PM World Journal
Vol. V, Issue IX – September 2016
www.pmworldjournal.net

*Program Management Procedure and Precise Education
for Constructing Local Government Greater Operative*
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Program management Procedure and Precise Education for Constructing Local Government Greater Operative

By Adil Hayat
Department of Management Sciences
Comsats Institute of Information Technology, Islamabad, Pakistan

Abstract

Coping with local government authorities is of sole traits, it includes the use of modern day sources proficiently and excellently in meeting real demands for public services. Local government is a vital part of the democratic shape of administration. Being coming closer to the citizens and handling with the vital public services, local governance is particularly established and solemnly recommended in recent times. Representative of people desires and aspirations, as a third string of governance, local government holds top mark ability for civic comforts, environmental conservation, social justice and financial improvements. Pakistan is one of the several rising countries which classify the want for moving energy and obligation for social shipping. For this determination, the local government guidelines and Acts were formed that mounted local bodies that are chargeable for imparting fundamental offerings i.e. water resources, cleanliness, streets originators, and health centers to publics. It has been examined from the studies that the reduced performance of local government is because of the deficiency of distinctive education and schooling concerning local government. In the same way, managing local government professionally is wanted for better performance of local government. The research tries to suggest ideas for constructing local government greater operative.

Keywords: Program management, Program management Procedure, Improving Local Government.

Introduction

Coming closer for social development, integral for citizens' each day existence, yet this tier of governance suffered from centralized authority or outright discontinuation in Pakistan given that its inception. Political ambivalence and economic squeeze marked its disorganization and versatility, something regime it changed into put in region in and in something form. Andrews M & Shah A (2005). Stated that local government is a crucial medium for giving offerings that are connected with the mitigation of poverty and community development a powerful and green local authority is widely diagnosed as vital to the monetary, social, and cultural nicely-being of a community (Mushamba S 2010). As an example, local government's shipping of necessary physical infrastructure together with leisure parks, roads or social services such as education, housing and water impacts the essence of human beings' lives. The offerings supplied through local authorities also play a critical part in initiating family members of responsibility between government and communities.

This research specializes in the features of local authorities relying at the program management procedure and precise education and suitable training. There are true issues with the shipping of

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fundamental supply in city and rural areas: along with frequent disruption in persistent electricity cuts, water supply, terrible fitness services and seedy infrastructure. With the intention to remedy these issues, a completely unique kind of control manner and specialized training and training for local government personnel is wanted. The studies highlight how the program management procedure and precise education can enhance the overall performance of local government. Furthermore, the gaps between the delivery and need troubles of schooling and education of local government officers has been discussed and programs had been proven to be adopted to solve these issues for betterment and for higher overall performance of local government.

Literature Review

Comeau and Griffith (2005) states that a current take a look at learnt that the interaction of interdependent work surroundings and employee person have an effect on organizational fulfillment (OC). It theorized that the interaction between worker character and interdependent paintings environment must impact OC. It discovered a robust effect of project interdependence and objective interdependence on OC based at the interaction of labor environment and worker personality. Therefore it encouraged that for operational OC the employee's persona higher be like minded with the paintings environment in order that synchronization in work approach stays credible. To make certain this have a look at similarly emphasized selecting a pacesetter with strong character who may want to guarantee the above cited. Downing (2006) states that selecting right human beings to establish a team for any agency happens fairly vital in addition to difficult, successful ,strategic making plans is feasible when the leader in his personality takes place strategic and futuristic.

Identifying, picking and utilizing the most appropriate individual for program management is a key to shape a team that could make certain commercial enterprise fulfillment. As end result a pacesetter of a team is always anticipated to use upright people which are above par. one very upright person with harmonious persona, good enough qualification and experience is worth some distance greater than mediocre that fee less. Terrible choices nearly assure failure whereas selection of skilled crew contributors with personality's similar nature of labor makes achievement credible. Using specialists who recognize their problem is fundamental to select right person. Applicable experience and a profound knowledge of the problems are serious for knowing one's situation. Choosing the humans on benefit and later the usage of them correctly is therefore critical (Wier, 2001). Other observe supposed to discover persona temperaments and persona method for fitting the individual into groups attained processes of persona and task achievement to assess worker's citizenship behaviors, fashionable paintings abilities and normal work performance. It uncovered that the reality of compatibility between persona and task satisfaction turned into massive. However, reliance among personality and the concert related variables had been now not full-size for all professions except those that include interpersonal family members. Especially, sociability and openness to enjoy have been determined related to overall performance for occupations concerning interpersonal interplay. The have a look at located that process satisfaction is an instantaneous piece of suitable concerning environment for professions demanding interpersonal sporting activities work and worker's personality. The stated look at recommended that if job pride is missing or it isn't on top of things, performance may also still no longer be pretentious most effective in professions where interpersonal talents are not a lot exercised. But, professions where interpersonal abilities play substantial roles, worker persona higher suit the edge competency that nature of labor demands (Nikolaou, 2003).

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Despite the fact that Nikolaou (2003) discovered character assessment crucial for constrained professions, he stated that it is wise to evaluate persona kind in standard at some stage in choice in particular of those applicants which can be being taken into consideration for senior program management positions.

Arthur, Woehr, and Graziano (2001) said that complicated troubles rise up when persona variables are incorporated into traditional techniques to worker preference. Consequently personality evaluation and attempting out in employment contexts occurs extremely tough. They identified positive commonplace demanding situations associated with personnel selection along with appropriateness of linear choice models wherein chain of selectors are concerned one after any other; the hassle of man or woman-related self-choice outcomes; the multi-dimensionality of persona; bias related to social desirability; affect control; faking in pinnacle-down choice fashions and subsequently the prison implications of persona assessment in employment contexts. The mentioned observe recommended that practitioners and researchers must be cognizant of these problems inside the use of character tests used for employment alternatives. They pressured that character evaluation becomes extra widespread in hiring for senior positions.

Nguyen, Ogunlana and Lan (2004) of their have a look at used aspect analysis and discovered that the crucial success factors for organization agencies may be grouped under four training which are consolation, competence of crew, devoted persona, and conversation between stakeholders. These four elements are abbreviated as COMs. COMs suggest that for making sure fulfillment capable group contributors with effective chief and verbal exchange among them are considerable determinants, which require compatibility a number of the personalities of the group and its leader.

Downing (2006) claims that understanding and confirming how one must define right character all through employee's choice is essential for selection of effective human assets. Earlier than delegating duties, a leader ought to choose the nice individual for each and every task as its first crucial step to ensure success. Positive parameters that a supervisor has to remember include: does the man or woman have the understanding to do the task well? Will the worker grow from the experience? Will it help to make her or him extra treasured inside the crew? Does the candidate proportion values and perspectives in his/her mind-set and persona with the corporation? Does the candidate have the 3 "I's" initiation, hobby, and creativeness? Does compatibility exist among candidate's behavior and corporations conduct? Addressing those questions all through selection can lead to choosing right character. Downing (2006) further careworn that compatibility in behavior and character gets greater essential whilst choice of a pacesetter is being made.

Margerison (2001) recommended that there have to now not be out of place overemphasis on the competence levels of the individuals. Good enough attention need to be paid onto the group's competency for making sure fulfillment. Margerison (2001) pressured that character talents had to be assessed at the time of choice within the context of what a team is required to perform by way of adopting synergy. Synergy is carried out while each crew member has the tendency to value crew paintings over character overall performance in his/her character. Mansfield (2004) stressed that competency become not sufficient to be the proper man or woman for performing process efficiently instead it required center abilities inside the character basically. He emphasized that center talents are part of one's personality if they exist so assessing persona is therefore important and concluded that a proper character became the one having each

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competency in addition to center abilities constructed in a single's personality. The measures of core competencies can be assessed thru applicable education and paintings revel in while the competency and appropriateness for process needs to be assessed via his character. The assessment of the character for the duration of choice is in reality challenging. Mansfield (2004) counseled now not to compromise on the personality evaluation of any candidate who is being taken into consideration for a leader's function.

Methodology

The research is principally based upon the secondary data. For this extant literature associated with the subject from extraordinary databases, websites and other to be had resources were amassed. A scientific review of accumulated literature turned into finished in element. Secondary assets from books, local authorities employees, journals and online net assets through specialists in this place have been accrued and amassed to supply an author's view and information on the location of problem.

Program management manner in local government

The program management process is a common denominator within the venture of many activities. Take, as an example, a circle of relatives outing to the seaside. This effort calls for cautious planning (in which to go, whilst to get there, how much food to take); decided implementation (getting the kids into the automobile, locating the proper seaside, determining naps cam be skipped, and combating the visitors to get domestic; and considerate evaluation (identifying whether the day's joys outweighed its complications and whether or not the circle of relatives ought to try to repeat the time out the subsequent week). depending on the character of the undertaking, the control is extra or much less glaring and critical. It isn't always probably that we might think about it as a distinct manner in dating to a circle of relative's day out. However in sporting out the business of local authorities, it demands our separate interest.

A local authority, in its attempt to fulfill the economic, social, and environmental wishes within a community, implicitly or explicitly follows a method. We refer to this because the local authorities program management. Without a doubt said, the program management procedure is the way wherein public officers determine what to do and get it executed. The program management manner refers back to the manner wherein public officials translate community wishes into network targets; develop techniques and programs to obtain those goals with to be had assets. Implement the applications, generating desired effects with budgeted resources; and examine results, making adjustments as essential.

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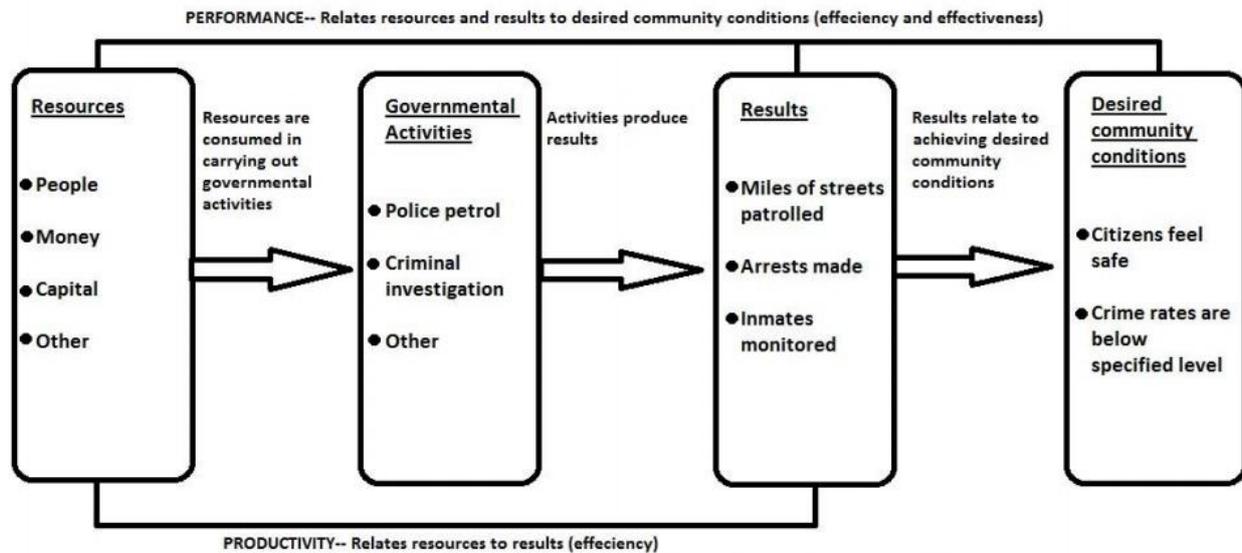
Figure 1. The relationship of performance to the achievement of desired community conditions

Interrelated Phases of Program management Process in Local Government

The program management manner consists of three essential phases: planning, implementations, and evaluations. These phases are interrelated and overlapping, however each is sufficiently awesome to warrant separate evaluation. The control in local government need to encompass these three stages: planning, implementations, and assessment.

Planning, the primary segment, includes 4 steps: (1) determining what to do i.e. the translation of community desires into network targets, (2) determining a way to do it i.e. the definition of the approach (packages, strategies, initiatives) required to obtain said objectives, (three) assigning responsible managers i.e. the identifications of folks that can be held answerable for sporting out the applications, and (4) allocating sources i.e. the development of a price range for every software and for every responsible manager. Each step is important to a success planning. The most critical step, however, is the established order of unrestricted goals i.e. the give up end result of community making plans. To be useful, those goals must meet 4 requirements. First, they need to be express. They have to be written down and communicated at some point of the network as well as in the course of the organizations and departments of local authorities. 2d, community objectives need to be effortlessly understood, so that citizens have a foundation for holding their elected leaders responsible. Third, objectives must be manageable by a detailed date. They have to now not represent pie within the sky desires that raise expectancies that cannot be met. Eventually, community targets must be capable of being measured, so that it's miles clear when fulfillment has, or has no longer, been found out. Figuring out what to do within a community has little or no cost unless public officials also determine how they're going to get it done, who is going to do it, and whether or not there are sufficient sources available to do it. The yearly budget is the approach of doing this. The price range is the most crucial document of a local government as it bridges the gap among making plans and implementations.

Implementation, the second section of control method, addresses how we will get carried out what we've determined to do. A local authorities finances need to represent a chain of contracts in which accountable managers agree to reproduce distinctive results with budgeted resources. Implementation is the process of implementing these contracts. as a result, it involves organizing

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(coordinating humans, features, and sports), staffing (placing the proper human beings in the right jobs), figuring out productiveness requirements (figuring out the consequences that need to be obtained according to unit of resources ate up), and supervising and controlling work (directing everyday activities to make certain that sources are spent and results produced in accordance to plot).

Assessment, the very last section of the program management procedure, is related to both implementation and planning and enquires: did we do what we supposed we would do? Where outcomes produced and resources fed on as planned? To the extent that they were no longer, what changes should be made? In short, assessment is the process of bearing on what became meant to be finished to what were surely completed and initiating adjustments to mirror new circumstances.

Public policy and program management

The program management process in local authorities serves to combine politics (the technique of determining public coverage) with public program management (the process of manufacturing results). The view advanced via Woodrow Wilson and different modern reformer that there ought to be a rigid separation between politics and administration does no longer replicate the truth of choice making manner within maximum local governments. In his 1974 file to the Board of remote places, Derek Bok, president of Harvard University, forcefully said the want to combine politics with public program management. In this file Bok called for a new generation of public officers who might serve in accountable government positions armed with better information of how politics and administration interact within the formulation and implementation of public policy.

Specializing in overall performance as its miles associated with the control method satisfies this want as parent to illustrate the program management technique links the political process to the administrative procedure. By using focusing on overall performance, the control technique integrates public coverage with administrative outcomes, bringing political science and public administration collectively in the take a look at of public control.

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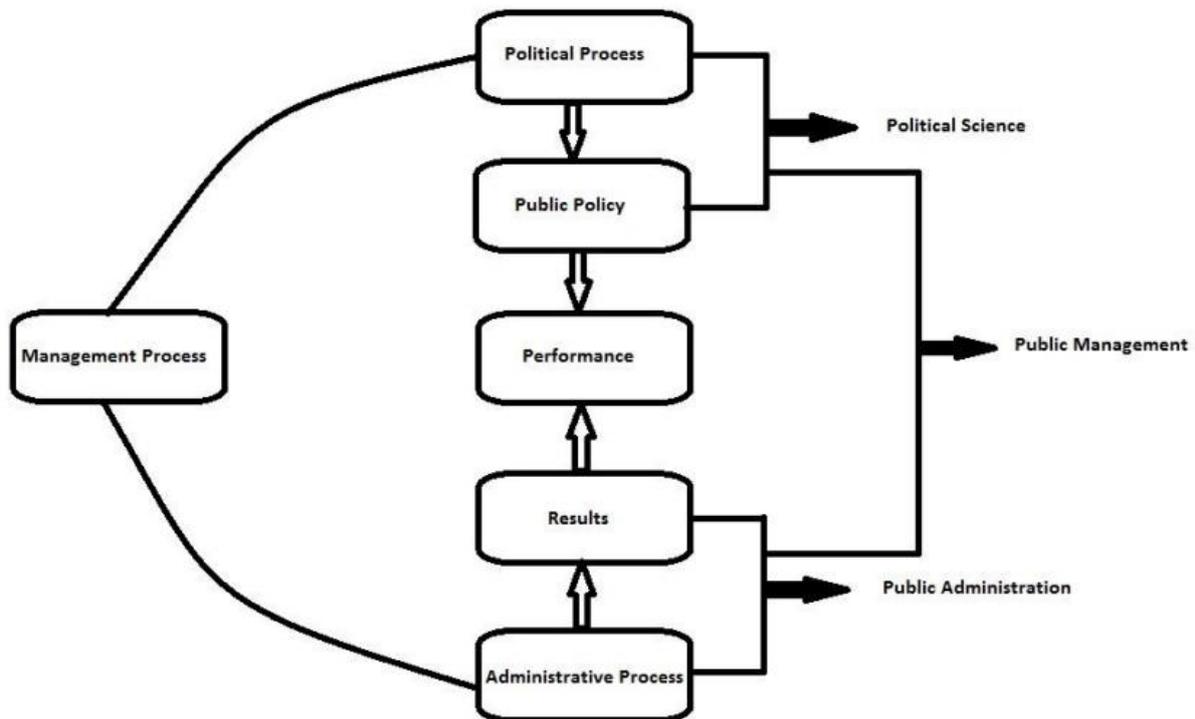
Figure 2. How the management process integrates political and administrative process

Local Government Educational and Expert Development

Education can make a distinction in a whole industry. Local government overall performance can be advanced with the aid of schooling and suitable schooling. Pakistan's local authorities' education environment is complex and on occasion fragmented, and the first level of this assessment is to become aware of and map the relevant gamers and their needs and motivations. at the demand facet, councils have a large number of training requirements: access into local government, statutory training, education for unique professions, succession making plans, governance training and schooling on rising coverage troubles, just to name a few. On the supply aspect, there are very few authorities, academic and private corporations who provide education for councils.

Identifying present packages

This section sketches a profile of existing courses that are relevant to local authorities, consisting of professional development packages, higher training, education in key abilities scarcity areas, and postgraduate publications each within Pakistan and also across the world. Put up-graduate college guides which comprise a specific consciousness and tailored content material for local authorities need to also be recognized and profiled.

Figuring out application Gaps

The development of control structures in local authorities' zone has specific challenges in having access to funding and excellent programs which influence options for the destiny. In reviewing the above facts, particular education gaps for local government had been identified and might be similarly researched to verify the significance of the gaps and the nature of associated supply and demand issues

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The following Programs are counseled as gaps for Local Government improvement.

Local government program management abilities Trainings

Each local government program management has some precise capabilities which are not blanketed in traditional control publications or program management training and education offerings. There are a few packages internationally which cover the following; however they may now not be handy to all who want or are seeking them. method and imaginative and prescient, network engagement, operating with councilors, Strategic partnerships and intergovernmental family members, exchange control, financial program management, threat control, carrier delivery and fairness issues i.e. cultural variety.

Elected members Trainings

Education of elected contributors is a hard region because of the lack of assets in many forms of council for councilor schooling, in addition to the turnover due to elections and the trials of what is largely a voluntary position. The local government associations offer an extensive variety of awesome short publications in this region; but there are not any tertiary schooling possibilities and limited attic schooling packages for elected individuals. A number of the topics which may be critical for councilors consist of: communication talents, local authorities finance, Governance and probity, policy development and control issues.

Local government additives in Mainstream Tertiary publications for Key Professions

There are a few key expert areas that are well served with well-known tertiary undergraduate schooling may additionally advantage from particular gadgets which attention on local government, so that graduates have an know-how of the precise abilities required as well as the career possibilities inside local government. Mainstream courses might consist of: Engineering, environment, geography, planning, and enterprise program management i.e. HR and finance, building surveying, Public policy, Public fitness, law, and Sociology.

Education in competencies shortage areas

There are a few regions of schooling with the competencies scarcity areas which need to be advanced i.e. making plans, civil engineering, plant operators, and environmental health. This area desires further research, but it is fair to say that the capabilities shortages aren't due completely to the shortage of publications, different troubles associated with competition from other sectors, and problems relating to career development also are at play.

Trainings on Key coverage issues for local government

local governments are regularly required to reply to emerging issues like climate change, Asset and infrastructure program management, shipping, Water control, less expensive housing, economic development, service delivery options, workforce development within their groups for which there's no traditional technique or preferred exercise if you want to resolve their issues. Publications on those types of subjects could need to be include an evaluation of international tactics, evaluation of emerging practice and orientated in the direction of sharing ideas and designing new solutions.

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Personnel planning in local government

Among the challenges dealing with local authorities who have been protected in this file relate to the constructing of competencies and information in a multi-faceted, complex and fast-changing environment. Within person councils that is frequently left to the Human aid Managers; but it calls for a strategic and whole-of-council method. mastering to plan for the desires of a converting team of workers is another abilities gap, and topics which may additionally address this consists of converting role of HR managers, accumulating place of work facts, data approximately changing sector needs, engaging in capabilities audits, Assessing schooling needs, Succession and career planning and building person capacities.

In addition work on this place will be needed, especially within the place of developing pathways for Para- experts, identifying different abilities gaps, and responding to enormous problems which include the effect of the mining growth and opposition from the health area. Enter from local government stakeholders will shed in addition mild on training needs.

Transport modes suitable for small, rural and far flung councils

Not talents gaps as tons as gaps in suitable shipping modes. Distance affects local governments' potential to get entry to skills and information in lots of ways, and education packages are needed to serve those corporations and their specific demanding situations i.e. cost-effectiveness, get right of entry to across distances and Multi-skilled places of work.

Delivery Modes using peer getting to know and exceptional practice

Local government program management addresses problems on a scale that is small and complex. Those issues required innovations specially tailored to local communities, but councils also tend to be quite inwardly targeted. Councils want possibilities to percentage procedures compare experiences and are searching for good thoughts from others who're facing comparable troubles, and education applications on some of topics can inspire: local co-operation, correct practice fashions, enhancements, Peer help and professional networks.

In addition to enhance the knowledge of employees and contributors, the following programs should be adopted as pre-requisite:

•   **Nationally networked master's diploma in local authorities' program management;** Constituted of a series of quick guides which could be taken in my opinion or as part of a grasp's diploma.

•   **Graduate certificate in local authorities Politics;** A publish-graduate route designed for elected contributors.

•   **Local government modules for undergraduate publications in key professions;** to be designed as a non-compulsory/non-obligatory element in undergraduate degrees.

•   **Peer studying networks;** Conceived as a professional development and hassle-solving workout rather than for the reason of skill development or career planning.

•   **Personnel exchanges;** establish and hold a database of team of workers seeking a trade, whereby staff with similar competencies and aspirations can be matched.

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• **Short trainings programs for Councilors;** Arranging short term trainings for councilors on tehsil and district foundation to increase their information and abilities in phrases of local government capabilities.

Conclusion

Residents get registration offerings consisting of start, marriage, loss of life, divorce registration and primary offerings which include water delivery, fitness services, and waste program management via local government. Service transport in urban areas is characterized by erratic water delivery, terrible waste control, and intermittent health services. The terrible kingdom of service transport may be traced to numerous challenges facing local Governments within the overall performance of their obligations.

The study tries to understand the challenges for poor control and how to enhance the control machine of local government common in developing international locations and extra specifically within the context of Pakistan. In doing so, it reviewed the implementation literature that diagnoses the reasons for terrible control machine of local authorities in Pakistan. Several conventional elements are considered liable for poor program management, as an example: political dedication of program management, governance structures, much less trainings, centralization, aid constraints, and influence of donors. Similarly, it has been increasingly realized that educational reform is a local manner and coverage frequently faces the problem of local implementation (Huffman et al., 2003; Timperley & Robinson, 1997).

Consequently it's far equally crucial for us to recognize how marketers understand policy and act on it. Spillane, Reiser and Reimer (2002) argue that earlier than appearing, dealers make feel of policy signals. Due to poor program management by the elected and non-elected officers of the local government, the targets or main targets are not carried out. The policy making and the framing of problems do now not take region properly. Moreover troubles are not solved on priority bases that are in truth a failure of the local government officers.

The performance of the local authorities may be stepped forward, as we have said earlier, with the aid of enhancing program management. But, it's impossible for someone who is not privy to the control of local government, that's of unique type, and someone who hasn't sufficient literacy stage to foresee and plan to remedy the problems on priority bases, can control the enterprise of local government. Instructing and training the officials of local authorities is critical for enhancing the control, improved performance and smoothly running of local government capabilities.

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About The Author

Adil Hayat

Islamabad, Pakistan

Mr. Adil Hayat is a highly motivated individual, currently an MS Scholar of Management at Comsats Institute of Information Technology, Islamabad, Pakistan. His academic profile includes Masters of Science (Management), Master of Education, Bachelor of Education and Bachelor of Science (Computer Sciences). He can be contacted at fortunateadee@gmail.com