



PIDE
PAKISTAN INSTITUTE
OF DEVELOPMENT
ECONOMICS



Ministry of Planning,
Development &
Special Initiatives

PROGRESS REPORT ON KEY PERFORMANCE INDICATORS

Fiscal Year 2025–26





PIDE stands at an important moment in its journey. As Pakistan's premier public-sector think tank and a leading institution in economics, development studies, and public policy, our responsibility is not only to understand the country's challenges but to help shape the choices that will define its future. The FY2025–26 performance reflects a clear institutional momentum towards this ambition.

During the year, PIDE generated 1,347 research products and institutional activities, compared with 490 in FY2023–24. This remarkable growth reflects a stronger culture of research, academic engagement, policy dialogue, and public outreach. We enrolled 98 MPhil and PhD scholars, produced 131 peer-reviewed articles, 56 policy briefs/viewpoints, 21 knowledge briefs and 40 theses, while our seminars, workshops, conferences and media engagement significantly expanded PIDE's public reach.

Our institutional transformation has been equally significant. The establishment of eight specialised Research Centres, the Executive Development Centre, new PhD programmes in Public Policy & Governance and Development Studies, strengthened human resources, and advances in digital governance are creating the institutional architecture for a more interdisciplinary and impact-oriented PIDE.

Importantly, these reforms have been pursued within our existing financial resources. PIDE has also strengthened its national and international standing, retaining its leading position in Asia in RePEc rankings and moving from the HEC ORIC Y-Category to X-Category, ranking 15th among 95 evaluated universities.

The next phase is about impact. We will operationalise the PIDE Policy Lab as a rapid advisory platform for government, expand our academic programmes, deepen global partnerships, and focus research on Pakistan's most pressing challenges—from climate change, energy security and fiscal reform to digital transformation, AI, labour markets, urban governance and inclusive growth.

Our ambition is clear: PIDE must move beyond analysing Pakistan's future to actively shaping it. With a commitment to free inquiry, evidence-based policymaking, academic excellence and institutional innovation, we will build a globally connected policy powerhouse that generates ideas, develops talent, informs decisions, and delivers real-world impact.

The journey ahead is ambitious. With the dedication of our faculty, researchers, students and staff, and the support of our partners, I am confident that PIDE will continue to redefine the boundaries of policy research and academic excellence—for Pakistan and beyond.

Dr. Nadeem Javaid (Sitara-e-Imtiaz)

Vice Chancellor PIDE

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Executive Summary

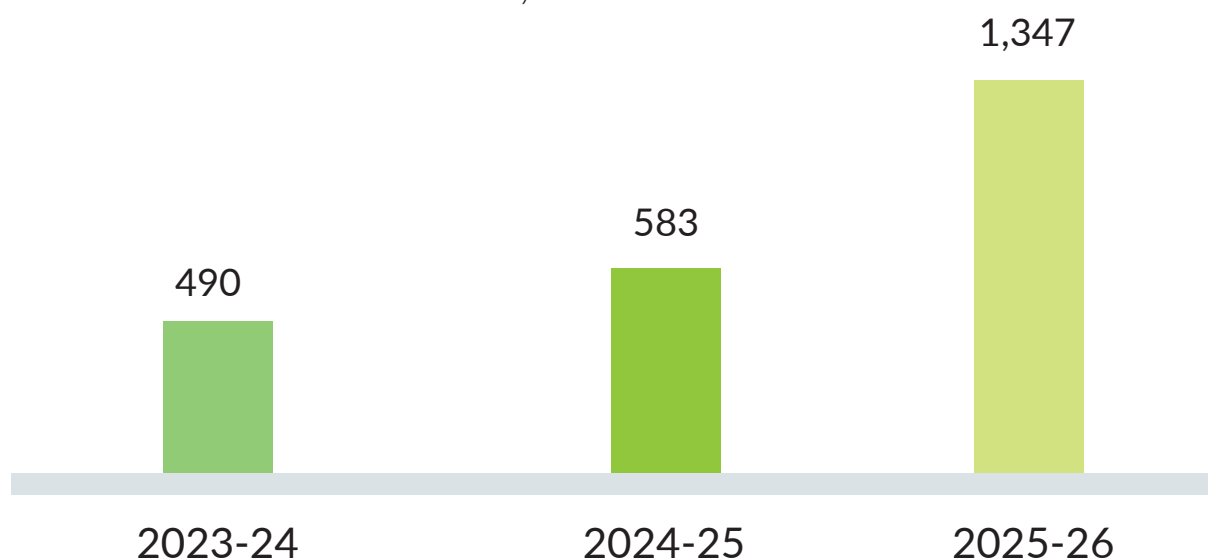
During Fiscal Year 2025–26, the Pakistan Institute of Development Economics (PIDE) recorded its strongest institutional performance to date, generating a total of 1,347 research products and institutional activities against a baseline of 490 in FY2023-24 — an increase of over 175 percent in two years. This growth was underpinned by sustained expansion across academic enrolment, peer-reviewed research output, and public dissemination, alongside a wide-ranging programme of administrative and institutional reform.

Key achievements during the year include the enrolment of 28 PhD and 70 MPhil scholars; the publication of 131 peer-reviewed articles, 56 policy briefs/viewpoints, 21 knowledge briefs, and 40 theses; the organization of 70 webinars/seminars, 32 institutional events, 17 workshops and training programmes, and 11 book launches; and the signing of six Memorandums of Understanding. The PIDE Media Department alone recorded more than 600 activities, and the Institute featured in the press 204 times, reflecting a substantially strengthened public communication footprint.

On the institutional front, PIDE completed a major organizational restructuring, establishing eight specialized Research Centres and a dedicated Executive Development Centre (EDC) / Training Department, recruiting 66 faculty and staff, inducting approximately 150 interneers, and launching two new PhD programmes in Public Policy & Governance and Development Studies. The Institute also retained its position as the No. 1 ranked among economics institutions in Pakistan (RePEc) and improved its standing in the HEC ORIC rankings to 15th nationally among 95 evaluated universities (transitioned from Y to the X-category).

Importantly, all of these initiatives and reforms were undertaken within PIDE's existing budget and financial resources, without requesting additional funds from the Government. The sections that follow present a detailed, KPI-based account of performance across academic, research, dissemination, and institutional-development dimensions, together with priority areas for future work.

Figure 1: Total research products & institutional activities, 2023-24 to 2025-26



Source: PIDE Annual Activities Report, 2025-26

1. Introduction

The Pakistan Institute of Development Economics (PIDE), established in 1957, is Pakistan's premier public-sector think tank and a leading degree-awarding institution in economics, development studies, and public policy. With a mandate to generate rigorous research and informed policy dialogue, PIDE serves as a bridge between evidence and action, facilitating knowledge-based policy formulation and contributing to the country's socio-economic development. PIDE was granted Degree Awarding Status through Act No. VIII of 2010 and continues to pursue academic and policy excellence through close collaboration with national and international partners.

In recognition of its contribution to policy research and academic leadership, PIDE was ranked first in Pakistan among the world's top think tanks in discipline of Economics by the Research Papers in Economics (RePEc) ranking, positioning it among the world's top think tanks in the discipline of economics. Over the decades, PIDE's research has informed critical reforms in taxation, trade, social protection, energy, climate change, poverty alleviation, and institutional governance, and ministries, regulatory bodies, and provincial governments frequently rely on PIDE's expertise for evidence-based decision-making.

The Vice Chancellor, Dr. Muhammad Nadeem Javaid (SI), has articulated a vision to elevate PIDE into a world-class think tank and academic institution renowned for its capacity to influence socio-economic development through evidence-based policy, interdisciplinary research, and strategic partnerships. Guided by its motto, the "Spirit of Free Inquiry," PIDE is anchored in values of intellectual freedom, integrity, creativity, and diversity of thought. PIDE offers MPhil and PhD programmes in Economics, Econometrics, Development Studies, and Public Policy & Governance, and many of its alumni have gone on to assume leadership positions in



Vice Chancellor PIDE signing MoU with University of Cambridge

新疆大学与巴基斯坦发展经济学院 座谈暨签约仪式

Symposium and Signing Ceremony between
Xinjiang University and
Pakistan Institute of Development Economics

2025.10



Vice Chancellor PIDE signing MoU with Xinjiang University

2. KPI Performance Dashboard, FY2025–26

At a glance, PIDE's FY2025-26 performance against its three core KPI categories — Academic Enrolment, Research Publications, and Dissemination & Outreach — is summarized below.

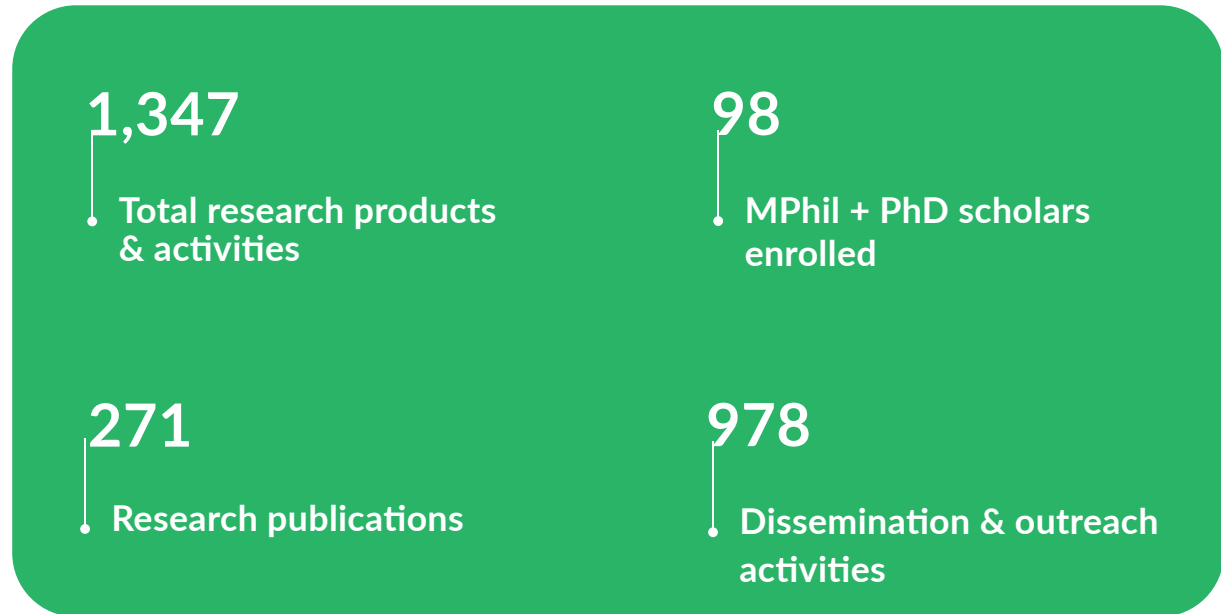
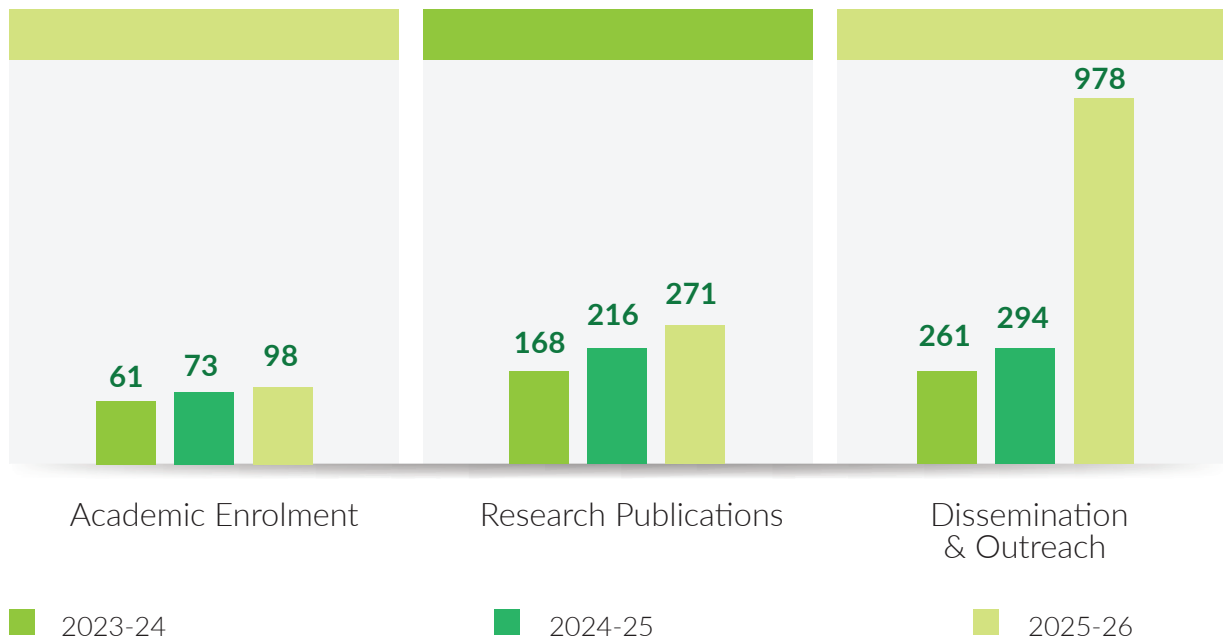


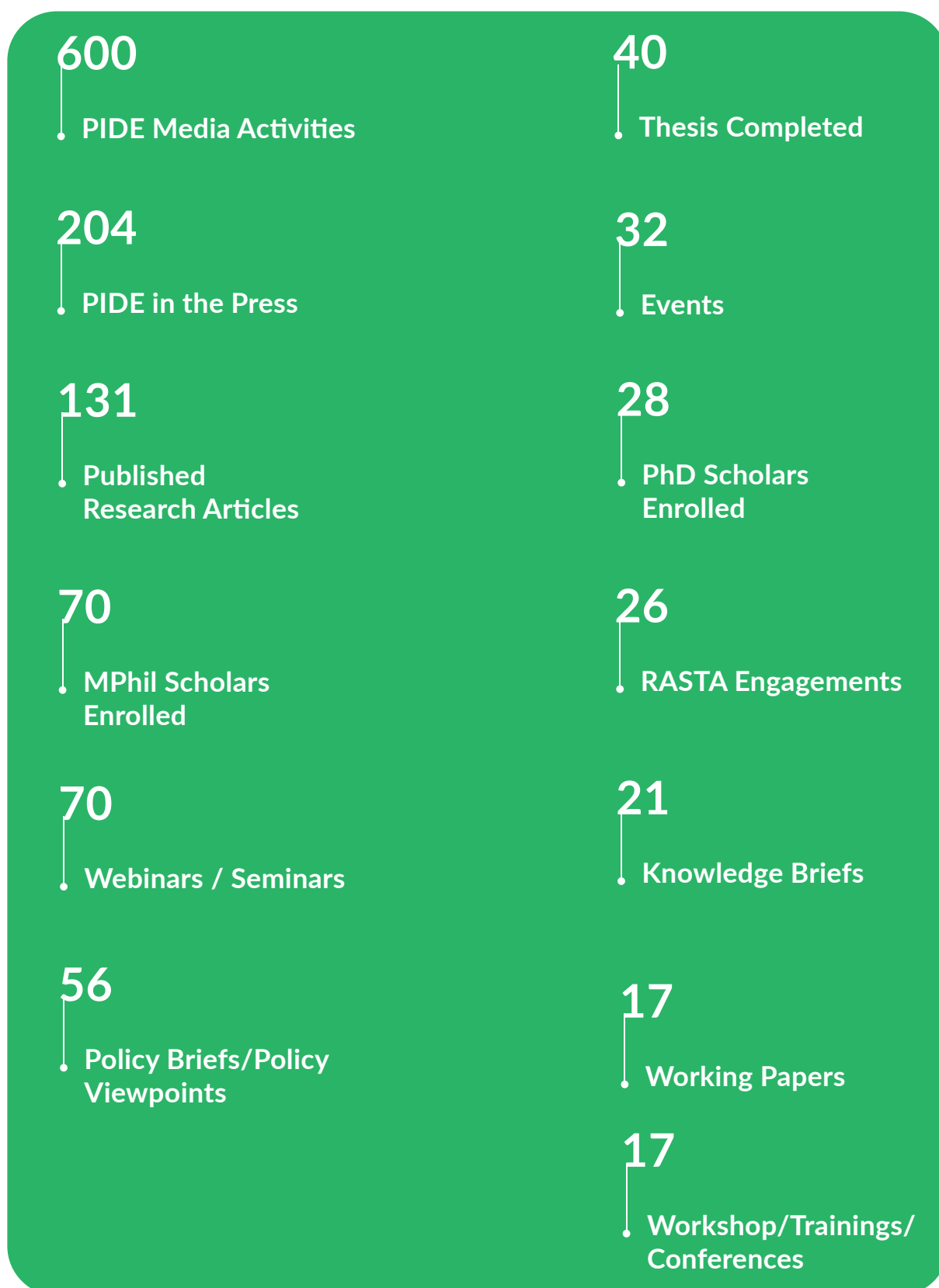
Figure 2: Category-wise performance — baseline vs. actual vs. projection

Category-wise Performance: Baseline vs. Actual vs. Projection



Source: PIDE Annual Activities Report, 2025-26 (Table 1)

Figure 3: Key research products and institutional activities, FY2025-26



Source: PIDE Annual Activities Report, FY 2025-26 (Table 1)

3. Major Activities Performed During 2025–26

During the 2025–26 fiscal year, PIDE demonstrated significant academic and advocacy output, generating a total of 1,347 research products and activities. The Institute's high volume of engagement was heavily driven by the PIDE Media Department, which recorded more than 600 activities, alongside 204 instances of PIDE in the Press. On the core academic front, PIDE published 131 research articles, 40 theses, 17 working papers, and one issue of The Pakistan Development Review (PDR). In terms of policy advocacy, the Institution produced 56 policy briefs/viewpoints, 21 knowledge briefs, three issues of Policy & Research (P&R), and one Macro Policy Lab output. PIDE also maintained an active calendar of institutional events, hosting 70 webinars/seminars, 32 general events, 17 workshops/trainings/conferences, and 11 book launches, and strengthened its collaborative footprint through 26 RASTA engagements, 12 Executive Development Centre (EDC) activities, and six MoUs.



Green Youth Movement - VLOG Competition

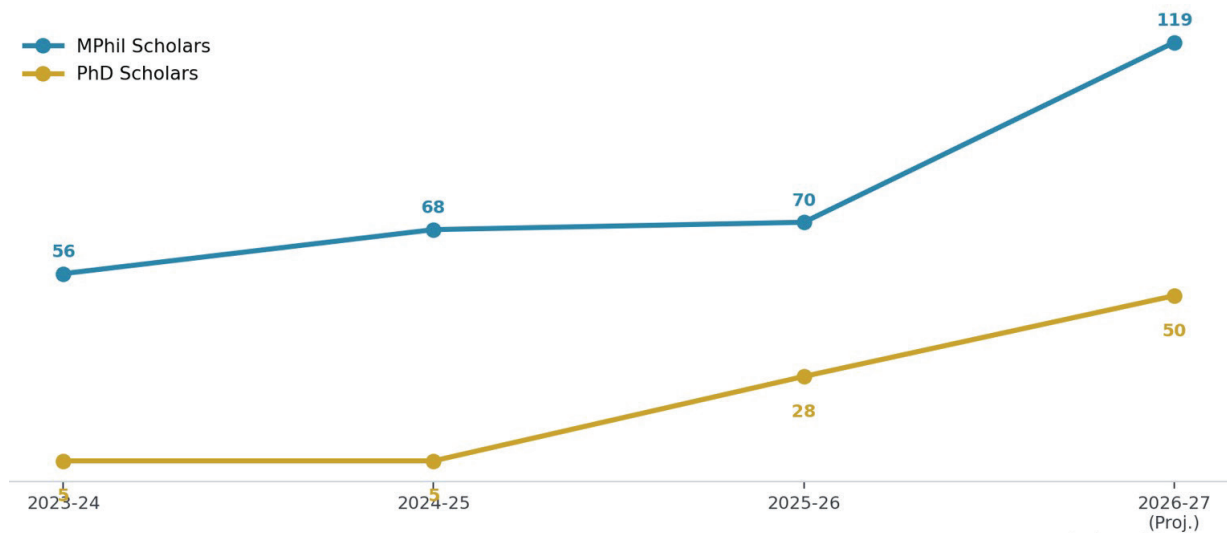


Students at PIDE library & sports day

3.1 Academic Programs: MPhil & PhD Enrolment

In Fall 2025, PIDE enrolled 28 PhD and 70 MPhil scholars, with 102 MPhil scholars and 40 PhD candidates projected to be enrolled in Fall 2026. PhD intake is projected to rise to 50 by 2027, with completed theses expected to increase from 40 (2025-26) to 80 by 2027.

Figure 4: MPhil & PhD enrolment trend, FY2023-24 to FY2026-27 (projected)



Source: PIDE Annual Activities Report, FY 2025-26



Graduate Impact

PIDE alumni continue to hold leadership roles across government, academia, international institutions, and the private sector. The Institute boasts a 95% employability rate within six months, acting as a direct talent pipeline to the State Bank of Pakistan, the Planning Commission, the IMF, and the World Bank.

3.2 Research Outputs & Policy Engagement

- Peer-Reviewed Publications: 131 articles in national/international journals, forecast to increase to 140 by 2027.
- The Pakistan Development Review (PDR): Continued publication of Pakistan's most respected journal in economics and development.
- Other Research Output: 17 working papers, 21 knowledge briefs, and 56 policy viewpoints/policy briefs published to inform policymaking.
- More than 200 news articles were published in newspapers.



Dr Adeel Malik Associate Professor, University of Oxford & Dr. Shujaat, Dean (Research) delivering session on Political Economy of Pakistan



Session at PIDE - Thirst for Safety: Water Quality

PIDE Research Contribution on the Iran–USA Conflict

PIDE extensively researched the economic fallout of the 2026 USA-Iran conflict, focusing on macro-financial and trade shocks, trade-route vulnerabilities, migrant-worker conditions, and the fiscal impacts of austerity measures. Research showed that a blockade in the Strait of Hormuz — choking off a large share of energy supply and merchandise trade — caused severe cost-push inflation in Pakistan, with modeling estimating USD 4-8 billion in direct economic losses. PIDE also analyzed the threat to remittance-linked incomes from Gulf-state disruption, examined differentiated sectoral responses of the Pakistan Stock Exchange (PSX) to the conflict, and evaluated the fiscal footprint of government austerity measures implemented in response to the conflict-induced energy shocks.

3.3 Dissemination & Outreach

- **Events:** Organized approximately 70 webinars/seminars and 32 events.
- **Conferences & Workshops:** Held the flagship PSDE URAAN Conference, plus 17 other thematic events and training programmes, including a six-week Induction Training Programme for Research Officers (Economist Group, BPS-17) from MoPD&SPI, a five-day Orientation Training Programme for newly inducted CPEC officers, and the PIDE Leadership Excellence Programme (PLEP). PIDE also hosted officers of the 53rd Common Training Programme (CTP) from the Civil Service Academy (CSA) during their Islamabad study tour.
- **RASTA Engagements:** 26 RASTA events, including the 6th RASTA-PIDE Conference. The PIDE & Planning Commission Competitive Research Grants Programme remains the nation's largest social-sciences research initiative, with a network of over 3,200 researchers from 65+ universities and 12 international institutions. Under the CGP 8.0 call, a rigorous multi-stage double-blind review of 1,712 submitted proposals culminated in the award of PKR 117 million in grants across 39 selected research projects.
- **Communications:** 11 book launches, six MoUs signed with global partners, campus activities (sports galas, book competitions), and 100+ digital content pieces (webcasts, podcasts, social media sessions).



Dr. Nadeem Javaid (SI) Vice Chancellor PIDE delivering lecture to CSS officers



3.4 Institutional Development

- Governance: Active conduct of regular Syndicate and Senate meetings, including Senate member and Syndicate elections.
- Academic Oversight: Formulation of a newly constituted Academic Council to enhance academic quality and oversight.
- Capacity Building: Several training and skill-development sessions organized to elevate faculty and staff capabilities.
- Policy Advocacy: PIDE's policy advocacy gained considerable media attention, strengthening its visibility in national policy debates and public discourse.



4. Key Initiatives, 2025–26

During the year, PIDE launched several transformative initiatives aligned with the Vice Chancellor's vision to transform PIDE into a globally recognized think tank and a leader in policy-oriented education. Importantly, all new initiatives and reforms have been undertaken within PIDE's existing budget and financial resources, without requesting any additional funds.

4.1 Work-Study Program (WSP)

PIDE implemented the Work-Study Program to bridge the gap between academic research and policy implementation. Under this programme, seven PhD scholars are attached to ministries, government departments, and development agencies — including the Ministry of Finance and the Ministry of Planning — gaining hands-on exposure to policymaking while ministries gain access to cutting-edge research support.



Prof. Ahsan Iqbal, Federal Minister for Planning Development & Special Initiatives of Pakistan awarding Work Study Scholarship to PIDE scholar

4.2 Establishment of Eight Specialized Research Centres

To expand thematic research, PIDE established eight Research Centres, each addressing critical development challenges:

- Center for Industry, Trade & Digital Economy (CITDE)
- Center for Economic Modeling & Data Analytics (CEMDA)
- Macro Policy Lab (MPL)
- Center for Social & Behavioral Analysis (CSBA)
- Center for Governance, Markets & Regulatory Analysis (CGMRA)
- Center for Agriculture, Climate Change & Rural Economy (CACCRE)
- Center for Sustainable Futures (CSF)
- Center for Energy, Logistics & Infrastructure (CELI)

These centres undertake dedicated research agendas, capacity building, and stakeholder engagement, with output evaluated under the Research Advisory Committee's guidance.



4.3 Office of Research, Innovation & Commercialization (ORIC)

PIDE advanced from the Y-Category to the X-Category in the current HEC ORIC rankings, scoring 66.5 points and placing 15th nationally among 95 evaluated universities. Additionally, 27 PIDE students applied to the AI-related Google Certification Programme (GCC) through ORIC, launched by the Ministry of Information Technology and Telecommunication (MoITT). ORIC aligned PIDE with international ranking frameworks – QS World University Rankings, Times Higher Education (THE), UI GreenMetric, Scholar GPS, SCOPUS, and ORCID – and prepared the PIDE Annual Activities Report FY2026, PIDE's input to the Pakistan Reforms Report for the Ministry of Planning, Development & Special Initiatives, PIDE's contribution to the National R&D Survey 2025 of the Pakistan Council for Science and Technology, and a report on PIDE's institutional performance for the President's Secretariat. ORIC also institutionalized, for the first time, the procurement of grants and consultancies at PIDE.



MoU PIDE - IRC



MoU PIDE-CoTHM

4.4 Executive Development Centre (EDC)

The newly created EDC equips policymakers, government officials, and business leaders with advanced leadership and analytical skills through customized training modules and applied research programmes. EDC generated business revenue of PKR 37.835 million during the year, and trained 178 professionals and participants across seven training courses.

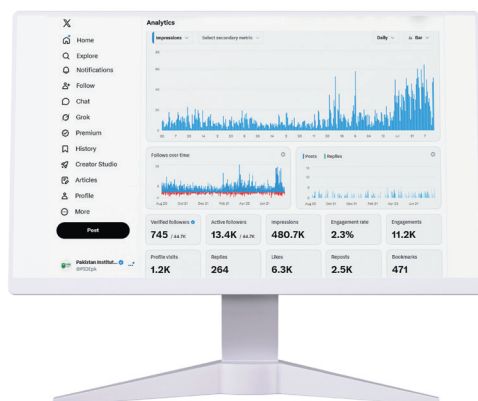


4.5 Launch of Two New PhD Programmes

- PhD in Public Policy and Governance — 14 students enrolled in Fall 2025.
- PhD in Development Studies — 6 students enrolled in Fall 2025.

4.6 Media Activities

The Media Department drove a sustained, institute-wide content and communications effort across PIDE's website and major social/digital platforms, producing 160+ op-eds and articles in the national press, 45+ official press releases, and 600+ social and digital media posts.



4.7 Administrative Reforms

- Recruited more than 66 faculty, researchers, and administrative staff to fill capacity gaps.
- Compiled the PIDE Rules 2025, consolidating decades of regulations into a single compendium for transparency and accountability.
- Undertook structural reforms within departments to better align administrative functions with strategic goals.

4.8 Policy Engagement and Advisory Support

PIDE deepened its engagement with government and policy stakeholders, contributing evidence-based insights to inter-ministerial committees and advisory groups, with policy support focused on reforming energy pricing structures, improving the investment climate, strengthening urban governance, and advancing the knowledge economy.



Australian High Commission visited PIDE

4.9 Three-Year Strategic Rolling Work Plan

PIDE developed a Three-Year Strategic Rolling Work Plan (Research, Policy & Faculty), approved by the Syndicate and endorsed by the Senate in 2025, implemented through measurable targets and updated annually. Key features include:



Three Years Rolling Plan

- Alignment of faculty responsibilities with PIDE's research and policy mandate.
- Balanced workload with quarterly and annual performance targets.
- A transparent evaluation system linking performance to incentives and rewards.
- Support mechanisms for underperforming staff through structured feedback.

4.10 Expansion of Facilities

- A functional Daycare Center supporting faculty, staff, and students with young children.
- Café PIDE, providing a vibrant intellectual space for informal discussions and student-faculty interaction.
- Upgraded digital infrastructure: expanded server capacity, enhanced connectivity, and upgraded security systems.
- A new CPEC office established within the PIDE building.
- PIDE Solarization project in progress.
- PIDE maintenance project (building paint, internal decoration, furniture replacement, etc.).

5. Administrative and Institutional Reforms

5.1 Institutional Restructuring and Governance

As part of its organizational restructuring, PIDE established eight specialized Research Centres to promote interdisciplinary research, policy innovation, and institutional collaboration in strategic areas of national importance. To institutionalize professional development, PIDE also established a dedicated Training Department (EDC) responsible for planning, coordinating, and delivering training programmes for faculty, administrative staff, researchers, internees, and external stakeholders.

5.2 Human Resource Strengthening

PIDE completed the recruitment of 66 professionals through a transparent, merit-based process against academic and administrative positions, including Professors, Economists, Researchers, and support staff, significantly strengthening the Institute's academic, research, and administrative capacity.

5.3 Internship and Capacity Development

PIDE inducted approximately 150 internees across research, academic, and administrative divisions under a structured two-month internship programme, providing practical exposure to policy research, institutional administration, economic analysis, and governance.

5.4 Digital Transformation and Smart Governance

PIDE continued advancing its digital transformation agenda through SAP, e-Office, and other digital management systems, enabling efficient financial management, electronic workflow, document management, and paperless administration. The Institute also provides access to internationally recognized analytical software — STATA, SPSS, MATLAB, EViews, R, and Python — supporting advanced quantitative research and academic excellence.

5.5 Quality Assurance and Academic Excellence

The Quality Enhancement Cell (QEC) continued to strengthen institutional quality by promoting continuous improvement in academic programmes, research quality, and compliance with Higher Education Commission (HEC) standards.

5.6 Research Competitiveness and Innovation

PIDE further strengthened its research competency, expanding its portfolio to address emerging national and global policy challenges, including artificial intelligence, the digital economy, climate change, energy security, governance reforms, public finance, labour markets, entrepreneurship, urban development, and economic resilience.

5.7 Summary of Institutional Impact

- Strengthened institutional governance through organizational restructuring.
- Established eight specialized Centres to promote research excellence and policy innovation.
- Created a dedicated Training Department to institutionalize capacity building and professional development.
- Recruited 66 qualified professionals, enhancing academic and administrative capacity.
- Inducted approximately 150 internees, promoting youth engagement and employability.
- Accelerated digital governance through SAP, e-Office, and advanced analytical software.
- Strengthened quality assurance through the Quality Enhancement Cell (QEC).
- Enhanced research competency through focus on emerging issues of national and global significance.
- Improved institutional efficiency, transparency, accountability, and service delivery.

6. Future Work and Research Priorities

Looking ahead, PIDE will continue to consolidate its position as Pakistan's premier think tank and academic institution. Guided by the Institutional Development Plan (2025-2029) and the vision to evolve into a world-class policy research hub, PIDE's future agenda emphasizes strategic expansion, academic excellence, and impactful policy engagement.

6.1 Consolidation of Research Centres and Policy Lab

The eight research centres — CITDE, CEMDA, MPL, CSBA, CGMRA, CACCRES, CSF, and CELI — will continue strengthening their research agendas, producing high-impact outputs tailored to national priorities such as exports, governance, digital economy, agriculture, and energy security. In parallel, the PIDE Policy Lab will be operationalized as a rapid advisory service to government ministries.

6.2 Expansion of Academic Programs and Enrolment

PIDE will expand its academic portfolio by consolidating the two new PhD programmes in Public Policy & Governance and Development Studies, and will work toward launching short-term modular courses, professional diplomas, and executive certifications, with a special focus on international linkages and student exchange programmes.

6.3 Implementation of the Three-Year Strategic Rolling Work Plan

The Three-Year Strategic Rolling Work Plan will continue to guide institutional growth through measurable annual targets, transparent evaluation mechanisms, and a performance-based incentive structure, ensuring accountability, efficiency, and productivity across research, teaching, and policy engagement.

6.4 Policy Engagement and Advisory Leadership

- Draft forward-looking policies on exports, taxation, and governance reforms.
- Lead national debates on artificial intelligence (AI), digital transformation, and labour-market futures.
- Expand advisory support to provincial governments on urban development, fiscal reforms, and social protection.



Session on Mechanism for Separating Regulatory Functions from Ministries

6.5 Internationalization and Global Partnerships

PIDE has expanded international collaborations with universities and think tanks in the UK (Cambridge Enterprise) and China (Xinjiang University) to promote joint research, double-degree programmes, and knowledge-exchange platforms.

6.6 Strengthening RASTA and PSDE Platforms

Preparations for the upcoming Annual PSDE Conference are underway, aiming to gather global and national voices around critical economic reforms, while the 8th RASTA-PIDE and Planning Commission Competitive Grants execution will further expand the network of local researchers.

6.7 Future Research Priorities

Preparations for the upcoming Annual PSDE Conference are underway, aiming to gather global and national voices around critical economic reforms, while the 8th RASTA-PIDE and Planning Commission Competitive Grants execution will further expand the network of local researchers.



7. Conclusion

The administrative reforms implemented during 2025-26 represent a significant milestone in PIDE's institutional development. Through organizational restructuring, the establishment of eight specialized centres, creation of a dedicated Training Department (EDC), strategic recruitment, digital transformation, strengthened quality assurance, and an expanded research agenda, PIDE has substantially enhanced its institutional capacity.

A notable achievement during the year has been PIDE's enhanced international recognition, attaining the No. 1 ranking in Pakistan in the Research Papers in Economics (RePEc) rankings, and advancing from the Y-Category to the X-Category in the current HEC ORIC rankings –

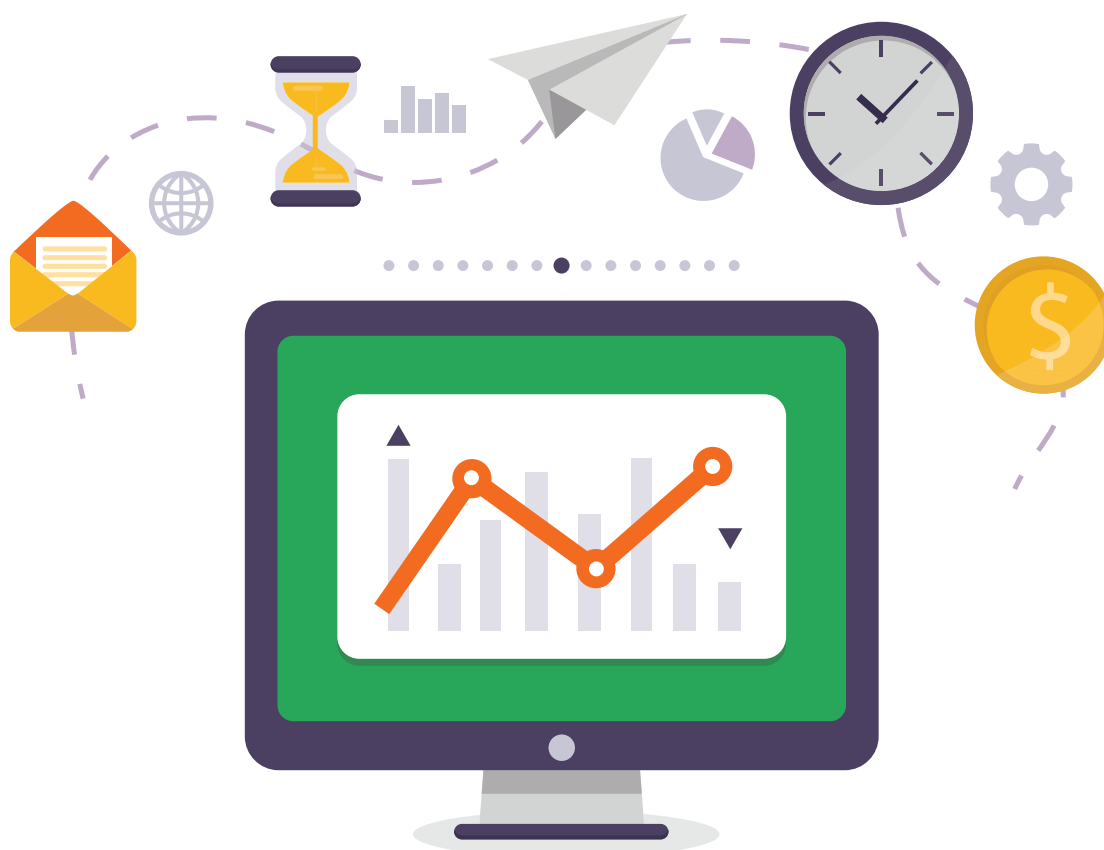
scoring 66.5 points and placing 15th nationally among 95 evaluated universities. Collectively, these initiatives have positioned PIDE as a modern, technology-driven, and internationally recognized public-policy think tank, capable of producing high-quality research, developing skilled human resources, and delivering innovative, evidence-based policy solutions in support of Pakistan's sustainable socio-economic development.

Annex I: KPI Table — Research & Academic Activities and Projections (2023–26)

Category	Item	2023-24	2024-25	2025-26
Academic Enrolment	MPhil Scholar	56	68	70
Academic Enrolment	PhD Scholar	5	5	28
Academic Enrolment	Sub Total	61	73	98
Research Publications	National & International Journals	61	84	131
Research Publications	Policy Brief / Policy Viewpoint / Newsletters / Infographics	20	25	56
Research Publications	Research Reports / Working Papers	10	10	19
Research Publications	Knowledge Briefs	25	30	21
Research Publications	Policy & Research (P&R) / Discourse	4	4	3
Research Publications	The Pakistan Development Review (PDR)	3	3	1
Research Publications	Thesis	45	60	40
Research Publications	Sub Total	168	216	271
Dissemination & Outreach	Webinars / Seminars	50	60	70
Dissemination & Outreach	Conferences / Workshops / Trainings	12	15	17
Dissemination & Outreach	PIDE in Press	58	70	204
Dissemination & Outreach	Book Launch Series	8	10	11
Dissemination & Outreach	MoUs	6	7	6
Dissemination & Outreach	Events (Sports Gala, Book Competition, etc.)	10	12	32
Dissemination & Outreach	RASTA / EDC Engagement	17	20	38
Dissemination & Outreach	PIDE Media Activities (social media, YouTube, podcast, etc.)	100	100	600
Dissemination & Outreach	Sub Total	261	294	978
Grand Total		490	583	1,347

Annex II: Research & Academic Work Summary, FY2025–26

Research Product	Quantity
Webinars / Seminars	70
Knowledge Briefs	21
Policy Brief / Policy Viewpoint	56
Research Reports	1
Macro Policy Lab	1
Working Papers	17
Book Launch Series	11
Policy & Research (P&R) / Discourse — Issues	3
The Pakistan Development Review (PDR) — Issues	1
PIDE in the Press	204
Workshops / Training / Courses / Conferences	17
MoUs	6
Events	32
RASTA Engagements	26
PIDE Media Department Activities	600
Executive Development Centre (EDC)	12
Thesis	40
Published Research Articles	131
Enrolled Scholars — PhD Program	28
Enrolled Scholars — MPhil Program	70
TOTAL	1,347



Prepared for the PIDE Senate

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