To ensure that U.S. Army personnel have a relevant, comprehensive guide to understanding the culture of the Islamic Republic of Pakistan.
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>History</td>
<td>7</td>
</tr>
<tr>
<td>Political</td>
<td>16</td>
</tr>
<tr>
<td>Flag of Pakistan</td>
<td>17</td>
</tr>
<tr>
<td>Political Map</td>
<td>19</td>
</tr>
<tr>
<td>Political Structure</td>
<td>21</td>
</tr>
<tr>
<td>Country Data</td>
<td>24</td>
</tr>
<tr>
<td>Location and Bordering Countries</td>
<td>25</td>
</tr>
<tr>
<td>Comparative Area</td>
<td>26</td>
</tr>
<tr>
<td>Density Composition</td>
<td>27</td>
</tr>
<tr>
<td>Social Statistics</td>
<td>28</td>
</tr>
<tr>
<td>Economy</td>
<td>29</td>
</tr>
<tr>
<td>Agriculture and Land Use</td>
<td>30</td>
</tr>
<tr>
<td>Military Operational Environment</td>
<td>31</td>
</tr>
<tr>
<td>Pakistani Army</td>
<td>32</td>
</tr>
</tbody>
</table>
# Table of Contents

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pakistan Frontier Corps</td>
<td>34</td>
</tr>
<tr>
<td>Pakistan Police Force</td>
<td>35</td>
</tr>
<tr>
<td>Taliban Areas</td>
<td>36</td>
</tr>
<tr>
<td>Pakistan’s Opium Trade</td>
<td>37</td>
</tr>
<tr>
<td>Terrain and Major Lines of Communication</td>
<td>39</td>
</tr>
<tr>
<td>Religion in Pakistan</td>
<td>40</td>
</tr>
<tr>
<td>Islam in Pakistan</td>
<td>41</td>
</tr>
<tr>
<td>Distribution of Sunni and Shi’a</td>
<td>42</td>
</tr>
<tr>
<td>Culture and Communication</td>
<td>44</td>
</tr>
<tr>
<td>Holidays</td>
<td>46</td>
</tr>
<tr>
<td>Pakistani Identity</td>
<td>48</td>
</tr>
<tr>
<td>Pakistani Culture</td>
<td>49</td>
</tr>
<tr>
<td>Geert Hofstede’s Five Dimensions of Culture</td>
<td>50</td>
</tr>
<tr>
<td>Communicating with Pakistanis</td>
<td>53</td>
</tr>
</tbody>
</table>
# Table of Contents

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dining with Pakistanis</td>
<td>54</td>
</tr>
<tr>
<td>Pakistani Family Life</td>
<td>55</td>
</tr>
<tr>
<td>Meetings and Negotiations</td>
<td>57</td>
</tr>
<tr>
<td>Ethnic Groups</td>
<td>58</td>
</tr>
<tr>
<td>Punjabi</td>
<td>60</td>
</tr>
<tr>
<td>Pashtun</td>
<td>61</td>
</tr>
<tr>
<td>Pashtunwali</td>
<td>62</td>
</tr>
<tr>
<td>Sindhi</td>
<td>63</td>
</tr>
<tr>
<td>Siraiki</td>
<td>64</td>
</tr>
<tr>
<td>Muhagirs</td>
<td>65</td>
</tr>
<tr>
<td>Baloch</td>
<td>66</td>
</tr>
<tr>
<td>Divisions by Region</td>
<td>69</td>
</tr>
<tr>
<td>Northern Highland Region</td>
<td>70</td>
</tr>
<tr>
<td>Azad Kashmir, Gilgit-Baltistan</td>
<td></td>
</tr>
<tr>
<td>Indus River Basin</td>
<td>76</td>
</tr>
<tr>
<td>Punjab, Sindh</td>
<td></td>
</tr>
</tbody>
</table>
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Mountain Region</td>
<td>82</td>
</tr>
<tr>
<td>Islamabad Capital Territory, Baloch, FATA, North West Frontier Province</td>
<td></td>
</tr>
<tr>
<td>Language Guide</td>
<td>92</td>
</tr>
<tr>
<td>Major Languages</td>
<td>94</td>
</tr>
<tr>
<td>Vocabulary</td>
<td>95</td>
</tr>
<tr>
<td>Cultural Proverbs, Expressions, and Idioms</td>
<td>102</td>
</tr>
<tr>
<td>Pakistani Superstitions</td>
<td>103</td>
</tr>
<tr>
<td>TRADOC Culture Center Information</td>
<td>104</td>
</tr>
</tbody>
</table>
HISTORY
The Indian Subcontinent
<table>
<thead>
<tr>
<th>Year(s)</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>4500 BCE</td>
<td>Indus Valley Civilization</td>
</tr>
<tr>
<td>326 BCE</td>
<td>Alexander the Great conquers the Near East as far as the Indus River</td>
</tr>
<tr>
<td>642 CE-1200</td>
<td>Islamic Conquests</td>
</tr>
<tr>
<td>1206-1526</td>
<td>Delhi Sultanate</td>
</tr>
<tr>
<td>1526-1757</td>
<td>Mughal Empire</td>
</tr>
<tr>
<td>1757-1858</td>
<td>British East India Company Rule</td>
</tr>
<tr>
<td>1858-1947</td>
<td>British Raj (Rule)</td>
</tr>
<tr>
<td>1947</td>
<td>British draw the Radcliffe Line establishing the new nations of India and Pakistan</td>
</tr>
</tbody>
</table>
Independence - 2001
History Timeline

- **1947-1948**: First Indo-Pakistani War (First Kashmir War); fought over rights to the Kashmir province
- **1956**: Pakistan’s first constitution – establishes nation as an Islamic republic
- **1965**: Second Indo-Pakistani War
- **1971**: Pakistani Civil War: fought between the Pakistan Army and dissenters in East Pakistan; India joins war later in 1971 forcing the Pakistan Army to surrender East Pakistan, which becomes Bangladesh
- **1973**: New constitution – legitimizes military intervention in civil affairs
History Timeline

- **1974**: India detonates first nuclear device
- **1979**: Afghan *Mujahideen* trained in refugee camps in Pakistan by U.S. forces to fight Soviets; the U.S. gives billions in support to Pakistan for next decade
- **1988**: Benazir Bhutto becomes first woman to lead an Islamic state (Pakistan Prime Minister)
- **1998**: Pakistan detonates their first nuclear device; the United States suspends all aid to Pakistan
- **Sep 2001**: President of Pakistan Pervez Musharraf pledges to support the U.S. War on Terror; the United States reinstitutes all aid to Pakistan
2001 - Present

President Hamid Karzai (Afghanistan), President Barak Obama (United States) and President Asif Ali Zardari (Pakistan)
History Timeline

• **2002:** The Pakistani government sends troops to search for bin-Laden and fight al-Qaeda militants whom had taken refuge in Pakistan

• **Dec 2003:** Musharraf escapes attempts on his life

• **Jan 2004:** A.Q. Khan, “The Father of Pakistan’s Nuclear Program,” is found guilty of proliferating nuclear technology to North Korea, Libya, and Iran; later pardoned by Musharraf for fear of public outcry

• **Mar 2004:** Heavy fighting breaks out between Pakistani troops and al-Qaeda militants

• **Oct 2005:** An earthquake kills over 80,000 Pakistanis
• **Dec 2007**: Benazir Bhutto is assassinated
• **Aug 2008**: Musharraf resigns Presidency
• **Sep 2008**: Asif Ali Zardari (Benazir’s widower) is elected president by parliamentary majority
• **May 2009**: Zardari meets with U.S. President Barack Obama and Afghanistan President Hamid Karzai to discuss issues in Pakistan
• **Dec 2009**: Pakistan Supreme Court restores past corruption cases against many of Pakistan’s politicians, including Zardari, after striking down a previous 2007 amnesty decree
POLITICAL
FLAG OF PAKISTAN

Black represents minorities

Green represents the Muslim majority

Crescent represents progress

Five-point Star represents light and knowledge

Approved by Muhammad Ali Jinnah, the founder of Pakistan.
Adopted on August 11, 1947, days before independence.
Illustrates Pakistan’s deep connection with Islam.

Source: Pakistani Government, Ministry of Information and Broadcasting
POLITICAL STRUCTURE

• Government based on Islamic law. Individuals are not required to be Muslim, but laws must not contradict Islam.
• All those over the age of 18 have the right to vote.

• Executive — Federal Parliamentary System
  – President - Chief of State elected by electoral college of members of the National Assembly. Has the power to dissolve the National Assembly. May be impeached by the National Assembly with 2/3 vote. *Must be Muslim.*
  – Prime Minister - Head of Government appointed by President on opinion of National Assembly. May be dismissed by the President. *Must be Muslim.*
POLITICAL STRUCTURE

• Legislative — Parliament consists of two houses:
  – Lower - National Assembly
    • Members elected through popular vote
    • Seats allocated according to population to each of the four provinces, FATA, and Islamabad Capital Territory
    • 5% of seats reserved for non-Muslims
    • Sole responsibility for approving federal budget and finance bills
  – Upper - Senate
    • Permanent legislative body with equal representation from the four provinces and additional representatives from the FATA and Islamabad Capital Territory
    • Chairman is next in line for the presidency
• Judicial — Supreme Court, Federal Shari’a Court, provincial high courts, lesser courts
• All courts exercise criminal and civil jurisdiction
  – Supreme Court Chief Justice appointed by president. Serves until age 65
  – Provincial high court judges appointed by president, after consultation with Chief Justice and governor of the province
  – Federal Shari’a Court
    • 8 Muslim judges and chief justice appointed by president
    • 3 Judges are Islamic religious scholars
    • Decides if laws violate Islamic tenets
    • Hears cases regarding offenses such as theft, intoxication, and unlawful sexual intercourse.
COUNTRY DATA
Location: Southern Asia, south east of Afghanistan, west of India, north of Arabian Sea

Border Countries:
• China
• India
• Afghanistan
• Iran
COMPARATIVE AREA

Area: 803,940 sq. km
Slightly less than 2x the size of California with 4x the population
DENSITY COMPOSITION
### SOCIAL STATISTICS

**Population:**
176,242,949 (July 2009 est.)

- **0-14 years:** 37.2%
  (male 33,739,547/female 31,868,065)

- **15-64 years:** 58.6%
  (male 52,849,607/female 50,378,198)

- **65 years and over:** 4.2%
  (male 3,475,927/female 3,931,605)

**Total Fertility Rate:**
3.6 children born/woman (2009 est.)

**Under-5 Mortality:**
90 per 1000 (2007 est.)

**Life Expectancy at Birth:**
- total population: 64.49 years
- male: 63.4 years
- female: 65.64 years (2009 est.)

### Literacy:
- total population: 49.9%
  - male: 63%
  - female: 36% (2005 est.)

**School life expectancy:**
- total: 7 years
  - male: 7 years
  - female: 6 years (2006 est.)

**Percentage of rural population using improved drinking-water sources:**
87% (2007 est.)

**GDP per capita:**
$2,500 (2008 est.)

**Labor force:**
50.58 million

**Unemployment Rate:**
13.6% (2008 est.)

**Population below poverty line:**
24% (FY05/06 est.)
ECONOMY

- High debt
  - Public debt: 51.2% of GDP (2008 est.)
  - External debt: $46.39 billion (31 December 2008 est.)
- High inflation: 20.3% (2008 est.)
- GDP Composition by Sector:
  - agriculture: 20.4%
  - industry: 26.6%
  - services: 53% (2008 est.)
- Agriculture products
  - cotton, wheat, rice, sugarcane, fruits, vegetables; milk, beef, mutton, eggs
- Export commodities
  - textiles (garments, bed linen, cotton cloth, yarn), rice, leather goods, sports goods, chemicals, manufactures, carpets and rugs
- Pakistani rupee has depreciated significantly as a result of political and economic instability
  - $1 US = 84.5600 PKR (as of 01/07/10)
- Mobile Cellular Phones: 91.44 million (2009 est.)
AGRICULTURE AND LAND USE

PAKISTAN
Agriculture and Land Use

- Forest
- Small trees or open shrub
- Shrub or desert vegetation
- Rice
- Wheat
- Cotton
- Fish processing

Predominately two crops:
1. Wheat (Rabi season)
2. Cotton (Kharif season)
MILITARY OPERATIONAL ENVIRONMENT
Pakistan Army
- Active Strength: 550,000
- Reserve Strength: 528,000
- Volunteer Force
- Active in UN Missions

Missions:
Under the directions of the Federal Government, the Pakistani Army will defend Pakistan against external aggression or threat of war.

Act in aid of civil power under subject of law when called upon to do so

Motto: "Faith, Piety and Fight in the path of God"
Pakistan Forces Areas of Responsibility

Frontier Corps w/15 units led by MG Salim Nawaz

Frontier Corps Scouts Training Academy led by MG Tariq Khan

North-West Frontier Province

Federally Administered Northern Areas

Azad Kashmir

Islamabad Capital Territory

Balochistan

Sindh

Frontier Constabulary drawn from NWFP

III-Corps

V-Corps

X-Corps

XXX-Corps

V-Corps

II-Corps
PAKISTAN FRONTIER CORPS

• A federal paramilitary force recruited mostly by people from the tribal areas and led by officers from the Pakistan Army
• Stationed in the NWFP & Balochistan
• Total manpower of ~ 80,000
• Mission
  – Help local law enforcement in the maintenance of law and order
  – Border patrol
  – Anti-smuggling operations
  – Military operations against insurgents in Balochistan and militants in FATA

Descended from the Khyber Rifles
Pakistan Police Forces

- Police Service of Pakistan (PSP)
  - Strength 659 Posts
- Regional level
  - Capital Territory Police
  - Islamabad Capital Territory
  - Punjab Police, Punjab Province
  - Sindh Police, Sindh Province
  - Frontier Police, NWFP
  - Balochistan Police, Balochistan
  - Balochistan Constabulary
  - Frontier Constabulary
  - Azad Jammu and Kashmir Police
    - Azad Kashmir Region
  - Northern Areas Police

- Federal level
  - Federal Investigation Agency
  - National Highways and Motorway Police
  - Anti-Narcotics Force
  - Pakistan Railways Police

Viewed as corrupt. Known to extort the local population. Generally not trusted.

U.S. Consul General being briefed by Frontier Constabulary officials
Taliban Areas
Pakistan’s Opium Trade

- Much of the Afghan border with Pakistan is wide open, enabling low-risk smuggling back and forth across the Durand Line
- 40% of Afghanistan’s heroin is trafficked into Pakistan (150 tons)
- 80 tons of opium are consumed annually in Pakistan; 547,000 heroin users
- Taliban and other al-Qaeda linked groups have been taking a share of the $1 billion opiate market in Pakistan
- Heroin and opium enters Pakistan from Afghanistan’s eastern and southern provinces into Balochistan and FATA
- Almost no drugs are seized in FATA although tons transit the region
- Opiates are trafficked through FATA in three main directions:
  - Towards China via Gilgit (northern areas), by road
  - Towards India through the NWFP - Chakwai/Rawalpindi - Sailkot - Wagha route
  - Towards Karachi via NWFP - Rawalpindi - Chawai-Faisaba - Mutan-Sukkur route
Drug trafficking in Pakistan

150 tons of Opium imported into Pakistan from Afghanistan
**Religion in Pakistan**

- Majority of Pakistani Muslims are Sunni of the Hanafi School of Law
- The two primary sects of the Hanafi School are the more prevalent Barelvi tradition, a more liberal reform movement, and the stricter and more orthodox Deobandi tradition
- Over 60% of the madrasas (or religious schools) in Pakistan are run by Deobandis
- Shi’as in Pakistan are primarily “Twelvers” with smaller numbers of Ismaillis (“Seveners”)
- The “other” religions in Pakistan are small in number but influential. They include Hindus, Christians, Sikhs, Buddhists and Zoroastrians/Parsis
**Islam in Pakistan**

- Abrahamic religion - shares roots with Judaism and Christianity
- Qur’an holy book – infallible authority
- Five Pillars: Testimony of faith (*Shahada*), Prayer (*Salat*), Charity (*Zakat*), Pilgrimage to Mecca (*Hajj*), Fasting during month of Ramadan (*Sawm*)
- Other Beliefs: Faith (*Iman*), Oneness of God (*Tawhid*), Prophets and Messengers, Angels, Judgment Day, the Books (Qur’an, Bible, Torah), Fate and Predestination
- Pervasive part of daily life – Prayer 5x/day, education, Friday mosque gatherings
- Religious figures (*mullahs*) respected and influential
- Literacy issues: misinterpretation; opportunity for perceived religious authorities and religious schools (*madrasas*) to mislead those who cannot read
DISTRIBUTION OF SHI’A AND SUNNI
Mosques in Pakistan

Badshahi Mosque, Lahore

Faisal Mosque, Islamabad

CMH Mosque, Jhelum Cantonment

Kuzkandi Jamiah Masjid, Baghdad
Culture and Communication
Yom-e-Istiqqlal
Midnight Celebration of Pakistan Independence
HOLIDAYS (dates for 2010)

- 26 Feb: Eid Mawlid al-Nabi (Birth of the Prophet Muhammad)
- 23 Mar: Pakistan Day (commemorates Lahore Resolution – demand for a separate, Muslim nation from the British Indian Empire)
- 01 May: Labor Day
- 14 Aug: Yom-e-Istiqlal (Independence Day from United Kingdom)
- 06 Sep: Yom-e-Difa (Defence Day – official start of the Indo-Pakistani War of 1965)
- 10-11* Sep: Eid al-Fitr (After a month of fasting, Afghans visit and/or entertain their friends and give gifts)
- 09 Nov: Yom-e-Iqbal (Birthday of national poet Muhammad Iqbal)
- 16-17 Nov*: Eid-ul-Azha (Feast of the Sacrifice — commemorates the Prophet Abraham’s devotion to God)
- 17 Dec*: Ashura (Shi’a day of mourning commemorating the martyrdom of the Prophet Muhammad’s grandson Husayn at the Battle of Karbala in 680 C.E.)

Note: The week prior to Eid al-Fitr is an appropriate time to provide performance or other types of bonuses to Afghan national employees such as interpreters/translators

* dates for religious holidays are approximated; each year the holidays are adjusted to the lunar calendar
Pakistanis

All photos by David Tannenbaum
Allegiance is given to family above all other social groupings; family is also the main source of a Pakistani’s identity and is the primary factor in decision-making. Ethnic groups, tribes, and community define one’s loyalty; however, nationalistic sentiment is easily found within the population of the relatively young state. Self is the least important consideration in such a collective society.
• Conservative compared to Western societies; great variance between extremely conservative rural areas and less conservative cities
• Lifestyle is a blend of Islamic and local traditions
• Patriarchal, Patrilineal & Patrilocal
• Hierarchal society with deference to elders
• Traditional family values extremely important and sacred
• Education is highly valued
• Process & relationship oriented
• Time relatively unimportant
• Fatalistic & formal
• Differences exist in dress, food, music, and religious practices of the various ethnic groups
GEERT HOFSTEDE’S FIVE DIMENSIONS OF CULTURE

• **Low vs. High Power Distance (PDI)**
  – Pakistan is a comparatively high power society as hierarchies and positions are adhered to and are well established

• **Individualism vs. Collectivism (IDV)**
  – Pakistan is a collective society governed by loyalties and responsibilities to the family and ethnic group or tribe; individuals answer to the group as a whole

• **Masculine vs. Femininity (MAS)**
  – Pakistan is a masculine society with defined gender roles; however, women are progressively performing roles that are traditionally male (public leadership, government)

• **Low vs. High Uncertainty Avoidance (UAI)**
  – A high uncertainty avoidance society like Pakistan prefers rules and structured activities such as tribal laws and religious values to dictate daily life; uncommon opinions are not readily tolerated; superstitions can also play a role

• **Long vs. Short Term Orientation (LTO)**
  – Pakistan is a short term oriented society where saving face, respect for tradition, and immediate stability are important
Application of the Five Dimensions of Culture

• **High Power Distance**
  – It is critical to identify the power broker of a community, whether it be a military or government official, religious leader, businessman, or the eldest male; directly dealing in a positive manner with those with power will increase the effectiveness of meetings and negotiations

• **Collective Society**
  – For any decisions of significance, expect a consensus approach that may require patience on the part of Soldiers

• **Masculine Society**
  – In Pakistan, men and women have distinct gender roles and norms of interaction that may not conform to Western values; consult your Rules of Interaction should any situations of concern arise

• **High Uncertainty Avoidance**
  – Soldiers should attempt to provide full explanations, assurances, and demonstrate beneficial outcomes when introducing new concepts. Soldiers should not criticize, however constructively, religious and traditional beliefs and ways. It is also advisable to arrange meetings that do not disrupt daily religious and cultural rituals, such as prayer

• **Short Term Orientation**
  – At the end of a meeting, do not expect command decisions to be made in a timely manner; all processes must adhere to the rules of social hierarchy in Pakistan
* For Long Term Orientation (LTO), Pakistan has a rank of zero; LTO ranks for Iraq and Mexico are not available.
COMMUNICATING WITH PAKISTANIS

Greeting:
• Handshake; hugs between men may be acceptable in a developed relationship; women may hug and kiss
• Greeting in local language appreciated
• Men should not attempt to greet a woman unless the woman initiates the greeting
• It is preferable to greet the eldest or most senior first

Small Talk:
• Casual conversation is a must at the beginning of every encounter
• Consists of repeated inquiries about health, family, business success
• Do not make specific inquires about female family members
• Names are important and have specific meanings in sequence; ask people how they wish to be addressed
• Build rapport by sharing personal information (within the limits of your comfort and security)
• Praise is a common part of conversations; prepare to receive and give compliments
• Accept offerings of food or tea (if you must decline, do so gracefully)
• To be invited is an honor, and attending a meal is a powerful way to build rapport
• Arriving late is common and expected
• Do not expect a quick dinner
• Dress conservatively
• May have to remove shoes (check to see if your host is wearing shoes)
• Try to take a small gift (no alcohol); men should avoid giving flowers to women and should express that the gift is from a female relative, not him directly
• Allow the host to seat you and do not begin eating until the eldest person begins
• Try using the right hand only to eat
• In rural areas, may be required to sit on the floor around a short table
• When in doubt, emulate the behavior of others at the gathering
• Second and third helpings are given even if you refuse
• Extended family is the basis of social structure and individual identity
• Individual honor and shame are based on the actions and reputations of ancestors and family members
• Extended family obligations often supersede other responsibilities, including allegiance to nation, job, and individual need
• Most marriages occur between people of the same ethnicity and subculture
• Couples are expected to have children, and families are usually large by Western standards
• Privacy and protection from strangers or non-family members is a paramount concern; however, privacy from family is nonexistent
Cross-Culture Communications
GEN George W. Casey Jr. meets with Pakistani officers

U.S. Army photo by D. Myles Cullen
MEETINGS AND NEGOTIATIONS

To foster rapport and willingness to cooperate:

• Arrive on time, but be prepared to wait
• Do not expect to address your goals during the initial meetings; focus on relationship building
• Interruptions are common; do not show frustration if people enter to discuss other issues with your counterpart
• Personal space is smaller than what is custom in Western culture; try not to back away
• Maintain indirect eye contact
• Demonstrate deference to the most senior person; compliment the leader and avoid negatively affecting his honor
• Pakistanis are indirect communicators; try not to openly disagree with their goals in public and instead suggest further discussion may be needed
• Ask questions in different ways when given a vague, indirect response (without being challenging or expressing frustration)
• Try to remain calm even if your Pakistani counterpart becomes emotional (not uncommon)
• In negotiations, allow your counterpart to ask about your agenda; only allow for small pieces to be revealed (enough for your counterpart to feel comfortable and build his trust in you)
• Decisions are usually made slowly and by the highest ranking person; try not to rush or expect an immediate conclusion as there are several layers of approval in such processes
• Changing negotiators often requires that the negotiations start over, as the Pakistanis are relationship-oriented
ETHNIC GROUPS
Major Ethnic Groups Pakistan

- Punjabi: 44.7%
- Pashtun: 15.4%
- Sindhi: 14.1%
- Siraiki: 8.4%
- Muhagirs: 7.6%
- Balochi: 3.6%
- Other: 6.3%
Punjabi

- Largest and most dominant ethnic group in Pakistan at Around 78 million or 45% of the population
- Follow several religions (in order of population size): Islam, Sikhism, and Hinduism
- Punjabi ethnic identity is largely based upon the use of the Punjabi language, but most educated Punjabi speak, read and write, Urdu
- Punjabis have a strong national identity
- Punjabis occupy most higher levels of the parliament and government

- The Punjabis found in Pakistan belong to groups known as biradaris, which descend from a common male ancestor
- Punjabis have traditionally and historically been farmers and soldiers, which has transferred into modern times with their dominance of the agriculture and military fields in Pakistan
• 15% of Pakistan Population
• Pashtu primary language
• Adherence to “Pashtunwali”
• Independent, fierce warrior tradition
• They don’t commonly recognize the Afghan/Pakistani border as it dissects their traditional tribal lands
• Pashtun proverb: "I against my brother; my brother and I against my cousin; I, my brother, and my cousin against the stranger"
Pashtunwali is a term coined by anthropologists; while the term itself is unfamiliar to Pashtuns, it is an accurate description of an unwritten code or set of values important to their way of life.

- **Melmastia** - Hospitality
- **Badal** - Justice/Revenge
- **Nanawateh** - Asylum
- **Zemaka** – Defense of land/earth
- **Nang** – Honor
- **Namus** - Honor of women
- **Hewad** – Nation - “Pashtunistan”
- **Dod-pasbani** - Protect Pashtun culture
- **Tokhm-pasbani** - Protect the Pashtun
- **De Pashtunwali Perawano** - Adhere to Pashtunwali
**SINDHI**

- Third largest group in Pakistan at around 25 million people or 14% of the population.
- Sindhis are heavily influenced by the adjacent Balochi, but also have a rich ethnic identity which include the Sindhi language, literary works and folk traditions.
- Belong to various religions to include: Muslim, Hindus, and Christian.
- Nearly 7 million immigrated to Pakistan following its creation.
• Siraiki live primarily in Southeast Pakistan mainly in the Southern portions of the Punjab and Sindh Provinces
• Siraiki are a linguistic group and not an ethnic group; also known as the Multani people
• Belong to two sub-groups: Jats and Rajputs
• Most are poor migratory nomadic peoples
• Siraiki compromise approximately 8% of the Pakistani population; mostly Muslim
Muhagirs

- Muhagir in Urdu and Arabic means “Immigrant”
- A self-identified group with an urban background that had been Anglicized and were looking for a fresh start in the new Pakistan; many were well educated and living a western lifestyle
- More of a diverse ethnic group than a defined cultural group
- Urdu is quickly becoming the language among the younger and more educated
Baloch:

- Iranian descent; speak Balochi (Iranian language)
- Their traditional homeland is the Balochistan Plateau
- Largely pastoral and desert dwellers; Sunni Muslim
- Have a distinct cultural identity maintained by their isolated and nomadic life style
- Known for their beautiful natural colored camel hair rugs
DIVISIONS BY REGION

Northern Highlands: Azad Kashmir, Gilgit-Baltistan

Indus Basin: Punjab, Sindh

Western Mountains: Islamabad Capital Territory, Balochistan, FATA, NWFP

Date Trees in Sindh
NORTHERN HIGHLANDS REGION
Azad Kashmir, Gilgit-Baltistan
Northern Highlands Region

The northern highlands include parts of the Hindu Kush, the Karakoram Range, and the Himalayas. This area includes such famous peaks as K2 (Mount Godwin Austen, at 8,611 meters the second highest peak in the world), and Nanga Parbat (8,126 meters), the twelfth highest. More than one-half of the summits are over 4,500 meters, and more than fifty peaks reach above 6,500 meters. Travel through the area is difficult and dangerous. Because of their rugged topography and the rigors of the climate, the northern highlands and the Himalayas to the east have been formidable barriers to movement into Pakistan throughout history.
Northern Highlands Region
Azad Kashmir

Ethnic Groups:
Tajik - 62%
Pashtun - 28%
Uzbek - 5%
Turkmen - 3%

Languages:
Urdu
Pahari
Mirpuri
Gojri
Hindko
Punjabi
Pashtu
Azad Kashmir - Capital: Muzaffarabad

<table>
<thead>
<tr>
<th>Geography and Climate:</th>
<th>Mountainous and sparsely populated. The climate is varied due to changes in elevation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economy:</td>
<td>Sells electricity to the Pakistan government. Economy is driven by agriculture, which includes barley, millet, corn, and wheat. Region is still rebuilding from 2005 earthquake.</td>
</tr>
<tr>
<td>Health:</td>
<td>Malnutrition is prevalent in children 5 years old and younger. High malaria and tuberculosis infection rates.</td>
</tr>
<tr>
<td>Dangers/Concerns:</td>
<td>Significant land dispute exists that involves Pakistan, India, and China.</td>
</tr>
<tr>
<td>Significance:</td>
<td>Autonomous region whose defense, foreign policy, and currency are under the direct control of Pakistan.</td>
</tr>
</tbody>
</table>
Northern Highlands Region
Gilgit-Baltistan

Ethnic Groups:
- Shina
- Balti
- Brahui

Language:
- Urdu
- Shina
- Burushaski
- Balti
- Tibetan
- Wakhi
- Khowar
### Gilgit-Baltistan - Capital: Gilgit

<table>
<thead>
<tr>
<th>Geography and Climate:</th>
<th>The territory possesses some of the world’s highest mountain ranges to include K2 and Nanga Parbat. Diverse climate due to elevation differences.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economy:</td>
<td>In September 2009, a multi-billion rupee development project initiative was announced focusing on the areas of education, health, agriculture, tourism, and quality of life.</td>
</tr>
<tr>
<td>Health:</td>
<td>Only 25 hospitals and 140 doctors located within the territory.</td>
</tr>
<tr>
<td>Dangers/Concerns:</td>
<td>Involved in the Kashmir conflict, Pakistan does not consider the territory to be part of the Kashmir region but India does.</td>
</tr>
<tr>
<td>Significance:</td>
<td>Strategically significant location, borders Afghanistan, China, and Kashmir.</td>
</tr>
</tbody>
</table>
INDUS BASIN REGION
Punjab, Sindh
The Indus, one of the great rivers of the world, rises in southwestern Tibet. The catchment area of the Indus is estimated at almost 1 million square kilometers, and all of Pakistan's major rivers—the Kabul, Jhelum, Chenab, Ravi, and Sutlej—flow into it. The Indus River basin is a large, fertile alluvial plain formed by silt from the Indus. This area has been inhabited by agricultural civilizations for at least 5,000 years. The upper Indus Basin includes Punjab; the lower Indus Basin begins at the Panjnad River (the confluence of the eastern tributaries of the Indus) and extends south to the coast. In Punjab (meaning the "land of five waters") are the Indus, Jhelum, Chenab, Ravi, and Sutlej rivers.
Indus Basin Region – Punjab

Ethnic Groups:
- Punjabi

Languages:
- Urdu
- English
- Punjabi
- Saraiki
- Mewati
- Pothowari
- Hindko
- Sindhi
- Pashtu
- Balochi
Punjab Province - Capital: Lahore

<table>
<thead>
<tr>
<th>Geography and Climate:</th>
<th>The region possesses mainly fertile land along the river valleys and scattered desert areas in some of the border regions.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economy:</td>
<td>Leading contributor to Pakistan’s economy, which has quadrupled since 1972. It is also the most industrialized province.</td>
</tr>
<tr>
<td>Health:</td>
<td>Possesses one of the highest malaria infection rates in South Asia.</td>
</tr>
<tr>
<td>Dangers/Concerns:</td>
<td>High number of Taliban and militant attacks in the region. The majority of these attacks have taken place in the southern area of the province.</td>
</tr>
<tr>
<td>Significance:</td>
<td>Contains many key nuclear weapon sites.</td>
</tr>
</tbody>
</table>
# Sindh Province - Capital: Karachi

<table>
<thead>
<tr>
<th>Geography and Climate:</th>
<th>The province contains desert area to the east, mountains in the west, and fertile plains centrally located. Temperatures can raise to above 110 degrees in the summer.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economy:</td>
<td>Possesses a diversified economy that ranges from heavy industry to a significant financial sector in Karachi to a agricultural base along the Indus.</td>
</tr>
<tr>
<td>Health:</td>
<td>93 hospitals and 1 to 5457 doctor to patient ratio.</td>
</tr>
<tr>
<td>Dangers/Concerns:</td>
<td>Karachi is very unstable due to a significant number of criminal elements throughout the city.</td>
</tr>
<tr>
<td>Significance:</td>
<td>Karachi is Pakistan’s largest city and main commercial hub. Karachi is a major transit point for military and other supplies to Afghanistan for the U.S.</td>
</tr>
</tbody>
</table>
WESTERN MOUNTAIN REGION
Islamabad Capital Territory, Balochistan, Federally Administered Tribal Areas (FATA), North West Frontier Province (NWFP)
Western Mountain Region

South of the northern highlands and west of the Indus River plain are the Safed Koh Range along the Afghanistan border and the Sulaiman Range and Kirthar Range, which define the western extent of the province of Sindh and reach almost to the southern coast. The lower reaches are far more arid than those in the north, and they branch into ranges that run generally to the southwest across the province Balochistan. Several large passes cut the ranges along the border with Afghanistan. Among them are the Khojak Pass, about eighty kilometers northwest of Quetta in Balochistan; the Khyber Pass, forty kilometers west of Peshawar and leading to Kabul; and the Baroghil Pass in the far north, providing access to the Wakhan Corridor.
Western Mountain Region
Balochistan

Ethnic Groups:
Baloch
Pashtun
Sindhi

Languages:
Balochi
Pashtu
Sindhi
Punjabi
Sariaki
Urdu
## Balochistan Province - Capital: Quetta

<table>
<thead>
<tr>
<th>Geography and Climate:</th>
<th>It is the largest of the four provinces in land mass (44% of the country). The terrain tends to be very mountainous and water is scarce.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economy:</td>
<td>The economy is driven by the production of natural gas, coal, and minerals. Poorest and least inhabited province.</td>
</tr>
<tr>
<td>Health:</td>
<td>Access to health care limited, little support from the national government.</td>
</tr>
<tr>
<td>Dangers/Concerns:</td>
<td>A new sea port is being developed at Gwadar, a strategically important location along trade corridor to Asia. China is funding project and believed to be a Chinese naval base.</td>
</tr>
<tr>
<td>Significance:</td>
<td>Numerous transportation corridors to Iran and Afghanistan.</td>
</tr>
</tbody>
</table>
Western Mountains Region – Federally Administered Tribal Areas

Ethnic Groups: Pashtun

Languages: Urdu (National) Pashtu (Official)
# FATA - Capital: Miranshah

<table>
<thead>
<tr>
<th>Geography and Climate:</th>
<th>Primarily mountainous terrain scattered with small basins and valleys. A majority of the FATA is arid and semi-arid.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economy:</td>
<td>Highest population density (66%) living below the poverty line ($663 per capita income). Economy is primarily pastoral.</td>
</tr>
<tr>
<td>Health:</td>
<td>43% of population have access to clean drinking water. 1 to 7,670 patient to doctor ratio.</td>
</tr>
<tr>
<td>Dangers/Concerns:</td>
<td>The Pakistan government has limited control of the region, mainly controlled by local tribal leaders.</td>
</tr>
<tr>
<td>Significance:</td>
<td>Region is a safe haven for the Taliban who move freely through the Afghanistan-Pakistan Border.</td>
</tr>
</tbody>
</table>
Western Mountain Region
North-West Frontier Province

Ethnic Groups:
Pashtun
Chitrali

Languages:
Pashtu
Hindko Khowar
Urdu
English
### North-West Frontier Province

**Capital:** Peshawar

<table>
<thead>
<tr>
<th>Geography and Climate:</th>
<th>There are dry rocky areas in the south to forests and green plains in the north. The air is dry, which leads to a significant range in the daily and annual temperatures.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economy:</td>
<td>Accounts for 10% of Pakistan’s GDP and 20% of Pakistan’s mining output.</td>
</tr>
<tr>
<td>Health:</td>
<td>Internal healthcare facilities is currently overwhelmed by conflict casualties.</td>
</tr>
<tr>
<td>Dangers/Concerns:</td>
<td>Heavy Taliban presence has made region very unstable, Over 2 million displaced persons currently reside in the province.</td>
</tr>
<tr>
<td>Significance:</td>
<td>Served as a major supply base for the Mujahideen during the Soviet Union-Afghanistan conflict.</td>
</tr>
</tbody>
</table>
Ethnic Groups:
Punjabi
Urdu
Pashtun

Languages:
Urdu (Official)
English (Official)
Punjabi
Sindhi
Pashtu
Balochi
Potwari
### Islamabad Capital Territory
#### Capital: Islamabad

<table>
<thead>
<tr>
<th>Geography and Climate:</th>
<th>Area has historically been a part of the crossroads of the Punjab region and the North-West Frontier Province; continental climate with summer monsoon rains occurring during July and August</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economy:</td>
<td>Accounts for 1% of GDP. Significant expansion in information and communications sector.</td>
</tr>
<tr>
<td>Health:</td>
<td>Although water in Islamabad is generally clean, tap water should be boiled.</td>
</tr>
<tr>
<td>Dangers/Concerns:</td>
<td>Terrorist threat to Western hotels; on September 2008 the Islamabad Marriott Hotel was attacked by a truck bomb, killing 53 people</td>
</tr>
<tr>
<td>Significance:</td>
<td>In 1967, the capital was officially moved to Islamabad, meaning “the abode of Islam”</td>
</tr>
</tbody>
</table>
LANGUAGE GUIDE
Language Guide

- National language – Urdu
- Official language – English
- Only 8% of the population speaks Urdu as a first language, but the majority of Pakistanis understand and speak Urdu.
- Urdu is considered the language of the educated.
Spoken languages generally correspond to the ethnic group of the individual (i.e. Pashtun/Pashtu)
<table>
<thead>
<tr>
<th>English</th>
<th>Punjabi</th>
<th>Pushtu</th>
<th>Urdu</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hello</td>
<td>namaskaar</td>
<td>helo</td>
<td>halo</td>
</tr>
<tr>
<td>Excuse me/I’m sorry</td>
<td>sunyo / maaf kaRyo</td>
<td>deR mwaafee ghawaaRam</td>
<td>mu'aaf keejeeeyey</td>
</tr>
<tr>
<td>My name is ______.</td>
<td>meyRa naa ___ he</td>
<td>zamaa noom ___ dey</td>
<td>meyraa naam ___ he</td>
</tr>
<tr>
<td>What is your name?</td>
<td>tuwaadaa kee naa he?</td>
<td>taaso noom sa dey?</td>
<td>aapkaa naam kyaa he?</td>
</tr>
<tr>
<td>How are you?</td>
<td>tusee kevey ho?</td>
<td>taaso sanga yee?</td>
<td>kyaa haal he?</td>
</tr>
<tr>
<td>Good morning</td>
<td>sat sRee aakaal</td>
<td>aslaamo aleykam</td>
<td>salaamu 'alaykum</td>
</tr>
<tr>
<td>Good night</td>
<td>shub RatRee</td>
<td>shpaa mo pu KheyR</td>
<td>shab baKheyr</td>
</tr>
<tr>
<td>Yesterday</td>
<td>kal</td>
<td>paRoon</td>
<td>kal</td>
</tr>
<tr>
<td>Today</td>
<td>aj</td>
<td>nan</td>
<td>aaj</td>
</tr>
<tr>
<td>Tomorrow</td>
<td>kal</td>
<td>sabaa</td>
<td>kal</td>
</tr>
<tr>
<td>Yes</td>
<td>haa</td>
<td>aw</td>
<td>jee haa</td>
</tr>
<tr>
<td>No</td>
<td>naa</td>
<td>na</td>
<td>nahee</td>
</tr>
<tr>
<td>Please</td>
<td>kiRpaa</td>
<td>meheRabaanee okRee</td>
<td>meharbaanee sey</td>
</tr>
<tr>
<td>Thank you</td>
<td>danavaaad</td>
<td>manana</td>
<td>shookreeya</td>
</tr>
<tr>
<td>Welcome</td>
<td>jee aayaa noo</td>
<td>pu KheyR Raaghley</td>
<td>Khush-aamded</td>
</tr>
<tr>
<td>English</td>
<td>Punjabi</td>
<td>Pashtu</td>
<td>Urdu</td>
</tr>
<tr>
<td>--------------</td>
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<td>-------</td>
</tr>
<tr>
<td>What?</td>
<td>kee?</td>
<td>su?</td>
<td>kyaah?</td>
</tr>
<tr>
<td>Why?</td>
<td>kyoo?</td>
<td>waley?</td>
<td>kyooh?</td>
</tr>
<tr>
<td>Where?</td>
<td>kitey?</td>
<td>cheRta?</td>
<td>kahaa?</td>
</tr>
<tr>
<td>When?</td>
<td>kado?</td>
<td>kala?</td>
<td>kab?</td>
</tr>
<tr>
<td>Who?</td>
<td>kon?</td>
<td>sok?</td>
<td>kawn?</td>
</tr>
<tr>
<td>How many?</td>
<td>keney?</td>
<td>sumRa?</td>
<td>kitney?</td>
</tr>
<tr>
<td>How much?</td>
<td>kenaah?</td>
<td>so?</td>
<td>kitnaah?</td>
</tr>
<tr>
<td>Right / Correct</td>
<td>sahee / teek</td>
<td>teek</td>
<td>drust</td>
</tr>
<tr>
<td>Wrong / Incorrect</td>
<td>galat / teek neyee</td>
<td>ghalat</td>
<td>ghalat</td>
</tr>
<tr>
<td>Good bye</td>
<td>aal veedaa</td>
<td>da Khadeh pu amaan</td>
<td>Khuda haafiz</td>
</tr>
<tr>
<td>English</td>
<td>Punjabi</td>
<td>Pashtu</td>
<td>Urdu</td>
</tr>
<tr>
<td>---------</td>
<td>---------</td>
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<td>------</td>
</tr>
<tr>
<td>0</td>
<td>seefaR</td>
<td>sifaR</td>
<td>sifar</td>
</tr>
<tr>
<td>1</td>
<td>eyk</td>
<td>yo</td>
<td>eyk</td>
</tr>
<tr>
<td>2</td>
<td>do</td>
<td>dwa</td>
<td>do</td>
</tr>
<tr>
<td>3</td>
<td>tin</td>
<td>dRey</td>
<td>teen</td>
</tr>
<tr>
<td>4</td>
<td>char</td>
<td>saloR</td>
<td>caar</td>
</tr>
<tr>
<td>5</td>
<td>panj</td>
<td>pinza</td>
<td>paanch</td>
</tr>
<tr>
<td>6</td>
<td>chey</td>
<td>shpag</td>
<td>che</td>
</tr>
<tr>
<td>7</td>
<td>sat</td>
<td>oowa</td>
<td>saat</td>
</tr>
<tr>
<td>8</td>
<td>at</td>
<td>ata</td>
<td>aat</td>
</tr>
<tr>
<td>9</td>
<td>naao</td>
<td>naha</td>
<td>naw</td>
</tr>
<tr>
<td>10</td>
<td>das</td>
<td>las</td>
<td>das</td>
</tr>
<tr>
<td>11</td>
<td>gyaaRaa</td>
<td>yolas</td>
<td>gyaara</td>
</tr>
<tr>
<td>12</td>
<td>baaRaa</td>
<td>dwolas</td>
<td>baara</td>
</tr>
<tr>
<td>13</td>
<td>teyRaa</td>
<td>diyaaRlas</td>
<td>teyra</td>
</tr>
<tr>
<td>14</td>
<td>chodaa</td>
<td>swaaRlas</td>
<td>chawda</td>
</tr>
<tr>
<td>15</td>
<td>pandRaa</td>
<td>peenzalas</td>
<td>pandra</td>
</tr>
<tr>
<td>English</td>
<td>Punjabi</td>
<td>Pashtu</td>
<td>Urdu</td>
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<tr>
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<tr>
<td>16</td>
<td>solaa</td>
<td>shpaaRlas</td>
<td>sola</td>
</tr>
<tr>
<td>17</td>
<td>staaRaa</td>
<td>oowalas</td>
<td>satra</td>
</tr>
<tr>
<td>18</td>
<td>ataaRaa</td>
<td>atalas</td>
<td>at-haara</td>
</tr>
<tr>
<td>19</td>
<td>unee</td>
<td>noolas</td>
<td>unees</td>
</tr>
<tr>
<td>20</td>
<td>vee</td>
<td>shal</td>
<td>bees</td>
</tr>
<tr>
<td>30</td>
<td>tee</td>
<td>diRsh</td>
<td>tees</td>
</tr>
<tr>
<td>40</td>
<td>chaalee</td>
<td>salweKht</td>
<td>chaalees</td>
</tr>
<tr>
<td>50</td>
<td>panjaa</td>
<td>panzos</td>
<td>pachaas</td>
</tr>
<tr>
<td>60</td>
<td>sat</td>
<td>shpeeta</td>
<td>saat</td>
</tr>
<tr>
<td>70</td>
<td>sataR</td>
<td>awyaa</td>
<td>satar</td>
</tr>
<tr>
<td>80</td>
<td>asee</td>
<td>atyaa</td>
<td>aasee</td>
</tr>
<tr>
<td>90</td>
<td>navey</td>
<td>nawee</td>
<td>navey</td>
</tr>
<tr>
<td>100</td>
<td>saw</td>
<td>sal</td>
<td>saw</td>
</tr>
<tr>
<td>English</td>
<td>Punjabi</td>
<td>Pashto</td>
<td>Urdu</td>
</tr>
<tr>
<td>-------------------------</td>
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<td>------------------------------</td>
</tr>
<tr>
<td><strong>Do you speak English?</strong></td>
<td>kee tusee angeReyzee boldey ho?</td>
<td>taaso engReyzee weley shee?</td>
<td>kyaa aap angreyzee boltey he?</td>
</tr>
<tr>
<td><strong>Slow down</strong></td>
<td>haaley</td>
<td>wRo shee</td>
<td>ahista ho jawo</td>
</tr>
<tr>
<td><strong>Calm down</strong></td>
<td>shaant ho</td>
<td>aaRaam shee</td>
<td>aaraam sey</td>
</tr>
<tr>
<td><strong>You are safe</strong></td>
<td>toosee suRaakshit ho</td>
<td>taaso meh-fooz yee</td>
<td>aap meh-fooz he</td>
</tr>
<tr>
<td><strong>Do you understand?</strong></td>
<td>samaj aae?</td>
<td>taaso pohigee?</td>
<td>aapko samaj ayee?</td>
</tr>
<tr>
<td><strong>Where is _____?</strong></td>
<td>____ ketey he?</td>
<td>____ cheRta dee?</td>
<td>____ kaha he?</td>
</tr>
<tr>
<td><strong>Help me</strong></td>
<td>madad kaRo</td>
<td>maa madad ogRa</td>
<td>bachaw</td>
</tr>
<tr>
<td><strong>Do you need help?</strong></td>
<td>madad chaahidee he?</td>
<td>taaso madad ghwaaRee?</td>
<td>aapko madad kee zaroorat he?</td>
</tr>
<tr>
<td><strong>Water</strong></td>
<td>paaneet</td>
<td>ooba</td>
<td>paaneet</td>
</tr>
<tr>
<td><strong>Food</strong></td>
<td>kaanaa</td>
<td>KhoRaak</td>
<td>kaanaa</td>
</tr>
<tr>
<td><strong>Shelter</strong></td>
<td>shaRen dee taa</td>
<td>panaah</td>
<td>panaah gaah</td>
</tr>
<tr>
<td><strong>Medicine</strong></td>
<td>davaaee</td>
<td>dawaayee</td>
<td>davaa</td>
</tr>
<tr>
<td><strong>Weapons</strong></td>
<td>hatyaaR</td>
<td>waslaa</td>
<td>hatyaar</td>
</tr>
<tr>
<td><strong>Minefield</strong></td>
<td>baaRood taa</td>
<td>meyn waalaa ilaaqa</td>
<td>baaroodee srungo waalaa maydaan</td>
</tr>
<tr>
<td><strong>Danger area</strong></td>
<td>katRey dee taa</td>
<td>da KhataR ilaaqa</td>
<td>Khatarnaak 'alaqah</td>
</tr>
<tr>
<td><strong>What direction?</strong></td>
<td>kis paasey?</td>
<td>koom taRaf?</td>
<td>kis taraf?</td>
</tr>
<tr>
<td>English</td>
<td>Punjabi</td>
<td>Pashtu</td>
<td>Urdu</td>
</tr>
<tr>
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</tr>
<tr>
<td>Stop!</td>
<td>Ruk!</td>
<td>udRegee!</td>
<td>ruk jaawo!</td>
</tr>
<tr>
<td>Move</td>
<td>haato</td>
<td>oKhozigee</td>
<td>chalo</td>
</tr>
<tr>
<td>No talking</td>
<td>choop Rho</td>
<td>KhabaRey ma kawee</td>
<td>Khaamosh</td>
</tr>
<tr>
<td>Hands up</td>
<td>haat utey</td>
<td>laasoona oochat kRe</td>
<td>haat oopar karo</td>
</tr>
<tr>
<td>Lower your hands</td>
<td>haat neechey kaRo</td>
<td>laasoona Khkata kRe</td>
<td>haat neechey karo</td>
</tr>
<tr>
<td>Lie on your stomach</td>
<td>peyt bal leyto</td>
<td>pu Khpal geyda baandey samlee</td>
<td>pet key bal let jaawo</td>
</tr>
<tr>
<td>Get up</td>
<td>ooto</td>
<td>paasigee</td>
<td>ooto</td>
</tr>
<tr>
<td>Come here</td>
<td>etey aao</td>
<td>delta Raashee</td>
<td>id-har awo</td>
</tr>
<tr>
<td>Turn around</td>
<td>mooRo</td>
<td>sat pu maKh tao shee</td>
<td>mur jaawo</td>
</tr>
<tr>
<td>Do not move</td>
<td>helo naa</td>
<td>ono Khozigee</td>
<td>hilnaa mat</td>
</tr>
<tr>
<td>Stay where you are</td>
<td>otey hee Ro</td>
<td>koom zaay key chee yee ham halta patey shee</td>
<td>jahaa ho vaheen raho</td>
</tr>
<tr>
<td>Walk forward</td>
<td>agey chalo</td>
<td>maKhkey laaR shee</td>
<td>aagey chalo</td>
</tr>
<tr>
<td>One at a time</td>
<td>ik ik kaR key</td>
<td>pu yo waKht bandey yo kas</td>
<td>ek ek kar key</td>
</tr>
<tr>
<td>Form a line</td>
<td>laayn banaawo</td>
<td>kataaR joR kRe</td>
<td>qataar banaawu</td>
</tr>
<tr>
<td>Surrender</td>
<td>haaR mano</td>
<td>zaan hawaley kRe</td>
<td>hatyaar daal do</td>
</tr>
<tr>
<td>Who is in charge?</td>
<td>inchaRj kon he?</td>
<td>sok mashaR dey?</td>
<td>inchaarj kon he?</td>
</tr>
</tbody>
</table>
Cultural Proverbs, Expressions, and Idioms

- “A rich house makes its foolish inhabitants wise.”
- “When mouth eats, eyes shy.”
- “Every man dies, but not every man truly lives.”
- “Expecting the world to treat you fairly because you are a good person is a little like expecting the bull not to attack you because you’re a vegetarian.”
- “People who fight fire with fire usually end up with ashes.”
- “Money doesn't change people, it only exposes them.”
- “Tell your daughter and teach your daughter-in-law.”
- “People are like stained glass windows. They sparkle and shine when the sun is out, but when the darkness sets in, their true beauty is revealed only if there is light from within.”
- “An unwilling runner blames his knees.”
- “Scythe has one side to cut and the world has two.”
- “Knowledge is understanding that a tomato is a fruit. Wisdom is not putting it in a fruit salad.”
- “Children are never free yet have no particular work to do.”
- “The chains of habit are too weak to be felt until they are too strong to be broken.”
- “A wise llama never counts his teeth”
- “You can dress a monkey in a suit, but it is still a monkey”
- “Be yourself beautiful, and you will find the world full of beauty.”
• It's not good to let someone compliment your child too much, because they may become jinxed and bad luck may fall on them.
• Pakistanis believe in the “evil eye,” an intent gaze or stare from a person who intentionally or unintentionally causes ill for the person whom he or she beholds. Children are especially vulnerable to the evil eye.
• As protection from the evil eye, parents place a string of blue beads on their baby’s crib.
• Parents also tie a black string around a newborn baby’s wrist and place a black dot on the child’s forehead to ward off the dangers of the evil eye.
• Children should not let anyone walk over him/her or he/she will stop growing.
• Unexplained illness or situation is generally attributed to the malicious intent.
• Marriage between the two holidays Eid ul Fitr and Eid ul Adha is prohibited.
• A woman without toes is considered a creature of darkness (and therefore practices “Black Magic”).
• If an owl perches on a house, the family will experience conflict.
• If you come across an empty container on your way to an important understanding, you will fail.
• To eliminate financial difficulties, sign your name by using Nagdauna roots as a pen.
• Use lockets made out of Mendi seeds and roots to keep a person from getting angry and suffering from its consequences.
• Tie eleven Mala root pieces around a child’s waist to cure nightmares and insomnia.
• Use silver for good luck.
• Keep Munj grass in the home to protect it from evil spirits.
• If you're scared at night, keep something made of iron underneath your pillow.
• The soul visits the place of death of someone for forty days, so people light a fire at night near the fresh grave or place of death to keep the Bidgu Baavra (mystical animal) away.
Purpose

• Provide mission-focused culture education and training
• Build and enhance cross-cultural competency and regional expertise
• Increase effectiveness of US Soldiers in coalition and joint environment; stability, security, and humanitarian operation
In its effort to support US Soldiers, the TRADOC Culture Center offers the following training and products for initial military training through the Captain Career Course:

Region-Specific Training Support Packages Covering Countries in:
- CENTCOM
- AFRICOM
- SOUTHCOM
- PACOM

Core Culture Competency Training Support Packages
- What is Culture/Who Am I
- Influences on Culture
- Cross-Culture Communications
- Rapport Building
- Cross-Culture Negotiations

The TRADOC Culture Center is committed to fulfilling the needs of US Soldiers and is able to provide culture training tailored to specific requests.
TRADOC Culture Center (TCC)
Sierra Vista, AZ

For more information:

Phone: 520 459 6600 / 520 459 5732
Fax: 520 459 8537

To schedule Culture Training:

https://icon.army.mil/index.cfm