



NSPP NEWSLETTER

NSPP Training Courses — Reclaiming Ground

National School of Public Policy conducts in-service training of civil servants at various points in their careers. These include Mid-Career Management Course (MCMC), Senior Management Course (SMC) and National Management Course (NMC). Prior to the COVID-19 pandemic, all courses were conducted on campus. NSPP is known for its ethos of cross learning. Participants from across the civil service spectrum gather at the various campuses to discuss and debate issues of public policy and to deliver when they go back to their jobs. Pandemic disrupted this process in the midst of MCMC 29 and NMC 112. Participants were sent home to complete the remaining part on-line. During subsequent three courses, NMW and NIM campuses remained deserted. NMC 114 hopped from on-line to physical mode. On the eve of NMC115, we decided to reclaim the right to exist physically without lowering our guard on the pandemic. On November 1, 2021, 37 participants of NMC 115, masked and set apart from each other by the mandatory physical distance, recited the national anthem to inaugurate a learning process they were resolved to complete in physical mode. Similar steps were taken in SMC and MCMC courses. A daring step and indeed a minor coup against the hegemony of the pandemic.

Highlights of the Inland Study Tour

Study tour of the capital and opportunity to visit various ministries and gain first-hand knowledge of important national issues is an important part of the learning

process of participants of NMC. NMC's Inland Study Tour was suspended due to COVID since March 2020. This year, after a lapse of more than eighteen months, we were able to resume it. During their four day visit to Islamabad participants of NMC 115 were privileged to call on the highest offices of the government.

A brief account follows:

President of Pakistan

President of the Islamic Republic of Pakistan, Dr. Arif Alvi met participants of NMC 115 in the President house on 8th

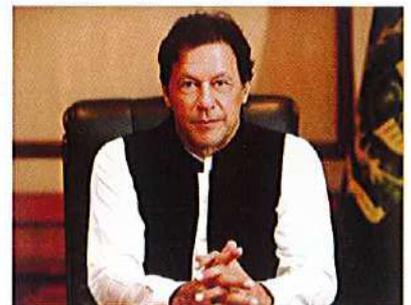
December 2021. Rector NSPP briefly introduced the Course to the President and also unveiled the purpose of their visit. In his address to the participants, the President emphasized that for a state to be successful,



it had to be kind and sympathetic to its citizens and should be able to feel their pain. In an age characterized by freedom of electronic and print media and the profusion of social media, bureaucracy had to take a lot of flak and criticism, sometimes out of context. This should not distract them from their mission of public service delivery. He further said that NSPP, as an important institution, needs to integrate modern knowledge and techniques in its training programs and should also devote itself to the task of nurturing strong values of trust and cooperation in the public sector.

Prime Minister of Pakistan

Prime Minister Mr. Imran Khan met the participants of NMC 115 in an interactive session on December 9, 2021. The Prime Minister spoke on a range of issues dealing with education, economy, foreign policy, rule of law and

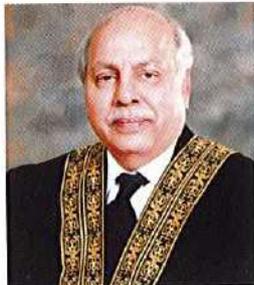


the menace of religious extremism. Throwing light on the importance of Single National Curriculum the Prime Minister termed it a step toward ensuring equality among citizens. Citing Lord Macaulay the Prime Minister alluded to the colonial influence on our educational system. He underscored the need to bring parity among different educational streams.

Responding to another question, the Prime Minister mentioned that before 1990s, the economic indicators of Pakistan were better than our neighbors and Pakistan was viewed as an emerging power. Pakistan was termed as Asian California by a book titled Asian Miracle. He highlighted the efforts of the present government for the revival of economy in the post pandemic era. The interaction with the PM left the participants more informed about the policies of the government.

Chief Justice of Pakistan

The call on the Chief Justice of Pakistan commenced with the welcome note from the Registrar Supreme Court Mr. Jawwad Paul who then requested the honorable Chief Justice to address the participants. The honorable Chief Justice welcomed the Rector, faculty and the participants of NMC115. In his remarks the Chief Justice underlined the need for bureaucracy to serve the common man. He further stated that civil service was protected by the constitution and the laws and rules mandated by the constitution. Civil servants should therefore act according to merit rather than personal considerations. He said that it was lamentable that civil servants' conduct had drifted towards personal gains which had affected the quality of service delivery. Litigation following controversial decisions by the bureaucracy resulted



in the increased burden of work for the courts. At the end, the Rector thanked the Chief Justice of Pakistan on behalf of the faculty & participants and presented him the NSPP souvenir.

Federal Minister, Ministry of Planning, Development & Special Initiatives

Participants of NMC 115 also had an opportunity to interact with Mr. Asad Umar, Minister (PD&SI) and Mr. Muhammad Jehanzeb Khan, Deputy Chairman, Planning Commission, during their Inland Study Tour. Officers were briefed about the initiatives taken by the government. Mr. Asad Umar emphasized that his vision was to transform Pakistan's economy from a consumption based, import lead, externally financed economy to a production based, export led, internally financed economy.

New Initiatives by NSPP

Government of Pakistan has undertaken a set of progressive reforms for civil service. To take this program of reform forward, NSPP proposed the project 'Institutional Strengthening and Augmentation of Training and Research Functions of NSPP'. The project has been approved by the Planning Commission and is worth Rs.722.270 million. It focuses on faculty development, capacity building of public sector employees, improving IT and physical infrastructure of NSPP, awarding scholarships to outstanding participants in various courses and making the National Institute for Public Policy (NIPP) a core research center and think tank for the government. The project aims at improving the quality of the training programs and bringing them at par with renowned international training institutions.

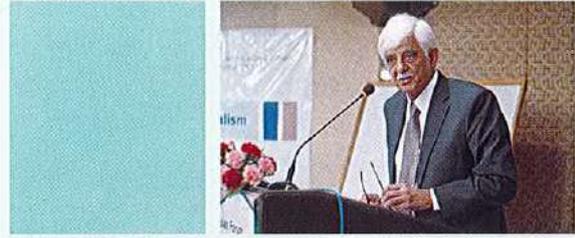
A Glimpse into In-Service Training: Keynote Speaker Series and Extension Lectures

NSPP conducts training at various tiers of Civil Service. NMC is conducted in Lahore whereas SMC and MCMC course are conducted across various campuses. In the last quarter of 2021, on-campus training was conducted in all training courses after almost one and a half years. In addition to the syllabus that is covered in these courses, participants are also exposed to renowned personalities who have made a name for themselves in their particular fields. The purpose is to enhance participants' knowledge and understanding about people from various walks of life and their voyage to excellence. These talks are appreciated very much by the participants and are uplifting and inspiring. National Management College started a Key-note Speaker series and extension lectures were also held in SMC and MCMC which proved to be very meaningful and enriching. The honourable speakers who were invited are as follows:

Syed Babar Ali, businessman, philanthropist and founder of Packages and Lahore University of Management Sciences, shared his thoughts on a wide variety of issues. He said that for setting up LUMS, Harvard was his inspiration. He passionately wanted to set up an institution in Pakistan, which was at par with international universities. He informed with great pride that a large number of LUMS alumnus were working abroad and about two hundred or so had also joined Civil Service. The speaker emphasized on merit and education being the foremost principles of success.



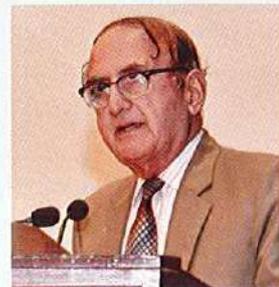
Senator Taj Haider Convener, Senate Special Committee on CPEC spoke on the topic 'CPEC as a Harbinger of Regional Connectivity and it's Strategic and Economic Ramifications'.



Dr. Prof. Daniel Chen, Director Research at the World Bank, Professor, Toulouse School of Economics, Institute for Advanced Study and **Dr. Prof. Alex Paul Pentland**, Director of MIT Connection Science addressed the participants of 30th Senior Management Course on the workshop on Artificial Intelligence for Public Policy.



Dr. Hasan Askari Rizvi addressed the participants of 30th Senior Management Course on 'Pakistan State and Society' on 24th December, 2021. He discussed the modern concept of state with special focus on the social contract theory. In NMC 115, Dr. Rizvi spoke to the participants about East Pakistan and events that led up to the creation of Bangladesh. He gave an objective and balanced view of the situation and pointed out lessons that can be drawn from this chapter of our history.



Prof Salima Hashmi, an artist, curator and a contemporary art historian and above all daughter of renowned poet Faiz Ahmed Faiz, graced the NMC auditorium on an afternoon of November 2021. She reminisced about her illustrious father and gave an account of various critical phases of his life—the episode of his days in prison, and later, days spent in



Beirut in self asylum, when his residence came under repeated fire. She shared memories of the joys, pain and anguish he went through due to his beliefs.

At the end she recited some beautiful verses from Faiz's poetry.

Mr. Kamran Lashari addressed the participants of 30th Senior Management Course on 'Socio-Cultural Diversities within within Punjab Province and their Impact on Public Service Management'. He shared the nature of the Socio-cultural diversities in Punjab in an eloquent manner and highlighted the issues arising out of these diversities.



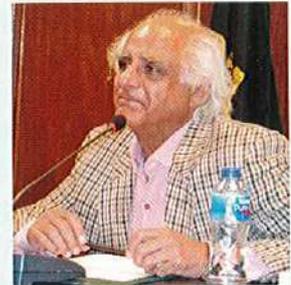
Uxi Mufti is a world renowned folklorist and a connoisseur of cultural artefacts and also an acclaimed literary and cultural personality. He spoke about the Gandhara civilization. He said that Gandhara means fragrance and discussed how the



influences of Gandhara as a civilization are rife in the subcontinent and particularly amidst areas comprising Pakistan. In Swat for instance, the work of lotus on wooden furniture and doors is reminiscent of Gandhara civilization.

Salman Rashid is Pakistan's most widely travelled writer. Acclaimed as 'the most erudite travel writer of the country', he has authored more than a dozen books including anthologies of his newspaper articles.

His conversation with the NMC 115 participants started off on a personal note - recounting a brief sketch of his early career and how he switched to full time writing and research. He shared account of various exciting moments in his adventurous expeditions and the epic experience of exploring mighty mountains. His discourse was not just about mountains, valleys and glaciers but much more about the cultural, geological, and biological make up of mountains, people of those areas and human civilization.



NIPP's Research at NSPP

Pakistan Administrative Journal

Pakistan Administration, the Journal of National School of Public Policy is a biannual publication. The Journal is a unique publication of the country as it publishes contributions mostly by civil servants on the issues of public administration and public policy in Pakistan. The 43rd Volume, Issue July 2021, was published in October 2021. It includes the following articles:

- Quota System in Pakistan- A Critical Analysis by Qurat-ul-Ain Memon
- Middle East prospects After Abraham Accords by

Salman Ali Khan

- Covid 19 Coronavirus Pandemic: Response of Health Department Government of Sindh by Zahid Ali Abbasi
- Price Decapping of Milk and Meat in Punjab, Pakistan: Social and Economic Implications by Mohammad Ahsan Waheed
- Transforming the FBR into a Data Driven Organization- Business Intelligence and Data Mining by Mohammad Ali Asad Khan
- Critical Study of Juvenile Justice System in Pakistan by Aamir Fayyaz
- Analysis of Development Administration at District level in KP by Imran Hamid
- Transforming Institutions: Analysis of Pakistan Single Window: Challenges and Prospects by Misbah Khatana

Knowledge Sharing Workshop on "Critical Examination of Powers, Procedures and Legal Infrastructure of Revenue Courts vis-à-vis Civil Courts"

A Knowledge Sharing Workshop was held on 30th December 2021 to get the feedback and input on the paper written by the NIPP Researcher, Ms. Ambreen Ashfaq, titled "Critical Examination of Legal Infrastructure and Procedures of the Powers and Functions of Revenue Court vis-à-vis Civil Courts". Dean NIPP, Dr. Safdar Sohail moderated the session. Prof. Dr. Amanullah, Dean, Faculty of Law, University of the Punjab and Chaudhary Sultan Mehmood, Advocate Supreme Court of Pakistan had been invited as Discussants. The Study based on an extensive fieldwork in various districts of Pakistan identified the gaps in the performance of revenue courts in the country, attracted a very healthy interest by the participants of KSW during the Q & A session.

Knowledge Sharing Workshop on "Assessment of the Local Government Capacity in Punjab for Improved Performance"

A Knowledge Sharing Workshop [KSW] was organized at the National Institute of Public Policy [NIPP] on 30th December, 2021 to critically discuss the research work produced by Mr. Jahanzeb Waheed, Research Associate,

NIPP titled, "Assessment of the Local Government Capacity in Punjab for Improved Performance". The participants of KSW included academics, policy experts and representatives of the government. The session was moderated by Dr. Shujat Ali, Ex-Federal Secretary & Ex-Dean NMC. Dr Sobia Khurram, Assistant Professor, Institute of Administrative Sciences, University of the Punjab and Mr. Masood Mahmood Tamanna, DG I&I, Local Government Department, Punjab presented their detailed comments on the Study as Discussants before the Q&A.

Workshops on "the Role of Public Service Motivation in Public Service Delivery"

Dean NIPP, Dr. Safdar Sohail, completed a research study titled "Upscaling the role of in-service training in strengthening the Public Service Orientation [PSO] as a Value among the civil servants", in July 2021. The demand for this research came from the Establishment Division, Government of Pakistan. The key Learning Outcomes of the study were presented in the MCMC Course Conference on 23rd August, 2021 and it was decided that a Workshop would be designed and developed by Dean NIPP drawing on the insights of this Paper. The Workshop thus developed was titled "Public Service Motivation and Best Practices for Public Service Ethics". Four Workshops of four hours duration were conducted at NIM Peshawar, Quetta, Islamabad and Lahore on 6th, 7th, 10th and 13th December respectively.

Each workshop had three sessions. In the first part of the first session of the workshop, after highlighting the significance of Public Service Orientation in enhancing the quality of public service delivery, the linkages between the public service orientation and the Big 5 Personality Traits were discussed. In the second part of the Workshop, the role of the ethical culture of different kinds of public sector organizations vis-à-vis the public service motivation of young officers joining their first organization was discussed. In the next part, the role of the mid-level officers in an organization, in upholding the positive ethical values was discussed, particularly, the role of middle management in strengthening the public service orientation of the newly joining officers. In the next part, the importance of having formal Frameworks of Ethical Standards at the organizational level were discussed. In the last part before the Breakout Sessions, commonly occurring dysfunctions of the

public sector organizational culture were discussed/ listed. In the interactive part/breakout sessions, each of the MCMC cohort was divided in 3 Groups and the Officers were asked to reflect on and share their own experiences as young officers and list & prioritize the more important dysfunctions of the organizational culture and propose a Framework of Core as well as organization specific Ethical Standards. In the final session of the Workshops, the Officers were invited to share their thoughts on their own socialization in the public service and the implications thereof and the Group Leaders made Presentations on the importance of the organizational culture and presented the outlines of Ethical Standard Frameworks.

Session on "Technology Readiness Index Data and Methodology between United Nations Conference on Trade and Development and National Institute of Public Policy"

An online session was organized by the National Institute of Public Policy on 26th November, 2021 on such use of indicators, data and methodology employed in the Technology Readiness Index (TRI) published in the Technology and Innovation Report (TIR) by UNCTAD in 2021, which may have resulted in a counter-intuitively low ranking of Pakistan on TRI. The session was facilitated by and held in the presence of the senior representatives of Pakistan Mission to UN, and Ministry of Information Technology and Telecommunication (MOIT&T), Islamabad. The discussion was framed around the problem of Pakistan's low ranking on the TRI. A presentation was made on the "Critical Appraisal of Pakistan's Global Rankings: The Case of UNCTAD's Technology Readiness Index" by NIPP followed by a discussion on possible weaknesses in the TRI methodology. The UNCTAD team, comprising of Angel Gonzales Sans, Head, Science Technology and ICT Branch, Clovis Freire, Leading Author, TIR and Liping Zhang, Chief, ICT Policy, appreciated the reach out by NIPP to improve the methodology to construct TRI. The UNCTAD Team promised to share the necessary details regarding the indicator selection, data

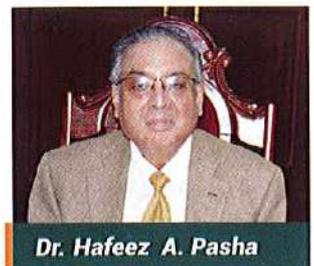
sources, tools being employed when the work starts on the next TRI and underscored the need of developing a systematic collaboration with NIPP on the subject.

NSPP's Reach Far and Beyond : Executive Development Courses

Training Session: 'Public Financial Management IV'

Dated Sept 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. PFM is critical to basic economic governance and is essential in establishing the performance, legitimacy and accountability of functional states. A strong, transparent and accountable PFM leads to effective and equitable service delivery and regulates markets more efficiently and fairly. This was the 4th consecutive course organized by EDI on 09-10th September, 2021. Senior bureaucrats and practitioners of the country delivered lectures to acquaint participants with the contemporary knowledge on the essentials of financial



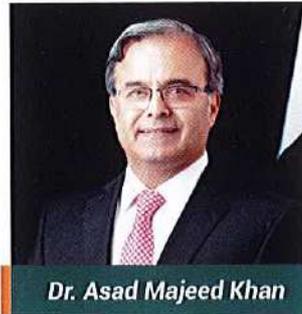
Dr. Hafeez A. Pasha

disciplines. These included, Mr. Tariq Bajwa, former Governor of the State Bank, Federal Secretary Finance; Mr. Hamed Yaqoob Sheikh, Secretary Planning, Development & Special Initiative Division, Senior Consultant, PFM, Oxford Policy Management; Mr. Amjad Saleemi, Legal and Regulatory Reform Expert, Dr. Hafeez A. Pasha, former advisor to Prime Minister, former Federal Minister for Finance and Economic Affairs. The course on PFM was highly appreciated by the participants. The report of the session is available at the Web Portal of EDI, NSPP.

Webinar on US-Pakistan Relations in the wake of Taliban takeover in Afghanistan

Dated Nov 4, 2021

The Executive Development Institute (EDI), National School of Public Policy (NSPP) in collaboration with the Centre for Public Policy and Governance, organized a Webinar on "US-Pakistan Relations in the wake of Taliban takeover in Afghanistan." 49 participants attended the workshop from public and private sector. Dr. Saeed Shafqat, (Professor and Founding Director at CPPG) moderated the Webinar. The talk was conducted by the Ambassador of Pakistan to the United States, Dr. Asad Majeed Khan, and learned scholar Dr. Rasul Buksh Rais. The speakers highlighted the importance of understanding the relationship between the United States, Afghanistan, and Pakistan amidst the current



Dr. Asad Majeed Khan

unfolding realities of the political upheaval. The geostrategic location of Pakistan was emphasized to have always and will continue to play an important role in regional peace and prosperity. The speakers outlined the history of the bilateral relationship between the USA and Pakistan and various landmark events that have impacted the trajectory of diplomatic and economic ties. The emerging power structure in Afghanistan was highlighted as a watershed for renegotiating and agreeing on policy frameworks that would usher prosperity in the region. It was agreed that events in Afghanistan had to be given importance to ensure stability in the region. In the end, Dr Jonathan S. Addleton, Principal FC College and Dr. Ijaz Munir, Rector NSPP, summed up the salient aspects of the discussion, drawing attention to the need of considering the 'opportunity cost' involved in a 20 year long physical engagement in Afghanistan. The Webinar received a welcome response from participants who posed important questions to the Panelists. The Webinar has also been uploaded on the NSPP E-portal.

Lecture Discussion: 'COP26 and beyond Pakistan's Position & obligations'

Dated December 27, 2021

The Executive Development Institute (EDI), National School of Public Policy (NSPP) in keeping with tradition of choosing topics of current importance and relevance for policy formulation selected the topic of recently held climate summit at Glasgow. The lecture was given by the Honourable Special Assistant to Prime Minister on Climate Change, Mr. Malik Amin Aslam Khan and attended by Participants of NMC in person, MCMC Lahore by Zoom, NIM Islamabad faculty via Zoom. Dean EDI, Mr. Ahmad Nazir Warraich as co-speaker took the floor with a brief talk on 'Climate Change: Road Leading to Glasgow Summit COP 26'.



Mr. Malik Amin Aslam Khan

He highlighted the effects of climate change and its causes. He also talked about the overall framework of international laws and politics within international conventions.

Malik Amin Aslam, Special Assistant to Prime Minister on Climate Change has represented Pakistan at the 26th Conference of the Parties (COP26) to the United Nations Framework Convention on Climate Change that took place in Glasgow from Oct 31 to Nov 13, 2021. He apprised the participants that the Conference was significant as it agreed on "phasing down" coal, which is responsible for about 40% of annual CO₂ emissions. He apprised the participants about the Paris Agreement whereby each country agreed to outline and communicate its post-2020 climate actions, known as their NDCs (Nationally Determined Contributions). In this regard, it was stated that the Prime Minister's Climate Vision of Clean Energy has been closely aligned with the Glasgow Pact's strategic agenda of a 'Decarbonized World'. The Special Assistant to the Prime Minister on Climate Change further elaborated various MOUs and partnership agreements signed by Pakistan with various countries such as with Germany, the USA, the UK, UAE, ADB and WB for achieving the NDCs. He mentioned the need for Climate Justice whereby countries suffering most by climate change

but having a meager contribution to its onset must be funded and aided with technology to mitigate the adverse effects of climate change. There is a need to press for damages through international channels of arbitration or establishment of climate courts to reduce the devastation and impact on vulnerable countries. He mentioned that Pakistan Pavilion at Glasgow received overwhelming appreciation from the international media for its responsive and robust stance and commitment. Although the delegation

comprised of only eight officers yet the able leadership and understanding of the challenges at hand earned Pakistan respect in the eyes of the international community. In the end, he shared the pride for whole nation that Pakistan has been recognized and selected as 'Global Forestry Champion' by United Nations and Nature Leader which is a proud feat for the country and testimony of the global acknowledgement of Pakistan's efforts for mitigation of climate change. The lecture was well received by the participants.

Call for Papers

June 6-7, 2022 (Online)

National School of Public Policy [NSPP], Government of Pakistan, Lahore is happy to announce holding an international conference on Social Policy Financing on June 6-7, 2022. The Conference would be organized by the National Institute of Public Policy [NIPP], an integral unit of NSPP, which acts as a think tank of the Federal Government.

Social Policy is defined as the state intervention that directly affects social welfare, social institutions and social relations. During implementation, it interacts with the processes of redistribution, production, reproduction and protection, twinning it with economic policy in the realization of national social and economic goals anchored in the long term development perspective.

The Government of Pakistan has significantly increased funding for social protection programmes and its better use of modern technology has helped in providing effective emergency responses to protect the citizens from social contingencies. However, adequate financing in a sustainable way is bound to become a major challenge for the government in the coming years in the face of mounting un-met social protection needs.

The fresh knowledge generated through the NSPP Conference would complement the research work being carried out by the NIPP Social Policy Research Group for the Government of Pakistan and inform the national and international debates on the SDG's, which could not be adequately realized without an effective

Social Policy.

Social policy researchers from Pakistan and abroad are hereby invited to present their original research in the NSPP Conference, preferably around the following themes:

- Nexus between development and social policy
- Challenge of developing institutions for an effective Social Policy in Pakistan for future generations
- Critical review of Pakistan's historical practices in financing social policy at the national and provincial levels
- Evaluation of social protection programmes such as Income support, social security, health insurance etc.
- Financing Old Age benefits in Pakistan
- Role of specific financing mechanisms and revenue sources, including taxation, social insurance, social and pension funds, remittances, and aid in contributing to sustainable social policies in Pakistan
- Future of Employees Social Security Institutions in Pakistan
- Implications of transitioning from largely in-kind state provisioning of health to state-funded Health Insurance.
- Developing an indigenous Social Policy Index for Pakistan
- International experiences in Social Policy formulation and Financing

For further details, please contact:

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