



NSPP NEWSLETTER

Dear Esteemed Readers,

Welcome to the latest edition of the National School of Public Policy (NSPP) newsletter, covering our dynamic training sessions from January to March 2024. This issue offers a rich tapestry of reports showcasing the breadth of activities at the National Management College (NMC), National Institute of Public Policy (NIPP), Executive Development Institute (EDI), and National Institutes of Management (NIMs). From inspiring lectures by distinguished guest speakers to immersive study tours in public and private sectors, we pride ourselves on blending theoretical knowledge with practical application.

We owe our deepest gratitude to the dedicated NSPP faculty, staff, and our exceptional trainees, whose contributions are the cornerstone of our success. The NIPP continues to excel in its multidisciplinary research endeavors, driving forward public policy insights. The EDI remains steadfast in its commitment to delivering top-tier executive training. Together, we are forging the future of public administration through thoughtful, strategic, and sustained efforts.

Dr. Ijaz Munir, Rector NSPP



Inauguration of NMC-120

The National Management College at NSPP welcomed its 120th batch on March 11, 2024. Civil servants from various occupational groups, provincial governments, and autonomous bodies attend the course, which is designed to ensure that participants are prepared for assignments at the national policy level.

Welcoming the participants at the inaugural ceremony of NMC 120, Rector NSPP Dr. Ijaz Munir highlighted the significance of nurturing an environment that thrives on knowledge sharing, which NSPP actively cultivates. Emphasizing the value of self-reflection and critique within the civil service, he underscored a commitment to strengthening knowledge rather than succumbing to doubts and skepticism.



In each course, NMC and all NIMs invite a number of distinguished guests to share their interests, thoughts, and experiences with the participants. These talks are characterized by an atmosphere which encourages free flow of ideas and intellect in the form of conversations unhindered by academic formalism.

Visiting Personalities at NSPP

Talk by High Commissioner of Malaysia Mr. Muhammad Azhar Mazlan (NMC)



Addressing the participants of NMC-119 on 24 January 2024, H.E Mr. Muhammad Azhar Mazlan, High Commissioner of Malaysia, explored the dynamics of Pakistan's long-standing relationship with Malaysia, dating back to 1957. From joint efforts on multilateral fora such as addressing the Gaza crisis to elevating their relationship into a strategic partnership in 2019, the two nations have developed robust collaborations involving trade, education, and human resource development. Emphasizing Malaysia's ongoing journey as envisaged in Vision 2020, the High Commissioner outlined a future path focused on technology, aerospace, and economic diversification.

Sister Zeph (NMC)



Sister Zeph a noted educational activist with a stellar record of achievements shared her story with the participants of NMC-119 on 02 January, 2024. She founded her own school at a very young age, a place where respect for her students and their needs took priority. From there, there was no looking back. A self-made educationist and philanthropist, Sister Zeph's leadership philosophy emphasizes hard work, sacrifice, and fostering supportive relationships. An insightful question/answer session followed her address.

Mr. Mujeeb-ur-Rehman Shami (NMC)



While addressing the participants of NMC-119 on 04 January 2024, Mr. Mujeeb-ur-Rehman Shami, a prominent journalist, shared his perspective on Pakistan's current situation besides throwing light on some episodes in his journalistic career. Mr. Shami

urged, the participants to ponder over the nation's future trajectory and address its challenges collectively. His address offered valuable insights into the complexities of leadership and governance in Pakistan.

Mr. Fazal Abbas Maken & Dr. Nadeem-ul-Haq



On 03 March 2024, Mr. Fazal Abbas Maken a senior civil servant and Dr. Nadeem-ul-Haq Vice Chancellor PIDE, participated in a panel discussion during the session of NMC-120, highlighting the delicate balance between government regulation and economic vitality. The speakers threw light on different aspects of the theme. Drawing from international experiences, Mr. Maken dwelt on the evolution of regulatory regimes, highlighting shifts from over-regulation to deregulation in different countries. He stressed that while regulations offer advantages like standardization and consumer protection, they can also impede innovation and escalate costs.

In a similar vein, Dr. Haq illuminated the nuances of Pakistan's economic landscape, unveiling the tension between regulation and liberalization. Through vivid examples, the participants were briefed about the regulation's impact on growth. Contrasting a

free market characterized by competition, transparency, and self-regulation with a regulated economy, the learned speaker amplified the ills associated with the latter. Hence there was a need to minimize regulation or to make it smart and transparent wherever it was unavoidable.

Amb. (R.) Jalil Abbas Jilani – Pakistan's Foreign Policy Paradigm



On 24 March 2024, Ambassador (R.), Former Foreign Secretary and Caretaker Foreign Minister, Jilani spoke to the participants of NMC-120, on the priorities of Pakistan's Foreign Policy exploring its drivers, challenges, and future trajectory. The analysis provided by Mr. Jilani advocated for a balanced approach in engaging with global powers like the USA and China. He also highlighted importance of effective economic diplomacy to pull Pakistan out of the current economic crisis. The session concluded with a call for fostering constructive relationships to propel Pakistan towards socio-economic prosperity and geopolitical prominence.

Dr. Shahid Mahmud & Mr. Badar Khushnood (NIM Lahore)

On 17th January, 2024, two eminent IT experts, Dr. Shahid Mahmud and Mr. Badar

Khushnood addressed at NIM Lahore to the participants of 34th Senior Management Course on “Business Startup and Role of Innovation/ Technology in Knowledge Economy”. Both speakers discussed business startup planning, innovative entrepreneurship and sustainability challenges. They also elaborated the role of knowledge economy in economic development and role of civil servants in comprehending and applying the mechanism of knowledge economy.

Mr. Ahmad Bilal Mehboob (NIM Lahore)



On 3rd January 2024, Mr. Ahmad Bilal Mehboob, President of Pakistan Institute of Legislative Development and Transparency, addressed the participants of 34th SMC at NIM Lahore on “Impact of RTI Laws on Public Service Delivery and Challenges: for Public Servants.”, During the discourse, he focused on the salient features of access to information laws enacted by the federal and provincial jurisdictions across Pakistan.

Mr. Tariq Masood Khosa (NIM Lahore)

On 26th January 2024, Mr. Tariq Masood Khosa addressed the participants and shared his experiences relating to salient assignments undertaken within Police Service of Pakistan. He said that the 40 years he spent in service were full of issues,



challenges and lessons learned. He advised the participants to be polite and calm but firm while handling difficult situations. He also advised participants to remain apolitical and take decisions on merit, without fear of transfer and posting which are a part of the civil service. He emphasized that civil servants ought to stand firm on principles and never let their actions be influenced by their fears.

Mr. Zulfiqar Ahmed Cheema (NIM Lahore)



On 16th February, 2024, Mr. Zulfiqar Ahmad Cheema delivered a keynote address to the participants of 39th MCMC at NIM Lahore. He dilated upon the importance of ‘Rule of Law’ in the governance framework from constitutional perspective. He said that the rule of law is strength of the weak and hope of the victim. Then he dilated upon the major reasons for our failure as a state and society

on the front of rule of law. He talked about the role of Judiciary, Legislature and Establishment in our present-day situation while presenting a historical review since creation of Pakistan. He further said that the role of civil servants was not up to the mark in establishing the rule of law in the country. He shared couple of his personal anecdotes, explaining how he handled pressure situations upholding the rule of law and discharging his duties in an impartial and fair manner.

Senator (R) Javed Jabbar (NIM Lahore)



On 13th March, 2024, Senator (R) Javed Jabbar, a distinguished writer and media / advertising professional, addressed the participants online. He stated that he had several passions but teaching, making films and documentaries, doing volunteer work were the three more close to his heart. He said that he had always held the profession of teaching in high esteem because it has an element of preaching. It allows vocalizing one's own experiences. He had also taught at various educational institutes including Institute of Business Administration (IBA), Karachi. He also shared his enthusiasm for voluntary work with public service organizations. He reminded all the participants of their responsibilities as public

servants. He advised them to practice humility and avoid “stiff neck attitude”.

Ms. Durriya Kazi (NIM Karachi)

Durriya Kazi is Former Dean, Department of Visual Studies, University of Karachi whose work reflects her



concerns with tradition and change. During her lecture at NIM Karachi, she described various aspects of the Pakistani Socio-Cultural dynamics emphasizing on regime, and asking basic question of “who we are today?” through the gradual development of culture in Pakistan. She explained that a country is understood through its Geography, Geopolitical History, Economy and Culture which combines the previous three. She called Pakistan a country of contrast and touched upon Pakistan's image in international media. Pakistan is laden with pictures of hunger, poverty or violence, contrary to the original Pakistani culture. She stressed upon propagating the positive aspect of pleasant Pakistani culture. The power of soft cultural images cannot be underestimated.

Mr. Aizaz A. Chaudhry (NIM Karachi)

Former Foreign Secretary, Mr. Aizaz A. Chaudhry is currently serving as Director General, Institute of Strategic Studies. He opined at NIM Karachi that Pakistan's foreign policy is guided more by the security concerns due to global and regional affairs.



Then the concept of multi-polar world was discussed followed by defining unilateralism, narrow nationalism and xeno-phobia. The learned speaker enumerated the top priorities of the current foreign policy of Pakistan. He mentioned that finding balance between United States of America and China is one of the top priorities in formulation of foreign policy which is followed by making efforts to ensure peace in Afghanistan. He also discussed international trade of Pakistan and trade diplomacy. The speaker further emphasized the need to reorient the foreign policy to make it more comprehensive to include economic and geostrategic location for benefit of the country.

Dr. Saad S. Khan

Dr. Saad S. Khan, presently working as Director General, Law & Human Rights, KPK. He is also a Historian and political scientist and an expert on military studies. He is an author of eight book and multiple book chapters. He is first Asian and first Pakistani to be elected Chairman of International Military Music Society. The speaker delivered his comprehensive lecture on the topic of “Administrative Discretion” at NIM Karachi. He discussed in detail the concept of



administrative discretion by keeping in mind the when, why, and how questions. The topic was elaborated with various examples in context of abuse of using administrative discretion and its remedies thereon. Finally, he explained how a civil servant can judiciously use administrative discretion.

Mr. Zahir Shah (NIM Karachi)

He worked as a Deputy Chairman NAB, and responsible for affairs of the Operations Division and Regional NABs



for sensitive matters including UNCAC and AML/CFT regime. The learned speaker started his session at NIM Karachi by narrating the difference between Accountability and Responsibility. He also described that public service delivery is a mechanism in which state provides reasonable quality of services to improve quality of life and promote human development at acceptable cost. Effectiveness of public service delivery can be evaluated through improvement in the standard of living of people.

Dr. Muhammad Jameel Afaqi (NIM Peshawar)



Dr. Muhammad Jameel Afaqi, an esteemed officer from the Pakistan Audit and Accounts Service, earned a Fulbright Scholarship in 2010 for his Ph.D. studies at George Mason University in the USA. Currently serving as the Dean of the National Institute of Management in Lahore, Dr. Afaqi recently delivered a lecture on "How to Ask a Smart Question" via Zoom, attended by the 39th MCMC participants from NIMs Lahore and Peshawar. Emphasizing four crucial components for crafting smart questions - Pre-Question Intent, Context, Content, and Post-question Reflection - Dr. Afaqi illustrated the importance of generating thoughtful inquiries to enhance discourse quality. He cautioned against overly long, generalized, or confusing questions, stressing the need for concise, focused inquiries that intersect with both the asker's curiosity and the speaker's expertise. By providing practical examples and insights, Dr. Afaqi aimed to equip participants with the skills to engage effectively in discussions and derive deeper insights.

Mr. Umar Zafar Shaikh(NIM Peshawar)



Mr. Umar Zafar Sheikh, the guest speaker on 09-01-2024 at the National Institute of Management Peshawar, conducted a workshop on "Communication and Presentation Skills" for the 39th MCMC participants. He emphasized the importance of effective communication in both verbal and non-verbal forms, highlighting that communication is an art with principles and guidelines rather than absolute rules. Explaining the objective of communication, he stressed the need for clear, precise, and effective message delivery. Mr. Umar Zafar illustrated communication theories, including interpersonal interactions and internal dialogue, emphasizing the power of public speaking in shaping history, citing examples like the speeches of Prophet Muhammad PBUH and Martin Luther. He outlined the structured pattern of communication, comprising sender, message encoding and decoding, and noise. Additionally, he discussed the communication triangle, emphasizing the speaker's self-awareness, topic relevance, and audience engagement.

Mr. Mushtaq Mohsin Chandana (NIM Peshawar)



Mr. Mohsin Mushtaq Chandna, as the guest speaker, provided a comprehensive analysis of the Pakistan economy, drawing from his diverse background in diplomatic missions and economic ministries. He underscored the crucial role of IMF programming in addressing fiscal challenges, emphasizing that sound economic policies are essential not only for Pakistan but also for other nations like the USA. Comparing Pakistan's performance with regional peers such as India, Vietnam, and Bangladesh, he highlighted concerns over low GDP growth, declining investment, fiscal deficits, and the market for loanable funds. Chandna emphasized the need for higher investment to achieve growth targets, discussing challenges related to savings, investment, budget deficits, debt management, and external financing within the context of IMF programs.

Mr. Muhammad Ishfaq Khattak (NIM Peshawar)



Mr. Muhammad Ishfaq Khattak, a retired officer of Pakistan Railways Group and former Directing Staff at National Management College, delivered a lecture on the "Framework of Public Policy (Process & Methodology)" at the National Institute of Management, Peshawar on January 12, 2024. Beginning with the aim of public policy, he elucidated perceptions, types, and definitions of public policies, emphasizing the importance of craft and capacity building.

He outlined the process involved in public policy, discussed the environment of public policy in Pakistan, and identified sources and actors involved in policy-making. Delving into the hierarchy of public policy and a policy flowchart, he stressed the centrality of nationhood and national interest in policy formulation and concluded by highlighting the importance of sustainable policies within the geopolitical context and national interest.

Syed Abu Ahmad Akif(NIM Peshawar)



The lecture on "Public Service Ethics: Conceptual Understanding and Best Practices" by Syed Abu Ahmad Akif to the participants of 39th MCMC at NIM Peshawar on January 29, 2024, aimed to equip participants with a comprehensive understanding of ethical principles in public service. Mr. Akif began by outlining the foundational concepts of public service ethics and its pivotal role in effective governance. Through real-world examples, he illustrated the impact of ethical decision-making on public trust and organizational integrity. The discussion then delved into best practices for maintaining ethical standards, emphasizing transparency, accountability, and ethical leadership. Participants actively engaged in exploring their roles in upholding ethical governance, guided by Mr. Akif's encouragement of self-reflection and individual commitment. The interactive Q&A session facilitated dynamic exchanges, enriching participants' understanding and fostering a sense of shared responsibility.

Mr. Ambassador Masood Khalid

The guest speaker elucidated the enduring strategic partnership between Pakistan and China, tracing back to the early 1950s when Pakistan was the first country to recognize the People's Republic of China. This partnership evolved against the backdrop of

shared concerns regarding India and regional power dynamics, culminating in the formalization of diplomatic ties and a commitment to mutual support. The Sino-Indian War of 1962 solidified their



friendship, leading to the signing of the Sino-Pakistani Agreement in 1963. Over the years, China's consistent support for Pakistan in various international arenas, such as the UN and FATF, has deepened their strategic relationship. Pakistan has reciprocated by supporting China on issues like Taiwan, reflecting mutual respect and support. China's rapid economic growth and its Belt and Road Initiative, particularly the China-Pakistan Economic Corridor (CPEC), further strengthen bilateral ties, with Pakistan benefiting across sectors including agriculture and industry.

National Institute of Public Policy

The Roundtable Discussion

“Devolution of Healthcare System in Pakistan: Challenges and Dynamics”

The second event of RTD series initiated with the presentation by NIPP Research Team on three (3) distinct and challenging aspects faced by the healthcare system of Pakistan in the given period.



1st Row: Syed Moazzam Ali, Additional Secretary MoNHSR&C, S K M C Dr. Faisal Sultan, Consultant Physician Medicine Dr. Shahid Malik, P M A
 L to R: Dr. Javaid Akram, Health Minister for SH&MED, Punjab. Dr. Ijaz Munir, Rector, NSPP Dr. Amir M. Khan Jomezai, Health Minister Balochistan
 Dr. Naveed Elahi, Dean, National Institute of Public Policy (NIPP) Mr. Muhammad Iqbal, Special Secretary (P&SHD) Punjab
 Mr. Habib Ullah Khan, Add-Dir. NIPP
 2nd Row: Dr. Muhammad Abdullah, RF, NIPP Mr. Jahanzaib Waheed RA, NIPP Dr. Sumreen Khalil, RF, NIPP Dr. Saif Ullah Khalid, RA, NIPP Mr. Sajid Sultan, SA, NIPP

The RTD first highlighted the "Right to Health," which is absent in the obligatory rights section of Pakistan's Constitution but indirectly referenced in Articles 24, 25, 38, and 151. Findings from post-devolution articles were graphically presented to show its impact on the healthcare system. Additionally, a survey of healthcare personnel and management staff explored the complexities introduced by devolution.

After presentation a general guideline of 'Points to Ponder' was shared with the participants. Later the discussion ensued, and the panelists Dr. Javaid Akram, Dr. Jamal Nasir, Dr. Faisal Sultan, Muhammad Iqbal (representing Secretary Health, Punjab), Dr. Shahid Malik, Dr. Amir M. Khan Jomezai and Syed Moazzam Ali (Representing Federal Minister, Health) shared their views, recommendations, and suggestions in a sequential way.

These recommendations, concluded from the roundtable discussion, address the pressing

issues in Pakistan's healthcare system: focusing on preventive strategies for NCDs, expanding insurance coverage, increasing health expenditure, upgrading drug regulatory bodies, devolving governance, enhancing drug regulation, ensuring interprovincial coordination, combating quackery, prioritizing patient-centric reforms, leveraging technology, fostering public-private collaboration, and training the healthcare workforce.

Establishment of "The Research Repository" at NIPP

The NIPP has established The Research Repository (TRR) at NIPP. The rationale for establishing TRR is to maintain a backup data of all the IRPs/Case Studies/Simulation Exercises written by NSPP training participants under one roof to facilitate future research and build a robust body of knowledge on public policy.

New Research Associates and Fellows Join NSPP

We are pleased to announce that on February 6, 2024, several distinguished Research Associates and Fellows joined the National School of Public Policy (NSPP). These esteemed individuals include Dr. Ali Abbas, Mr. Hussain Anwar, Ms. Faryal Maaz, Ms. Umme-Habiba Rana, Ms. Sabina Babar, and Ms. Shajiah Qursam. Their expertise and contributions are anticipated to significantly enhance our institution's research and policy development initiatives.



Executive Development Institute Public Financial Management -Training Workshop

The Executive Development Institute (EDI) of the National School of Public Policy (NSPP) successfully hosted the much-anticipated Public Financial Management (PFM) Training Workshop on January 11-12, 2024, drawing an enthusiastic audience from across the public, private, and academic sectors. Dr. Ijaz Munir, Rector of NSPP, inaugurated the two-days event, underlining the critical importance of robust financial management for governance. With an attendance of over 40 participants from diverse fields including defense, education, and technology, the workshop aimed to foster

an integrative approach towards budgetary discipline and resource efficiency.

Digitisation and Artificial Intelligence: Opportunities and Challenges in view of National & International Perspectives – Policy Dialogue



The EDI recently hosted a pivotal Two-Days' Policy Dialogue on 'Digitisation and Artificial Intelligence: Opportunities and Challenges in View of National & International Perspectives' on February 29th and March 1st, 2024. This gathering was expertly inaugurated by Dr. Ijaz Munir, Rector of NSPP, who emphasized the critical role of digital technologies and AI in shaping the future landscapes of various sectors. Dean EDI, Ahmad Nazir Warraich, laid the groundwork for the dialogue, highlighting the transformative potential of digitisation and AI in driving economic growth, enhancing governance, and propelling sectoral transformation across Pakistan.

Adaptation: Towards a resilient Pakistan – Policy Dialogue Report

Executive Development Institute has finalized a report on the recent policy dialogue addressing climate change adaptation and was sent for printing. This important document, which captures insights and recommendations from a series of expert talks.

Inland Study Tour

During Inland Study Tour of 39th MCMC participants have visited District Tharparkar. They had the opportunity to visit various sites of historical & Cultural places, border areas and public & economic significance, such as Thar Coal Field Block-1 (SSRRL), Thar Coal Field Block-2 at Islamkot, NICVD at Mithi, Thalassaemia Care Center at Badin etc.



At NIM Lahore, the local visit of 39th MCMC was arranged on 23rd January, 2024 and covered the theme: *Infrastructure Development*. The participants were divided into three groups and visited Infrastructure Development Authority Punjab (IDAP), Central Business District Development Authority (CBDDA), Punjab and Lahore Development Authority (LDA). IDAP was established as an autonomous body in 2016, with its role in planning, designing, and constructing public sector infrastructure particularly in Punjab, and its compliance with relevant regulations and audit standards. CBDDA has been established under LCBDDA ACT 2021 as an enlisted Authority under the Government of Punjab, with the Housing and Urban Development Department as its administrative department.

Participants at NIM Karachi visited FBR Islamabad, Heritage & Pakistan Monument Museum, IG Police Office, Pakistan Aeronautical Board Kamra, PMA Kakul, Abbottabad, Wahh Cantt. & Khanpur Dam.



NIM Peshawar participants visited Agriculture Training Institute-Extension Peshawar, Regional Passport Office, Peshawar, PCSIR Lab, Pakistan Forest Institute, Agriculture University Faisalabad, Commissioner Faisalabad, NEPRA Islamabad, Safe City Office Islamabad, Commissioner Office Islamabad, POF Wah, Islamabad Air Port, Barkat Rice Mill, Islamabad, Sialkot Internation Airport, Masood Textile Mills Faisalabad, and RPO Office Faisalabad.



The participants of 39th MCMC at NIM Islamabad visited districts of Peshawar Abbottabad, Bahawalpur & Multan, Sialkot & Lahore.



Co-Curricular Activities

Engagement in co-curricular activities plays a vital role in sustainable professional development, promoting self-directed learning, collaborative interactions, and social education. These activities allow participants to move beyond traditional book-based learning and critical thinking, fostering a holistic approach to professional growth. Throughout this quarter, individuals from the NMC and all NIMs have actively



demonstrated their potential by immersing themselves in a wide range of aesthetic and intellectual pursuits. Their involvement includes cultural nights, tree plantation, hiking, sports events, art exhibitions, and voluntary presentations, highlighting their commitment to personal and professional enrichment. These experiences not only enhance their skills but also build a deeper connection with their peers and mentors, contributing to a well-rounded and enriching professional journey.



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