

It gives me pleasure to recommend one of the most impressive public sector professionals I have come across in many geographies I have worked. On our first meeting, I mistook her under-stated demeanor and over time found out a clear unwavering sense of self and resolve to do good. She is confident and has a solid sense of direction and purpose of her academic and professional career. That is why her academic and professional pursuits have been well thought-out and methodical.

Though I have been acquainted with Ms. [REDACTED] for over a year through my work in social sector and public policy think tanks, I got to witness her professional acumen when we travelled to the US for the Eisenhower Fellowship as part of the Middle East South Asia cohort that included the two of us from Pakistan.

Given her special interest in the field of Public Policy, Economics and Taxation, her Eisenhower project focused on establishing the correlation between these important areas. Observing her diligence, hard work and presentations, I was impressed with her ability to clearly communicate complex ideas in oral and written forms. Ms. [REDACTED] is well-organized and has an extremely good instinct for identifying important issues to study and acknowledges the seriousness of research, no matter how detailed oriented it needs to be. More importantly, she is passionate about issue of taxation, which is critical for Pakistan, and is true in her mission to help fellow citizens through her work. Her aims and objectives will be further propelled with the appropriate education opportunity in the US. I strongly endorse and believe that Fulbright will prepare her completing her endeavors in public policy arena.

Knowing her well, I can affirmatively state that she never ceases to learn. Her thirst for knowledge is an assurance that she will successfully tackle the challenges of a PhD and overcome the obstacles. Being part of the Deans Council for the Harvard Kennedy School as well as having an MPA/International Development, I know the challenges and that she is fully capable for exigent studies. She takes initiative beyond her designation or role, forges her own path guided by her passion for intellectual success and strong team work.

Ms. [REDACTED] in addition to her academics, is also highly sociable which is a definite plus for the Fulbright Fellows community. During the fellowship she was helpful to other members of the cohort –organizing focus groups, facilitating co-curricular activities, sponsoring/facilitating social events, etc—and doing this effortlessly and selflessly. Ms. Farooq has also been an active member of various charitable societies and initiatives and proved her creative skills apart from becoming a solid career civil servant.

She is eager to pursue higher studies and I am of [REDACTED] the firm opinion that if given a chance she will prove herself as a capable student who can apply the acquired knowledge in Public Policy. She is an emerging global leader willing to utilize the local knowledge, local context that she has

acquired and combine it with global quality educational exposure through Fulbright to become an agent of change in Pakistan. I strongly recommend her for the Fulbright Scholarship for PhD, as Pakistan needs successful public policy professionals who are academically rigorous and are practically inclined and embedded in the local set up.

I wish her success in her future pursuits. Should you need additional information, please feel free to contact me.