

AZIZ NISHTAR

State Life Building #7, Blue Area, Islamabad 44000

T: (051) 2878075-76 F: (051) 2828480 M: (0332) 8204444

Email: anishtar@nishtar.com, anishtar@post.harvard.edu

CORE COMPETENCIES

I am a practicing corporate lawyer and development consultant with a well-rounded professional persona having 28 years of professional experience employing a range of commercial, managerial and legal skills including developing institutional frameworks; constitutional and commercial laws; legislative advising and drafting; governance and public policy advisory; taxation; complex contracts including public private partnership (PPP); joint ventures, and collaboration agreements

EDUCATION

- 07/1999 - **Harvard Law School, Cambridge, Massachusetts, USA**
06/2000 - LLM degree with concentration in taxation and corporate laws.
- Intensive one-week each workshops on developing legal frameworks and on designing tax law systems.
- Semester-long seminar on the management, legal and tax issues of multinational enterprises.
- 06/1996 **Karachi University, Karachi**
Bachelor of Laws (LLB) with emphasis on business and taxation laws.
- 01/1985 **Quaid-i-Azam University, Islamabad**
Master of Public Administration (MPA) with GPA 4.0 (Grade A).
- 01/1981 **Khawja Farid Govt. College, Rahimyar Khan**
Bachelor of Arts (BA) with Economics, Sociology, English Literature and Arabic

WORK EXPERIENCE

Nishtar & Zafar, Karachi & Islamabad 11/2003 – Current
Advocate & Legal Consultant

- Advising private businesses and government institutions on wide array of issues including institutional governance frameworks
- Advise clients on both contentious and non-contentious corporate laws issues and domestic and international tax planning
- Advise governments, international agencies, and businesses on policy, legislative, and statutory issues regarding commercial laws, taxation, PPP, and joint ventures
- Undertake tax, corporate, policy advocacy assignments for equitable business and taxation policy
- Litigation through constitutional petitions, suits, appeals and references involving range of business laws including taxation, contract, corporate, telecom, energy and other regulatory laws and service laws

Engro Corporation, Karachi

11/2002 – 11/2003

Tax Counsel

- Reporting to the Chief Financial Officer, headed the in-house Tax Section
- Provided advice to all departments on transaction structures legal and tax efficiency
- Assisted the Corporate Counsel in corporate law and contract matters
- Managed tax assessment and litigation cases with the federal and provincial tax authorities and judicial forums
- Reviewed draft contracts for ensuring tax efficiency and corporate laws compliance

Tax Analysts, Inc., Arlington, Virginia, USA

01/2001 – 01/2002

News Editor and Staff Writer, International Division

- Edited external writers' articles for publication
- Authored numerous articles and reports on taxation issues covering various countries
- As correspondent covered tax related developments in the Middle East and North Africa region (2001-2011) writing 300+ news reports for *Tax Notes International* of USA

Federal Board of Revenue, Govt. of Pakistan, Karachi

05/1991 – 06/1999

Assistant Commissioner & Deputy Commissioner Inland Revenue

- Headed various tax circles in Karachi auditing and assessing taxpayers mostly corporate taxpayers including multinational corporations
- Headed a survey circle through which conclusively identified 96,000 new taxpayer in one year (1991-92)
- Introduced the use of computer at circle level using my personal desktop computer
- Participated in committees on assessment process automation and legal reforms
- Contributed to various initiatives on taxation policy and administration reform

Export Promotion Bureau, Karachi

06/1988 – 04/1990

Assistant Director

- As head of the chief executive secretariat coordinated the professional work of different arms of the Bureau for institutional coherence and output
- Liaised with various trade associations for ensuring better service by the Bureau
- Liaised with commercial consuls in Pakistan's diplomatic missions worldwide.

Pakistan International Airlines, Karachi

12/1985 – 09/1987

Corporate Planning Officer

- Collected and compiled data from various line departments
- Assisted in holding participatory planning workshops for operational level robust input
- Liaised with the other departments for weekly and monthly monitoring & evaluation

Agricultural Development Bank, Islamabad

02/1985 – 11/1985

Assistant Director (Corporate Planning)

- Researched and drafted 3-year corporate plan (1985-88) for rural development financing and agribusiness development
- Liaised with the other departments for inputs and periodic monitoring & evaluation

REPRESENTATIVE ADVISORY PROJECTS

- Advised UNICEF on developing a collaboration arrangement with Government of Sindh for rehabilitation of former Camel Jockey children on sustainable basis. Set up a collaborative Trust to implement the arrangement in which I sit as an independent Trustee to ensure its function according to the agreed arrangement. (2009-2013)
- Advised UNICEF on developing legal and institutional framework (including its public finance impact) on ensuring protection of vulnerable children in Sindh consequently getting Sindh Child Protection Authority Act 2011 enacted by the Sindh Provincial Assembly. (2010-2011)
- Drafted Sindh Child Protection Authority Rules 2012 after wide consultation with human/child rights NGOs, the social workers, concerned government officials and legislators and got them approved by the provincial cabinet. (2012)
- Assisted my former partner Barrister Zafarullah Khan in research and compilation of Compilation and Revision of Child - Related Laws of Pakistan (2003)
- Advised the Asian Development Bank on developing Public Private Partnership policy, law, statutory and institutional framework for the Province of Sindh. (2009-10)
- Advised the Government of Sindh on public procurement policy and drafted public procurement rules including procurement under PPP modes (2009-10)
- As Asian Development Bank expert advised the Government of Sindh on the Hyderabad-Mirpur Khas Dual Carriageway in the PPP mode and drafted project related legal documents including financing agreements in association with a senior US attorney (2009-10).
- As part of the ADB mission advised the Government of Sindh on devising development initiatives and restructuring different programs/organizations such as Sindh Seed Corporation, agricultural markets (2009-10).
- Conceived and developed the concept of using the idle urban real estate of the government to use as equity to develop various development project with private businesses using their financial, managerial and technical resources. Advised Governments of Punjab and Sindh on that and got established Sindh Land Management & Development Company to make the model operational.
- Structured a globally unique travel-agent-bill-settlement default and passenger travel insurance coverage plan for IATA, Travel Agents Association of Pakistan and Takaful Pakistan Limited (2009-10).

- Advised City District Government, Karachi including negotiating, drafting/vetting of contracts, on the following infrastructure projects in PPP mode (2006-2009)
 - Solid Waste Management project (BOOT), \$215 m
 - Waste-to-Energy through plasma gasification (BOOT), \$130 m
 - Karachi Elevated Expressway (BOT plus annuity), \$408 m
 - Aqualyng Karachi Water Desalination project (BOO), \$130 m
 - Conceptualizing and setting up Karachi Development Company Limited for infrastructure development on corporate management model.

TRAININGS AND WORKSHOPS

- | | |
|---------|---|
| 2010 | International Takaful Summit, London deliberating issue confronting the nascent takaful industry worldwide |
| 2007 | Weeklong training workshops on effective commercial mediation with Centre for Effective Dispute Resolution, London, UK arranged by IFC |
| 2007 | Three-day advanced training and evaluation as professional mediator resulting in grant of IFC-CEDR accredited mediator status. |
| 2004 | Completed a WIPO distant learning course on fundamentals of intellectual property rights laws and practices |
| 2001 | Workshop on International Investment and Taxation laws by Georgetown University Law Center, Washington, D.C., USA |
| 1997-98 | Participated in 3 workshops on Quality Systems under the British Standards Institution and Pakistan Institute of Management and qualified as certified Lead Quality Systems Auditor |
| 1990-91 | 8-month training at Directorate of Training (Income Tax) Lahore on commercial and tax laws and tax administration procedures and practices |
| 1990 | 7-week training on international trade at the Indian Institute of Foreign Trade, New Delhi, India |
| 1989-90 | 4-months intensive training on trade and investment at Foreign Trade Institute of Pakistan, Islamabad |
| 1987-88 | 7-month training on general public administration in Pakistan at the Civil Services Academy, Lahore |
| 1985-86 | 18-week training in international passenger and cargo transportation at PIA Training Centre, Karachi |

MEMBERSHIP OF PROFESSIONAL ORGANIZATIONS

- Admitted to practice of law in all High Courts in Pakistan
- Member, Islamabad High Court Bar Association.
- Member, Islamabad District Bar Association
- Member, Karachi Tax Bar Association

SOCIAL DEVELOPMENT ACTIVITIES

- Developed a collaborative mechanism between UNICEF and Government of Sindh for rehabilitation of camel-jockey children on long-term sustainable basis
- Independent Member of Board of Management of a UNICEF-GOS endowment fund for camel jockey children managed by Social Welfare Department, Govt. of Sindh
- Remained member of Board of Trustees of Indus Earth, an NGO working for eradicating poverty in fishermen in 4 coastal villages of Sindh and Balochistan
- Member Board of Trustees of the Centre for Affordable Settlements and Housing

SKILLS & ACTIVITIES

- In-depth knowledge of the Pakistan and developing countries' business & corporate, investment and tax laws
- Strong professional level legal and non-legal writing and editing skills
- Strong knack in innovative approaches on public sector governance, economic and social development.
- Sound legal and policy analysis skills especially in the areas of social development and fiscal policy areas.

LANGUAGES

1. Urdu
2. English
3. Punjabi
4. Sindhi
5. Seraiki
6. Arabic (Functional)
7. Farsi (Basic)