

NATIONAL INSTITUTE OF MANAGEMENT, KARACHI



25th SENIOR MANAGEMENT COURSE

(Monday, 25th February to Friday, 14th June, 2019)

SYLLABUS

Prepared by:

Coordination Wing, NSPP

Issued by:

Training & Coordination Section, SMW, Karachi

LIST OF ABBREVIATIONS

| <u>S#</u> | <u>Words</u> | <u>Abbreviation</u> | <u>S#</u> | <u>Words</u> | <u>Abbreviation</u> |
|-----------|--------------------------------------|---------------------|-----------|----------------------------------|---------------------|
| 1. | Analysis Paper | AP | 24. | Lecture Discussion | LD |
| 2. | Analysis Paper De-Briefing | APDB | 25. | Local Visit – Field Research | LV -FR |
| 3. | Certificate Award Ceremony | CAC | 26. | National Management College | NMC |
| 4. | Certificate Award Ceremony Rehearsal | CACR | 27. | National Management Hall | NMH |
| 5. | Chief Instructor | CI | 28. | National Management Wing | NMW |
| 6. | Computer Literacy | CL | 29. | National School of Public Policy | NSPP |
| 7. | Country Presentation | CP | 30. | Presentation | P |
| 8. | Computer | Cptr | 31. | Panel Discussion | PD |
| 9. | Course Review Committee | CRC | 32. | Peer Rating | PrR |
| 10. | Current Issue | CrI | 33. | Post Visit Presentation | PVP |
| 11. | Course Review Presentation | CRP | 34. | Research | R |
| 12. | Communication Skills | CSk | 35. | Research Analysis Group | RAG |
| 13. | Case Study Research | CSR | 36. | Sunday | S |
| 14. | Comprehension Test | CT | 37. | Simulation Exercises | SE |
| 15. | Additional Directing Staff | ADS | 38. | Service Group Presentation | SGP |
| 16. | ADS (Training & Coordination) | ADS (T&C) | 39. | Syndicate Meeting | SM |
| 17. | General Event | GE | 40. | Lecture/Talk | L/T |
| 18. | Gazette Holiday | GH | 41. | Senior Management Wing | SMW |
| 19. | Guest Speaker | GS | 42. | Syndicate Room | SR |
| 20. | Individual Research Paper | IRP | 43. | Syndicate | Synd |
| 21. | IRP Presentation | IRPP | 44. | Synopsis | Synp |
| 22. | Inland Study Tour | IST | 45. | Tutorial Discussion | TD |
| 23. | Joint Session | JS | 46. | Workshop | W |

LIST OF ABBREVIATIONS OCCUPATIONAL GROUPS

| <u>S#</u> | <u>Occupational Group</u> | <u>Abbreviation</u> | <u>S#</u> | <u>Occupational Group</u> | <u>Abbreviation</u> |
|------------------|----------------------------------|----------------------------|------------------|---------------------------------------|----------------------------|
| 1. | Azad Jammu & Kashmir Government | AJK | 13. | National Accountability Bureau | NAB |
| 2. | Commerce & Trade Group | C&T. Gp | 14. | Pakistan Audit & Accounts Service | PA&AS |
| 3. | Cabinet Division | Cbnt. Div | 15. | Pakistan Customs Service | Pak Customs Service |
| 4. | Ex-Cadre | Ex-Cdr | 16. | Pakistan Administrative Service | PAS |
| 5. | Ex - Cadre Railways | Ex-Cdr (Rlys) | 17. | Balochistan Civil Service | BCS |
| 6. | Federal Board of Revenue | FBR | 18. | Balochistan Secretariat Service | BSS |
| 7. | Foreign Service of Pakistan | FSP | 19. | Provincial Civil Service, Sindh | PCS, Sindh |
| 8. | Intelligence Bureau | IB | 20. | Police Service of Pakistan | PSP |
| 9. | Information Group | Info. Gp | 21. | Provincial Secretariat Service, Sindh | PSS, Sindh |
| 10. | Inland Revenue Service | IRS | 22. | Postal Group | Pstl. Gp |
| 11. | Inter Service Intelligence | ISI | 23. | Railways Group | Rlys Gp |
| 12. | Military Land & Cantonment | ML&C | 24. | Secretariat Group | Sectt. Gp |

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INTRODUCTION

1. In the following pages, the Syllabus of the **25th Senior Management Course** (Monday, 25th February to Friday, 14th June, 2019) has been outlined. It covers all aspects of the Course, including its Aim, Scope, Block Study Hours, Allocation of Time for Studies and Events, Course Schedule, Block Programme, General Events, all the seven Study Modules (including Study Tours), Presentations, Miscellaneous Events (including the Conduct of Syndicate Meetings, Communication Skills and Analysis Paper). Conduct of these activities has been explained in the Academic Guidelines and Administrative Instructions issued separately
2. The aim of this handout is to familiarize the participants with the whole range of activities planned for them at the Institute. It is hoped that the participants will go through the Syllabus handout carefully and will keep consulting it through the entire duration of the Course.
3. Generally the class sessions at SMC would be conducted according to the timings given below. However, owing to certain compulsions these timings could be occasionally extended

| <u>S#</u> | <u>Days</u> | <u>Event</u> | | <u>Timings</u> | <u>Hours</u> |
|-----------|-----------------------------------|---|----------------|---|--------------|
| 1. | Monday to Thursday | a | Research | 0800-0900 hrs | 01 |
| | | b | Class Activity | 0900-1700 hrs (6.5 hrs) , Tea Break 30 minutes Lunch Break 1 hour | 08 |
| 2. | Friday | a | Research | 0800-0900 hrs | 01 |
| | | b | Class Activity | 0900-1700 hrs (6 hrs) , Tea Break 30 minutes Lunch & Juma Prayer Break 1.5 hour | 08 |
| 3. | Saturday | Holiday / Research Day or as otherwise indicated (Above timings for 5 working days) | | | |

25th SENIOR MANAGEMENT COURSE

AIM AND SCOPE

Aim:

To enhance the capacity of potential BS-20 officers for effective public service delivery

Expected Core Competencies:

To achieve the course aim, Participants are expected to acquire the principal core competencies of evidence based decision making and problem solving to contribute significantly to the following:

- Assisting Evidence Based Policy Formulation
- Strategizing Policy Implementation
- Analyzing Qualitative and Quantitative data / information
- Managing all resources (tangible & intangible including knowledge)
- Team Building

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**

NATIONAL INSTITUTE OF MANAGEMENT, KARACHI

25th SMC: Monday 25th February to Friday 14th June, 2019

BLOCK STUDY Hrs

| S. # | Working | Dates / Weeks / Days / Hrs |
|--|--|--|
| 1 | Registration of Participants | 24 th February, 2019 |
| 2 | Total Weeks | 16 Weeks |
| 3 | Course Duration | 112 Days |
| <u>Days Not Available (Holidays/Breaks)</u> | | |
| 4 | a. Sundays | 14 (Two Sundays for Simulation Exercises) |
| | b. Saturday | 14 (Two Saturdays for Simulation Exercises) |
| | c. Gazetted Holidays Total 4 (one falling on Saturday) | 04 = Pakistan Day 23rd March, 2019 (Falling on Saturday) + Labour Day 01 May, 2019 & Eid-ul-Fitr 5th, 6th June, 2019 |
| | d. Course Break = Total 03 days (1 Working Day) | 03 = 1 One Working Day + Saturday & Sunday |
| 5 | Total Days Not Available = 32 | 14 Sundays + 14 Saturdays + 04 Gazetted Holidays (one falling on Saturday) + 01 Course Break |
| 6 | Working Days Available | 80 (112 - 32) |
| Hours Available: | | |
| 7 | a. Fridays = 16 | 16 x 06 = 96 Research 01 hrs (0800-0900) Session - 06 hrs (0900 - 1700) (Tea Break 30 minutes)+(1.5 hours Juma Prayer & Lunch Break) |
| | b. Other Days = 64 | 64 x 6.5 = 416 Research- 01 hrs (0800-0900) Session - 6.5 hrs (0900-1700) (Tea Break 30 minutes)+(1 hour Lunch Break) |
| 8 | Total Available Hrs | (96 + 416) = 512 hrs |

ALLOCATION OF TIME FOR STUDIES & EVENTS

| S# | Activities / Studies / Subjects | Study Events / Hours | | | | | Broad Total (Hrs) |
|----|---|---|----------|----------------------------|---------|-----------|-------------------|
| | | LD | PD | TD | W | Total | |
| | General Events | | | | | | |
| 1. | a. Inaugural Session (Inaugural Address & Welcome Address) | | | | | 01 / 01 | 13 |
| | b. Briefing by the CI, SMW | | | | | 01 / 01 | |
| | c. Presentation on NSPP by the Dean | | | | | 01 / 01 | |
| | d. Personal Introduction - Faculty & Participants | | | | | 01 / 02 | |
| | e. Presentation on Modules/Studies by respective Sponsor DSs | | | | | 01 / 02 | |
| | f. Assess your General Knowledge | | | | | 01 / 01 | |
| | g. Analytical Writing Test | | | | | 01 / 01 | |
| | h. Comprehension Test (Term Wise) | | | | | 03 / 02 | |
| | i. Lecture on Nutrition; Role of Life Style Modification in Health | | | | | 01 / 02 | |
| 2. | Module - 1: National Environment: Internal and External Dynamics (NEI&ED) | 12 / 25 | 03 / 7.5 | 04 / 06 | - | 19 / 38.5 | 182.5 |
| 3. | Module - 2: Impact of Diversity and Evolution of Pakistani Society on Administration and Service Delivery (ID&EPSA&SD) | 15 / 28 | 03 / 08 | 08 / 12 | - | 26 / 48 | |
| 4. | Module - 3: Economics and Financial Management at Operational Level- (E&FM OL) | 18 / 36 | 03 / 7.5 | - | 02 / 07 | 23 / 50.5 | |
| 5. | Module - 4: Issues of Operational Effectiveness within Governance Framework (IOE &GF) | 04 / 08 | 03 / 8.5 | - | 05 / 29 | 12 / 45.5 | |
| 6. | Module - 5: Research Methodology and its Application | 06 / 12 | - | (Fasahat) (Part I&II)07 | 02 / 07 | 10 / 26 | |
| | Module - 6: Study Tours: Field Research | | | | | | |
| 7. | a. Inland Study Tour (IST) | - | - | - | - | 01 / 33 | 47 |
| | b. Local Visit (LV - FR) | - | - | - | - | 01 / 07 | |
| | c. PVPs (LV) 02 hrs. + PVPs (IST) 04 hrs. = 06 Hrs | - | - | - | - | 02 / 06 | |
| | d. Briefings LV / FR & IST | - | - | - | - | 02 / 01 | |
| 8. | Module - 7:Information Technology Programme | 01 / 02 | - | - | 02 / 10 | 03 / 12 | 12 |
| | | IT programme will run in afternoons (Mon -Fri) 1700 to 1900 Hrs | | | | | |

| S# | Activities / Studies / Subjects | Study Events / Hours | | | | | Broad Total (Hrs) |
|--|---|----------------------|----|----|----------|------------|-------------------|
| | | LD | PD | TD | W | Total | |
| 9. | Simulation Exercises (SE) | | | | | | 111 |
| | SE- 1 | - | - | - | - | 01 / 55 | |
| | SE - 2 | - | - | - | - | 01 / 55 | |
| | Briefing Simulation Exercises | - | - | - | - | 02 / 01 | |
| 10. | Case Studies Research (CSR) | | | | | | 18 |
| | CSR - 1 | - | - | - | | 01 / 06 | |
| | CSR - 2 | - | - | - | | 01 / 06 | |
| | CSR - 3 | - | - | - | | 01 / 06 | |
| 11. | Presentation and Miscellaneous Events | | | | | | 76.0 |
| | A. Presentations | | | | | | |
| | • CrIPs (each 30 mins) Total 45 will be conducted in Class Room | - | - | - | - | 45 / 22.5 | |
| | • SGPs (each 1 hr) Total 05 | | | | | 05 / 05 | |
| | • IRPP's (each 50 minutes) Total 05 | - | - | - | - | 05 / 04 | |
| | • IRP Consultation 1 st & 2 nd draft | | | | | 20 / 40.5 | |
| | • CRCP (2 hrs.) + CRC Discussion (02 hrs.) | - | - | - | - | 02 / 04 | |
| B. Miscellaneous Events | | | | | | 26.5 | |
| • Analysis Papers (1x1.5 hrs+1x 2.5 hrs +1x3 hrs) | | | | | 03 / 07 | | |
| • Analysis Paper De-briefing (3 x 0.5 hrs) | | | | | 03 / 1.5 | | |
| • Peer Rating (0.5+0.5+02 hrs.) | | | | | 03 / 03 | | |
| • Interviews with Faculty Advisors (02 hrs in each Term) | | | | | 03 / 06 | | |
| • Certificate Award Ceremony , Rehearsal & Group Photographs | | | | | 03 / 09 | | |
| Total Hours | | | | | | 512 | |
| Available Hours | | | | | | 512 | |

Note: Current Issue, Service Group and IRP Presentations are planned assuming 50 Participants of 25th SMC, Karachi.

COURSE SCHEDULE

| <u>BREAKUP</u> | | | | |
|----------------|------------------------|--|--|-----------------|
| <u>S. #</u> | <u>Terms</u> | <u>From</u> | <u>To</u> | <u>Duration</u> |
| 1. | Arrival / Registration | - | Sunday 24 th February, 2019 | 0900-2200 |
| 2. | First Term | Monday 25 th February, 2019 | Sunday 7 th April, 2019 | 06 Weeks |
| 3. | Second Term | Monday 8 th April, 2019 | Sunday 12 th May, 2019 | 05 Weeks |
| 4. | Third Term | Monday 13 th May, 2019 | Friday 14 th June, 2019 | 05 Weeks |
| Total | | | | 16 Weeks |

Course Break

| <u>Terms</u> | <u>From</u> | <u>To</u> | <u>Detail</u> | <u>Total</u> |
|--------------|---------------------------------------|-------------------------------------|------------------------------------|----------------|
| Course Break | Saturday 27 th April, 2019 | Monday 29 th April, 2019 | Saturday & Sunday + 01 Working Day | 03 Days |

Gazette Holidays

| | |
|---|------------------------|
| Total Holidays: 04 = Pakistan Day 23 rd March, 2019 (falling on Saturday), Labour Day 1 st May, 2019, Eid ul Fitr 5 th & 6 th June, 2019 | 03 Working Days |
|---|------------------------|

MODULE - 1

NATIONAL ENVIRONMENT: INTERNAL AND EXTERNAL DYNAMICS

MODULE - 1

NATIONAL ENVIRONMENT: INTERNAL AND EXTERNAL DYNAMICS

AIM:

To 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

SCOPE:

- Statecraft and Public policy formulation in the light of national purpose, interests, aims and objectives
- Relationships between state institutions as given in the Constitution and their role in policy formulation and implementation
- Interplay of internal and external factors and its impact on public policy formulation and implementation

Summary of Events

| <u>EVENTS</u> | | <u>NUMBER OF EVENTS</u> | <u>HOURS</u> |
|---------------|--------------------------|-------------------------|--------------|
| 1. | Lecture Discussion (LD) | 12 | 25 |
| 2. | Panel Discussion (PD) | 03 | 7.5 |
| 3. | Tutorial Discussion (TD) | 04 | 06 |
| Total | | 19 | 38.5 |

MODULE - 1
NATIONAL ENVIRONMENT: INTERNAL AND EXTERNAL DYNAMICS

| Ref # | TOPIC AND SCOPE | MODE | DURATION |
|-------|---|------|-----------|
| 1.01 | <u>Public Policy – Formulation & Implementation</u> <ul style="list-style-type: none"> ● What is Public Policy? ● The Process of Formulation of Public Policy ● Factors required for implementation of Public Policy ● Issues in Public Policy Formulation and Implementation in Pakistan | LD | 02 Hours |
| 1.02 | <u>Internal Security Policy</u> <ul style="list-style-type: none"> ● Definition and parameters of Internal Security ● Security of Pakistan – issues and challenges ● Changing paradigms of Internal Security with special emphasis on Post 9 / 11 period ● Role and practice of state institutions in developing Internal Security Policy | LD | 02 Hours |
| 1.03 | <u>Foreign Policy of Pakistan</u> <ul style="list-style-type: none"> ● Determinants of foreign policy ● Salient features of Pakistan’s Foreign Policy ● Foreign policy options in the changing regional and international scenario | LD | 02 Hours |
| 1.04 | <u>Pakistan: State and Society</u> <ul style="list-style-type: none"> ● Concept of State in modern discourse ● Relationship between State and Society – responsibilities and obligations ● Islamic perspective of State and its obligations ● Nature and direction of argumentation, deliberation and negotiation for managing State -citizen relationship in Pakistan, and the implications thereof | LD | 2.5 Hours |
| 1.05 | <u>Constitutional Framework Governing Pakistan</u> <ul style="list-style-type: none"> ● Role of Legislature, Executive & Judiciary in the Constitution ● Interpretation of the Constitution ● Judicial activism and its impact on governance ● Relationship amongst different Institutions of the State | LD | 02 Hours |
| 1.06 | <u>Impact of Governance on Service Delivery at the Federal- Provincial- Local Level</u> To have a Threadbare discussion on the contents of Ref #1.07 LD & 1.08 PD | TD | 1.5 Hours |

| Ref # | TOPIC AND SCOPE | MODE | DURATION |
|-------|--|------|-----------|
| 1.07 | <u>Impact of Governance on Service Delivery at the Federal Level</u> <ul style="list-style-type: none"> • Service Delivery at the Federal Level • Inter-Provincial Coordination • Relationship between the Centre and Provinces in terms of Service Delivery • Functioning and Interaction with National and International NGOs | LD | 02 Hours |
| 1.08 | <u>Impact of Governance on Service Delivery at the Provincial and Local Level</u> <ul style="list-style-type: none"> • Post 18th Amendment scenario: Provincial capacities and improvement in governance • Challenges in service delivery mechanism for health and education sectors • Local government system in Pakistan – a subject of experimentation in different periods • Current local government systems in Pakistan – a comparative study • Functioning & Interaction with National & International NGOs | PD | 2.5 Hours |
| 1.09 | <u>Terrorism, Violent Extremism and State Response</u> To have threadbare discussion on the contents of Ref # 1.10 PD | TD | 1.5 Hours |
| 1.10 | <u>Terrorism, Violent Extremism and State Response</u> <ul style="list-style-type: none"> • Concept, causes and impacts of Terrorism and violent extremism • Issues of sectarianism and its impact on inter-sectarian harmony • Counter-terrorism and counter-violent extremism strategies and their effectiveness • International and regional dimensions of terrorism and sectarianism • Legal framework (national & international) dealing with terrorism, FATF & Issues in compliance • Role and effectiveness of NACTA | PD | 2.5 Hours |
| 1.11 | <u>Pak-India Relations</u> To have threadbare discussion on the contents of Ref # 1.12 PD | TD | 1.5 Hours |
| 1.12 | <u>Pak-India Relations</u> <ul style="list-style-type: none"> • Indo-Pak relations: A Historical Perspective • Legal and governance frameworks of AJ&K and Indian held Kashmir (IHK), and UN resolutions • Indus Water Treaty and emerging water disputes • Outstanding bilateral issues • Trade Related Issues • Increasing Indian Role in the Region • Irritants between the two countries on water issues • Bilateral Trade relations, including transit trade and SAFTA | PD | 2.5 Hours |

| Ref # | TOPIC AND SCOPE | MODE | DURATION |
|-------|---|------|-----------|
| | <ul style="list-style-type: none"> • Repercussion of India-Pak relationship for South Asia in general and for SAARC in particular • Way forward | | |
| 1.13 | <u>Water Resource Management</u> <ul style="list-style-type: none"> • Challenges of water management in Pakistan • Water Apportionment Accord 1991: Issues in water demand and allocation • National Water Policy 2017 • Legal framework, governance and capacity issues in water sector • Water uses and allocation of priorities • Water availability, conservation and issues of scarcity • Water as a Right | LD | 2.5 Hours |
| 1.14 | <u>Overview of Pakistan's Relations with Major Powers; USA and China</u> To have threadbare discussion on the contents of Ref # 1.15 LD & 1.16 LD | TD | 1.5 Hours |
| 1.15 | <u>Overview of Pakistan's Relations with USA and the Changing Dynamics</u> <ul style="list-style-type: none"> • An appraisal of Pakistan's relations with USA since independence • Changing scenario in the region and the role of USA • Economic development in Pakistan and the role of USA • The current status of Pak-US relations – options for Pakistan • CPEC: A new bone of contention in Pak-US Relations | LD | 02 Hours |
| 1.16 | <u>Overview of Pakistan's Relations with China</u> <ul style="list-style-type: none"> • An appraisal of Pakistan's relations with China since independence • Changing scenario in the region and role of China as an emerging global power • Role of CPEC in Economic Development of Pakistan • China's political and diplomatic support for Pakistan • Role of SCO in current scenario | LD | 02 Hours |
| 1.17 | <u>Pakistan's Relations with Afghanistan</u> <ul style="list-style-type: none"> • Current Afghanistan scenario and options for Pakistan • Increasing Indian role in Afghanistan and its impact on Pakistan | LD | 02 Hours |

| Ref # | TOPIC AND SCOPE | MODE | DURATION |
|-------|---|------|----------|
| | <ul style="list-style-type: none"> • Cross-border safe havens of Terrorists • Issues of Pak-Afghan border management • Regional Trade and Security | | |
| 1.18 | <p><u>Pakistan's Relations with Iran & CARs</u></p> <ul style="list-style-type: none"> • Overview of Pakistan's relations with Iran and CARs • Historical perspective of Pak-Iran-CARs relations. • Prospects of IP and TAPI pipelines and their political / economic implications for Pakistan • Impact of recent nuclear deal between Iran and the West on our relations | LD | 02 Hours |
| 1.19 | <p><u>Situation in the Middle East and its Impact on Pakistan</u></p> <ul style="list-style-type: none"> • Bilateral relations between Pakistan and countries in the Middle East • Regional issues and challenges • Latest developments in the Middle East • Policy options for Pakistan | LD | 02 Hours |

MODULE - 2

"IMPACT OF DIVERSITY AND EVOLUTION OF PAKISTANI SOCIETY ON ADMINISTRATION AND SERVICE DELIVERY"

MODULE - 2
**"IMPACT OF DIVERSITY AND EVOLUTION OF PAKISTANI SOCIETY
ON ADMINISTRATION AND SERVICE DELIVERY"**

AIM:

To enhance Participants' Understanding of Socio-Cultural Values, Beliefs and Attitudes of Pakistani Society and their Relevance to Public Administration and Policy Implementation

SCOPE:

- Sensitize participants about the diverse composition of Pakistani society & its influence on public service
- Create awareness about the internal dynamics of the four provinces, AJK & Gilgit -Baltistan and its impact on national harmony & service delivery
- Build capacity of the participants to implement plans and programs with reference to marginalized sections of the society
- Develop an understanding of social issues confronting the state and society

Summary of Events

| <u>Events</u> | | <u>Number of Events</u> | <u>Hours</u> |
|----------------------|--------------------------|--------------------------------|---------------------|
| 1. | Lecture Discussion (LD) | 15 | 28 |
| 2. | Panel Discussion (PD) | 03 | 08 |
| 3. | Tutorial Discussion (TD) | 08 | 12 |
| Total | | 26 | 48 |

MODULE - 2

"IMPACT OF DIVERSITY AND EVOLUTION OF PAKISTANI SOCIETY ON ADMINISTRATION AND SERVICE DELIVERY"

| Ref # | TOPIC AND SCOPE | Mode | DURATION |
|-------|--|------|-----------|
| 2.01 | <u>Public Service: Ethics and Governance</u> <ul style="list-style-type: none"> • Public Service Ethics and Values in Pakistan and their Impact on Governance and Service Delivery • Ethics – definition and concept • Existing laws and regulations on ethics; are they adequate; their implementation status and way forward • Ethical values and practices – National and International perspectives • Promoting ethics in the public service / examples of a few countries | LD | 02 Hours |
| 2.02 | <u>Socio-Cultural Diversities within Punjab Province and their impact on Public Service Management</u> To have threadbare discussion on the contents of Ref # 2.03 LD | TD | 1.5 Hours |
| 2.03 | <u>Socio-Cultural Diversities within Punjab Province and their impact on Public Service Management</u> <ul style="list-style-type: none"> • Enhance understanding of the nature of diversities in Punjab province • Issues emerging out of such diversities and their impact on governance • How to address these issues with possible strategic options | LD | 02 Hours |
| 2.04 | <u>Socio-Cultural Diversities within Khyber Pakhtunkhawa and their impact on Public Service Management</u> To have threadbare discussion on the contents of Ref # 2.05 LD | TD | 1.5 Hours |
| 2.05 | <u>Socio-Cultural Diversities within Khyber Pakhtunkhawa and their impact on Public Service Management</u> <ul style="list-style-type: none"> • Enhance understanding of the nature of diversities in KP, erst while FATA, FR and PATA • Issues emerging out of such diversities and their impact on governance • How to address these issues with possible strategic options | LD | 02 Hours |

| Ref # | TOPIC AND SCOPE | Mode | DURATION |
|-------|---|------|-----------|
| | <ul style="list-style-type: none"> Enhance understanding of the nature of diversities in Khyber Pakhtunkhwa Salient features of 31st Amendment Act, 2018 for merger of FATA with KP; Issues and challenges in smooth implementation of provisions of the Act Issues and challenges in formulation and setting up of legal, economic and administrative infrastructures of governance and service delivery | | |
| 2.06 | <p><u>Socio-Cultural Diversities within Sindh Province and their impact on Public Service Management</u></p> <p>To have threadbare discussion on the contents of Ref # 2.07 LD</p> | TD | 1.5 Hours |
| 2.07 | <p><u>Socio-Cultural Diversities within Sindh Province and their impact on Public Service Management</u></p> <ul style="list-style-type: none"> Enhance understanding of the nature of diversities in Sindh province Issues emerging out of such diversities and their impact on ethnic harmony and governance How to address these issues with possible strategic options | LD | 02 Hours |
| 2.08 | <p><u>Socio-Cultural Diversities within Balochistan Province and their impact on Public Service Management</u></p> <p>To have threadbare discussion on the contents of Ref # 2.09 LD</p> | TD | 1.5 Hours |
| 2.09 | <p><u>Socio-Cultural Diversities within Balochistan Province and their impact on Public Service Management</u></p> <ul style="list-style-type: none"> Enhance understanding of the nature of diversities in Balochistan province Issues emerging from such diversities and their impact on ethnic harmony and governance How to address these issues with possible strategic options | LD | 02 Hours |
| 2.10 | <p><u>Peculiarities of Politico-administrative Arrangements and Governance in Gilgit-Baltistan</u></p> <p>To have threadbare discussion on the contents of Ref # 2.11 LD</p> | TD | 1.5 Hours |
| 2.11 | <p><u>Peculiarities of Politico-Administrative Arrangements & Governance in Gilgit - Baltistan</u></p> <ul style="list-style-type: none"> Historical background of Political and Administrative institution building in GB Recent Political and Administrative reforms introduced in GB with special reference to GB Order 2018 and their impact on governance and Service delivery Political & economic peculiarities in GB & their impact on public service and development | LD | 02 Hours |

| Ref # | TOPIC AND SCOPE | Mode | DURATION |
|-------|---|------|-----------|
| 2.12 | <u>Socio-Cultural Diversities within AJ&K and their impact on Public Service Management</u> To have threadbare discussion on the contents of Ref # 2.13 PD | TD | 1.5 Hours |
| 2.13 | <u>Socio-Cultural Diversities within AJ&K and their impact on Public Service Management</u> <ul style="list-style-type: none"> • Enhance understanding of the nature of diversities in AJ&K • Issues emerging out of such diversities and their impact on governance • How to address these issues with possible strategic options | PD | 2.5 Hours |
| 2.14 | <u>Development of Arts & Literature and its Impact on Pakistani Society</u> <ul style="list-style-type: none"> • Evolution of Arts and literature in Pakistan • Contemporary Pakistani Art and Literature and its impact on promoting national harmony • Challenges, efforts and policies for promotion of Arts and Literature at national, sub-national and district level | PD | 03 Hours |
| 2.15 | <u>Human Rights in Pakistan</u> <ul style="list-style-type: none"> • State of Human Rights in Pakistan • Legal Framework and institutional mechanism for protection and promotion of Human Rights • Laws governing Human Rights, and status of Human Rights in Pakistan with reference to International scenario • War on terrorism and Human Rights abuses • International Human Rights Conventions and their compliance | LD | 1.5 Hours |
| 2.16 | <u>Rights of Minorities in Pakistan</u> <ul style="list-style-type: none"> • State of Minorities in Pakistan • International Human Rights Conventions and their compliance • Legal framework and institutional support for their protection and welfare • War on terrorism and abuse of minority rights • Strategies for the needs of minorities | LD | 1.5 Hours |
| 2.17 | <u>Women Empowerment and Gender Mainstreaming</u> <ul style="list-style-type: none"> • Gender equality and Mainstreaming: Some conceptual issues • Legislation and institutional development for women empowerment, their representation and participation in political, economic and administrative affairs • Female labour force participation in Pakistan, regional and international comparison | LD | 02 Hours |

| Ref # | TOPIC AND SCOPE | Mode | DURATION |
|-------|---|------|-----------|
| | <ul style="list-style-type: none"> • Discrimination against women in public service delivery, especially in education and health sectors • Women empowerment and social change • Promoting Gender Sensitivity in the Workplace • Future Policy Options | | |
| 2.18 | <p><u>Issues and Welfare of Children in Pakistan</u></p> <p>To have threadbare discussion on the contents of Ref # 2.19 LD</p> | TD | 1.5 Hours |
| 2.19 | <p><u>Issues and Welfare of Children in Pakistan</u></p> <ul style="list-style-type: none"> • State of children in Pakistan, legal and institutional arrangements for welfare and protection of children • Child labour in Pakistan, its incidence and measures for control • Child abuse: Growing menace in the society • Malnutrition, stunting and infant mortality rate their current prevalence and policies to address them • Rights and care of Children with Disability • Pakistan’s International commitments and national legislation for welfare of children • Future policy options | LD | 02 Hours |
| 2.20 | <p><u>Sustainable Urban Development and Eco Cities</u></p> <p>To have threadbare discussion on the contents of Ref # 2.21 LD</p> | TD | 1.5 Hours |
| 2.21 | <p><u>Sustainable Urban Development and Eco Cities</u></p> <ul style="list-style-type: none"> • Levels and Patterns of urbanization and urban growth in Pakistan and their socio-economic and environmental impact • Socio-Economic Disparities between Rural & Urban Areas • Cities as engine of growth and development • Challenges and issues in urban management i.e. shortage of services, housing including development of informal and unauthorized settlements, etc. • Past policies and their implementation • Challenges of equitable distribution of resources and their impact on living conditions • Future Policy Options | LD | 2.5 Hours |

| Ref # | TOPIC AND SCOPE | Mode | DURATION |
|-------|--|------|-----------|
| 2.22 | <p><u>Migration in Pakistan</u></p> <ul style="list-style-type: none"> • Recent trends and features of internal migration in Pakistan • Determinants of internal migration in Pakistan • Socio-Economic challenges of internal migration • Causes of internal migration and Government's response • Future of immigrant communities in Pakistan | LD | 02 Hours |
| 2.23 | <p><u>Environmental Management</u></p> <ul style="list-style-type: none"> • To understand the concepts of Environmental Management, Protection, sustainable development, ecology, biodiversity, pollution of natural elements and biological communities. • Waste water management and various steps and procedures of wastewater treatment • Laws to safeguard the environmental degradation, PEPA Act. • To develop understanding about the issues relating to environmental impact analysis (EIA) and environmental safeguard procedures (ESP) • To understand concepts and issues related to Natural Resource Management (NRM) especially in the context of Challenges posed by Climate Change. • Assessment of International Conventions on Environment to which Pakistan is a signatory Paris declaration | LD | 1.5 Hours |
| 2.24 | <p><u>Climate Change</u></p> <ul style="list-style-type: none"> • Definition, concept and history of Climate Change • Assessment of international Conventions on Climate Change to which Pakistan is a signatory • Adequacy of institutional arrangements and policy provisions dealing with Climate Change in Pakistan • Understand the dynamics of negotiating Pakistan's stance at international Fora • Relationship of Climate Change to social and economic development • Global debate on climate change | LD | 1.5 Hours |

| Ref # | TOPIC AND SCOPE | Mode | DURATION |
|-------|---|------|-----------|
| 2.25 | <p><u>Environment & Public Health</u></p> <ul style="list-style-type: none"> • Environmental hazards and their health impacts • Burden of environmental diseases and the health-environment poverty link • Concept of one health and Eco-health framework • Case studies of emerging and re-emerging diseases like malaria, dengue, chest diseases Asthma, TB, Heart diseases • Improving health and environment decision making process and policies and implementation of cross cutting programmes and projects | LD | 1.5 Hours |
| 2.26 | <p><u>Population Dynamics of Pakistan</u></p> <ul style="list-style-type: none"> • Size, structure and distribution of population in Pakistan • Socio-economic impacts of demographic change in Pakistan • Internal migration: patterns and implications • Inward and outward immigration in Pakistan and its implication | PD | 2.5 Hours |

MODULE -3

ECONOMIC AND FINANCIAL MANAGEMENT AT OPERATIONAL LEVEL

(Sponsor ADS: Mr. Ahmad Iqbal Shah)

Module - 3

ECONOMIC AND FINANCIAL MANAGEMENT AT OPERATIONAL LEVEL

AIM:

To 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

SCOPE:

- Understanding broad micro and macro-economic concepts
- Examining macro-economic frame work and processes for growth and development with special focus on Government interventions, and understanding the role of private sector in economic growth and development
- Understanding the rationale and performance of Public Sector enterprises
- Strategic appraisal of sectoral policies such as agricultural and industrial policies for economic growth
- Understand the Public Financial Management objectives and principles, instruments and methods
- Examining the role of markets in influencing the policy making and its implementation

| <u>EVENTS</u> | | <u>NUMBER OF EVENTS</u> | <u>HOURS</u> |
|---------------|-------------------------|-------------------------|--------------|
| 1. | Lecture Discussion (LD) | 18 | 36 |
| 2. | Panel Discussion (PD) | 03 | 7.5 |
| 3. | Workshop | 02 | 07 |
| Total | | 23 | 50.5 |

Module - 3
ECONOMIC AND FINANCIAL MANAGEMENT AT OPERATIONAL LEVEL

| Ref # | TOPIC AND SCOPE | Mode | Duration |
|-------|---|------|-----------|
| 3.01 | <u>Understanding Micro- Economics for Decision - Making</u> <ul style="list-style-type: none"> • Understanding concepts of consumers and producers, (aggregate) demand and supply, and consumer demand • Understanding the theory (and cost) of production, opportunity and transaction cost • Understanding market structure and game theory • Data sources from which microeconomic parameters can be estimated | LD | 02 Hours |
| 3.02 | <u>Understanding Macro- Economics for Decision - Making</u> <ul style="list-style-type: none"> • Understanding concept of GDP, GNP & its application in economic governance • Understanding the economic system and economic analysis, with emphasis on total national income and output, employment, the price level and inflation • Understanding the government budget, the national debt, and interest rates • Open economy and closed economy macroeconomic frameworks | LD | 02 Hours |
| 3.03 | <u>Economic Planning in Pakistan</u> <ul style="list-style-type: none"> • Planning frameworks and history of planning in Pakistan • Understanding Macro economic planning and relevant issues like inflation, fiscal deficit, structural adjustment programs, balance of payment etc. • Role of foreign economic and technical assistance • Opportunities created through CPEC and the challenges, if any • NFC Award and Post-18th Amendment Challenges & way forward strategies | LD | 2.5 Hours |
| 3.04 | <u>Taxation Structure in Pakistan (Federal)</u> <ul style="list-style-type: none"> • Taxation theory, practice and its relevance to economic growth • Issues with the Provinces after 18th Amendment (Overlapping / input adjustment etc.) • Present taxation Structure at the Federal level • Comparison between direct and indirect taxation and respective impact on society • How to optimize the existing structure? Challenges and way forward | LD | 02 Hours |

| Ref # | TOPIC AND SCOPE | Mode | Duration |
|-------|--|------|----------|
| 3.05 | <p><u>Public Finance Management</u></p> <ul style="list-style-type: none"> • Overview of public finance in Pakistan • Expenditure Budget and the basis of its allocation • Prioritizing expenditure and re-allocation within the budget grant • Challenges and strategies for improving the financial system • Local Resource Generation | LD | 02 Hours |
| 3.06 | <p><u>Taxation at the Sub-National levels</u></p> <ul style="list-style-type: none"> • Present taxation Structure at the provincial and district levels • Capacity and other operational level issues • Enhanced potential and responsibility after devolution under the 18th amendment • Issues with FBR (Overlapping / input tax adjustment etc and how to resolve these) • Level of incentive or disincentive for enhancing revenues after the 7th NFC Award • Challenges and way forward under the devolved setup • Local resource generation • Agricultural income tax potential and issues in its realization | LD | 02 Hours |
| 3.07 | <p><u>Role of International Financial Assistance in Pakistan's Economy</u></p> <ul style="list-style-type: none"> • Implications of Donor Assistance and Pakistan's Economic Development • Pakistan's Internal Dynamics and International Monetary Fund • Balance of payments, fiscal and structural reforms and sustainable growth - its concept and implications for the economy • Impact of Chinese development assistance under CPEC | LD | 02 Hours |
| 3.08 | <p><u>Economic Development and Growth</u></p> <ul style="list-style-type: none"> • What is economic development? Theories of economic development • Basic Concepts of income inequality, poverty, population and various other development indicators applicable in governance • Defining and measuring poverty in Pakistan • Social sector development in Pakistan: Role of NRSP, PPAF, CSO etc. | LD | 02 Hours |

| Ref # | TOPIC AND SCOPE | Mode | Duration |
|-------|---|------|-----------|
| | <ul style="list-style-type: none"> Aspects of structural transformation of economy for economic growth & Development Effectiveness of poverty alleviation strategies, especially the BISP | | |
| 3.09 | <p><u>Challenges to Agriculture in Pakistan</u></p> <ul style="list-style-type: none"> Pakistan's Economy and Agriculture (share in GDP; labor force; export contribution) Leading issues and challenges in agriculture sub-sectors including crop, forestry, horticulture, livestock and fisheries Produce markets, support pricing and subsidies Prospects of foreign direct investment in agriculture sector Challenges due to water and climate changes, challenges for enhancing productivity | PD | 2.5 Hours |
| 3.10 | <p><u>Industrial Development in Pakistan</u></p> <ul style="list-style-type: none"> Evolution of Industrial Policy of Pakistan Structure of industry (large scale and SMEs) in Pakistan & its export potential Comparative performance of large scale and SME sector in Pakistan - Issues and challenges Issues and challenges including financing issues of SME Implementation strategy for industrial growth in the present policy environment Issues of industrial competitiveness in Pakistan Chinese investment in the CPEC projects and its impact on the industrial sector | PD | 2.5 Hours |
| 3.11 | <p><u>Trade Policy & its Strategic Implications</u></p> <ul style="list-style-type: none"> Challenges/opportunities for trade relations with regional trade blocks Domestic commerce and its linkages with trade Interface with WTO - our preparedness and implications Benefits of GSP+ for Pakistan Critical analysis of Pakistan's FTAs and PTAs Strategies for increasing & improving trade | LD | 2.5 Hours |
| 3.12 | <p><u>The Dynamics of Energy Sector in Pakistan</u></p> <ul style="list-style-type: none"> Dynamics, Potential and viability of various energy mix options through structural arrangements IPP's & government's stance over circular debt Energy governance structure and expertise Challenges and strategies to address the energy crises CPEC related energy projects - their contribution towards a balanced energy mix | LD | 2 Hours |
| 3.13 | <p><u>Understanding Financial Statements (Public Sector)</u></p> | W | 03 Hours |

| Ref # | TOPIC AND SCOPE | Mode | Duration |
|-------|---|------|----------|
| | <ul style="list-style-type: none"> • International accounting standards and those followed in Pakistan • Types of financial statements used by the Public Sector; their statistical value and importance in facilitating the decision making • Legal requirements and actual practice, especially in the Public Sector • Hands on exercise on financial statements applications / Discuss case studies | | |
| 3.14 | <p><u>Understanding Financial Statements (Commercial)</u></p> <ul style="list-style-type: none"> • International accounting standards and those followed in Pakistan • Types of financial statements used by the Private Sector; their statistical value and importance in facilitating the decision making • Legal requirements and actual practice, especially in the Private Sector • Divide workshop into two parts: <ul style="list-style-type: none"> ➤ Conceptual ➤ Hands-on exercises | W | 04 Hours |
| 3.15 | <p><u>Market Dynamics Influencing Policy and the Role of Regulatory Bodies in Good Governance</u></p> <ul style="list-style-type: none"> • Evolution and functioning of regulatory bodies • Cartelization and effectiveness of the regulatory framework in countering it • Creating space for fair competition by removing market distortions • The role of regulatory bodies in public service delivery • Developing relationship between policy and implementation • Example of one or more regulatory bodies would be discussed | LD | 02 Hours |
| 3.16 | <p><u>Political Economy of State - Market Relationship in Pakistan</u></p> <ul style="list-style-type: none"> • Regulatory Issues of capital markets including insider trading and brokerage firms in the market • Role of ECC of Cabinet in managing State – Market relations • Issues of Monopolies in Pakistan | LD | 02 Hours |
| 3.17 | <p><u>State Owned Entities & Privatization process in Pakistan</u></p> <ul style="list-style-type: none"> • Rationale of SOEs in Pakistan – Their performance as economic entities; issues, challenges and strategies for improving their regulatory regimes • Prospects of Public- Private partnership in SOEs • Privatization - a measure of revenue generation • Does privatization lead to better management, in the greater public interest | LD | 02 Hours |

| Ref # | TOPIC AND SCOPE | Mode | Duration |
|-------|---|------|-----------|
| | <ul style="list-style-type: none"> • Pakistan's privatization experience • Risks and counter measure strategy for adopting public private partnership and the international experience | | |
| 3.18 | <p><u>Tourism Industry</u></p> <ul style="list-style-type: none"> • To understand Tourism as a major industry globally • Importance of Domestic Tourism • Impact of Domestic Tourism on the economy, culture and environment • Government's role as a partner in Tourism Development • Valuation of environmental resources | LD | 02 Hours |
| 3.19 | <p><u>CPEC -An initiative of One Belt One Road (OBOR)</u></p> <ul style="list-style-type: none"> • Special Economic Zones - Industrialization • Economic Importance • Regional Integration • Skill Development • Financial Sustainability | PD | 2.5 Hours |
| 3.20 | <p><u>Services Sector Development in Pakistan-I</u></p> <ul style="list-style-type: none"> • Overview of the domestic Services Sector in Pakistan • Reform and Development needs of major Services Sector Markets in Pakistan, with specific reference to market failures in major Services Sector Markets and the role of government | LD | 1.5 Hours |
| 3.21 | <p><u>Services Sector Development in Pakistan-II</u></p> <ul style="list-style-type: none"> • 'Services' Sector trade: Data and Conceptual issues • Evolving role of the Services Sector in the global economy, with particular reference to trading in major Services Sectors, WTO regime on Services and the implications of highly 'servitized and digitized manufacturing for international trade and development of developing countries • Pakistan's international trade in Services: potential and challenges • Outlining a Services Export Development Strategy for Pakistan | LD | 1.5 Hours |

| Ref # | TOPIC AND SCOPE | Mode | Duration |
|-------|---|------|----------|
| 3.22 | <u>Public Private Partnership</u> <ul style="list-style-type: none"> • Definition & Types of PPP • Policy framework • Risk sharing between public & private sectors • Issues & Challenges • International PPP Practices & Models • Successful PPP Models in Pakistan (e.g. Punjab Education Foundation) | LD | 2 Hours |
| 3.23 | <u>Sustainable Development Agenda</u> <ul style="list-style-type: none"> • Historical perspective of development agenda: MDGs, SDGs and Rural Support Programs • Implementation strategies of development agenda and their status • Poverty reduction Strategy paper, implementation and impact • Development Agenda in post 18th Amendment: Issues of coordination and implementation | LD | 02 Hours |

MODULE - 4

ISSUES OF OPERATIONAL EFFECTIVENESS WITHIN GOVERNANCE FRAMEWORK

(Sponsor: Mr. Akram Ali Khowaja, CI)

MODULE - 4

ISSUES OF OPERATIONAL EFFECTIVENESS WITHIN GOVERNANCE FRAMEWORK

AIM:

To equip the participants with tools in the critical areas of operational management so as to develop their capacity for effective public service delivery within the governance framework

SCOPE:

- Capacity building through skill enhancement to implement evidence based policy, and measure its outcomes
- Familiarize the participants with the role of the Government and the private sector in the process of Policy Implementation
- Sensitize the participants with the need for integration of institutional effort for effective operational management
- Role of civil servant as a leader/manager for decision making and problem solving

| <u>EVENTS</u> | | <u>NUMBER OF EVENTS</u> | <u>HOURS</u> |
|---------------|-------------------------|-------------------------|--------------|
| 1. | Lecture Discussion (LD) | 04 | 08 |
| 2. | Panel Discussion (PD) | 03 | 8.5 |
| 3. | Workshop (W) | 05 | 29 |
| | Total | 12 | 45.5 |

MODULE - 4

ISSUES OF OPERATIONAL EFFECTIVENESS WITHIN GOVERNANCE FRAMEWORK

| Ref # | TOPIC AND SCOPE | Mode | Duration |
|-------|---|----------|----------|
| 4.01 | <p><u>Stress Management</u></p> <ul style="list-style-type: none"> ● Definition and Theoretical Framework of Stress ● Causes & Impact of Stress ● How to deal with personal and job related stress ● Significance of work life balance ● Importance of Psycho - Social Health as a Key Element of Leadership and Change Management | Workshop | 04 Hours |
| 4.02 | <p><u>Strategy Implementation</u></p> <ul style="list-style-type: none"> ● Strategic management – conceptual framework ● Defining goals, reviewing gaps, identifying strategic alternatives and defining strategic options ● KPIs (Key Performance Indicators) ● Devising Quantitative statements and qualitative measurement parameters keeping in view the mission, vision and goals ● Formulating different implementation strategy options for various sectors ● Adoption of a pragmatic strategy plan for implementation ● Monitoring and evaluation of implementation process and taking corrective measures against any deviations | Workshop | 6 Hours |
| 4.03 | <p><u>Public Sector Project Management</u></p> <ul style="list-style-type: none"> ● Project Management in the context of requirements of the Planning Commission ● Project identification, formulation & appraisal techniques ● Financial analysis of project, ratio application, transactional analysis of development projects-hands on exercises (NPV, IRR, Benefit cost ratios-basic histogram, S-curve, earned value analysis) ● Project management framework to optimize the allocation and integration of inputs-virtual project management ● Midterm review & corrective measures. Project Conclusion. Process of PC-III, IV &V ● Project Risk Analysis ● Portfolio management ● Latest IT Applications ● Case Study of a Public Sector Project | Workshop | 05 Hours |

| Ref # | TOPIC AND SCOPE | Mode | Duration |
|-------|---|----------|-----------|
| 4.04 | <p><u>Issues of HR in Public Sector</u></p> <ul style="list-style-type: none"> ● Recruitment & Training ● Job Analysis & Remuneration ● Performance Evaluation ● Career Progression ● Change Management ● Employees Welfare ● Comparison of Public & Private Sector HR Practices | LD | 2 Hours |
| 4.05 | <p><u>Handling Court Cases and Litigation</u></p> <ul style="list-style-type: none"> ● Preparing response / para wise comments on court cases ● Interaction with law officers and offices of the concerned governments ● Preparation & Presentation of Cases on behalf of the Government ● Capacity building of civil servants for interaction with judiciary | LD | 02 Hours |
| 4.06 | <p><u>Interaction with Media-Persons and Use of Social Media in Governance</u></p> <ul style="list-style-type: none"> ● Increasing public awareness due to role of media, Right to Information & Right to Services Laws, etc. ● Rising trend of Media highlighting inefficiencies in Public Service delivery ● The concept of Spokesperson in Public Sector organizations ● Legal Framework governing media handling by Civil Servants ● Proactive and Reactive approaches to media handling ● Issues and Challenges in Media Interaction and in use of social media ● Response to challenges within existing framework ● Hands-on exercises (including mock) by the Ministry of Information | Workshop | 6 Hours |
| 4.07 | <p><u>Leadership</u></p> <ul style="list-style-type: none"> ● Conceptual Framework of Leadership, Change Management & Team Dynamics ● Roles, responsibilities and nature of challenges of leadership in Public and Private Sectors ● Leadership & Management Success Stories ● Conflict resolution ● Stakeholders management ● Leadership styles and impact on performance | PD | 2.5 Hours |

| Ref # | TOPIC AND SCOPE | Mode | Duration |
|-------|---|--|----------|
| 4.08 | <p><u>Impact of RTI Laws on Public Service Delivery & Challenges for Public Servants</u></p> <ul style="list-style-type: none"> To familiarize participants with international and national RTI laws To discuss the rational and importance of RTI legislation Challenges and issues in the implementation of these laws To equip participants with necessary understanding for effective implementation | LD | 02 Hours |
| 4.09 | <p><u>Evidence Based Decision Making</u></p> <p>Three modules like Systematic Approaches to Decisions Making, Impact Evaluations, etc.</p> | Workshop (Digital Modules & in Class Discussions) | 08 Hours |
| 4.10 | <p><u>Disciplinary Action, Authority and Authorized Officer</u></p> <ul style="list-style-type: none"> Disciplinary action against government officers / official Role of authority and authorized officer Relevant rules and regulations with reference to their implementation Discussion on practical examples and common mistakes made during inquiry proceedings | LD | 2 Hours |
| 4.11 | <p><u>Public Procurement Rules and Implementation Issues (PPRA)</u></p> <ul style="list-style-type: none"> Public procurement reforms in Pakistan and new regulatory framework What are Public Procurement Rules: their scope, applicability, Principles of procurement, bidding, and qualification of suppliers, specifications, evaluation criteria, stages and conditions? How is transparency ensured and what are the Issues confronted in Implementation? What measure can be taken to improve compliance and enforcement of the rules? | PD | 03 Hours |
| 4.12 | <p><u>Contract Management</u></p> <ul style="list-style-type: none"> Contract Management definition, scope and utility Negotiating a contract Sensitize about its various elements e.g. developing contract strategy, risk assessment, developing a contract management plan, drafting specifications and requirements, establishing the form of contract, establishing the pre-qualification, qualification & tendering procedures, etc. Issues in contract management with multinational organizations of other countries | PD | 03 Hours |

MODULE - 5

Research Methodology and its Application

Sponsors: Mr. Akram Ali Khowaja, CI

&

Mr. Ahmad Iqbal Shah, ADS

MODULE - 5

Research Methodology and its Application

AIM:

To introduce Research Methodology to participants with a view to enable them to undertake research related to public policy issues and their implementation

SCOPE:

- To equip participants with research and analytical skills for public policy implementation and review
- To inculcate and enhance the knowledge and ability of participants to analyze and interpret contemporary issues, enabling them to suggest public policy options in an organized manner
- Comprehend the methodology of analyzing and prioritizing public policy options for effective implementation

| <u>EVENTS</u> | | <u>NUMBER OF EVENTS</u> | <u>HOURS</u> |
|---------------|--|-------------------------|--------------|
| 1. | Lecture Discussions Research Methodology | 03 | 06 |
| 2 | Communication Skills (I&II) - LDs | 02 | 04 |
| 3 | Exercise (Fasahat Part -1 & Part-2)-TD | 02 | 07 |
| 4. | Critical Thinking - W | 01 | 04 |
| 5. | Analytical Writing - W | 01 | 03 |
| 6. | Introduction to Daftri Urdu-LD | 01 | 02 |
| | Total | 10 | 26 |

MODULE - 5
RESEARCH METHODOLOGY AND ITS APPLICATION

| Ref. # | TOPIC AND SCOPE | MODE | DURATION |
|--------------------|---|------------|----------------------------|
| 5.01 To 5.03 | <u>Introduction to Research Methodology</u> <ul style="list-style-type: none"> • To provide a guideline on research methods employed for writing a research paper • To acquaint the participants with a useful format with a sequence to be followed in a research paper | LD | 03x 02=06 Hours |
| 5.04 | <u>Communication Skills-I</u> <ul style="list-style-type: none"> • To inculcate and promote effective presentation skills among participants | LD | 02 Hours |
| 5.05 | <u>Communication Skills-II</u> <ul style="list-style-type: none"> • To inculcate and promote effective writing skills among participants | LD | 02 Hours |
| 5.06 | <u>Critical Thinking</u> <ul style="list-style-type: none"> • To inculcate in participants the art of critical thinking, i.e. presenting and assessing arguments / theories, on the basis of credible and relevant evidence • Develop capacity to quickly evaluate the evidence:- Participants would also learn to sharpen their reading skills, including speed reading | W | 04 Hours |
| 5.07 | <u>Analytical Writing</u> <ul style="list-style-type: none"> • To inculcate and promote effective analytical writing skills amongst participants so as to enable them to analyze and present public policy issues in an organized and rational manner • To impart the skill of 'Summary Writing' for putting up to different government functionaries | W | 03 Hours |
| 5.08 | <u>Introduction to Daftri Urdu</u> <ul style="list-style-type: none"> • Need and significance of understanding a bi-lingual medium (Urdu) of instructions / communication • Basic tips for writing Official Correspondence (draft, note, office memorandum, official summary etc.) in Urdu language | LD | 02 Hours |
| 5.09 & 5.10 | <u>Fasahat-I & II</u> <ul style="list-style-type: none"> • Two extempore public speaking exercises to provide basic instructions in Public Speaking. These will help participants in improving their presentation skills while facing an audience | TDs (2) | 3.5+3.5 Hours 2-days |

MODULE -6

STUDY TOURS: FIELD RESEARCH

INLAND STUDY TOUR

&

LOCAL VISIT

(Sponsor: Mr. Akram Ali Khowaja, CI)

MODULE - 6

STUDY TOURS: FIELD RESEARCH

INLAND STUDY TOUR = LOCAL VISIT

AIM:

To enhance the knowledge of participants about the functioning and performance of public service organizations and private institutions working in diversified socio-cultural environment

SCOPE:

- To visit Federal ministries, Provincial institutions and other organizations to gain knowledge about their functioning
- To interact with provincial political and bureaucratic leaders to benefit from their knowledge / experience and to have insight into their strategies / difficulties
- To visit different parts of all the provinces to gain insight into peculiar socio-cultural environment
- To understand impact of diverse socio-cultural environment on governance / service delivery
- To visit public / private sector enterprises to familiarize the participants with diverse management techniques and to draw comparisons
- To travel and stay together in smaller groups to develop friendly relationships for enhanced mutual understanding

| <u>EVENTS</u> | | <u>NUMBER OF EVENTS</u> | <u>HOURS</u> |
|---------------|--|-------------------------|--------------|
| 1. | Inland Study Tour (IST) | 01 | 33 |
| 2. | Local Visit - Field Research (LV-FR) | 01 | 07 |
| 3. | Post Visit Presentations (IST & LV -FRs) | 02 | 06 |
| 4. | Briefing IST & LV-FR | 02 | 01 |
| Total | | | 47 |

STRATEGY:

Inland Study Tours: Participants will be divided into several groups:-

Note: Inland Study Tours to be conducted considering the fact that minimum Air Travel is involved

Local Visit - Field Research (LV -FR):

Local Visit (At least one) will be planned in and around Karachi during the course. Participants will be divided into a number of groups in relation to the organization / site to be visited

MODULE - 7

INFORMATION TECHNOLOGY PROGRAMME

(Sponsor: Syed Aijazullah Shah, ADS-IT)

INFORMATION TECHNOLOGY PROGRAMME

Aim:

To acquaint the participants with a working knowledge of computers so as to break their inertia and enable them to make use of IT, for enhancing their effectiveness, individually and at the organizational level and to equip them to utilize IT tools for decision making and monitoring performance

| Ref. # | TOPIC AND SCOPE | MODE | DURATION |
|--------|--|--|--|
| 7.01 | <p><u>Computer Literacy Training including Hands on Training & Test</u></p> <ul style="list-style-type: none"> ● Working hands-on ability to use multipurpose office applications software like MS Office in order be able to type in MS Word a document / draft / format and save / print it, prepare MS Power Point Presentations including the use of calculations in MS Excel. ● Effective use of internet for academic research e.g. academic journals, articles, e-books, etc. and working know how of the e-mail system | Computer Lab | IT programme will run in afternoons (Mon – Fri) 1700 to 1900 Hrs |
| 7.02 | <p><u>Use Of IT For Effective Policy Implementation Service Delivery & Monitoring</u></p> <ul style="list-style-type: none"> ● Concept of evidence-based e-governance and its utility in policy implementation, service delivery & monitoring ● Use of ICT for decision-making and monitoring performance ● Case Studies of use of ICT in health, education, policing etc. ● Hands-on Training on development of various IT applications ● Concept of Big DATA, DATA Analytics, IOTs and emerging trends | Workshop To be organized by PITB | 06 Hours |
| 7.03 | <p><u>Use Of IT For Effective Policy Implementation Service Delivery & Monitoring</u></p> <ul style="list-style-type: none"> ● Concept of evidence-based e-governance and its utility in policy implementation, service delivery & monitoring ● Use of ICT for decision-making and monitoring performance ● Case Studies of use of ICT in health, education, policing etc. ● Hands-on Training on development of various IT applications ● Concept of Big DATA, DATA Analytics, IOTs and emerging trends | LD by PITB Speaker | 02 Hours |

| | | | |
|------|--|----------|----------|
| 7.04 | <p><u>Business Startup & Role of Innovation / Technology in Knowledge Economy</u></p> <ul style="list-style-type: none"> ● Business Startup planning ● Innovative entrepreneurship ● Sustainability challenges ● Growth & Development process ● Growing beyond manufacturing to knowledge economy by taking advantage of IT ● Exploitation of knowledge economy by OECD countries ● Dependence on industrial economy and its constraints ● Knowledge economy and economy of scales ● Role of civil servants in comprehending and applying the mechanism of knowledge economy | Workshop | 04 Hours |
|------|--|----------|----------|

SIMULATION EXERCISES

SIMULATION EXERCISES

Aim:

- Develop participants' strategic vision for developing integrated policy implementation frameworks to achieve the national objectives
- Offer the participants opportunities to apply their knowledge and skills to develop practicable solutions for effective service delivery
- Develop the attitudes and skills required for working in a team, and of building consensus through a consultative process
- Sharpen the participants' ability to sift out the essential from the trivial in a given scenario and prioritize issues in a constrained resource and time environment

Scope:

- Develop effective "Implementation Mechanisms" which will ensure service delivery to the public under a given environment while ensuring that such a mechanism achieves the goals envisaged in the national policy directive
- Enable the participants to prioritize the issues and policy / strategy options keeping in view the social, economic and political constraints while allocating limited resources among competing demands
- Develop ability to strike a balance between continuity and change based on a realistic analysis of the challenges and opportunities arrived at by a strategic appraisal of the prevailing environment
- Enhance participants' capacity to formulate specific set of action plans for sustained execution of the operational strategies which provide equitable and financially sustainable solutions
- Sharpen foresight to identify potential destabilizing factors and suggest contingency plans to overcome them with a view to ensure uninterrupted service delivery
- Develop abilities to innovate and formulate strategies which are not based on mundane and run off the mill practices
- Familiarize participants with the process of formulating comprehensive National Policies

Conduct:

There will be two simulation exercises during the course.

SIMULATION EXERCISES

| <u>Ref.</u> | <u>Exercises</u> | <u>Duration</u> |
|--------------------|-------------------------|------------------------|
| 7.01 | S.E - I | 55 Hours |
| 7.02 | S.E - II | 55 Hours |
| | Briefing Exercises | 01 Hour |
| | Total | 111 hours |

CASE STUDIES

Aim:

To develop analytical skills of the participants and to demonstrate the knowledge skills and experience in real life situation, the Case Studies are conducted during the Course

Conduct:

There will be three Case Studies; one in every term

- CSR - 1
- CSR - 2
- CSR - 3

PRESENTATIONS

AND

MISCELLANEOUS EVENTS

| <u>Ref</u> | <u>Event</u> | <u>Duration</u> |
|---|---|-------------------|
| <u>PRESENTATIONS</u> | | |
| Current Issues Presentations (CrIP) | | |
| • CrIP-1 to 40 | 30 minutes each: will be conducted in CDH (See details on next pages) | 20 Hours |
| Service Group Presentations (SGPs) | | |
| • SGP 1 to 05 | 01 hr each in CDH (See details on next pages) | 05 Hours |
| Individual Research Paper (IRP) | | |
| • Individual Research Paper Presentations | 07 (Selective) 50 minutes each | 06 Hours |
| • IRP Consultation 1 st & 2 nd draft | | 40.5 Hours |
| Course Review Committee Presentation CRCP & CRC Discussion | 02 + 02 hours:- See details on next pages | 04 Hours |
| Total | | 75.5 Hours |

| | | |
|--|--|---------|
| <u>Post Visit Presentations IST & Post Visit Presentation (LV/FR)</u> | | |
| • PVPs (IST) - PVPs (LV - FR) | IST = 4 hrs + LV - FR 2 = 2 hrs = 06 Hours | |
| • Briefings | IST + LV - FR | 01 Hour |

MISCELLANEOUS EVENTS

| | | |
|---|---------------------------|-----------|
| <u>Analysis Paper (AP) and Analysis Paper De-Briefing (APDB)</u> | | |
| • AP - 1 | See details on next pages | 1.5 Hours |
| • AP - 2 | See details on next pages | 2.5 Hours |
| • AP - 3 | See details on next pages | 03 Hours |
| • APDB - 1 to 3 | 0.5 hour each | 1.5 Hours |

| | | |
|---|---|-----------------|
| <u>Peer Rating (PrR)</u> | | |
| • PrR-1 to 3 | PrR-1 = 0.5 hr , PrR-2 = 0.5 hr and PrR-3 = 2 hrs each: See details on next pages | 03 Hours |
| • Interviews with Faculty Advisors (02 Hrs in each Term) | | 03 / 06 Hours |
| • Certificate Award Ceremony, Rehearsal & Group Photographs | | 03 / 9.5 Hours |
| Total | | 27 Hours |

| | | |
|--|--|----------|
| <u>Comprehension Test (Course Module)</u> 1 to 3 | At the end of each term Comprehension Test based on Course Modules' contents will be conducted to asses Participants' understanding of these subjects (45 minutes each) 02 hrs | 02 Hours |
|--|--|----------|

NOTE: Co-curricular activities, such as sports and cultural events will be held regularly

PRESENTATIONS (P)

CURRENT ISSUES PRESENTATIONS (CrIPs)

Aim:

To encourage the participants to analyze a current issue impinging upon the socio-cultural, economic, political or any other facet of life in Pakistan which has serious policy implications with a view to promote their understanding about the strategizing the implementation of public Policy

Methodology:

- Current Issue presentations are made by all the participants
- Topic should relate to Pakistan and to a policy issue in current public debate, and preferably based on the participant’s past work experience
- Topic is required to be selected by the participant in consultation with and approval of Syndicate DS
- Three options are invited from each participant and topics are finalized in a Faculty Meeting
- Perspective of the selected current issue topic is required to be discussed by the participant with the faculty advisor
- *A current issue selected by one participant is not allowed to another participant under any pretext*

No. of Presentations

| <u>Ref.</u> | <u>CrI Presentations</u> | <u>Duration</u> |
|---|--|-----------------|
| CrIP-1 to 40 | Each CrIP will be of 30 minute; 20 minutes for the presentation and 10 minutes for Q & A | 20 Hrs |
| Date, Time and Venue will be reflected in the Weekly Programme | | |

SERVICE GROUP PRESENTATIONS (SGPs)

Aim:

To familiarize all participants about Government departments / organizations / occupational groups

Scope:

- Highlight the history, evolution, and the present status of department / organization/occupational group mentioning relevant laws governing the functional parameters
- Discuss issues relevant to the effectiveness of the department / organization/occupational group, e.g., career planning, incentivization, training etc.
- Bring up both the strengths and weaknesses of department / organization / occupational group
- Identify and discuss the future direction and prospects for the growth of department / organization / occupational group

PROPOSED FORMAT:

Designated Participants will make one hour presentation each on their respective occupational group which would generally be on following lines. They are advised to consult their Faculty Advisors while preparing the SGPs:

1. Historical evolution of the Department / Occupational Group
2. Relevant laws governing the organizational structure, size and functions of the Department / Occupational Group
3. Functions of the Department / Occupational Group
4. Management of the Department / Occupational Group:
 - (a) Human Resource (recruitment, training and promotion policy)
 - (b) Financial Resources
 - (c) Physical Resources
 - (d) Technical Resources
5. Management style of the Department / Occupational Group:
 - i. Methods and procedures of decision making
 - ii. Planning
 - iii. Implementation
 - iv. Monitoring and evaluation
6. Identification of issues and problems hindering a successful pursuit of the targets of the department / organization
7. Policy options for tackling these problems
8. Change management for enhancing performance
9. Relevance of the department/organization / occupational group to the changing paradigm of governance and its likely future evolution

(Note: *SGP should not be viewed as a defence of the department / organization / occupational group being presented. The presentation will be assessed for its accuracy of factual data, objectivity of analysis, and implement ability of recommendations)*

No. of Presentations

| <u>Ref.</u> | <u>SGP Presentations</u> | <u>Duration</u> |
|--|--|------------------------|
| SGP 1 to 05 | Each SGP will be for total 01 hour (40 minutes for the presentation and 20 minutes for Q & A) | 05 Hrs |
| Date and Time will be reflected in the Weekly Programme | | |
| All SGPs will be held centrally in Main Class Room | | |

COURSE REVIEW COMMITTEE PRESENTATION (CRCP):

Aim:

To seek comments and recommendations on the Course by the participants with a view to further improve it for the benefit of future participants

Course Review Committee (CRC):

A CRC, comprising a Chairman and 8-9 members of the Committee will be constituted from amongst the course participants in the eight week of the Course. The CRC so constituted will critically analyze aim and objectives of the course, all segments of the course curriculum and co-curricular activities and would seek comments / recommendations from colleague participants. It will submit the report to DS (T&C) SMW in the beginning of the 14th Week of the Course

Presentation (CRCP):

CRC will make a Presentation of 02 hours (01 hr for Presentation and one for Q & A) to the entire class in the last week of the Course, for which Date and Time will be reflected in the Weekly Programme

Individual Research Paper:

Each Participant will write an Individual Research Paper during the course. Selected participants will present their IRPs during the last weeks of the course. Their names and presentations' schedule will be reflected in the Weekly Training Programme. The presentations will be of 30 minutes and 20 minutes will be utilized for Q & A by the participants and comments by the review panelist. In addition, CI may nominate any participant to ask the questions from the presentation

The review panelist will be nominated from amongst the participants, immediately after the presentation has been made at which, he / she will also be given a hard copy of the presentation. The review panelist will be allowed about 10 minutes to frame questions and streamline the review contents. Other participants will be asking questions during this time. The review panelist will ask questions from his / her seat and later give comments from the rostrum

| <u>Time Allocation</u> | | |
|--|--------------------------------|----------|
| • Individual Research Paper Presentations | 05 (Selective) 50 minutes each | 04 Hrs |
| • IRP Consultation 1 st & 2 nd draft | | 40.5 Hrs |

MISCELLANEOUS EVENTS

TUTORIAL DISCUSSIONS (TDs):

Aim:

To provide enabling environment to participants for discussions in smaller groups with a view to afford them better opportunities of expressing their views on core issues vis-à-vis public policy and implementation process

Scope:

- In each term, the participants will be divided into 5 / 6 synds and each synd will have a Sponsor DS (Synd. DS)
- Each TD will be a structured one and on a specific topic, sponsored by a Faculty Member / DS
- All TDs will be held in designated Synd. Rooms (SRs) under the supervision / guidance of the designated Synd. DS

ANALYSIS PAPER (AP) AND ANALYSIS PAPER DE - BRIEFING (APDB)

Aim:

To provide the participants an opportunity to demonstrate their analytical skills. Progressive and logical development of thought in response to the requirement (the questions asked), brevity, specificity as against generalizations, coherence, conciseness and clarity are some of the qualities against which the participants' output is evaluated

Scope:

The scope of AP is as broad-based as Statecraft and Public Policy itself. Following are included in the scope of AP:

- An analysis of relevant extracts from the literature on Statecraft
- A review of any important domestic issue and its implication for Public Policy
- A constitutional or governance issue with far-reaching implications on Pakistan's national interest, aim and objectives
- A global event and its impact on Pakistan's Public Policy formulation and implementation
- An International Treaty or Agreement having an impact on Pakistan's Public Policy

Conduct of Aps:

APs are generally impromptu requirements. Participants will have to give policy input/options in writing. In AP- I, the response is restricted to 3-4 pages, in AP-II 5-6 pages and in AP - III 8-9 pages

Analysis Paper De-Briefing (APDB):

- After every AP, a de-briefing session will be conducted by the DSs
- Marked answer sheets will be given to respective participants for their information to discuss the requirement and the answers (possible policy options) offered by them
- The participants can give their input and recommendations on the conduct of AP
- After the de-briefing session, the marked APs will be returned to the DS conducting APDB

No. of APs and APDBs:

| <u>Ref</u> | <u>Event</u> | <u>Duration</u> |
|------------|------------------------------|-----------------|
| AP-1 | Analysis Paper-1 | 1.5 hrs |
| APDB-1 | Analysis Paper De-Briefing-1 | 0.5 hrs |
| AP-2 | Analysis Paper-2 | 2.5 hrs |
| APDB-2 | Analysis Paper De-Briefing-2 | 0.5 hrs |
| AP-3 | Analysis Paper-3 | 03 hrs |
| APDB-3 | Analysis Paper De-Briefing-3 | 0.5 hrs |
| | Total | 8.5 hrs |

PEER RATING (PrR):

Aim:

To develop a sense in the participants about rating their colleague participants in three different shades of personality i.e. As a Friend", "As a Leader" and "As a Professional"

Conduct:

- At the end of each term, the participants will be asked to rate their colleague participants "As a Friend", "As a Leader" and "As a Professional"
- A list of all the participants will be issued to the participants, who will rate their colleague participants under the above-mentioned personality shades. The participant will not fill in the columns against his / her own name
- 3rd Peer Rating will be a class room activity for 02 hours at course level

NO. of PrR:

| <u>Ref</u> | <u>Peer Rating (PrR) Events</u> | <u>Duration</u> |
|------------|---|-----------------|
| PrR-1 | Peer Rating 1 st Term (Synd Level) | 0.5 hrs |
| PrR-2 | Peer Rating 2 nd Term (Synd Level) | 0.5 hrs |
| PrR-3 | Peer Rating 3 rd Term (Course Level) | 02 hrs |
| | Total | 03 hrs |