



NSPP NEWSLETTER

Welcome to our Newsletter

We at NSPP are always striving towards excellence and innovation. We believe in staying connected both with our colleagues and external partners. We are also cognizant of an ever increasing need to anchor processes of imparting knowledge and skills with a sense of values. It was against this backdrop that we took the initiative to start a Quarterly Newsletter that would not only keep everyone informed but would also give a sense of community to all. The Quarterly Newsletter aims at sharing events, activities, special initiatives that took place in the outgoing quarter at the eight Integral and Constituent Units of NSPP. This newsletter will allow our readers to gauge how NSPP is performing varying and diversified tasks; be it from imparting in-service training to giving policy choices to different government organizations/functionaries or to purposefully engaging the private sector. We hope that you will enjoy reading our inaugural issue and give us your valuable feedback.

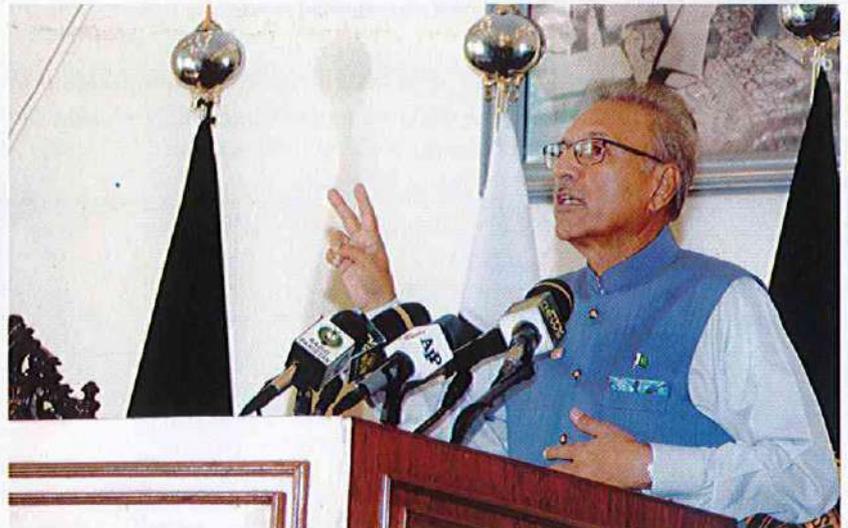


Dr. Ijaz Munir

Rector NSPP

President Graces NMC 114 NMC Passing out Ceremony

■ On September 24, 2021, President of Pakistan, Dr. Arif Alvi graced the NMC 114 passing out ceremony by his presence and his memorable speech. The Honorable President, in his address referred to the glorious teachings of the Holy Prophet (Peace Be Upon Him) as a beacon of light for every Pakistani and urged the participants of NMC 114 to seek guidance from the life of Prophet (PBUH) and safeguard against adopting egoistic demeanors. He asked the officers to extend maximum facilitation to the public and also cope with the menace of corruption at every level. The President highlighted the role of bureaucracy in decision making process and suggested that the parliamentarians should also benefit from such training programs.



■ The feeling of achievement and joy experienced by the 62 participant officers of NMC 114 during their graduation ceremony may have been distracted by the vagaries of a hybrid mode of course delivery—now being summoned to the campus to resume training in physical mode, then being dispatched to their homes to revert to on-line mode for the Covid had made a surprising come back. A redeeming feature however was that there was not a single day's interruption except for the official breaks nor did the attendance drop by a single notch. Completion of NMC 114 might be regarded truly as a milestone in NMC's continued struggle to resume training in physical mode and thereby revive the ethos of cross learning considered a hallmark of NSPP's culture.

Leadership Symposium

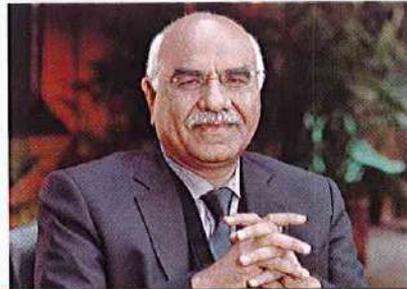
The idea of bringing a few people to talk on leadership to NMC participants was floated, grabbed and named as "leadership symposium". The list of six speakers was agreed upon after countless discussions and arguments; it featured a business leader, a professional physician, a philanthropist, a teacher, a designer and a woman activist. Apart from a couple of them, rest were unknown as far as social visibility at national scale was concerned. So a combination of people who either remained unsung heroes or had achieved fame through solid achievements on ground. They had different accounts but the same story.

Dr. Amjad Saqib, narrating his conversation with his Professor in UK who urged him to go back and do something for his people; Mr. Musadaq Zulqarnain, Chairman of Interloop Ltd. sharing the secret of his company's higher market capitalization than competitors otherwise bigger in size being not just in better management strategies but an investment in the employee morale by giving them respect; Dr. Faisal Sultan's inspiring account of how he stuck to his decision to renounce a thriving career in the US and return to Pakistan and to cast his lot with an emerging philanthropic organization with uncertain future; Mr. Mahfooz Rahman's string of anecdotal wisdom based on his experience of teaching and mentoring generations of students at Cadet College Hasanabdal - and one particular moving tale of his apologizing from a student before the whole class after having misjudged him for a deed which was not his fault, so as he didn't stick to misjudgment in his later life; Designer Hassan Sheheryar's (HSY) poignant but inspiring tale of fighting adversity and earning fame through a vocation which resonated with his inner craving but which was an extremely challenging terrain otherwise; and Ms Amina Khatri's daring story of pioneering social work in the dangerous precincts of Liyari.

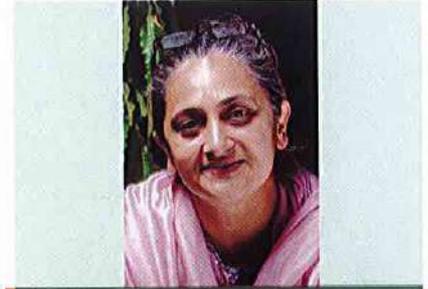
The take aways were simple, practical insights: leadership is not a province of a few gifted individuals but it can be exercised by anyone who decides to get out of his/her area of comfort.



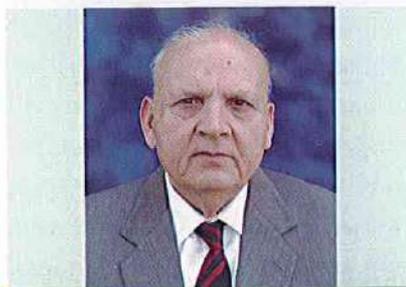
Mr. Musadaq Zulqurnain
Chairman, Interloop Limited



Dr. Muhammad Amjad Saqib
Chairman, Akhuwat Foundation



Ms. Sabina Khatri
Chairperson Kiran Foundation



Mr. Mahfooz Rahman
Educationist



Dr. Faisal Sultan
Special Assistant on Health



Mr. Hassan Sheheryar Yasin
Fashion Designer

Training Framework Dialogue at NSPP

NSPP works under a tight schedule of activities leaving little time for a detailed self-reflection except for the brief interludes between the two courses usually consumed in wrapping up formalities of the previous training programme and planning for the next one. Realizing the need for an in-depth self-examination and soliciting of feedback from stakeholders a dialogue process was initiated in August.

The invitees were veteran civil servants who had been involved in HR management and training functions of the government at strategic level including former Chairman of FPSC Mr. Haseeb Athar, former Federal Secretary Finance and Governor State Bank Mr. Tariq Bajwa, former Director General CSA and NIM Ms. Arifa Sabohi, Retired IG, Mr. Shoaib Dastgir, former Deans NMC and NIPP Dr. Shujaat Ali and Mr. Shahid Rahim, present deans NMC and NIPP and DG NIM Lahore. Rector NSPP Dr. Ijaz Munir set the tone by explaining the purpose of the dialogue as a means to have a heart to heart discussion that might not have been possible in a formally designed format. It was meant to be an open discussion and the participants besides dealing with the specific discussion points (e.g. the overall scheme of training and characterization of each training program in it, the nature of content, pedagogical methods, faculty development) could invoke any subject they considered relevant to the theme. The session proved very fruitful in soliciting a set of intensive and candid views on the whole gamut of issues related to the training spectrum.

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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 to advise the Federal Government on the such policy matters as [are] referred to it.”

(NSPP Ordinance No. XCIX of 2002)

Research at NSPP

Policy Research Produced by National Institute of Public Policy

Alternate Model for Governance: A Feasibility Study

The Cabinet Committee of the federal government on Institutional Reforms [CCIR] required NSPP to undertake a cost benefit analysis of the proposal presented to CCIR to establish Governance Stations at sub-TMA level, as a one window solution that would act as an interface between different tiers of administration and the common citizen to re-establish the writ of the State in terms of Enforcement. NIPP studied the proposed model in the light of regional and international examples and finalized its report after extensive consultations with a large number of officers who had been involved with enforcement issues and a field work in three districts. NIPP Report was discussed in two CCIR meetings on September 9, 2021 and September 16, 2021 respectively.

Critical Appraisal of Pakistan's Global Rankings: The Case of UNCTAD's Technology Readiness Index

Ministry of IT & Telecom [MOIT&T] asked NIPP to explore the possible reasons for Pakistan's very low ranking in the Technology Readiness Index (TRI), issued by UNCTAD, Geneva. NIPP prepared a report, which explored the issues in the Technology and Innovation Report (TIR) that are relevant for developing countries. A focus of this report was to determine why Pakistan ranks relatively poorly in the TRI, globally, as well as regionally. This report attempted to analyze the issues relating to the use of data or the lack of it and the robustness of the methodology used to develop the ranking. The report also critically evaluated the

role of the recently introduced governmental policies and programmes to boost the use, adoption, and adaptation of frontier technologies. These pro-frontier technology initiatives could take several months or even years to produce tangible results if they are designed well. The report also highlighted the implications of using such indicators in the TRI, which may not necessarily reflect what it takes to use, adopt, and adapt frontier technologies and may not capture the availability of infrastructure available for ICT deployment and garnering support for utilizing frontier technologies. Our contention in this report is that Pakistan is outperforming many other countries in being technology ready and this may be reflected in the indicators of the TRI. We hope that the discussions in this report would help improve the quality of our policies and projects and would help make the process of global index formulation more robust and fairer.

Addressing the decline in values and public service orientations of civil servants by better in-service training

A research study as desired by the Establishment Division to evaluate and understand the reasons behind the decline in values and public service orientation of civil servants and the role which the in-service training could play in addressing the decline was undertaken by NIPP. On the basis of the findings, a three hour Workshop on Public Service Motivation and Best Practices for Public Service Ethics is being introduced for 32nd MCMC.

Impact Assessment of Right to Public Services Act for Improving Public Service Delivery in the Province of KPK

This study analyzes the public service delivery system in the Khyber Pakhtunkhwa province of Pakistan following the 2014 enactment of the "Right to Services Act." It would adopt a case study approach, primarily based on qualitative interviews and focus group discussions, to examine the lessons learned as part of this Act's aim to improve governance and public service delivery.

Critical Comparison of Legal Infrastructure and Procedures of Revenue Courts vis-à-vis Civil Courts

The Cabinet Committee on Institutional Reforms required NSPP to study the working of Revenue Courts at present and examine their procedural and legal lacunas in comparison to civil courts. NIPP conducted extensive field work and research in various districts of the KP and Punjab and submitted the report to the Cabinet Committee.

Assessment of the Local Government Capacity in Punjab for Improved Performance

This ongoing study identifies and analyzes the factors of local government capacity required for effective public service delivery in the Punjab province. With the help of extensive field work, we are ascertaining the level of existing organizational capacities, capacities of planning and monitoring, human resource skills, physical capital, budget consultation, job autonomy and incentives. The subjects of study are Metropolitan Corporations, Municipal Corporations, Municipal Committees and Tehsil Councils.

Making Service Delivery Reforms Work: Lessons from Insaaf Afternoon Schools Program in Punjab

The Establishment Division asked NIPP to do a Case Study on the effectiveness of public service delivery, taking Insaaf Afternoon Schools as the Case. Our Study concluded that successful reforms, even if technically robust, need to engage with incentives at play and with procedural constraints and opportunities within the administrative and political ecosystems, as the reform initiatives are not "all or nothing" package deals. There is always a possibility that reform components that are able to successfully "negotiate a fit" with the larger administrative and political ecosystems will be scaled up and others dropped off.

NSPP's Reach Far and Beyond : Executive Development Courses

Internal Migration: Issues and Recommendations

Dated July 26-27, 2021

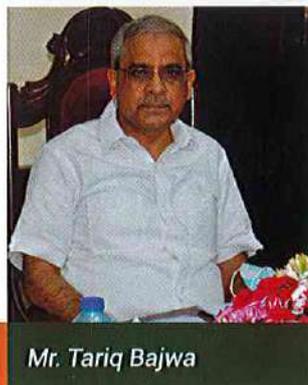
Pakistan is amongst countries that has significant internal migration with its consequent issues and problems. This poses challenges not only for migrants but also host communities where existing resources are constrained. For policy makers and practitioners, internal migration is a management issue that requires careful planning and mobilisation of resources. For academia and civil society, it is a dynamic and productive phenomenon which impacts everyday lives and social dynamics. Understanding the mechanics of Internal Migration is of utmost importance, both for the public and nonpublic sector, in order to evolve an effective governance paradigm on internal migration. In view of this the Executive Development Institute organized a two-day Policy Dialogue Workshop on "Internal Migration: Issues and Recommendations" on July 26 - 27, 2021. The workshop aimed at generating debate and discourse on this crucial subject and generate a 360 degree view of the issue for effective policy recommendations. The guest speakers were eminent subject specialist with a track record of working in different domains of internal migration streams. The lead panelists on the subject matter were Dr. Muhammad Nizamuddin, Pro-Rector Superior University Lahore, Dr. Nasir Javaid, former CEO- Urban Unit, Lahore, Mr. Victor Lutenco, Program Manager (IOM), Mr. Thomas Martin Ernst, Senior Regional Labor Mobility Officer (IOM), Ms. Peppi Kivinemi-Siddiq, Senior Regional Thematic Specialist, Migrant Protection and Assistance (IOM), Dr. Fareeha Zafar, Professor, Graduate Institute of Development Studies, Lahore School of Economics, Ms. Raheela Saad, Director General Capacity Development Office of the Auditor General of Pakistan,

Mr. Arif Hassan, former Principal Consultant, Orangi Pilot Project and Research Scholar, Mr. Rafiullah Kakar, Director Consultant Strategic Planning and Reform Cell Government of Balochistan, Mr. Syed Kaleem Imam, Inspector General (IG) National Highway and Motorway Police, Ms. Mio Sato, Chief of Mission, IOM Pakistan, Mr. Shoaib Dastgir, Ex-Inspector General of Police. The course was attended by over 40 participants belonging to the Government, Civil Society, Academia and International Organization of Migration (IOM). The workshop concluded with useful recommendations on internal migration and its challenges in Pakistan.

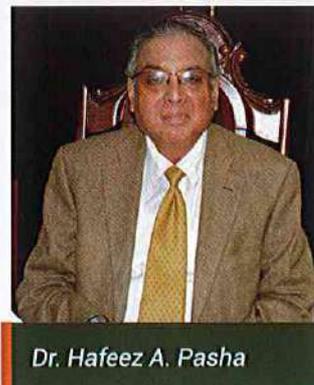
Course held on Public Financial Management

Dated September 9-10, 2021

In view of the importance of the need for understanding the core concepts, theory and practice of Public Financial Management by stakeholders, EDI has been continuously organizing a series of workshops on the subject. This was the 4th consecutive course organized by EDI. In response to the high demand for the course, the fourth in this series was held on September 9-10, 2021.



Mr. Tariq Bajwa



Dr. Hafeez A. Pasha

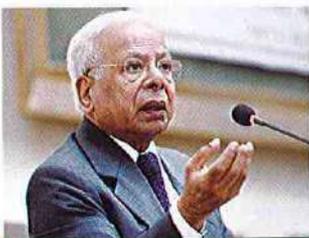
Noteworthy amongst the speakers were Mr. Amjad Saleemi, Legal and Regulatory Reform Expert, Public Financial Management Support Program for Pakistan and a former provincial Finance Secretary, Mr. Faisal Rashid, Senior Consultant PFM Oxford Policy Management, Dr. Hafeez A. Pasha, Dean of the School of Liberal Arts and Social Sciences, Beaconhouse National University & Former advisor to Prime Minister & Federal Minister for Finance and Economic Affairs, Planning Commission, Education, Commerce, and Trade

etc, former Secretary-General to the United Nations, Mr. Hameed Yaqoob Shaikh, Secretary Planning, Development & Special Initiative Division & former Chairman Planning and Development Punjab and Mr. Tariq Bajwa, Former Governor of the State Bank & Chairman FBR as well as Federal Secretary Finance/Provincial Secretary Finance.

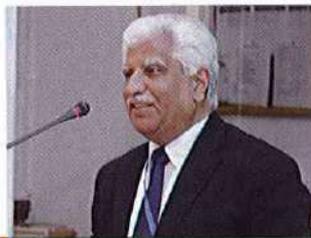
Webinar on Civil Service Reforms : Existing Gaps in the Civil Service Structure: Remedies proposed in the Recent Civil Service Reforms

Dated: August 16, 2021

A new initiative of webinar has been started given its potential of vast outreach to stakeholders. In this regard the first ever Webinar was held at NSPP by the Executive Development Institute in collaboration with Centre for Public Policy and Governance (CPPG), FC College, on August 16, 2021. The topic of the webinar was 'Existing Gaps in the Civil Service Structure: Remedies proposed in the recent Civil Service Reforms'. The Webinar was widely attended by almost 300 participants. Its objective was to discuss recently introduced civil service reforms, and appraisal of their success. Dr. Ishrat Husain, Adviser to the Prime Minister for Institutional Reforms and Austerity was the keynote



Mr. Ishrat Hussain



Dr. Saeed Shafqat

speaker and the other distinguished panelist was Dr. Saeed Shafqat, Director of CPPG, FC College. The Dean EDI, Mr. Ahmad Nazir Warraich hosted the session as Moderator. The Webinar was very well received and generated a lively and interesting question answer session. The webinar ended by a vote of thanks by the Rector, Dr. Ijaz Munir.

Lectures and Talks by Distinguished Dignitaries

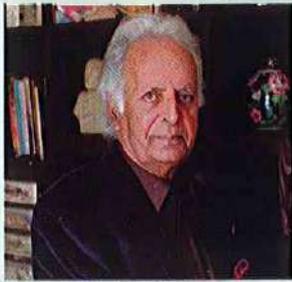
Oscar winning celebrity **Ms. Sharmeen Obaid Chinoy** gave a talk in NMC on "Pakistani society through the Lens of Camera". She dwelt briskly on an account of her education, upbringing and what led her to adopt a career as an activist and a film maker. Her views were candid and forthright that might sound a little unconventional to some, however the courage and conviction behind her work cannot be denied. She has been consistently working for the amelioration of sections of society who are otherwise voiceless and marginalized. Her steadfastness was also obvious from the fact that amidst COVID fears, while most other speakers preferred to speak on-line, she came physically to Lahore exclusively to address our cohort.



NMC had the privilege of listening to Excellency **Danila V. Ganich**, Ambassador of Russian Federation. Ambassador Ganich talked fluently on the expanding scope and dimensions of cooperation between Russian Federation and Pakistan in the emerging global and regional contexts. He also illuminated understanding of the audience on his nation's goals and endeavors for socio economic progress. He left a deep impression upon the audience by his wit, humility and candidness. Ambassador Ganich prefaced his talk with an account of his stay in Pakistan and his appreciation for Pakistani cuisine and festivals particularly Basant.

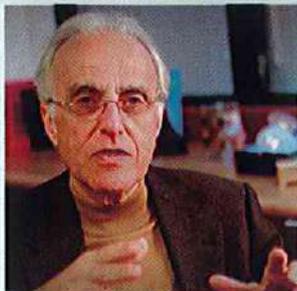


Mustansar Hussain Tarar was kind to accept our invitation to talk to NMC 114 on the Socio-cultural Dynamics of Pakistan. The learned speaker's imagination moved over a large spectrum and the beauty of his talk, apart from its broad horizon,



richness of content and, eloquence of expression, drew its aesthetic balance from his juxtaposition of accounts of sub national cultures and languages of Pakistan with the main national cultural identity of the land. The co-presentation of Muslim culture in the sub-continent and the Indus Valley tradition as cooperative and cohesive trends rather than conflicting positions was exquisite. Not only he covered this whole spectrum of themes in his talk in a natural, flowing style but also gave it an organic tone which, only someone of his intellectual stature could manage.

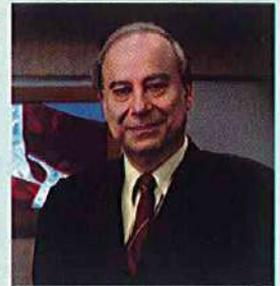
Prof. Dr. John L. Esposito is a Professor of Religion, International Affairs & Islamic Studies at Georgetown University USA. In his thought-provoking talk to the participants of the 29th SMC across all NIMs, Professor Esposito's focused on "Islam and the



West: Finding Common Ground for Global Peace and Harmony" and the role of policy makers and public office holders. He highlighted the initiatives for bridging the yawning gap between Islam and the West, reinforcing the need for

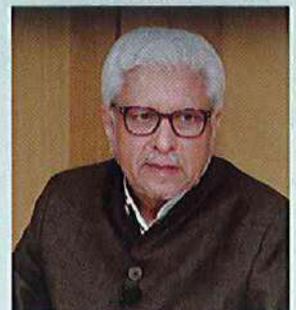
augmenting such measures to foster inter-faith and inter cultural harmony in a world beset by polarization on cultural and religious lines. He emphasized the role of civil servants in meeting the challenges of the twenty first century including bringing Islam and the West together for world peace, better service delivery and responsive governance. He expressed his hope and desire that together public policy makers and academia in the West and Islamic world, would work towards fostering cordial relations between them for the shared vision of a happy and prosperous world.

Dr. Akbar Ahmed is a former civil servant and Pakistan's former High Commissioner to the UK and Ireland. He talked to the participants of the 29th SMC of all NIMs on "Riasat-e-Madina: A Model of Governance and Public Service Delivery to Emulate in Our Times".



He highlighted the relevance of the state of Madina in the context of Pakistan, and the role of civil servants in transforming Pakistan into a state inspired by Jinnah's vision and example of Riasat-e-Madina. Deriving empirical evidence from history, Dr. Ahmed spoke of the vision of a compassionate, inclusive and ideal Muslim society with special attention to its three features of compassion, justice, and knowledge which inspired Mr. Jinnah. Based on these ideals, the civil servants in Pakistan need to serve the people with special focus on the poor and under privileged. This way, Pakistan can come out of its lingering predicament of governance and service delivery, and march towards a happy, peaceful and prosperous future.

Mr. Ghamidi, who just recovered from cardiac surgery was gracious enough to entertain our request to interact with the participants of 29th SMC at NIM Lahore, Karachi, Peshawar and Islamabad. Taking up the theme of "Pakistani State and Society", he was very candid and clearheaded in responding to the questions from the participants revolving around the religious perspective of the dynamics of our state and society. Being a theologian, Quran scholar and Islamic modernist and educationist, he provided great insight in to the way our social realities have been shaped over the decades. His views might appear a little unconventional to some, however, the courage and conviction behind his arguments proved undeniable for the audience, as he explained his analysis of the challenges that we face as a Muslim society in Pakistan today along with the corresponding way forward.



National School of Public Policy (NSPP) is the

premier institution to deal with public policy and in-service training of civil servants in the country. The School has three integral units and five constituent units. The three integral units include the National Management College, the Executive Development Institute and the National Institute of Public Policy. All three integral units are situated at NSPP's main campus in Lahore. The constituent units include the National Institutes of Management at Lahore, Karachi, Peshawar, Islamabad, and Quetta. Major functions of NSPP are to provide for instruction, tuition, training, research, and service in disciplines of public administration, public policy, law, economics, finance and other relevant disciplines.

The National Management College conducts an 18-week long training program named National Management Course twice a year. Participants include senior Grade-20 officers from various service cadres of the Federal Government, four Provincial Governments, Government of Azad Jammu and Kashmir, and from Gilgit Baltistan. NMC is characterized as a leadership training programme aimed at enhancing capacity of the trainees to work in the highest slots in the government. **The National Institutes of Management** at the four provincial capitals and the federal capital hold and conduct the Mid-Career Management Course for Grade-18 officers and Senior Management Course for Grade-19 officers.



The Executive Development Institute aims at enhancing the understanding of senior executives in the public and private sectors in the realm of public policy through short courses. It organizes policy dialogues, short courses, workshops, seminars, webinars and conferences on important contemporary issues and developments affecting governance, socio-economic progress, law and order, and service delivery. **The National Institute of Public Policy** is the principal research arm of NSPP. Its ultimate aim is to serve as a research institute for the Federal Government to provide input on matters of public policy and to advise the Federal Government on issues of policy significance referred to it.

Contact Us

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