AIT Teaching Case-Bank for building capacity for teaching case-writing
 - strategic OD and learning partnerships in Bangladesh, Nepal and Pakistan
 - pioneering Task & Resource-Gap Analysis (TARGA) organizational assessment framework
 - conceptualizing Professional Development Needs Assessment (PDNA) process, and
- **TEAM LEADER/ TECHNICAL EXPERT/ PROJECT DIRECTOR**
GTZ, CIDA, ADB, UNDP, SDC. UNIDO, ILO, FLO International, PCI, IPPF-SARO, Plan International

July 2008 to January 2010

Senior Programme Advisor and Team Leader for GTZ's Education Sector Development Program team working in support of the Punjab Government's continuous professional development initiative at the Directorate of Staff Development, Lahore. Part of recently created "Policy and Research" focal area tasked to backstop nationwide education strategy. Currently supporting

a mapping of institutional capacities within the federal and provincial governments and the development of a national technical and vocational education strategy

July 2007 to June 2008

Team Leader / CTA for the German Education Sector Development Program's intervention on basic teacher competencies in the Punjab, conducting province-wide baseline of 183,000 primary teachers trained in 1,300 clusters, against nationally relevant minima.

March 2006 to May 2007

Project Director and Senior Technical Advisor for the Canada-Pakistan Basic Education Project, a long-term bilateral assistance initiative for the strategic strengthening of key federal, provincial and district-level teacher education and education administration institutions in Pakistan.

November 2004 to February 2006

Team Leader of ADB's institutional development TA team tasked to restructure the National Council of Social Welfare, federal Ministry of Women's Affairs and Special Education, and develop partnership frameworks for Government-NGO cooperation in the post-Devolution paradigm spanning all tiers of government.

Short-term Consulting Assignments during this time

- Team leader for change management and OD initiatives for Swiss Development Cooperation's NGO support programs in Pakistan and the national initiatives of the International Planned Parenthood Federation in Iran and Pakistan.
- Team leader for Regional Organizational Development Unit for the International Planned Parenthood Federation's multi-specialist organizational assessment team, evaluating programs and processes for FPA Iran and Pakistan, advising on organizational re-organization.
- Co-founder and interim/honorary CEO of Pakistan Compliance Initiative for Social Performance, a multi-stakeholder public-private partnership developing institutional interventions for improving workplace standards including worker education and social protection.
- CTA for Plan International, leading a team reviewing specific Education and PHC interventions within a Child Centred framework for projects in Punjab, ICT and NWFP, and later re-structuring their national staff incentives system.
- CTA to EIROP's Planning & Budgeting Capacity Building project, designing and implementing training and proposal development program for over 3,000 local government leaders in all districts of NWFP.
- Author of shaping Paper for ILO's Executive Round Table, outlining experience of developing and implementing organization-wide participatory internal monitoring systems in a multi-cultural organization.
- Co-author and trainer for UNDP-PARAGON's Humane Governance module for senior decision-makers in government, co-delivered at the Pakistan Administrative Staff College, the nation's apex civil service training institute.
- Co-author of "Voices of Children", the first field research-based review of child labour in the sporting goods industry in Pakistan, and project director for designing and coordinating household-level survey of 1,500 village communities in Sialkot.
- CTA for UNIDO's Triple Bottom-Line demonstration project in Southeast Asia, formulating and testing interventions for developing organizational capacity among small enterprises to detect and respond to quality, social and environmental challenges within their supply chains, reported at the World Summit on Sustainable Development.
- Consultant and Lead Trainer for the European Union mission, evaluating organizational effectiveness and M&E mechanisms at EU-funded projects all over Pakistan, developing verifiable process controls for organizational efficiency and training staff to implement them.

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- Regional liaison for Fairtrade International, designing and implementing enterprise development & capacity building programmes for SMEs and introducing fair trade standards to Pakistan in collaboration with Rattvisemarkt (Swedish Fair Trade).

EXECUTIVE DIRECTOR & CORPORATE HEAD

Saga Sports Pakistan, United Kingdom & China

December 2005 to September 2001

Member of the executive board, and later COO, managed organization development & HRD interventions at family-owned business to build world's largest hand-stitched sportsball company.

Developed value-driven participatory management systems and HRD to develop 7,000 individuals to work in community-based OSHA-compliant manufacturing units with integrated NFE and PHC components. Led overseas expansion to make company first Pakistani multinational in China, doubled revenues, winning 10 consecutive national "best company" awards.

Developed multi-stakeholder enterprise partnerships, the industry's largest grassroots worker education and primary health network reaching 1,500 communities, and the industry's first socially responsible all-woman ball-making enterprise. Model showcased in leading publications including The Economist.

Engaged industry, trade unions, government, NGOs & media in Asia, EU & USA on labour practice issues, chaired ILO-Industry Child Labour Elimination Project's implementing body and contributed to industry policy through a number of forums including the ethics and fair-trade committee of the World Federation of the Sporting Goods Industry.

Co-founded Responsible Business Initiative, Pakistan's first citizen sector organization promoting ethical business values, creating demand for corporate social responsibility, and linking business with civil society stakeholders.

1989 – 1996

PARTICIPATORY DEVELOPMENT MANAGEMENT and GRANT-MAKING

- DIRECTOR/CEO, THARPARKER RURAL DEVELOPMENT PROGRAMME
- INTERIM DIRECTOR / DEPUTY DIRECTOR, PAKISTAN-AFGHANISTAN FIELD OFFICE
Save the Children United Kingdom

Led change from relief agency to development support organization. Developed national professional team, spearheaded country strategy and consolidated program goals. As member of the Education Strategy working group for the South Asia developed ECCD and Child-Centred Participatory program goals for SC-UK. Coordinated unique ECCD, child rights and female adult literacy initiatives with local counterparts.

In short term assignment as National Officer Education at UNICEF, assisted in formulating and implementing national EFA strategy. Oversaw national Adult Basic Competencies study and developed strategic recommendations for the Prime Minister's Literacy Commission.

Successfully led 18-month participatory change management initiative to create Thardeep, now among the largest rural development program in Pakistan. Built programme capacity around micro-credit and health/education entry-points. Worked with peers in Bangladesh, India, Nepal, Pakistan and Sri Lanka on regional policy and program strategies.

Co-designed and led first 1,500-village field survey of working children in Sialkot district, paving way for widely quoted multi-national anti-child labour initiative, since replicated in India. Helped forge first industry-NGO-multilateral social performance alliance.

Visualized and launched the country's first inter-sectoral multi-stakeholder child labor project, SC-UK's largest child-centred social protection effort, since recognized as an industry benchmark.

- **HEAD OF HRD & EDUCATION PROGRAM COORDINATOR**
Trust for Voluntary Organizations Pakistan

Administered project development & grant-making for Rs. 500-million fund for citizen sector organizations promoting Primary Education and skill-development in remote communities.

Developed and oversaw 400-plus community-based human development projects, including girl's non-formal home schools in Balochistan, tribal NWFP and the Thar desert, and computer centres in Orangi. Managed Commonwealth Foundation UK's Pakistan liaison.

Coordinated national primary curriculum education review for the British Council working with the Aga Khan University's Institute of Education Development and the Ali Institute of Education. Consulted for UNICEF Pakistan in the Education sector on the adult basic competencies study.

As core member of the Asian Institute of Technology's NGO Management Development Consortium, designed and implemented interventions in Afghanistan, Cambodia, India, Pakistan, Sri Lanka and Thailand.

- **RESIDENT REPRESENTATIVE**
Raasta Development Consultants Pakistan

As regional team leader for training and HRD consulting, undertook community-based research and capacity-building projects for government, the UN system and citizen sector organizations in the areas of primary health, health education, gender and literacy.

Co-developed training and capacity-building modules for proposal development and fundraising for small community organizations. Co-authored resource mobilization manual with UNICEF and Management Centre UK, taught project design and management to grassroots NGOs. Conducted community needs assessments, trainings, and program design & implementation projects for a cross-section of clients.

- **GRADUATE RESEARCHER, SCHOOL OF URBAN POLICY & KENT SCHOOL OF SOCIAL WORK**
- **GRADUATE PROGRAM ASSISTANT, UNC HEALTH CAREERS PROGRAM**
University of Louisville & University of North Carolina–Chapel Hill USA

On competitive graduate fellowship during graduate school, worked on grant-funded projects at the School of Urban Policy and the Kent School of Social Work, mostly addressing policy concerns for disadvantaged communities.

Mentored minority students in preparing for health careers in innovative capacity-building programme at UNC-Chapel Hill. Elected vice-president and president of the School of Urban Policy student body.

Assisted lead researcher in developing and implementing State-wide Computer-Aided Education project for disadvantaged communities.

1979 – 1989

COMMUNITY HEALTH & PRIMARY CARE SERVICE DELIVERY

- **DEMONSTRATOR IN COMMUNITY MEDICINE & IN-CHARGE W.H.O. DETOXIFICATION UNIT**
A.I. Medical College & Services Hospital Pakistan

As permanent faculty, led design and implementation of school health component of pioneering initiative in community-based training of medical students to deliver primary health care in underdeveloped communities.

Launched community outreach substance-abuse detoxification and rehabilitation programme covering metro-Lahore supported by the World Health Organization.

As prevention consultant for Pakistan Narcotics Control Board-Drug Abuse Prevention Resource Centre, an EU/USAID-funded project, trained over 150 activists from government, civil society and media in local-level drug-abuse prevention & awareness interventions.

• ORGANIZER & VOLUNTEER TEAM LEADER

Red Cross, Patient Welfare-AIMC & Union of Students Against Drug Abuse

Established Lahore's first all-volunteer blood bank initiative to eliminate health risk from professional donors, partnering Red Cross with educational and health institutions, creating record handling capacity.

Pioneered self-sustaining patient-care NGO covering 1,000 tertiary care beds with outreach to over a million people, successfully replicated in government healthcare facilities for over 18 years.

Organized student activists through USAID-funded Drug Abuse Prevention Consultant network into self-funded drug-abuse awareness and referral program.

EDUCATION AND PROFESSIONAL DEVELOPMENT

1992 DOCTORAL COURSEWORK

School of Business & Public Administration, University of Louisville

Organizational Administration track with advanced courses in Social Research, Organization Structure and Design, Organizational Behaviour, Statistical Analysis, and Quality Outcomes Management.

Dissertation topic: *Privatization options in public-sector health care.*

1991 MASTERS DEGREE

School of Urban Policy, University of Louisville

Health Systems/Administration track. Emphasis: Management Engineering, Systems Planning & Management, and Information Systems.

Thesis: *Verifiable Quality Management using Critical Path methodology*

1985 PROFESSIONAL MEDICAL DEGREE

Allama Iqbal Medical College, University of the Punjab

House-training in Medicine, Surgery, Casualty and Psychiatry.

Post-graduate training/field experience in Community Medicine/Public Health.

Full Registration: *Pakistan Medical & Dental Council*

PROJECT DEVELOPMENT & MANAGEMENT ADVISORY

TECHNICAL ADVISOR/PROJECT DIRECTOR/TEAM LEADER

2012 **EDSMAT** – World Bank and Government of Pakistan, Ministry of Water & Power
Organization-wide capacity building for 4 newly privatized energy companies

2012 **UFP/RUFP**– Government of Timor Leste, Ministry of Education & HRD Fund
Country's first college-entry capacity building initiative in Science, Maths and English

2012 **CAB-RBI**– College of Agricultural Banking, Reserve Bank of India
Multi-country experiential trainings for apex bank in Thailand, Indonesia & New Zealand

2012 **UVA**– Government of Sri Lanka, Chief Minister's Office, Uva Province
Strategic engagement for grassroots capacity development of public officials

- 2011 **DEPCAM & MoH-SL/MoPH-Th**– Government of Punjab, Health Department
First multi-country, cross-level specialized training on Dengue prevention & management
- 2011 **MPDD**– Government of Punjab, Management & Professional Development Department
Integrated initiative to design and implement HRD interventions train public officials
- 2011 **CSC**– Government of the Maldives, Civil Service Commission
Organization Development initiative to re-build country's civil service recruitment systems
- 2011 **Bhutan Telecom**– State Telecommunication Authority, Bhutan
Multi-disciplinary, cross-level capacity-building initiative in Marketing & Communications
- 2010 **InM**– Institute of Micro-Finance, Bangladesh
Pioneering initiative for building capacity for producing locally relevant teaching cases
- 2010 **IFAD**– Four-country APMAS Project Management Initiative
Concept, design and facilitation of professional development needs assessment
- 2010 **DSD**– Training of Master Trainers in four priority areas in the Punjab
TNA and design for lead trainer program and backstopping for Secondary teachers
- 2009 **GTZ**– Effectiveness study of Parent-Teacher Councils in the Punjab
Oversight of design and fieldwork for first comprehensive survey for the Punjab
- 2009 **GTZ**– Effectiveness study of Parent-Teacher Councils in the Punjab
Oversight of design and fieldwork for first comprehensive survey for the Punjab
- 2007 **GTZ**– Basic Education Development Program
Research team leader for country's first teacher competency baseline assessment
- 2007 **Vision Technologies**– Institutional Strengthening Implementation Plan
Re-organization Plan and 10-year business plan for major-brand sportsball supplier
- 2007 **Engro Chemical Pakistan**– Stakeholder Engagement for Sustainability Report
External facilitation of corporate responsibility disclosure for KSE-100 company
- 2007 **Plan-Pakistan** – Universal Birth Registration Project
Stakeholder facilitated review and development of landmark project
- 2006 **IPPF-SARO**– Family Planning Association of Iran
Task and Resource Gap Analysis of national reproductive health program
- 2006 **UNDP-NCHD**– Education & Literacy Component
National program assessment using participatory methodology
- 2005 **CIDA-Semiotics**– Canada-Pakistan Basic education Project
Led design and implementation for long-term institutional development initiative
- 2005 **ThreadNet Hunza-SDC**– Karakoram Area Development Organization
Design and implementation strategy for "indigenization" of women's cooperative
- 2005 **Shubinak-SDC**– Aga Khan Rural Support Program
Change management plan for traditional wool-making and weaving enterprises
- 2005 **Engro Chemical Pakistan**– Corporate Social Responsibility disclosure
Design and implementation of stakeholder dialogue process & its validation
- 2005 **ILO-SDC**– Child Labour Elimination interventions in NWFP
Assessment of program effectiveness and impact of intervention targeting child workers

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- 2004 **IPPF-SARO**– Rahnuma-Family Planning Association of Pakistan
Restructuring and change management strategy complimented by 3-year HR Plan
- 2004 **PLAN-Pakistan**– Strategic Plan development facilitation
National workshops & stakeholder engagement leading to national program strategy
- 2004 **HEC-BC**– Higher Education Commission of Pakistan & the British Council
National series of workshops & backstopping for national and UK university links
- 2004 **GoNGO**– Asian Development Bank Technical Assistance to Govt. of Pakistan
National NGO policy development and institutional strengthening initiative
- 2003 **EIROP-UNDP-SDC**– Capacity Building of Local Governments on Budget Management
Development & delivery of grassroots training for all Union Councils in NWFP
- 2003 **UNDP**– PARAGON Regional Governance Program for Asia
Asia-Pacific module on Humane Governance & Human Security
- 2002 **PCI** – Pakistan Compliance Initiative on Security & Social Performance
National program – Corporate standards, capacity-building & verification
- 2002 **GEPA** – German Alternative Trade Organization
Independent Assessment – Ball supply chain integrity from Pakistan to the EU
- 2000 **Rattvisemarkt** – Swedish Fairtrade Organization
Athletic Ball Project – Establishing community-based supply chains for fair-trade
- 2001 **FLO** – Fairtrade Labelling Organization International
Non-Food Sourcing Standards – Draft monitoring criteria for product integrity
- 2001 **UNIDO** – United Nations Industrial Development Organization
Triple Bottom Line project – Developing a “TBL” methodology for export SMEs
- 1995 **UNICEF** – United Nations Children's Fund
Adult Basic Competency – Reviewing study on efficacy of primary education
- 1995 **The British Council** – Primary Curriculum Review & Development (PRIDEV) Project
National assessment in collaboration with AIE and AED-AKU
- 1994 **WWF** – World Wide Fund for Nature
Strategic Plan – Facilitation for programme review and 5-year strategy
- 1993 **Rosary Hospital** – Catholic Church
Management Review – Strategy for re-organizing optimal service delivery
- 1992 **Fatima Memorial** – 300-bed Teaching Hospital
Quality Management – Plan for re-structuring service delivery & fundraising

TRAINING AND PROGRAM DESIGN & SUPPORT

VISITING/GUEST FACULTY

- 2011 **Bangkok** – Asian Institute of Technology School of Management & CSRA Asia Centre
Human Resource Development, Diversity & Inclusion course for masters program
- 2011 **Bangkok** – Thammasat University, College of Innovation
Service innovation masters program emphasis on management of health care
- 2009 **Copenhagen** – University of Copenhagen, School of African Studies
Inter-regional session: To be Hungry and Negotiate Climate Change

	COP15 Campus – Climate Sustainability Platform, Copenhagen Climate Exchange Workshop: Climate Challenge: Mitigation Options for Sustainable Urban Lifestyles
2006 – 2009	DSD – Directorate of Staff Development, Punjab Courses: Human Resource Management; Quality Management
2004 – present	Punjab – Punjab University, Institute of Administrative Sciences Course: Human Resource Management
	HRDN – Human Resource Development Network Workshop Sessions: Emergent HR issues in Pakistan and UAE
2003	PASC – Pakistan Administrative Staff College Workshop on Human Security at nation's top civil service institute
1999 – 2003	Wharton – University of Pennsylvania, the Wharton School Course on International Business Ethics: case studies on labour practice
1999	U of M – University of Michigan, Business School Seminar on brand image: ethical issues along major brand supply chains
2000 – 2002	LEAD-Pk – Leadership for Environment & Development Program Module: Corporate Social Responsibility and Industrial Ecology
1994 –1996	AIT – Asian Institute of Technology, NGDO Management Program Modules: Project Development, Management & Finance, M&E
1993	Punjab – Punjab University, Department of Computer Science Course: System Analysis & Design
1993	IMS – Pak-American Institute of Management Science, MBA Program Course: Organizational Behaviour, Organizational Analysis & Development
1994 –1997	ADHR – Association for the Development of Human Resources Modules: Community Mobilization, Participatory Monitoring & Evaluation
1988 –1994	DAPRC – Drug Abuse Prevention Resource Centre Course: Community Mobilization, Program Development

TRAINING COURSES

2012	Distributed Instructional Design	Tata Interactive Bangkok-Thailand
2011	Health, Safety & Environment in Ports & Shipping	GIZ/ASEAN Project Bangkok-Thailand
2010	Training of Trainers TOPSIM learning program	Tata/AIT Bangkok-Thailand
2007	UNU-IAS CSR Leadership Program	UNU-IAS/AIT/CSRA Bangkok-Thailand
2007	Designing & Supervising Academic Research	NIIT/NUST, Islamabad-Pakistan
2004	Advanced Social Auditing on SA8000	SAI/RBI, Lahore-Pakistan
2001	Social, Environmental & Financial (TBL) Monitoring	UNIDO/SMED Colombo-Sri Lanka
2000	Social Auditing and SA8000 Lead Auditor	SAI/SGS, Lahore-Pakistan
1998	Air Quality Monitoring and Compliance	SAGA/Nike, Inc., Bangkok-Thailand
1997	Workplace Health & Safety Monitoring	SAGA/Nike, Inc., Bangkok-Thailand
1996	Child-Centred Participatory Research	SCUK/BARD, Comilla-Bangladesh
1995	Gender & Development	SCUK/UNDP, Islamabad-Pakistan
1995	Education Policy and Planning	SCUK, Delhi-India
1994	HRD Techniques & Methodology	ADHR/TVO, Islamabad-Pakistan
1994	Team Management	PIM/TVO, Karachi-Pakistan
1993	Fund-raising for Philanthropy	UNICEF/TMC-UK, Lahore-Pakistan
1991	Leadership	Univ. Louisville, Kentucky-USA
1989	Community-based Communication Strategies	USAID/Thai ONCB, Bangkok-Thailand

1988	Community Research & Programming TOT	CEC/PNCB, Islamabad-Pakistan
1987	Population Planning for Development	GOP/PWTI, Lahore-Pakistan
1987	Drug Abuse Prevention and Treatment	WHO/PNCB, Lahore-Pakistan
1984	Diagnosis in Child Psychiatry	Univ. Columbia/PPS, Lahore-Pakistan

MEMBERSHIPS & HONORS

2009-12	Chair, Fairplay Committee, Punjab Football Association
2007-9	Member, GRI International Working Group on Food Processing Sector Guidelines
2003-6	Examiner, Institute of Chartered Accountants of Pakistan
2002	Featured speaker, US Council of State Governments & IRG Asia Series
2001	Keynote speaker, ILO Global Roundtable on Social Performance
2000	Member, Measurement Working Group, Global Reporting Initiative
1999	Member, SCCLI mission on child labour to Capitol Hill
1999	Member, TI-SAI Committee on Business Principles for Countering Bribery
1997-9	Member, Committee on Ethics & Fair Trade, World Federation of Sporting Goods Industry
1997	Chair, ILO-Industry Child Labour Project, Sialkot Implementation Team
1997	Founder Member, Sialkot Chamber Standing Committee on Child Labour
1994	Core Member, Asian Institute of Technology NGDO Management Consortium
1992	President, School of Urban Policy Students Council, University of Louisville

SOCIAL ENTREPRENEURSHIP & ORGANIZATION DEVELOPMENT

- 2008 **Research Framework & Trained Field Team Provides Resident Resource to DSD**
Developing a comprehensive field research manual comprising literature review, research design and toolkits and training 40 district-level Education Department staff as field researchers to form the country's first dedicated Research Network provides ongoing evidence-based feedback for policy decisions.
- 2006 **Knowledge Resources Strengthens Strategic Teacher Training & Development**
Developing framework for diagnosis, planning, implementation and appraisal of organizational capacity (TARGA) within government-run teacher education institutions at the federal, provincial and grassroots levels, and piloting identified institutional strengthening strategies through national and international experts.
- 2004 **Working models of Government-NGO cooperation informing national policy**
Demonstrating effective cooperation between the government and the civil society sectors through a tiered and thematic selection of pilots paves the way for a draft national policy on State-Citizen engagement, and lays out agenda for initiating stakeholder dialogue in the post-Devolution governance milieu.
- 2002 **Micro-entrepreneurs complying with social standards to attract foreign buyers**
Manufacturers, buyers, government and civil society establishing a national body to facilitate credible preparations for and compliance with international supply chain integrity standards, including security, social performance and environmental safety, as first inter-sectoral trade development collaboration.
- 2001 **SMEs generating responsible profits through sustainable business practices**
UNIDO-supported development of "triple bottom-line" (TBL) performance measurement methodology enables SMEs in the textile, leather and sports goods sector to track return on investments in social and environmental standards. Pilot for presentation at World Summit on Sustainable Development, Johannesburg applies TBL to SMEs in India, Pakistan, Sri Lanka and Thailand
- 2000 **Cottage industry accessing overseas markets through fair trade**
Artisans in cottage industry organized in workers groups get direct monetary remittances from retailers in 17 countries marketing product. Employers guarantee integrity standards, freedom of association and defer to worker advice on worker education and welfare programs.

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- 1998 **Community-based manufacturing generating sustainable livelihoods**
Breaking traditional mega-factory model, manufacturing is placed at the grassroots level with international workplace standards, creating local jobs, eliminating middlemen, curbing migration, enhancing disposable incomes and generating interest in local development.
- 1996 **Industry partnering citizen sector to remedy child Labour**
Ball producers for major international brands, represented by their trade associations in Pakistan, Europe and USA, together with the ILO and governments implemented an initiative that identifies working children and places them in schools, while attracting adult to replace them with better pay and conditions.
- 1995 **Desert communities organizing for sustainable life choices**
Thirty desert communities, with support from government and international donors wean a drought relief programme from its seasonal donor links and develop it into an indigenous sustainable NGO, developing local organizations, skills and its own service delivery structures.
- 1994 **Entrepreneurs educating the underprivileged in remote communities**
Replicating a tested home-school model in small communities with low female literacy and weak education infrastructure, local entrepreneurs supported by funding agencies, the education department and local opinion leaders, deliver standardized curricula and testing from primary education to secondary level computer training.
- 1992 **Volunteers mainstreaming national AIDS awareness campaign**
Activists supported by local doctors, traditional healers, church groups, private schools, media and government health department, mainstream AIDS awareness activity in WHO-led national strategy, particularly in the red light district, with notable cooperation from mullahs.
- 1988 **Volunteers running drug-abuse awareness and referral help-line**
Trained student activists, supported by government, media, NGOs, academics and local philanthropists, develop and disseminate drug demand reduction messages specifically targeted at high school and college students, and their parents.
- 1986 **Medical students learning hands on rural Primary Health delivery**
Nationally accredited curriculum bringing medical students out of their ivory tower to understand reality of basic health care in rural communities, involving government health and education departments, local opinion leaders in five community clusters and the national curriculum body.
- 1980 **Philanthropic Partnerships support Tertiary care for indigent patients**
Full-service prescription and surgical prostheses made available to poor patients through private donations and corporate philanthropy, bringing together government, clinicians, pharmaceutical companies and a private donor network. Screening clinics for diabetes, tuberculosis and heart disease added later. Model officially adopted in government facilities.
- 1979 **Volunteer blood bank eliminates health hazard for general public**
Beginning with training a volunteer team of medical students as phlebotomists and technicians, project used planned giving by donors from local colleges to optimize collection, storage and distribution of fresh blood through all city hospitals, supported by the Red Cross, government health and education departments.

PROFESSIONAL OUTPUT

Shah, Faiz H. & A. Waheed, Defining Characteristics of Responsible Leaders, Chapter contributed to Leaders for the 21st Century, Philippe de Woot [Ed], under publication

Principles to Practice: Towards a Business Integrity Toolkit Weaving Anti-Corruption into Company Processes with the Responsible Business Framework, concept note for the World Economic Forum Partnering Against Corruption Initiative, (01/2011)

Towards Demonstrable Corporate Integrity: Piloting the Responsible Business Framework: Exploratory review of testing modalities for the Responsible Business Framework (12/2010).

Responsible Business Guide – A Toolkit for Winning Companies, Centre for Private Enterprise, an affiliate of the US Chamber of Commerce (11/2010)

Sudden Death on the Soccer Pitch, Chapter 16 contributed to "Marketing Practices in Developing Economy", Dholakia, R, S.F. Anwar and K. Hussain (Eds), textbook published by Prentice-Hall, New Delhi, India (2010)

In with the New, Chapter 24 contributed to "Marketing Practices in Developing Economy", Dholakia, R, S.F. Anwar and K. Hussain (Eds), textbook published by Prentice-Hall, New Delhi, India (2010)

Shah, Faiz H, The Business Case for Climate Responsibility, Rio+20 Platform Consultation Workshop, "Corporate Climate Sustainability: Towards a Responsible Business Framework in a Green Economy", Colombo, Sri Lanka (6/2010)

Sustainable Living: Small Decisions that make for Big Change, Climate Sustainability Campus, Workshop 2: "The Climate Challenge: Adaptation of Sustainable Lifestyles & Livelihoods to Face Climate Change", Copenhagen Climate Exchange, COP15, Copenhagen Denmark (12/2009)

Undoing Or Optimising? Micro-Solutions For Climate-Friendly Urban Spaces, Climate Sustainability Campus, Workshop 4, "The Climate Challenge: Mitigation Options for Sustainable Urban Lifestyles and Livelihoods", Copenhagen Climate Exchange, COP15, Copenhagen Denmark (12/2009)

Sustainability And Sport: The Responsible Soccerball, Plenary Presentation at the Copenhagen Climate Exchange, side event of COP15, Copenhagen Denmark (12/2009)

Equity and the Threat to Climate Sustainability: Why Trade & Enterprise Solutions Are So Important, Inter-regional dialogue panel: Going Hungry and Negotiating Climate Change, at the University of Copenhagen, side event of COP15 Copenhagen, Denmark (12/2009)

Shah, Faiz H. & Ali Qadir, Competency Assessment of Primary Teachers in the Punjab, Research Design, Review of Literature and Field Manual for the Directorate of Staff Development, Punjab (07/2007 & 2009)

Shah, Faiz H. & A. Waheed, Catching Them Young: Creating Real World-Savvy Entrepreneurs Through ICT Innovation, Keynote for Session III: Youth Entrepreneurship Online: Development and Marketing of Innovation, Digital Age & the New Generation, International Information Technology Conference, Baku, Azerbaijan (11-2009)

Can Faith Build Competitiveness? Invited essay for the "State of Responsible Competitiveness Report 2007, Zadek et al (Eds), Accountability (7/2007)

Shah, Faiz H. Retaining Top Performers Keynote session for the Annual Training Retreat for Human Resource Development Network, Dubai (4/2007)

Task and Resource Gap Analysis (TARGA) as a tool for Institutional Development, paper presented at the International Education Conference, Institute of Education & Research, Punjab University (1/2007)

Government NGO Partnerships for Development, Policy report for Asian Development Bank's technical assistance to the National Council of Social Welfare, Government of Pakistan, (6/2005)

Accountability of NGOs, invited essay for the Aga Khan Foundation - NGO Resource Centre's publication on NGO accountability (1/2005)

Public-Private Partnerships, Invited presentation at the 4th International HRDN Conference, (11/2004)

Munsch, H. and Faiz Shah, Review of Working Children in NWFP and Remediation Program Impact, field assessment report on ILO-SDC-GoNWFP remediation efforts for working children in 4 districts (10/2004)

Shah, Faiz, (Ed), Planning & Budgeting at the Union Council level, Capacity Building Manual for UNDP and the Essential Institutions Reform Operationalization Program (EIROP) Government of the Northwest Frontier Province, Urdu (07/2003).

Social Management, Compliance Standards and Competitive Advantage, Industry Awareness Seminar Series for the Small & Medium Enterprise Development Authority and the National Accreditation Council, Gujrat (10/2002), Lahore (07/2003).

Challenge and Change: Fairtrade Sports Balls at Work, Pakistan segment for the annual report, Fairtrade Labelling Organizations International (05/2003).

Oquist, Paul, and Shah, Faiz H. Humane Governance for Human Security and Sustainable Human Development, Generic Manual and Workshop for UNDP-PARAGON at the Pakistan Administrative Staff College (04/2003).

Shah, Faiz H. Outline for a Pakistan Compliance Initiative for Security and Social Performance Standards, presented to the Government of Pakistan on behalf of the Textile & Apparel Group (12/2002).

Corporate Social Performance, Global Standards and Competitive Advantage, Industry Awareness Seminar Series for the National Accreditation Council, and the Export Promotion Bureau, Faisalabad (9/2002).

ISO and GRI: Relationships and Possibilities, invited paper presented at the GRI Regional Conference, Kuala Lumpur (07/2002).

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PERSONAL

- Leisure Ghazal poetry, biographies, cooking, long drives, reflection
- Working Languages English, Urdu, Punjabi, Hindi
- Work Experience China, Germany, Sweden, Thailand, UK, USA
- Work-related Travel Australia, Austria, Azerbaijan, Bangladesh, Belgium, Bhutan, Brazil, Britain, Cambodia, Canada, China, Denmark, Finland, France, Germany, Guernsey, Hong Kong, India, Iran, Japan, Korea, Laos, Malaysia, the Maldives, Nepal, the Netherlands, Norway, Pakistan, the Philippines, Senegal, Singapore, South Africa, Spain, Sri Lanka, Sweden, Switzerland, Thailand, Timor Leste, United Arab Emirates, United States of America, New Zealand, Vietnam
- Other Travel Bahrain, Czech Republic, Gibraltar, Hungary, Ireland, Jordan, Lichtenstein, Luxemburg, Macau, Monaco, Oman, Poland, Portugal, Qatar, San Marino, Saudi Arabia, Slovakia, Slovenia, Turkey, the Vatican