



NSPP NEWSLETTER

The Journey Continues

Despite challenging times in terms of fluctuating Covid-19 conditions, NSPP successfully continued with its main responsibility of developing capacity building of civil servants. The School has effective protocols which enable it to carry on training activities despite difficult circumstances. Adoption of latest technology and training of trainers has played an important role in this. During this quarter, on-campus training resumed on all NSPP campuses. Mid-Career Management Course (MCMC-33) was conducted simultaneously in four National Institutes of Management (NIMs) including Lahore, Peshawar, Quetta and Karachi for grade-18 officers. 115 participants including 19 female participants successfully completed MCMC. For officers of grade-19, Senior Management Course (SMC-30) concluded in March at Lahore, Peshawar and Karachi NIMs. 95 participants including 10 female participants graduated.

Field visits are an integral part of NSPP's training methodology. An immediate pay off accruing from the resumption of training in physical mode was revival of field visits both inland and foreign. Five groups of NMC 115 visited 10 countries in different regions of the world. The opportunity to study important institutions of these countries first hand and to interact with their policy communities enriched the participant officers' horizon. This would not have been possible without the patronage and support of the government and proactive work by our missions abroad. NSPP extends its gratitude to them.

Destinations of inland study visits of NMC, SMC and MCMC included the Federal and Provincial capitals as well as important industrial and commercial centres of the country. Highlights of these visits are a part of this Newsletter.

Graduation Ceremony of NMC 115 and SMC 30

The joint Graduation Ceremony of the participants of NMC 115 and SMC 30 was held on Friday, the 3rd of March 2022 in the Main Hall of National School of Public Policy. Dr Ijaz Munir, Rector NSPP, was the Chief Guest on the occasion.

37 participants belonging to the NMC-115 and 30 participants of SMC-30 from NIM Lahore received their certificates. Addressing the graduating officers on the occasion, the Rector congratulated them and reminded them that elevation on the career ladder entailed greater responsibilities. Speaking about the opportunity of



cross-learning available in NSPP's training programs, Rector highlighted the need for civil servants to enhance skills for networking and for promoting processes of trust building between their own ranks and within the society as a whole. Commenting on the quality of discourse generated on different policy themes he said, "participants from across the civil service spectrum gather at our campuses to discuss and debate issues of public policy and to deliver at their jobs when they go back. The continuity of NSPP's training programs faced a temporary setback because of the pandemic in March 2020. However, the training was switched to the on-line mode quickly. The yearning, however, to get back to a physical mode of training on-campus never ceased."

The Rector also apprised the audience about initiatives to improve training facilities including the recently approved project named "Institutional Strengthening and

Augmentation of Training and Research Functions of National School of Public Policy”, at a cost of Rs. 722 million. The Rector dwelt briefly on the rationale and expected outcomes of the project. Some of the initiatives specifically mentioned included award of scholarships for top performing participants in NMC and SMC for online courses, award of scholarships for studies abroad at Master’s level for top performing participants of MCMC, capacity building of Executive Development Institute (EDI) for expanding its virtual outreach, expansion and strengthening of National Institute of Public Policy (NIPP) to act as a policy think tank for the government, and construction of a state of the art building complex for providing modern office and classroom facilities in NSPP.



participants, was keenly attended by all the NIMs and the NMC. She sensitized participants about the ways in which they can meet the lingering gaps in public service delivery in the context of Pakistan. She emphasized that bureaucracy, as an institution, needs to be revived and negative perceptions in the minds of people must be changed as it is an important pillar of the state. She also emphasized that bureaucracy needs to be responsive and interactive to improve governance at every level.

Keynote Speakers

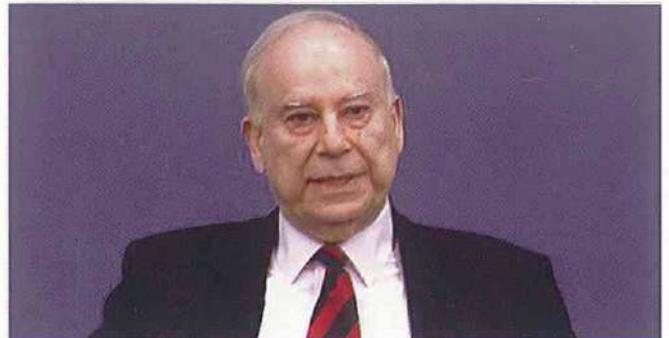
In our endeavour to make our campuses vibrant sites for cross fertilization of thoughts, we invite speakers from myriad fields to interact with participants. Our Keynote speaker series helps to bring celebrities from various professional fields to share their passions, thoughts, experiences and inspirations with the trainee cohorts. These talks are characterised by a free flow of ideas unhindered by academic formalities. The conversations continue over a cup of tea. This spring, NSPP had a string of speakers from national and international circuits speaking at our programs as keynote guests.

Following are a few glimpses of this activity:

Dr. Ayesha Jalal

Dr. Ayesha Jalal, currently serving as the Mary Richardson Professor of History at Tufts University USA, is a renowned scholar and historian. Her online talk on the topic 'Fixing Governance & Public Service Predicament: The Role of Civil Servants' arranged by NIM Peshawar for Senior Management Course

Dr. Akbar S. Ahmed



NIM Peshawar invited renowned author and former diplomat Dr. Akbar S. Ahmed to share his views with the participants of SMC 30 across all the NIMs on “Muhammad Ali Jinnah's thoughts and conduct: Lessons for the Civil Servants today”. Within the context of the main theme, the distinguished speaker specifically addressed questions relevant to civil servants in Pakistan. He highlighted the importance of the civil service, the vision of Quaid-e-Azam for the state of Pakistan, and the role of civil servants in transforming the county into a state inspired by his vision. Dr. Ahmed spoke of the idea of a compassionate and inclusive society with special attention to the three features of an ideal Muslim society which inspired the founder of Pakistan i.e., compassion, justice, and knowledge. He said that, based on these ideals, civil servants in Pakistan need to serve people with special focus on the poor and the under - privileged.

Dr. Muhammad Amjad Saqib

Dr. Muhammad Amjad Saqib, former civil servant, philanthropist and founder of Akhuwat, one of the world's largest interest free micro-finance programs, spoke to the participants of SMC 30 on 'Issues and Welfare of Marginalized Communities in Pakistan' at NIM Lahore. He discussed the topic in the global and national context and threw light on the economic, social and political issues related to senior citizens, transgender persons, ethnic groups and mentally/physically challenged people. He urged the participants to develop empathy for the marginalized communities and act as change agents for positive transformation of society.



Interaction with Ambassadors

Ambassadorial talks are a key feature of NMCs. Envoys of various countries are invited to address the course participants and share the perspective of their governments on international issues in general and their key priorities to develop ties with Pakistan in particular. NMC 115 featured two ambassadorial talks by Ambassadors of Poland and Russian Federation. His Excellency Maciej Pisarski, the Ambassador of Poland, addressed the participants on 17th January 2022 and expressed his desire to promote Pakistan



Poland relations further. He spoke about the long history of Poland's relations with the region dating

back to early 1940's when Pakistan had not yet come into being. He said that due to Stalin's policies, thousands of Polish people had to take refuge in Karachi and there are still 70 graves of Polish expats in the city. He praised the hospitality of the people of this region as exemplary. He also spoke about the Polish scientists and engineers (around seventy) who were the pioneers of Pakistan's space program in the 1960s and 1970s. Some of them staying for decades in Pakistan helped in the development of Pakistan Air Force. He also answered questions by the participants.

His Excellency Danila Ganich, the Ambassador of the Russian Federation to Pakistan, addressed the participants of NMC 115 on 16th February 2022. At the outset he gave an account of his long association with Pakistan and his fondness for Pakistani culture. His excellency was gracious



in acknowledging the hospitality and warmth of Pakistani people. He dwelt at length on the history of Pakistan Russia relations and expressed satisfaction on their growing strength in the recent years. He also spoke on his government's perspective on a range of international issues and during the Q/A session shared his country's outlook on the emerging patterns and developments on the international scene.

UN Workshop



The National Management College (NMC) partnered with the United Nations' Department of Economic and Social Affairs in New York (UNDESA) and the UN Resident Coordinators office in Islamabad for organizing a week long workshop on "Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development" from 24th to 28th January 2022.

In his inaugural speech Rector NSPP Dr. Ijaz Munir highlighted NSPP's collaboration with the UNDESA over the past few years, of which this course was an important milestone.

At the outset, Dean NMC Dr. Jamil Afaqi, in his remarks described the workshop as a joint project on which the teams of NMC (Sara Saeed, Muhammad Ajmal, Humaira Zia and Jamil Afaqi) and UNDESA team (Adriana Alberti, Veronique Verbruggen, Maria Stefania and in the later part Shah Nasir and Amina) worked diligently for about a year to make it a reality. He thanked Mr. Juwang Zhu, Director, Division for Public Institutions and Digital Government (DPIDG), UNDESA, for sharing his presence. This was followed by a detailed and highly informative presentation by Adriana Alberti, Chief, Program Management and Capacity Development Unit, DPIDG, UNDESA.

Key message of the workshop was that the SDGs require new, more experimental ways of thinking and action as well as new competencies. New mindsets are at the core of addressing these challenges. More exploratory way of thinking will boost the readiness of public servants and enable them to become catalysts for change. It was an engaging and informative training activity exposing the participants to best practices in implementation of SDGs across the globe. During the five days, there were more than twenty lectures and presentations by UN experts from New York, Geneva and other countries via Zoom. Facilitators on campus helped conduct hands-on exercises by participants in the main hall and syndicate rooms.



NMC 115 Foreign Study Tour

FST is a very enriching experience and in NMC 115, participants had the opportunity of learning about the systems and interacting with policymakers of other countries in five study groups. In addition to important international organizations, officers interacted with Kenya Institute for Public Policy, Research & Analysis in Nairobi, Foundation for Political, Economic and

Social Research (SETA) in Turkey, Al-Azhar University in Egypt, Joaan Bin Jassim Academy for Defence and Security Studies in Qatar and New Scotland Yard Metropolitan Police in UK. To capture the spirit of this learning, a seminar in Uzbekistan and a briefing in Switzerland are highlighted in this section:

Uzbekistan-Academy of Public Administration Tashkent

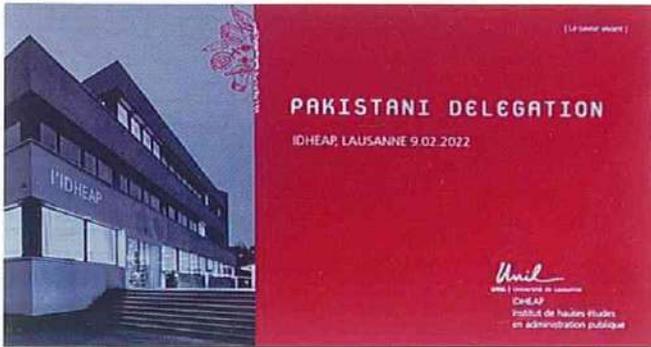
One of the highlights of the visit to Uzbekistan was the seminar organized by the Academy of Public Administration. The title of the seminar was "An International Seminar for Pakistan Civil Servants on Development Strategy of the New Uzbekistan for 2022-26". A very warm welcome was accorded by the Rector Mr. Adkham Bekmuradov to the delegation.

The Group was introduced to the faculty, researchers, students and administrators and a detailed briefing about the institution was given by the Rector of the Academy. The Academy was established in 1995 and offers Master's programs, qualification upgradation, HR development programs, research programs, and short-term/mid-term training programs for Public Servants. It also has liaison with international universities and training institutions in the country as well as in other parts of the world.

The Academy offers a platform to the central government for dialogue with regional governments and works to promote the development strategy of the government. The Rector expressed his desire for close cooperation and discussed with Dean NMC options for exchange programs between the Academy of Public Administration Tashkent and National School of Public Policy Lahore. It was a very informative and enriching experience in the context of opening up new avenues of international cooperation and illuminating linkages between the theoretical and practical aspects of public service delivery. The group was also given a round of the beautiful and well equipped campus of the Institute.

Switzerland- Swiss Graduate School of Public Administration

Participants of NMC 115 visited the Swiss Graduate School of Public Administration in Lausanne. The Director Mr. Nils Soguel, welcomed the delegation and introduced Prof. Dr. Andreas Ladner and Ms. Dhouha Steiner. The School was established in 1981 as an autonomous entity. It was made a part of the University



of Lausanne in 1914. Initially, the International Institute for Management Development (IMEDE) was created in 1956 by Mr. Enrico Bignami, the then Chief Executive of Nestlé to train his senior executives. Subsequently, a need was felt for such an institution in the public sector also and thus this School came into existence. These institutions are not only the oldest business schools in Switzerland, but are also leaders in their respective sectors.

Dr. Andreas Ladner also briefed the group in detail about the Swiss Education system. It has three important partners namely; the Confederation- which provides strategic management and initiates development, the Cantons- which implement policies and supervise schools and the Private Sector which plays a very important role in vocational training and providing apprenticeship to students. The distinguishing feature of Swiss education system is the dual-track Swiss Vocational and Professional Education and Training (VPET) program which equips young people with competencies in demand in the labor market.



He also discussed the Swiss political system which is a direct democracy and characterized by a high level of trust between the people and the government. It allows the electorate to express their opinion on decisions taken by the Swiss parliament. The main instrument for this is referendum.

Meeting with President of the World Economic Forum

The group visiting Switzerland had the opportunity to meet Mr. Børge Brende, President World Economic

Forum (WEF) at their headquarters. WEF is an international organization that brings together political and business leaders from around the world each year to discuss major issues that impact the global economy. These include vital political, economic, social and environmental challenges that can only be resolved by international cooperation. It is a non-governmental and lobbying organization and was founded in 1971 by a German engineer and economist Klaus Schwab. WEF is best known for its annual meeting at Davos, Switzerland. The organization also convenes regional conferences in locations across Africa, Asia and Latin America and publishes sector specific reports. It provides a platform for leaders from selected stakeholder groups to collaborate on multiple initiatives.



President WEF, who is a former Norwegian politician and diplomat, discussed important issues relating to Pakistan with the group and showed a keen interest in learning more about the country. He informed the group that the then Prime Minister of Pakistan, Mr. Imran Khan, attended the annual meeting at Davos in 2020 which was also the 50th anniversary of WEF. He also said that the COVID-19 pandemic had disrupted a half-century routine of this event and expressed his hope that Pakistan's PM will attend the next meeting which was tentatively planned to be held in 2022



Policy Dialogue on International Law

Executive Development Institute (EDI) held a Policy Dialogue 'International Law: The Increasing Role of Public and Private International Law in the 21st Century' on 5th & 6th January 2022.

Pakistan is facing multiple issues ranging from the economic to diplomatic to territorial, for not negotiating the treaties with full understanding and implications. This implies that the country is facing a dearth of expertise to understand regulatory frameworks that govern the affairs of state and international treaties in the world today. In addition, setting up of the think tanks with law experts is essential to generate information/data on the subject for rational decision-making. Being a signatory to a host of international treaties and agreements, the paramount importance is to develop in-depth understanding of the legal clauses in arbitration and other legal matters of international importance such as trade, human rights and territorial rights. The EDI amid rising concerns of international law and its importance organized a dialogue to solicit recommendations from experts.

The guest speakers included eminent subject specialists with a track record of working in different domains of International Law streams. The lead discussants with their topics were; Mr. Ahmad Nazir Warraich (Dean EDI), Amb. Mansoor Ahmad Khan (Ambassador in Afghanistan), Amb. (R). Mohammad Nafees Zakria (Member FPSC), Mr. Saroop Ijaz (Senior Legal Counsel for Asia of Human Rights Watch), Mr. Ashfaq Mahmood (Former Federal Secretary), Barrister Nudra B. Majeed, Dr. Muhammad Mujtaba Piracha (Amb. of Pakistan to WTO), Dr. Muhammad Irfan (Counsellor, WTO), Ms. Farah Zia (Director HRCP), Dr. Ali Qazalbash (Senior Advocate/ Former Dean School of Law at LUMS), Mr. Taimur Malik, (Partner in CLYDE & Co. LLP, Global), Mr. Sohail Lashari (Former President LCCI), Khawaja Adnan Zahir (DG FATF MoF). Justice (R). Mamoon Rashid (Former Chief Justice of Lahore High Court), Amb. Aizaz Ahmad Chaudhry (DG ISSI/ Former Foreign Secretary). The course was attended by 52 participants belonging to diverse fields including civil society and academia.

Webinar organized by EDI

EDI organized a webinar on Pakistan's Emerging Startups and their Regulatory Framework: Issues and Recommendations on 21st February 2022 which was attended by 140 participants.

In keeping with the tradition of EDI to hold a discussion from different points of view on the same topic so as to bring out the various aspects of the issue under discussion, a panel of two experts was invited; Dr. Umar Saif and Barrister Taimur Malik. Dr. Umar Saif, is the former chairman of PITB with experience of running an incubator for startups for a number of years. He spoke on the emerging trends and issues in the startup sector of Pakistan. Barrister Taimur Malik discussed the regulatory framework of startups in Pakistan.

The Webinar was moderated by Dean EDI, Mr. Ahmad Nazir Warraich who highlighted the importance of the topic. He said that the potential of employment creation and foreign exchange earnings through startups is much more than is being utilized at the moment in Pakistan. He further said that this discussion was not just about IT related startups but all kinds of business startups. He informed the audience that the webinar is being held to discuss the regulatory framework of startups and the issues in this regard and the interventions needed to improve the framework. He emphasized the need to improve the startup ecosystem.

Executive Training 'Prime Minister's Higher Education Cooperation Program for Officers of Sri Lanka'

EDI held a two weeks Training Program from 22nd March to 1st April 2022 for the officers of Sri Lanka in collaboration with the Higher Education Commission of Pakistan. To fulfill the mandate of continuous professional development of officers of the public and private executives, EDI has been organizing multiple activities of trainings, workshops, policy dialogues, and webinars to fulfill the mandate of continuous professional development of officers of the public and private sectors. This program was one of the efforts of the Institute in extending the learning experience to the international level by training the cohort of 10 officers from Sri Lanka belonging to diverse backgrounds in civil services. This was the second program in a series under the Prime Minister's Higher Education Cooperation Program whereby the first batch received training in September 2019. The two weeks intensive training program was highly successful and received great acclaim from the Higher Education Commission as well as from the Sri Lankan guests.

EDI designed tailor-made modules after the need assessment of officers by adopting a holistic approach

to get the participants acquainted with multiple aspects of policy formulation, implementation, and governance. The topics of the course were carefully selected to accord with the contemporary needs and feedback assessment of officers. The lead subject specialists were identified after a careful review to impart innovative ideas with a pragmatic approach.



Additionally, visits to public offices and sightseeing sites were also included in the program such as Punjab Safe City Authority, Punjab Information Technology Board (PITB), Lahore Chamber of Commerce, Naval War College along with sightseeing trips to Taxila, Lahore Fort, and Badshahi Mosque. Honourable Counsellor, High Commission, Sri Lanka, Mr. U.L. Niyaz addressed the participants in the closing ceremony. He lauded the efforts of Pakistan for offering multiple opportunities to students of Sri Lanka through several educational exchange programs. He said that both countries would enhance their mutual ties for collective benefit and prosperity.

ITU-NSPP Conference NIPP

In a first of its kind, the National Institute of Public Policy (NIPP) collaborated with the Department of Governance and Global Studies (GGs) and Information Technology University (ITU) to hold an international conference on digital governance in the post-pandemic world on March 26th & 27th 2022 at the Arfa Technology Park, Lahore. NIPP organized the first and the concluding session in the conference.

Dr. Ijaz Munir, Rector NSPP, gave the opening remarks, emphasizing how the pandemic had transformed the nature of governance and how the School was assisting public servants in understanding this new reality.

Welcome remarks were also given by Dr. Sarfaraz Khurshid, Vice Chancellor, ITU and Dr. Imdad Hussain, Chairperson, Department of Governance and Global Studies, ITU. These were followed by a

keynote address by Dr. Faisal Sultan, Special Assistant to the Prime Minister on National Health Services, Regulations and Coordination. While he emphasized the importance of data, he also explained that if not properly utilized, data is of little use. He talked about the National Command and Operations Centre (NCOC) and how it linked data from many sources to allow for proper policymaking.

The opening session was titled *'The promise and*



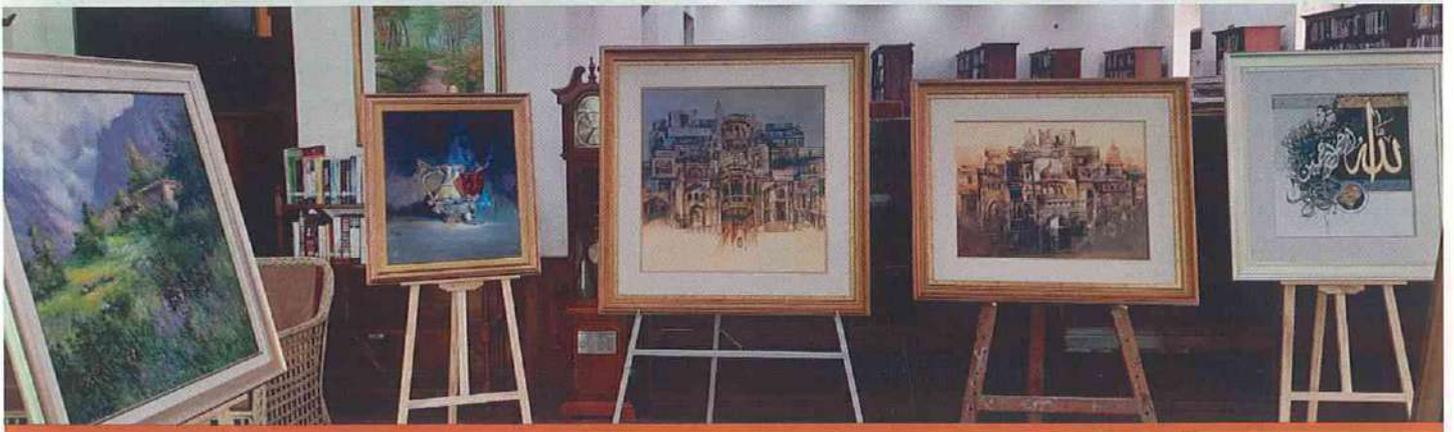
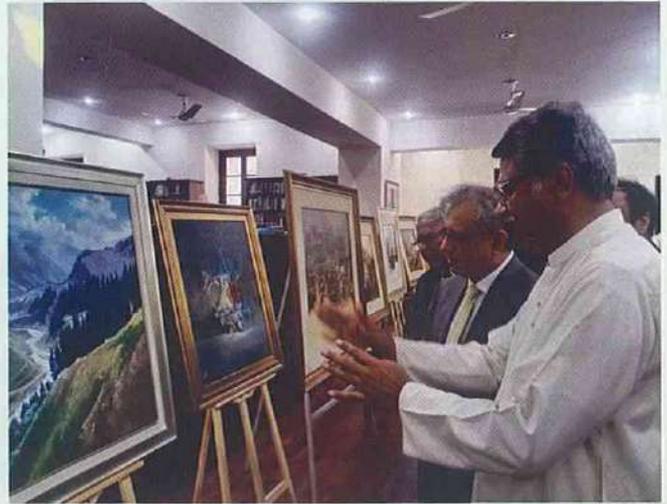
perils of e-governance in Pakistan.' In this session, two papers were presented; the first by Mr. Shoab Siddiqui, ex-Federal Secretary, Ministry of Information Technology & Telecom, titled *'E-Office Adoption in the Federal Government: An Opportunity lost?'* and the second by Mr. Imran Ali Sultan, COO Urban Unit, on *'Good Enough -e- governance: Challenges of Crowding and Over-saturation of e-tools'*. Mr. Siddiqui spoke about the trajectory that the adoption of e-office took in the Federal Government in the past and then delved into its key challenges and weaknesses. Mr. Sultan spoke about the serviceability of thirty-six public service help lines and concluded that there was low quality of information provision saturating the digital landscape. The second session was moderated by Dr. Safdar A. Sohail, Dean NIPP, on *Key Challenges in Promoting the Use of Frontier Technologies in Pakistan*. Dr. Sohail Rajput, Federal Secretary, Ministry of Information & Technology (MOIT&T), presided over the session and highlighted the importance of better technology utilization in Pakistan. Session Panelists Barkan Saeed, CEO Viztek, Fuad Imran Khan, Chief Strategy Officer, Bakhbar Kissan, University and Faisal Khawaja, CEO, Micro Vision discussed the policies, training, and utilization of frontier technologies in Pakistan. The session ended with policy recommendations for encouraging government to alter methods and policies for suiting market demands in order to promote social and economic progress.

NMC 115- Traditional Art and Crafts Exhibition

Pakistani culture is characterized by its diversity. Our tradition constitutes a beautiful story which needs to be told and retold. NMC organized an exhibition of traditional art and crafts. The idea was mooted by Mr. Imran Ahmed Siddiqui, High Commissioner Bangladesh and a participant of NMC 115, who also played the main part in arranging the exhibition. On display were exquisite pieces of calligraphy, miniature

paintings and art on wood and stone.

Mr. Asghar Ali (Lahore), who served as the Naqqash of Masjid Nabvi, Madinah Munnawarah, Mr. Irfan Khan, calligrapher (Lahore), Mr. Rashid Hussain Seyal, calligrapher (Multan), Mr. Muhammad Naeem, expert of lacquer (Sillanwali), Mr. Ajab Khan, landscape and portrait painter (D.I. Khan), Mr. Abdul Rehman, Naqqash (Multan), Ms. Sumaira Amin, Miniaturist (Lahore) were among those who participated in the exhibition. We expect that the coming batches of the trainee officers will continue telling the story of our vibrant cultural tradition as painted on canvas, weaved in fabric and carved in stone, wood and metal.



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