



National School of Public Policy

National School of Public Policy



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CONTENTS

Rector's Message	1
National School of Public Policy (NSPP)	2
Integral Units of NSPP	6
1. National Management College (NMC)	6
2. Executive Development Institute (EDI)	11
3. National Institute of Public Policy (NIPP)	15
MOUs Signed by NSPP	19
Constituent Units of NSPP	20
1. National Institute of Management (NIM), Lahore	21
2. National Institute of Management (NIM), Quetta	26
3. National Institute of Management (NIM), Karachi	27
4. National Institute of Management (NIM), Peshawar	28
5. National Institute of Management (NIM), Islamabad	29

Rector's Message

The National School of Public Policy (NSPP) is responsible for training senior civil servants in strategic, operational and tactical fields of management. The officers nominated for training are drawn from diverse groups of civil servants, both from the Federal Government and the Provinces. The faculty and management of NSPP is committed to the highest standards of training and education. One of the key objectives going forward is to turn NSPP into a “Center of Excellence” in the sphere of public policy advice and training of public servants.

We believe that future of our country will depend on strong leaders who can manage change with sound evidence based policies and effective implementation skills. The key emphasis of School is on training, but research and education are also integral parts of its mandate. National Institute of Public Policy (NIPP) is an integral unit of NSPP focused on generating policy advice for the government on key issues facing the country. It is our endeavour to make NIPP the premier policy think tank for the government. Towards this end, NSPP has embarked on an ambitious capacity building agenda that includes induction of the highest quality faculty, both from home and abroad.

We at NSPP are committed to build the School into a “Centre of Excellence” in the domain of Public Policy and Administration, fully capable of equipping our public servants with skill sets necessary for effectively managing the challenges of the twenty first century.



Azmat Ali Ranjha
Rector

National School of Public Policy (NSPP)

The National School of Public Policy (NSPP), Lahore, is the premier institution for the training and continued education of civil servants in Pakistan. The School provides mandatory, three-tiered training courses for civil servants through their entire career cycle. Policy related, strategic, operational, and tactical training is provided beginning with Basic Scale – 18 officers up to Basic Scale – 20 officers who are transitioning to the highest level of public policy formulation.

Building on the strength of Pakistan's then existing training structure, NSPP was established, and became fully functional as a new entity on 15th of March 2005 under the NSPP Ordinance of 2002 with a much broader scope and mandate. The ordinance merged the Pakistan Administrative Staff College, now the National Management College (NMC), with the five provincial National Institutions of Public Administration, now National Institutes of Management (NIMs).

In June 2009, NSPP was declared a Degree Awarding Institute. While training remains central to the School, it is expanding its core functions to also include 'education' and 'research'. The School has established the National Institute of Public Policy (NIPP) as a research organization with the goal of evolving it into the premier think tank to discuss challenging public policy issues.



Board of Governors

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Executive Committee

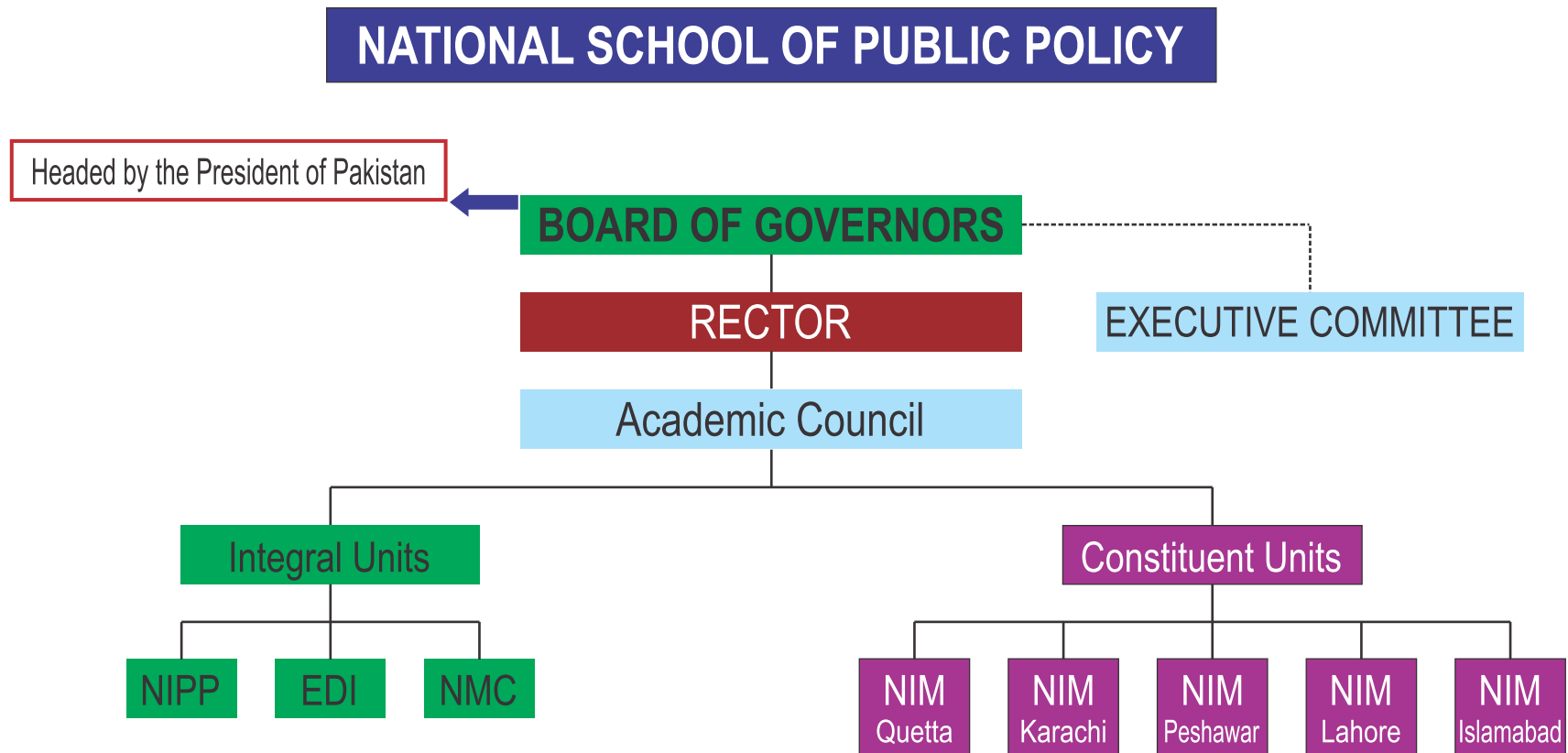
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Director General (Admn), National School of Public Policy	Member/ Secretary

Academic Council

Mr. Azmat Ali Ranjha Rector, National School of Public Policy	Chairman
Dean, National Management College	Member
Dean, National Institute of Public Policy	Member
Dean, Executive Development Institute	Member
Chief Instructor, National Management Wing	Member
Chief Instructor, Senior Management Wing	Member
Director General, National Institute of Management, Lahore	Member
Director General, National Institute of Management, Peshawar	Member
Director General, National Institute of Management, Karachi	Member
Director General, National Institute of Management, Quetta	Member
Director General, National Institute of Management, Islamabad	Member
Director General (Admin) NSPP	Member/ Secretary

Organogram National School of Public Policy

National School of Public Policy (NSPP) is a premier institution for public policy in Pakistan. Established under an Ordinance, NSPP was created by merger of Pakistan Administrative Staff College, all National Institutes of Public Administration in Pakistan and the Civil Services Academy (CSA). Later on CSA separated from NSPP vide NSPP (Amendment) Act, 2017. There is an independent Board of Governance, headed by the President of Pakistan as its Chairman to run the affairs of the NSPP.



INTEGRAL UNITS OF NSPP

The School has the following three Integral Units:

1. **National Management College**
2. **Executive Development Institute**
3. **National Institute of Public Policy**

National Management College

National Management College, Lahore was established in 2005. The National Management College conducts National Management Course for Basic Scale-20 officers. So far the National Management College has conducted 112 courses, including 82 courses held under the erstwhile Pakistan Administrative Staff College. The average strength of participants up to 81st National Management Course was 24. Since then there has been a substantial increase in the intake of participants. There have been on an average 50 or more participants since 85th National Management Course. The number of maximum seats in each course is 70, which also includes room for international participants. The National Management College conducts two Courses every year.

The College has launched its 113th NMC online in paperless environment. It is pertinent to mention that this is the first institution in public sector which has introduced paperless environment and is conducting training activities completely online from 110th NMC. The instructions and submissions are made through specially developed software. To bring the trainee's thought process on uniform pattern, cohesive design has been adopted by using a single research template across all the training activities e.g. Presentations, Simulation Exercise (SE) and Special Domain Training Workshops (SDTW).

Faculty

Dr. Shujat Ali	Dean
Mr. Dawood Muhammad Bareach	DG (Admn.) / DS
Mr. Asim Majid Khan	Directing Staff
Ms. Humaira Zia Mufti	Directing Staff
Dr. Muhammad Ajmal	Directing Staff
Dr. Naveed Ahmad Chaudhry	Directing Staff
Ms. Sarah Saeed	Directing Staff



Dr. Shujat Ali

Aim:

The aim of the National Management Course is to build the capacity of civil servants, at the Federal & Provincial levels to enable them to formulate and implement public policy for continuous improvement of the governance.

Scope:

1. Sensitize the participants to concepts and issues in public policy, and to the methodology and processes of public policy formulation, and enhance their capacity to think and plan strategically and appreciate how various factors, internal as well as external, have bearing upon them.
2. Study Pakistan's socio-cultural environment, human development and public service management as they influence public policy formulation and implementation.
3. Enhance participants' understanding of geo-political and geo-economic trends in an emerging multipolar world and to identify and meet challenges and opportunities for Pakistan; analyze determinants of foreign policy and major international issues and their impact on Pakistan; and comprehend linkages between domestic and international compulsions for Pakistan, enabling the participants to give rational inputs for formulation of a pragmatic policy framework.
4. Develop participants' comprehension of strategic economic concepts and issues in a globalizing world, enabling them to provide inputs for formulating and implementing viable and pragmatic economic policies to meet challenges of inclusive growth and development.
5. Enable the participants to comprehend and deal effectively with strategic issues of Public Finance and Financial Management in Pakistan.
6. Enhance participants' understanding of strategic management, leadership and governance and their relevance and application to public policy formulation and implementation.
7. Enable participants to undertake and pursue systematic public policy research and analysis as an input for policy formulation.
8. Through Inland Study Tours, add to participants' knowledge and appreciation of practical problems and issues of public policy formulation, implementation and governance; and through Foreign Study Tours, gain firsthand knowledge about public policy planning and formulation processes of selected countries and learning lessons for Pakistan.



Study Modules

Module-1	Public Policy: Concepts and Practices
Module-2	Foreign Policy and Trade Diplomacy
Module-3	Public Service Management in the Context of Social Dynamics of Pakistan
Module-4	Economics and Finance for Socio-Economic Development
Module-5	Governance with focus on Strategic Management and Leadership
Module-6	Research Methodology and Research
Module-7	Study Tours (Inland Study Tour and Foreign Study Tour)
Module-8	IT Based Solutions for Effective Governance



Module-1: PUBLIC POLICY: CONCEPTS AND PRACTICES

Aim:

1. Sensitize the participants with the concepts, issues, methodology and processes of public policy and modern statecraft in Pakistan.
2. Enhance their capacity to think and plan strategically while formulating policies and appreciate how various actors, and other factors, internal, as well as external, have bearing upon this process.

Module-2: FOREIGN POLICY AND TRADE DIPLOMACY

Aim:

1. Develop participants' understanding and knowledge about the internal and external factors that have been impacting and shaping our foreign policy.
2. Highlight the increasing role and importance of trade diplomacy.

Module-3:**PUBLIC SERVICE MANAGEMENT IN THE CONTEXT OF SOCIAL-DYNAMICS OF PAKISTAN****Aim:**

Study Pakistan's Socio-Cultural Environment, Human Development and Public Service Management as they influence Public Policy Formulation and Implementation.

Module-4:**ECONOMICS AND FINANCE FOR SOCIO-ECONOMIC DEVELOPMENT****Aim:**

1. To deepen the understanding of Public Policy Managers in Federal and Provincial Governments about Economics and Finance for Socio-Economic Development.
2. To develop participant officers' understanding of economic rationale of policy formulation and implementation in a changing domestic, regional and global context.
3. Highlight the role of Government and Markets as drivers in promoting economic growth and equitable economic socially just development.

Module-5:**GOVERNANCE WITH FOCUS ON STRATEGIC MANAGEMENT AND LEADERSHIP****Aim:**

To enhance participants' understanding of strategic management, leadership and governance and their relevance and application to Public Policy Management.

Module-6:**RESEARCH METHODOLOGY AND RESEARCH**

Aim:

Enable participants to undertake and pursue systematic public policy research and analysis as an input for policy formulation.

**Module-7:
STUDY TOURS –****INLAND STUDY TOUR****Aim:**

Enhance knowledge of the participants about practical problems and issues of public policy formulation, implementation and governance both at strategic and operational levels.

FOREIGN STUDY TOUR**Aim:**

Gain knowledge about Public Policy Planning and Formulation Processes of selected countries and Implementation Techniques for Socio-Economic development vis-à-vis National purpose, interests and objectives.

**Module-8:
IT BASED SOLUTIONS FOR EFFECTIVE GOVERNANCE****Aim:**

1. Acquaint the participants with a working knowledge of computers so as to enable them to make use of I.C.T. for enhancing their efficiency and effectiveness, individually and at the organizational level.
2. Acquaint the participants with IT based solutions for efficient and improved governance, to facilitate them in Evidence Based Policy Formulation and Implementation Strategies in the context of E-Governance.



Faculty and Participants of 111th National Management Course with the President, Islamic Republic of Pakistan

2. Executive Development Institute

Ms. Sameera Yasin	Dean
Ms. Tayyeba Kayani	Director
Mr. M. Rashid Pervaiz	Addl. Director (Program & Publications)
Khwaja Samiullah	Addl. Director (Protocol & Coordination)
Mr. Manzoor Ahmed	Deputy Director (Program)
Mr. Kaiser Mehmood	Deputy Director (Publications & Reproduction)
Ms. Ayesha Akbar	Research Associate



Sameera Yasin

Executive Development Institute (EDI) of the NSPP is engaged in capacity building and training of public leaders and senior executives of the private and public sector to help meet challenging public policy issues of the country.

Vision

Public Policy for Public Value

Mission

To develop a viable approach for Public Policy Formulation and Implementation with integration of public and private sectors

Objectives

1. To develop EDI as a **Recognized Training Institute** for senior executives of public and private sectors.
2. To create a liaison with leading national and international institutions for conducting training programs/courses at EDI.
3. To create a liaison between public and private sector officers/senior executives for policy dialogues in pursuit of viable formulation for public policy recommendations at federal and provincial level.
4. To replicate and conduct EDI training programs at other constituent units of NSPP, namely NIM Karachi, Quetta, Peshawar and Islamabad.
5. To develop working relations with international donor agencies for running training programs at EDI, NSPP.
6. To strengthen participatory approach by involving private sector and other stakeholders for dialogues on real life issues and improving government performance.

Executive Program

Executive Development Program at EDI envisions encompassing major areas of Public Policy. It seeks to meet the learning needs of senior leaders of public and private sector engaged in legislature, law, business, executive, industry, journalism and academia, through dynamic lectures from high quality speakers and the faculty, case studies, and small group interactions, to enhance their contribution to the national debate and real understanding of the current issues.

It has been the experience of Executive Development Institute that the best learning environment for executives emerges when participants come together from diverse venues but with broadly comparable positions. Participants are urged to share their insights and to test them against the experience and views of their peers. This practice helps to transform participants into reflective practitioners who recognize their own strengths and limitations and are more aware of the perspectives of others.



Curriculum

Through free interaction of the major actors of Public Policy formulation, Programs and Workshops explore the essential factors of Public Policy, to envisage new dimensions and solutions in a changing world environment and Pakistan so as to work out better methodology of implementation in future. Each program will include a mix of different functional areas, as appropriate.

Participant Mix

These Programs are especially designed for senior civil servants (BS-21 & above), Members of Legislatures (Senators, MNAs, MPAs), Judges of the High Courts & Session Judges, Leading industrialists / Businessmen, Senior members of Legal community, Media and Academia.

In accordance with policy of National School of Public Policy, the Executive Development Institute does not discriminate against any person on the basis of race, colour, sex or sexual orientation, gender identity, religion, age, national or ethnic origin, political beliefs, veteran status, or disability or employment in its training programmes and activities.

Executive Programs held by Executive Development Institute (EDI) during the years 2018 & 2020

- a. A 3-Days Executive Program on **“Water Crisis Management and Conservation”** was held from 29th to 31st October, 2018. The course was successfully conducted and attended by participants including MNAs, MPAs, and senior officers from federal and provincial governments as well as private sector. Contents of the course were highly appreciated by the participants. Consequently, the parliamentarians both from national and provincial assemblies undertook some initiatives to create deterrence for water theft and water management at their respective levels for which certain legal provisions have been imposed.
- b. A 3-Days Executive Program on **“Environmental Pollution – Hazardous Health and Economic Impacts”** was held on 11th to 13th February, 2019. The course was successfully conducted and attended by participants including MNAs, MPAs, and senior officers from federal and provincial government as well as private sector.
- c. A 2-days executive program on **“Sustainable Sources of Energy for Fast Track Economic Growth”** was conducted at Executive Development Institute on 29th to 30th April, 2019. The course was successfully conducted and attended by senior officers from relevant departments/organizations of both public as well as private sectors.
- d. A 2-weeks **Executive Training Course for 20 senior Sri Lankan Officers** under **“Pak-Sri Lanka Higher Education Cooperation Program”** was conducted from 16th to 27th September, 2019 at Executive Development Institute in collaboration with Higher Education Commission of Pakistan. Lecture/ Discussion on emotional intelligence, the impact of terrorism on regional politics, disaster management, civil service reforms, stress management, challenges and opportunities of public-private partnership, use of trade policy for economic growth, strategic leadership management and good governance and foreign direct investment as an impetus for growth. Among other briefing at various government organizations, educational institutions and private sector organizations, the participants of the course also called on to the Governor Punjab and the President of Islamic Republic of Pakistan.



- e. Two Executive Programs on **“Public Financial Management”** were successfully conducted at Executive Development Institute on 29th - 31st January, 2020 and 3rd – 4th September, 2020. The courses were attended by senior officers from relevant departments/organizations of both public as well as private sectors. Evaluation of the course was rated as excellent by the participants.
- f. A 2-days online Executive Program on **“Enabling Environment for Ease of Doing Business”** was organized by the Executive Development Institute on 26th – 27th November, 2020. The course was attended by 47 senior officers from relevant departments/organizations of public sector as well as senior executives from private sectors



Participants of 2-weeks Executive Training Course for Sri Lankan Officers conducted under “Pak - Sri Lanka Higher Education Cooperation Program” with Mr. Arif Alvi, President, Islamic Republic of Pakistan.

The course was organized by Executive Development Institute (EDI) of National School of Public Policy (NSPP) in collaboration with Higher Education Commission (HEC) from 16th to 27th September, 2019.

3. National Institute of Public Policy

Mr. Shahid Rahim Sheikh	Dean
Dr. Aneela Salman	Director Publications (On Leave)
Mr. Jahanzeb Waheed	Research Associate
Dr. Saifullah Khalid	Research Associate
Mr. Habib Ullah Khan	Addl. Director (Publications & Archives)
Mr. Azher Mahmood	Assistant Director (IT/AVO)
Mr. Tariq Mahmood Tahir	Addl. Director (Libraries)
Ms. Naeema Naeem	Research Librarian
Ms. Majda Jalal	Assistant Librarian



Mr. Shahid Rahim Sheikh

Vision

A quality research institute on public policy, developing eventually into the Premier ‘Think Tank’ for the Government of Pakistan.

Mission

We will pursue the Vision by developing policy research and advice capabilities for addressing wide-ranging and ever evolving challenges of governance in the heterogeneous, pluralistic and diverse socio-political context of Pakistan.

Functions

As a premier research organization entrusted with the task of advancing the objectives of the National School of Public Policy (NSPP), the National Institute of Public Policy (NIPP) will be dedicated to multidisciplinary research on public policy, focused principally on the areas of governance, government and civil service. In the process, the NIPP will not only coordinate research activities in affiliated and integral institutes of the NSPP to improve the quality of on-going research, but we also initiate and develop programmes of its own, both short-term and long-term. These programmes will reflect the needs of the government to deal with public policy issues and concerns. The ultimate aim and purpose of the NIPP will be “to serve as a research institute of the Federal Government on matters of Public Policy and to advice the Federal Government on the such policy matters as [are] referred to it” (NSPP Ordinance No. XCIX of 2002).



Delegation of Foreign Diplomats with Dean (NIPP) and Dean (NMC) February 2019

International Dimensions

NIPP is also responsible for development, maintenance, and implementation of most of the cooperative agreements/MOUs with international organizations and training institutions.

Library (NMC)

Electronic reference, internet surfing, and scanning of documents services are provided to the faculty and participants. Access to following HEC Digital Library resources is also available:-

- ASTM
- Institute for Operations Research and the Management Sciences (INFORMS)
- OVID
- Proquest Dissertation and Thesis (PQDT)
- Springer Link
- Taylor & Francis (T&F)
- Wiley-Blackwell

Current Awareness Service

The library is offering Current Awareness Service (CAS) and Selective Dissemination of Information (SDI) services through its bi-annual publication “National School of Public Policy Library Data Bulletin”.

Library (NIM)

The library of Senior Management Wing is a well-equipped and efficient source of information for faculty and participants of Senior Management Course and Mid-Career Management Course. Library is providing relevant information adequately and promptly to meet the information needs of participants and faculty. Library staff is skilled regarding knowledge management, providing Current Awareness Service (CAS) and Selective Dissemination of Information (SDI). Access to HEC data bases is also available. A wide range of periodicals on subjects relevant to Senior Management Course and Mid Career Management Course are also available in the library.



Chief Instructor with 112th NMC Book Club Members

National Institute of Public Policy Research Work

Publications

1. Khawaja, S., & Waheed, J. **IT as a key to Good Governance in Pakistan**. In R. Basu & M. S. Rahman (Eds.). *Governance in South Asia* (pp. 80-105). Delhi: Routledge.
2. Report, **“Population Management: A Dialogue of Stakeholders”** 19-20 February, 2018.
3. Course Report, **“Decentralization: Implementation with Good Governance”** 27-28 March, 2018.
4. Course Report, **“Qualitative Research Methods”** 18-19 April, 2018.

Policy Papers

1. **Making Peoples’ Lives Easier, Front-end Bureaucracy for Service Delivery: Compensation, Training and Service Orientation. A Policy Paper (2018)** by Sheikh, Khalid & Waheed.
2. **Bureaucratic Decision Making Amid Multiple Accountability (2019)** by Shahid Rahim Sheikh & Saif Ullah Khalid.

Research Studies

1. Occupational Stress in Pakistan's Mid-Level Bureaucracy (2020) by Shahid Rahim Sheikh, Jahanzeb Waheed and Saif Ullah Khalid
2. Youth Bulge for Gainful Employment (2017) by Jahanzeb Waheed.
3. Retooling Governance, for Improving Public Service Delivery: Case Study of Right to Services Commission, Khyber Pakhtunkhwa (2017) by Saif Ullah Khalid
4. Policy Implementation in Pakistan: Case Study of Higher Education Commission (HEC) (2017) by Saif Ullah Khalid
5. Local Government Finance in France: Lessons for Pakistan (2017) by Jahanzeb Waheed.
6. Socio Economic Impact of China Pakistan Economic Corridor (CPEC) (2017) by Ayesha Akbar.
7. E-Governance and Land Record Management System in Punjab (2017) by Ayesha Akbar.

Journal

- Pakistan Administration: A Journal of the National School of Public Policy Vol. 41 July 2020
- Pakistan Administration: A Journal of the National School of Public Policy Vol. 40 December 2019

Work in Progress

- Impact of Covid-19 on Training at NSPP
- Public Sector under Uncertainty in Pakistan: Does Absorptive Capacity Increase Project Performance?

International Cooperation

1. Hosted Seven Members Delegation from the **Federal Republic of Nigeria**, 17 July, 2018.
2. Hosted Delegation of **Sri Lanka Institute of Development Administration (SLIDA)** to National School of Public Policy, September, 2018.
3. Hosted French Scholar, Prof. Christian LEQUESNE on “**European Union and the transformations of the International Systems**”, 28 November, 2018.
4. Arranged training for two NSPP officers, each in 2017 and 2018 and four in 2019 at ENA, Paris
5. Hosted Twelve Members Delegation of **Senior Civil Servants from Sri Lanka**, 14-21 January, 2019.
6. Hosted Twenty Three Members Delegation of **Foreign Diplomats**, February 12, 2019.
7. Organized a Lecture on “**New Conflicts in International Relations**” by Prof. Bertrand Badie in Collaboration with Alliance Francaise, 14 February, 2019.
8. Organized a Lecture on “**Pakistan’s Need of the Hour: A Richer Program of Policy Change than Envisaged by the IMF**” by Mr. Shahid Javed Burki, 19 June, 2019.



Delegation of Armed Forces Post Graduate Medical Institute Rawalpindi with Dean NIPP November 2018



Delegation of Senior Officers Leadership Course (SOLC), November 20, 2020

MOUs signed by NSPP

China National School of Administration (CNSA), Beijing, China

- MOU was signed with CNSA on November 10, 2009.

Public Administration Institute for Turkey and Middle East (TODAIE), Ankara

- MOU was signed with TODAIE on May 2, 2010.

Russia Academy of Public Administration under the President of the Russian Federation (RAPA, Moscow, Russia)

- MOU was signed with RAPA on May 13, 2010.

Ecole National D 'Administration (ENA), Paris, France

- MOU was signed with ENA on May 30, 2011.

National School of Public Administration (Scuola Superiore Della Pubblica Amministrazione- SSPA), Rome, Italy

- MOU was signed with SSPA on December 05, 2011.

Assessment and Strengthening Program (ASP-RSPN), USAID

- MOU was signed with ASP-RSPN on April 06, 2012.

Center for Economic Research in Pakistan (CERP) and Education for Policy Design (EPoD) at Harvard University

- MOU was signed with CERP and EPoD on August 21, 2013.

The National Graduate Institute for Public Studies (GRIPS), Tokyo, Japan

- MOU was signed with GRIPS on February 02, 2016.

The Civil Service Commission, Maldives

- MOU was signed with CSC Maldives on July 25, 2017.

Virtual University of Pakistan

- MOU was signed with Virtual University on March 30, 2018.

Sri Lanka Institute of Development Administration (SLIDA)

- MOU was signed with SLIDA on March 23, 2018.



CONSTITUENT UNITS OF NSPP

The Constituent Units of NSPP include National Institute of Management (NIM) in Quetta, Peshawar, Karachi, Lahore and Islamabad. The erstwhile National Institute of Public Administration (NIPA) in Lahore, Peshawar, Quetta and Karachi, as per decision of the Board of Governors have been renamed as National Institutes of Management (NIMs) from 2006.

NIMs at the five stations conduct the Mid-Career Management Course (MCMC) for BS-18 officers. This is a “bridging course” to cover the large gap between the initial training at CSA and the senior management course at SMW. It runs twice a year, for a period of 14 weeks each, with an average of 50 participants at each station in each course (100 per year). To provide greater focus on domain specific topics, this year MCMC course has been split in two parts. Participants would spend ten weeks at NSPP campuses and four weeks at their respective Specialized Training Institutions (STIs).

The contents of the Mid-Career Management Course (MCMC) are basically designed to enable the participants to broaden their horizon in an open academic environment with a process to apply concepts to real life practical problems of the field. Techniques like Group Process Studies, Management Exercises, Case Studies and Simulation Exercises relating to Crisis Management provide greater room for learning and in-depth performance appraisal. The main thrust however, remains on Public Sector Management, with a view to improve knowledge, skills, attitudes and abilities of the participants, using the “Experiential Learning” mode. Uniformity and standardization has been brought to these constituent units with reference to the organizational strength and curricula.

NIMs at Lahore, Karachi, Islamabad, and Peshawar also conduct Senior Management Course. The contents of the Senior Management Course (SMC) are basically designed to enhance the capacity of participants for effective public service delivery. Activities like Workshops, Seminars, Group Activities, Study Tours, and Simulation Exercises expose the participants to issues and practical problems of the Pakistani society and state along with impact of various policies and management practices on the people of Pakistan.

National Institute of Management (NIM), Lahore

The National Institute of Management (NIM) Lahore is a constituent unit of National School of Public Policy (NSPP) and plays a pivotal role in training and capacity building of the civil servants of Pakistan.

For operational purpose National Institute of Management (NIM), Lahore has been divided into two Wings, Mid-Career Management Wing (MCMW) and Senior Management Wing (SMW). The MCMW conducts the Mid-Career Management Course for Grade-18 officers, and the SMW conducts the Senior Management Course for Grade-19 officers with a vision to “Introduce excellence in public service delivery through capacity building and inculcation of skills and values essential for good governance”.



1. Senior Management Wing (SMW)

The Senior Management Wing conducts the Senior Management Course for Basic Scale-19 officers. The first course started in 2007 and a total of 27 courses have been conducted so far. Senior Management Course runs twice a year for 16 weeks. 28th SMC will be conducted online predominantly. The participants will attend the campus only for two presentations; Current Issue Presentation and Simulation Exercise Presentation.

Faculty of Senior Management Course

Mr. Sajid Siddique	Director General
Mr. Ahmad Ishaque Jehangir	Chief Instructor
Ms. Iffat Farooq	Directing Staff
Mr. Khuram Shakoor	Directing Staff
Ms. Naila Zafar	Directing Staff
Dr. Naveed Elahi	Directing Staff
Mr. Shahzad Ahmed Malik	Directing Staff
Ms. Sumbal Agha	Directing Staff

Senior Management Course

Aim:

Enhance the capacity of potential BS-20 officers for effective public service delivery.

Scope:

- Familiarize the participants with the national environment so as to understand the interplay of external and internal dynamics and their influence on governance in Pakistan.
- Develop participants' understanding of the diversity in Pakistani society (socio-cultural values, beliefs and attitudes) and its relevance to policy implementation and governance.
- Provide in-depth knowledge of governance and administrative structures of Pakistan along with relevant policy processes and implementation strategies.
- Enable the participants to apply concepts and techniques of management, operational and technical implementation in the Pakistani environment.
- Enhance participants' comprehension about operationalizing strategy.
- Equip participants with evidence based research and analytical skills for enhanced performance on the job.
- Through Workshops, Seminars and other group activities enhance the capacity of the participants in the use of Information Communication Technology and making it an effective tool of analysis, interpretation, decision making and monitoring.
- Through study tours, expose the participants to issues and practical problems of the Pakistani society and state along with impact of various policies and management practices on the people of Pakistan.
- Facilitate participants' good health and introduce variety in their course routine through co-curricular activities and sports.



26th Senior Management Course, Lahore

STUDY MODULES:

Module-1	National Environment: Internal and External Dynamics
Module-2	Impact of Diversity and Evolution of Pakistani Society on Administration and Service Delivery
Module-3	Economic and Financial Management at Operational Level
Module-4	Issues of Operational Effectiveness within Governance Framework
Module-5	Research Methodology and its Application
Module-6	Study Tours: Field Research
Module-7	Information Technology Program

Module 1: NATIONAL ENVIRONMENT: INTERNAL AND EXTERNAL DYNAMICS

Aim:

Enhance participants' understanding of prevailing national, regional and global environment and its impact on internal and external dynamics of policy implementation and governance in Pakistan.

Module 2: IMPACT OF DIVERSITY AND EVOLUTION OF PAKISTANI SOCIETY ON ADMINISTRATION AND SERVICE DELIVERY

Aim:

Enhance Participants' understanding of socio-cultural values, beliefs and attitudes of Pakistani society and their relevance to Public Administration and Policy Implementation

Module 3: ECONOMIC AND FINANCIAL MANAGEMENT AT OPERATIONAL LEVEL

Aim:

Enhance comprehension of economic governance, concepts and issues, and enable the participants to use economic and financial instruments in analysis, interpretation and the implementation of policy.

2. Mid-Career Management Course (MCMC)

30th MCMC will be conducted online predominantly. The participants will attend the campus only for two presentations; Current Issue Presentation and Simulation Exercise Presentation. 30th MCMC is the first MCMC after division of MCMC in two parts; generalized MCMC and specialized MCMC. 30th MCMC is the generalized for all the service groups and ex-cadre participants with the reduced duration of 10 weeks instead of 14 weeks.

Faculty & Staff

Mr. Sajid Siddique	Director General
Mrs. Sijal Tauseef Khan	Chief Instructor
Mr. Muhammad Farooq	Directing Staff
Mr. Muhammad Farooq Adeel	Directing Staff
Mr. Ahmed Nadeem Khan	Addl. Dir. Staff
Mr. Kashif Mumtaz	Addl. Dir. Staff
Mirza Khalid Amin	Addl. Dir. Staff
Ms. Saadia Naseem Ghazala	Addl. Dir. Staff

Vision

Excellence in public service delivery through capacity building.

Mission

Aims to impart knowledge, skills and values to BS-18 and equivalent officers, essential for Good Governance.

Aim:

To develop and enhance participants' knowledge, skills and leadership potential so as to optimize efficiency, effectiveness and economy in public service processes for better service delivery at the operational/tactical level to create public value and win public trust.

Scope:

1. Equip participants with higher skills of ICT for better evidence based decision making and problem solving.
2. Create understanding of internal and external environment affecting planning and execution of public policy at the operational level.
3. Enhance understanding of administrative structures & challenges of governance for better service delivery at operational level.
4. Equip participants with management skills to develop their core functional competencies and capabilities especially decision-making and problem-solving to ensure better public service delivery.
5. Familiarize participants with the concept, skills and tools of Performance Management including performance measurement for better public service delivery.
6. Familiarize participants with economics and public finance concepts as applicable at the operational and tactical level.
7. Facilitate the participants in conducting research, evaluation and analysis required in public policy at the operational level.



28th Mid Career Management Course, Lahore

National Institute of Management (NIM) Quetta

Faculty

Dr. Saad S. Khan
Khawaja Shaukat Hussain
Mr. Azood-ul-Mehdi
Mr. Muhammad Aslam Ghani
Mr. Jehanzeb Khan
Syed Farzand Ali

Director General
Chief Instructor
Additional Directing Staff
Additional Director Research
Additional Directing Staff
Additional Directing Staff

The Institute started functioning at Quetta in 1987. It comprises of Academic and Administration blocks, an Auditorium for 450 persons, two Hostels having 100 fully furnished single-rooms, a residential block for the officers and staff of NIM, dispensary, mosque, squash courts and a gymnasium.



During the last twenty years NIM Quetta has conducted 38 Advanced Courses in Public Sector Management and a number of short courses. NIM Quetta is the only self-sufficient and high standard civil service training Institute in Balochistan. National Institute of Management (NIM) Quetta is also conducting ten weeks Mid-Career Management Course (MCMC) for BS-18 officers (NSPP Component).

National Institute of Management (NIM) Karachi

Faculty

Dr. Samina Tasleem Zehra	Director General
Mr. Akram Ali Khawaja	Chief Instructor (SMC)
Ms. Samina Intizar	Chief Instructor (MCMC)
Mr. Ahmed Iqbal Shah	Directing Staff (T&C) SMC
S. Aijazullah Shah	Directing Staff (IT/AVO)
Mr. Asif Ali Kakepota	Directing Staff (SMC)
Mr. M. Hanif Memon	ADS SMC
Ms. Shagufta Waris	ADS (T&C) MCMC
Mr. Waqar Saleem Baig	ADS (MCMC)



The National Institute of Management (NIM) Karachi formerly NIPA Karachi, is a constituent unit of National School of Public Policy (NSPP) and plays a pivotal role in training and capacity building of the civil servants of Pakistan.

For operational purpose National Institute of Management (NIM), Karachi has been divided into two Wings, Mid-Career Management Wing (MCMW) and Senior Management Wing (SMW). The MCMW conducts the Mid-Career Management Course for Grade-18 officers, and the SMW conducts the Senior Management Course for Grade-19 officers with a vision to “Introduce excellence in public service delivery through capacity building and inculcation of skills and values essential for good governance”.

A host of facilities await the participants which include the computer laboratory, sports, gymnasium, internet, e-mail, medical, transport etc. The Institute’s newsletter - NIM NEWS not only gives an update of the various events and happenings but also serves as a ready reference to trace the development and updates of NIM, Karachi.

National Institute of Management (NIM) Peshawar

Faculty

Mr. Hassan Mehmood Yousufzai	Director General
Mr. Abdul Sattar	Chief Instructor (MCMC)
Mr. Akbar Ali Khan	Addl. Directing Staff (SMC)
Mr. Jehanzeb Khan Orakzai	Addl. Directing Staff (MCMC)
Mr. Muhammad Tayyib	Addl. Directing Staff (SMC)
Mr. Muhammad Tayyib	Addl. Directing Staff (MCMC)
Mr. Shabidullah	Addl. Directing Staff (MCMC)
Syed Khizar Ali Shah	Addl. Directing Staff (SMC)
Mr. Ziaullah Shams	Addl. Directing Staff (SMC)



National Institute of Management (NIM) formerly called National Institute of Public Administration (NIPA) was established in April 1983 as a result of government decision to reinforce its middle management training facilities. Since its inception, it has been organizing courses for officers from Pakistan Civil Services, from foreign countries through foreign office and Economic Affairs Division, from Central Asian Republics and from Africa. Forty one Advance Courses in Public Sector Management were conducted by former NIPA Peshawar for BS-19 officers wherein 894 participants were trained.

The Institute is located in Academy Town, Peshawar and the training complex is spread over 50 acres. The campus comprises of all the training facilities including, auditorium, library, computer laboratory etc. Allied facilities such as hostels, cafeteria, guest houses, residences, mosque, dispensary, sports complex are also available for participants and officers. All classrooms with state of the art facilities have been separately set-up for Mid-Career Management Course. Hostel rooms have been renovated recently with air-conditions and attached bathroom facilities along with a PC with internet connection in each room.

All physical facilities are jointly shared by three institutions i.e. National Institute of Management, Pakistan Academy for Rural Development and Pakistan Provincial Services Academy in the most cost effective manner. This feature makes it a unique training complex, housing three training institutes of diverse yet compatible training programs. The main library is jointly used by these institutions and is collectively supported by them for its physical infrastructure, collection of books, development, services and facilities.

The National Institute of Management (NIM), Peshawar, is also successfully conducting MCMC course for BS-18 officers.

National Institute of Management (NIM) Islamabad

Faculty

Mr. Ali Sher Mahsud	Director General
Dr. Khalid Mahmood Lodhi	Chief Instructor
Mr. Muhammad Masood Ahmad	Directing Staff
Ms. Khalida Bashir	Directing Staff (T&C)
Mr. Muhammad Tariq Moj	Directing Staff
Ms. Qurat-ul-Ain Malik	ADS (Admin & Finance)
Ms. Seemi Azam Khan	Directing Staff

National Institute of Management conducts Senior Management Course (SMC) for BS-19 Officers and Mid-Career Management Course (MCMC) for BS-18 officers who are likely to be promoted to BS-20 and BS-19 respectively.





National School of Public Policy

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