



DIRECTOR GENERAL

Ph: 051-9255154  
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F. No.1 (11)/2025-26/AD/(T-II)  
GOVERNMENT OF PAKISTAN  
ESTABLISHMENT DIVISION  
AHK NATIONAL CENTRE FOR RURAL DEVELOPMENT  
PARK ROAD, CHAK SHAHZAD, ISLAMABAD

October 20, 2025

**SUBJECT: TRAINING COURSE ON "ALTERNATE ENERGY RESOURCES- POTENTIAL & PROSPECTS," 10-14 NOVEMBER, 2025**

Akhtar Hameed Khan National Centre for Rural Development (AHKNCRD), an Attached Department of Establishment Division, is responsible for promoting the cause of rural development and poverty alleviation in Pakistan through its programmes of training and research. Training is imparted, inter alia to officials of the Local Government and Rural Development Departments, elected representatives, and functionaries of Nation Building Department (NBD's) in order to improve their professional skills and promote sharing of relevant experiences regarding rural development and poverty alleviation in Pakistan.

2. AHKNCRD is planning to organize a five days' training course on "Alternate Energy Resources for Development" from November 10-14, 2025. The major objectives of the training programme include:

- To share concept and approaches of Alternate Energy Resources;
- To discuss Alternate Energy Resources as a solution to Energy Crisis in the country;
- To provide a forum for experience sharing with regard to Alternate Energy Resources available in different parts of country;

3. No training fee will be charged for the training; however, TA/DA of the participants shall be borne by the nominating agencies. Boarding and lodging facilities are available in the NCRD Hostel located within NCRD Complex, on the approved rates and the 'first come, first served' and double occupancy basis. Food arrangements will be made by the participants on self-finance basis for which staff is available in the Hostel.

4. Participants may please be informed that Family Members / Children are not allowed to stay with them in the Hostel.

5. It will be appreciated if nominations of 4-5 suitable officers from your department/organization are sent to NCRD by July 25, 2025. The nomination letter is required to include:

Name	Designation	Department	Contact details	Email Address
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The coordinator may be contacted in case of any further queries.

Course Coordinator: Ms. Maira Razzaq, (Assistant Director, AHKNCRD).  
Telephone: 051-9255194, E-mail: adt2@ncrd.gov.pk Fax No: 051-9255157,

A.S (Sec/HRM)

Sincerely,

929/x  
Awais Manzoor Sumra  
Secretary

DS (HRM-I)  
SO (HRM) - 03/01  
Muhammad Fardos  
Deputy Secretary (HRM) u/u  
Israr Mohammad Khan

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# Creating a Purpose-Driven Organisation

UNLOCK THE POWER OF PURPOSE TO DRIVE STRATEGY, CULTURE, AND PERFORMANCE

Fee: 25,000/-



Nov 27, 2025 (PIM, Karachi)

Dec 31, 2025 (PIM, Lahore)

Jan 05, 2026 (PIM, Islamabad)



## WHY ATTEND?

In today's fast-changing environment, organisations that lead with purpose outperform those that focus only on profits. This highly interactive masterclass equips leaders and teams with the mindset, tools, and practical frameworks to embed purpose into every level of the organisation.

## LEARNING OUTCOMES

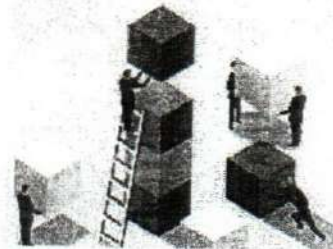
- Understand what it means to be a purpose-driven organisation
- Link purpose with strategy, culture, and KPIs
- Diagnose gaps in your organisation's purpose alignment
- Practice purpose-led leadership through case studies & role-play
- Develop a personal action plan to champion purpose in your workplace

## WHO SHOULD ATTEND

- Senior Leaders & Executives
- Managers & Team Leaders
- HR, OD, and Culture Professionals
- Change Agents and Improvement Leaders

## PROGRAM HIGHLIGHTS

- Case Studies
- Interactive Tools: KPI cascade templates, alignment audit, action planning
- Practical Exercises:
- Takeaway Workbook: Ready-to-use worksheets & templates



## FACILITATOR

Owais Malick has more than 30 years of professional experience of both the East and the West. He is a passionate life-long learner, management trainer and consultant. He has worked in both industry and academia in Australia and Pakistan. At present he is working as Project Management Consultant at BHP - Australia with focus on Project Planning. As a hobby, he has been engaged in regular lecturing at Torrens University, Australia for almost a decade. Before moving to Australia, he has worked as a management trainer and consultant at Pakistan Institute of Management. His expertise is in the areas of Value Co-Creation, Strategic Alignment, Building Purpose driven Organisations, Strategic Project management, Project risk management and Earned Value Management. He has special interest in providing consulting services to the organisations who want to create a lasting impact on generations to come. He provides insights to the organisations on how they can do more with less. This course is a culmination of his extensive knowledge and experience of both the East and the west on how to create a purpose driven organisation.



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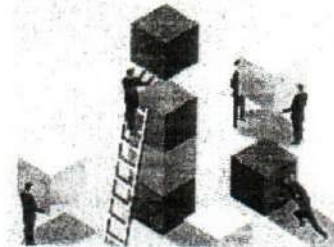
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## STRATEGIC FORESIGHT: ANTICIPATING AND SHAPING THE FUTURE



By: Dr. Muhammad Syed ul Haque  
Executive Director, PIM

### INTRODUCTION

In a world that is becoming increasingly complex and rapidly changing, organizations, governments, and societies face unprecedented uncertainty. Technological disruption, shifting global power, climate change, social movements, and economic instability are reshaping the foundations of strategy. Traditional planning methods, which heavily rely on past data and linear projections, are no longer sufficient to handle this turbulence. Instead, decision-makers need tools and mindsets that allow them to anticipate multiple possible futures, prepare for disruptions, and build pathways toward preferred outcomes. This is where strategic foresight becomes a crucial discipline.

Strategic foresight involves a structured and systematic process of exploring, anticipating, and shaping the future. It doesn't aim to predict a single outcome, but instead focuses on identifying potential scenarios, recognizing early signs, and enhancing resilience and flexibility. Through strategic foresight, organizations can make more informed decisions, avoid strategic blind spots, and capitalize on opportunities that others might overlook.

This article explores the concept, importance, methods, applications, and challenges of strategic foresight, while also highlighting its role in contemporary business, governance, and societal change.

### UNDERSTANDING STRATEGIC FORESIGHT

At its core, strategic foresight is about recognizing that the future is neither fixed nor completely random. It exists as a range of possibilities shaped by current trends, emerging signals, and intentional choices. Unlike forecasting, which relies on projecting existing data, foresight emphasizes creativity, imagination, and systems thinking.

According to futurist Richard Slaughter, strategic foresight is "the ability to create and maintain a high-quality, coherent, and functional forward view and to use the insights arising in organizationally useful ways." It involves three key dimensions:

1. **Anticipation** – exploring plausible futures through environmental scanning, trend analysis, and scenario building.

2. **Adaptation** – adjusting strategies and policies in light of new developments and changing contexts.
3. **Creation** – shaping desired futures by leveraging innovation, vision, and strategic choices.

Thus, foresight is both descriptive (what might happen) and prescriptive (what we should cause to happen).

### THE IMPORTANCE OF STRATEGIC FORESIGHT

#### 1. Managing Uncertainty

Modern challenges such as geopolitical conflicts, pandemics, and technological disruptions resist simple predictions. Strategic foresight provides a structured approach to handling uncertainty by preparing for a range of outcomes, rather than relying on a single "most likely" forecast.

#### 2. Preventing Strategic

Surprise Organizations often fail not because they lack information, but because they ignore early signals of change. For example, Kodak missed the digital photography revolution, and Nokia underestimated the smartphone era. Strategic foresight reduces such risks by encouraging attention to weak signals and disruptive innovations.

#### 3. Building Resilience

Foresight enhances organizational resilience by promoting contingency planning. Instead of inflexible strategies, organizations create adaptable approaches that can be modified as conditions change.

#### 4. Shaping the Future

Strategic foresight is not only defensive but also proactive. By envisioning preferred futures, leaders can align innovation, investment, and policies to actively shape outcomes. This transformative aspect makes foresight a tool for leadership and societal change.

### KEY METHODOLOGIES IN STRATEGIC FORESIGHT

Strategic foresight employs a range of tools and techniques. Some of the most common include:

#### 1. Environmental Scanning

This involves systematic monitoring of external trends,

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signals, and drivers of change across technological, economic, political, social, and environmental domains. It serves as the foundation for foresight activities.

## 2. Trend Analysis

Analyzing long-term trends like urbanization, demographic shifts, or climate change helps identify forces likely to shape the future.

## 3. Scenario Planning

Popularized by Royal Dutch Shell in the 1970s, scenario planning creates multiple plausible stories about the future. These scenarios are not predictions but narratives that help organizations test strategies against diverse possibilities.

## 4. Delphi Method

A systematic process of collecting insights from experts through repeated surveys to reach a consensus on potential futures.

## 5. Backcasting

This approach begins with a desirable future vision and works backward to identify the necessary steps to achieve it.

## 6. Weak Signal and Wild Card Analysis

Foresight practitioners monitor small, emerging signals of change and low-probability but high-impact events (wild cards), such as pandemics or breakthrough technologies.

## 7. System Dynamics and Simulation

Computer models are used to explore complex interactions within systems and test how changes in variables might influence future outcomes.

## APPLICATIONS OF STRATEGIC FORESIGHT

### 1. Business Strategy

Companies use foresight to anticipate market shifts, technological innovations, and changing consumer preferences. For example, automobile manufacturers use foresight to prepare for a future of electric and autonomous vehicles.

### 2. Public Policy and Governance

Governments use foresight to develop long-term policies on healthcare, energy, education, and security. Singapore, Finland, and the United Arab Emirates are notable examples of countries with institutionalized foresight units that guide national strategy.

### 3. Technology and Innovation

Foresight is crucial in research and development, enabling organizations to prioritize investments in emerging technologies such as artificial intelligence, biotechnology, and renewable energy.

### 4. Sustainability and Climate Change

Foresight guides strategies to manage climate risks, resource shortages, and ecological issues. By imagining sustainable futures, organizations can align with the United Nations' Sustainable Development Goals (SDGs).

### 5. Education and Workforce Development

Universities and training institutions utilize foresight to anticipate the skills required for the future of work, ensuring that curricula remain relevant.

### 6. Security and Defense

Military and defense organizations utilize foresight to anticipate geopolitical shifts, emerging threats, and new forms of warfare, such as cyber conflicts.

## CASE STUDIES IN STRATEGIC FORESIGHT

### 1. Royal Dutch Shell

Shell's scenario planning in the 1970s enabled the company to anticipate the oil shocks and adapt more quickly than

its competitors, thereby securing its position as a leader in the industry.

### 2. Singapore's Center for Strategic Futures

Singapore has institutionalized foresight within its government, enabling it to address challenges such as aging populations, climate risks, and economic transitions with long-term vision.

### 3. World Economic Forum (WEF)

The WEF employs foresight methodologies to produce reports on global risks, helping businesses and policymakers prepare for systemic challenges.

## CHALLENGES IN IMPLEMENTING STRATEGIC FORESIGHT

### 1. Cognitive and Cultural Barriers

Organizations often fall victim to short-term thinking, prioritizing immediate gains over long-term resilience. Decision-makers may dismiss foresight as speculative or impractical.

### 2. Uncertainty and Complexity

The vast scale of global change makes it hard to account for all variables. Even the most advanced forecasting methods cannot remove uncertainty.

### 3. Resource Limitations

Foresight requires investment in research, data collection, and expert involvement, which some organizations may perceive as expensive.

### 4. Integration into Strategy

A significant challenge is turning foresight insights into practical strategies. Without strong leadership, foresight outputs might stay academic exercises rather than influence decision-making.

## THE FUTURE OF STRATEGIC FORESIGHT

The need for foresight is expected to grow as volatility, uncertainty, complexity, and ambiguity (VUCA) increase in global affairs. Digital technologies, such as big data, artificial intelligence, and machine learning, are enhancing foresight abilities by enabling real-time analysis of trends and signals. Crowdsourced foresight, where diverse voices contribute to the development of scenarios, is also becoming increasingly important.

Furthermore, foresight is moving from an elite activity to a more inclusive process. Citizens, communities, and organizations are increasingly involved in shaping collective futures, particularly in areas such as sustainability and social innovation.

### Conclusion

Strategic foresight is no longer a luxury—it has become essential. In a world filled with uncertainty and disruptions, foresight provides leaders, organizations, and societies with the tools to anticipate changes, prepare for risks, and capitalize on opportunities. Unlike forecasting, which aims to predict specific outcomes, foresight embraces complexity and multiple possible futures.

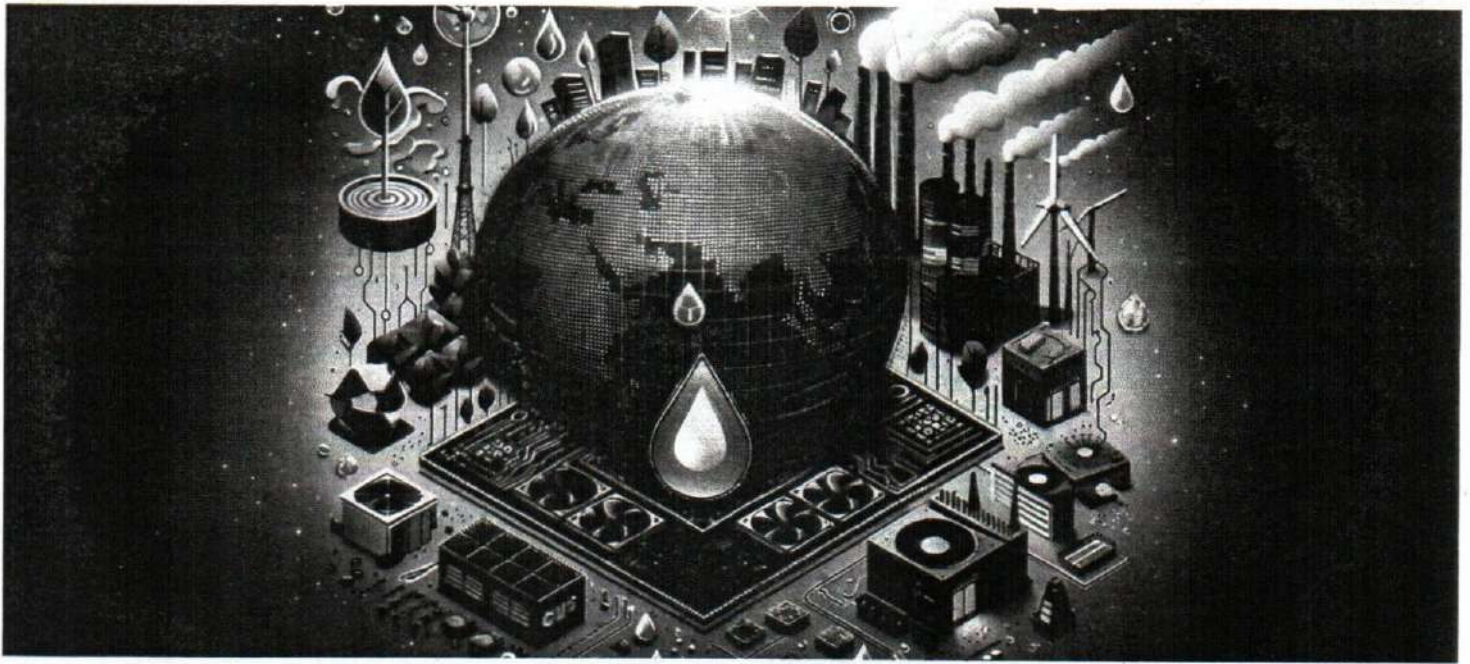
Its value lies not only in guarding against threats but also in fostering creativity and shaping preferred futures. Using methods like scenario planning, backcasting, and trend analysis, strategic foresight enables decision-makers to think beyond immediate issues and align their actions with long-term goals.

However, the effectiveness of foresight relies on its integration into strategy, culture, and decision-making processes. Overcoming cognitive biases, resource challenges, and short-term thinking is crucial.

Ultimately, strategic foresight is more than just preparing for the future — it's about shaping it. Those who adopt foresight will not only survive disruption but thrive in shaping the world of tomorrow.

# HIDDEN COST OF AI: ENERGY + WATER

by Muhammad Aleem Habib  
Deputy General Manager



Isn't it incredible what AI can do these days? From writing emails and planning our vacations to creating stunning art! But have you ever paused and wondered what's really going on behind the screen? What fuels this digital magic?

The AI revolution is no longer just a digital story, it's a very physical one. Behind every chatbot, image generator, and recommendation engine sits a vast network of data centers. These facilities are multiplying rapidly, and with them comes a growing bill we don't often talk about: energy and water.

Training large language models and running billions of queries require enormous amounts of computing power: The massive data centers that house these powerful AI models as the "brains" of the operation. These aren't just a few computers in a room; they are colossal warehouses packed with millions of high-performance processors, all running 24/7. Powering these digital brains takes an immense amount of electricity – sometimes as much as a small city!

That means a surge in electricity demand. But it doesn't stop there keeping those massive server farms cool often requires huge volumes of water. Think of data centers as modern factories: instead of smoke from chimneys, they leave behind power grids stretched to capacity and water pipelines under pressure.

Countries are starting to notice. Some regions are pressing

pauses on new data center builds, citing environmental concerns. Others, like Australia, continue to green-light massive projects without fully addressing where the cooling water will come from. The result is a patchwork of policies where sustainability ambitions clash with the urgency to stay competitive in the AI race.

Here's the core issue: sustainability isn't just a glossy CSR report—it's plumbing, electricity, and local ecosystems. Communities living near these facilities are directly impacted when water is diverted, or when the local grid strains under the added demand.

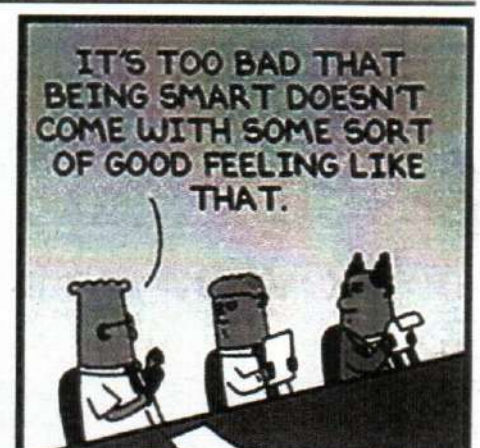
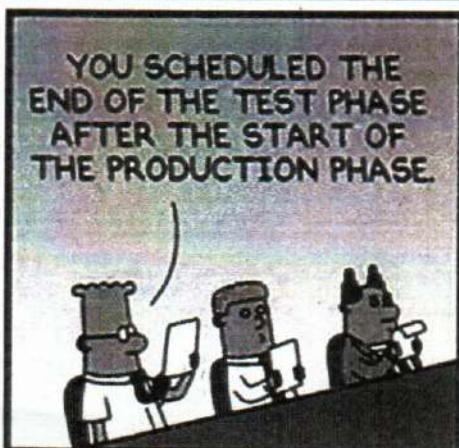
To move forward responsibly, companies and policymakers need to ask hard questions:

Can renewable energy reliably power future data centers?

How do we design water-efficient cooling systems?

Should governments enforce stricter environmental audits before approving projects?

AI is transforming industries, but if we ignore its environmental footprint, the cost will be much higher than electricity bills. True innovation must balance intelligence with responsibility. Because at the end of the day, what good is a smarter world if it comes at the expense of a livable one?



## INSPIRATIONAL QUOTES

To be yourself in a world that is constantly trying to make you something else is the greatest accomplishment.

— **Ralph Waldo Emerson**

Your time is limited, so don't waste it living someone else's life.

— **Steve Jobs**

Be yourself; everyone else is already taken.

— **Oscar Wilde**

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4.	Diploma in Marketing, Sales and Distribution Management	12-10-2025	Sunday 10am to 4pm	3 Months	41,000
5.	Primavera P6 R20 and MS Project 2019	12-10-2025	Sunday 10am to 4pm	2.5 Months	36,000
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