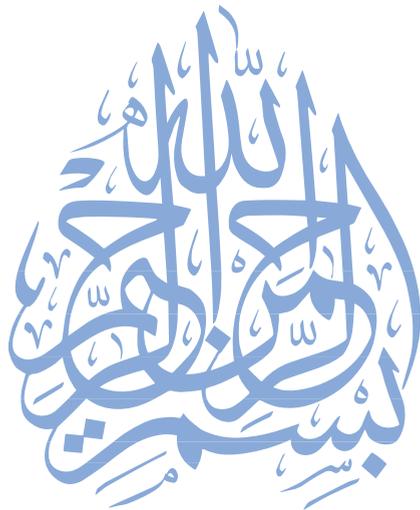


NATIONAL SCHOOL OF PUBLIC POLICY

YEAR BOOK 2022



In The Name of Allah, The Most Magnificent, The Most Merciful

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Message from Dr. Arif Alvi

President of the Islamic Republic of Pakistan

I am delighted to see the Yearbook 2022 of National School of Public Policy (NSPP). True to its tradition, this comprehensive document provides a thorough overview of the training programs and diverse activities conducted at NSPP during the preceding year.

National School of Public Policy (NSPP), being a premier and prestigious civil servants training institute, provides mandatory trainings to the civil servants of Pakistan. Indeed, the better the quality of civil service, the more efficient would be the public



service delivery. In this context, there is an enormous onus on NSPP to impart requisite training to the civil servants to inculcate knowledge and skills in them.

I believe, NSPP is effectively carrying out this vital objective with a missionary zeal. The officers trained here are equipped with adequate prowess to perform their duties with dedication. Although, the training programs at NSPP are inclusive, comprehensive and updated regularly to meet the new challenges and requirements of the time, there is always room for improvement. NSPP is well aware of this fact and has established international collaborations with numerous counterparts to borrow the latest training tools and methodology for the participants of various courses at NSPP.

I highly appreciate the NSPP team for their relentless and successful endeavors to raise the standard and quality of training at NSPP. I hope and pray that they would achieve further successes and accomplishments.

Foreword

It is with great pleasure and a sense of accomplishment to present the Yearbook 2022 of the National School of Public Policy (NSPP). This Yearbook serves as comprehensive reflection of our institution, offering insights into our mission, functions, and performance during the past year.

The Yearbook 2022 stands as a concise, yet impactful encapsulation of the major activities and significant achievements made during the calendar year. It reflects the activities of various Constituent and Integral Units of the NSPP and the training courses that were expertly conducted during the year. This Yearbook has been compiled not only for the corridors of government but also for the broader public interested in the affairs of the NSPP. As an institution dedicated to fostering excellence in public policy and administration, it is our privilege to share this Yearbook as means of transparency and reinforce our commitment to serve public interest.

The National School of Public Policy would welcome suggestions or comments (if any) to improve the quality of this Yearbook.



(Dr. Ijaz Munir)
Rector, NSPP

National School of Public Policy

An Overview

An Overview



The National School of Public Policy (NSPP) came into being on March 15, 2005 under a special legislation Ordinance No. XCIX, 2002 that replaced the erstwhile Pakistan Administrative Staff College.

NSPP is an autonomous institution for education, training and research on public policy which provides mandatory, three-tiered training courses for civil servants through their entire career. The mandatory in-service courses organized by the NSPP at its various integrated and constituent units include Mid-Career Management Course (MCMC) for BS-18, Senior Management Course (SMC) for BS-19 and National Management Course (NMC) for BS-20. The entire training activity at the NSPP is academic, professional and discipline oriented which carries commonality of knowledge enhancement, skill development and attitudinal rectitude.

The institutional capacity of the NSPP comprises five constituent units of National Institute of Managements located in all the provincial capitals and federal capital. In addition, there are three integral units namely, National Management College (NMC), Executive Development Institute (EDI) and National Institute of Public Policy (NIPP).

Vision

“To be a recognized Centre of excellence for the study of public policy, management, related research and analysis, so as to improve the quality of decision making and its effective implementation in the governance of Pakistan.”¹

Mission

“To improve the quality and effectiveness of public policies and management in Pakistan by improving the quality of pre-service and in-service

1. Strategy Paper of National School of Public Policy, December 26, 2005

training and education of all those engaged in public service. The institution also seeks progressive personality development so as to foster an attitudinal change that motivates the trainees to work for public interest which would catalyze socio-economic development, create and deliver public value and win public trust.”

Functions

Section-IV of the NSPP Ordinance delineates the main functions of the institution as under:

- To provide for instruction, training, research, demonstration and service in such branches and disciplines of public administration, public policy, law, economics, finance, management sciences, and any other relevant discipline as the Board may, from time to time, determine;
- To introduce, suspend or abolish any of the disciplines or to establish and support other facilities for education, training and research;
- To formulate and prescribe courses of study and training;
- To determine teaching methods and strategies as well as co-curricular activities in order to ensure the most effective educational and other related Programs;
- To design and organize training courses, workshops and such other activities in the relevant fields;
- To provide for pre-service and in-service training;
- To undertake research, consultancy and advisory service;
- To prescribe criteria and conditions for admission and examination of students;
- To admit and examine students and to determine and charge fees and other charges;
- To develop standards, conduct examinations and to award degrees, diplomas, certificates and other academic distinctions to persons who have been admitted to and have passed its examinations under prescribed conditions;
- To serve as a research institute for the Federal Government on matters of public policy and to advise the Federal Government on such policy matters as are referred to it;
- To do such other things and acts, as may be necessary in order to advance the objectives of the School under this Ordinance.

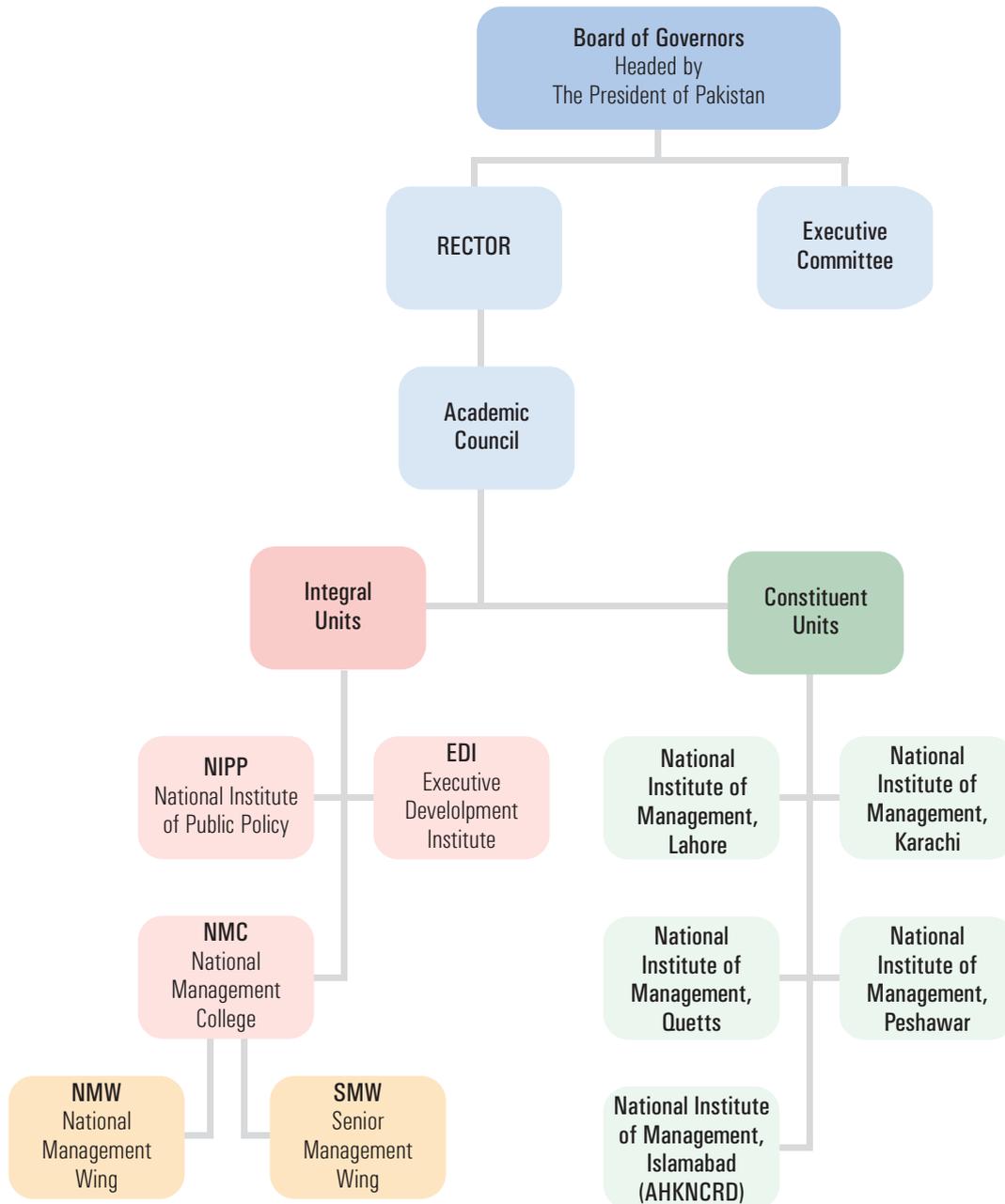
Governing Structure

Board of Governors
The Executive Committee
The Academic Council

Governing Structure

The National School of Public Policy (NSPP) was established with the promulgation of the NSPP Ordinance on 26th October 2002 and the Board of Governors of the NSPP came into being with the President of Pakistan as its Chairman on 6th August 2005.

The following is the formation of the NSPP as per organogram:



Board of Governors

The NSPP Ordinance, 2002 stipulates that the general direction and administration of the affairs of the School shall vest in the Board of Governors headed by the President of Pakistan. During 2021, the following BOGs was in place:

Composition of the Board of Governors

Sr. No.	Name	Designation
1.	Dr. Arif Alvi President of Islamic Republic of Pakistan	Chairman
2.	Mr. Ahsan Iqbal Federal Minister for Planning, Development & Special Initiatives.	Vice Chairman
3.	Secretary, Establishment Division	Member
4.	Secretary, Finance Division	Member
5.	Mr. Javed Sadiq Malik	Member
6.	Mr. Muneer Kamal	Member
7.	Dr. Faisal Bari	Member
8.	Ms. Arifa Saboohi	Member
9.	Secretary (Services), S&GAD, Government of Punjab	Member
10.	Secretary (GA) Services, General Administration & Coordination Department, Government of Sindh	Member
11.	Secretary Establishment, Establishment Department, Government of Khyber Pakhtunkhwa	Member
12.	Secretary, Services & General Administration Department Government of Baluchistan, Quetta	Member
13.	Dr. Ijaz Munir Rector, National School of Public Policy (NSPP)	Member/ Secretary

The Executive Committee

As per Article 10 of the NSPP, Ordinance, 2002 the BoG may constitute such committees as it may deem necessary for carrying out the purpose of this Ordinance. The Executive Committee is the one of such committees.

Powers and Functions of the Executive Committee

The Executive Committee formulates policy recommendation and / or exercises policies on behalf of the Board for the furtherance of the objectives and functions of the School.

The functions of the Executive Committee, as defined in the Ordinance, are summarized as below:

1. Perform such functions as the Board may assign to it;
2. Make recommendations to the Board on Policies with regard to education, training and public policy research;
3. Promote and protect interests of the School; and

Composition of the Executive Committee

Sr. No.	Name	Designation
1.	Dr. Ijaz Munir Rector, National School of Public Policy	Chairman
2.	Mr. Javed Sadiq Malik	Vice Chairman
3.	Mr. Muneer Kamal	Member
4.	Financial Advisor (Establishment Division)	Member
5.	Additional Secretary-1, Establishment Division	Member
6.	Director General, National Institute of Management, Lahore	Member Member
7.	Director General, National Institute of Management, Peshawar	Member Member
8.	Director General, National Institute of Management, Karachi	Member
9.	Director General, National Institute of Management, Quetta	Member
10.	Director General, National Institute of Management, Islamabad	Member
11.	Director General (Admin), National School of Public Policy (NSPP)	Member / Secretary

The Academic Council

The Academic Council serves as an advisory body to the School that offers advice on curriculum, training, and teaching staff, training and methodologies, research areas and methods, entry level criteria applicable, and screening for award of diplomas and degrees.

Functions of Academic Council

The Academic Council conducts a periodic review of the course contents at all levels with a view to bring about qualitative improvements. It also envisages and approves each academic program to be offered by the NSPP.

Composition of the Academic Council

Sr. No.	Name	Designation
1.	Rector, National School of Public Policy (NSPP)	Chairman
2.	Dean, National Management College (NMC)	Member
3.	Dean, Executive Development Institute (EDI)	Member
4.	Dean, National Institute of Public Policy (NIPP)	Member/ Secretary
5.	Chief Instructor National Management Wing (NMW),	Member
6.	Chief Instructor Senior Management Course (SMC),	Member
7.	Director General National Institute of Management (NIM), Peshawar	Member
8.	Director General National Institute of Management (NIM), Quetta	Member
9.	Director General National Institute of Management (NIM), Lahore	Member
10.	Director General National Institute of Management (NIM), Karachi	Member
11.	Director General National Institute of Management (NIM), Islamabad	Member
12.	Director General Administration, NSPP	Member

Courses Offered

Courses Offered at NSPP

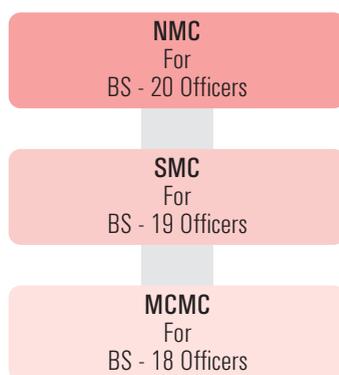
Three courses are offered at the Institute of National School of Public of Policy.

The National Management Course (NMC) takes place at the National Management Wing of National Management College, Lahore for Basic Scale-20 officers. It requires the course participants to concentrate and understand the factors bearing on formulation, evolution and implementation of public policy, with the background of policy making at national level.

The Senior Management Course (SMC) is offered at NIM, Lahore, Karachi, Peshawar, and Islamabad for Basic Scale-19 officers emphasizing strategizing policy and implementation.

Mid-Career Management Course (MCMC) is a training program conducted at National Institutes of Management (NIM) for the officers in BS-18. This course is tactical in nature and focuses on public service delivery at grass-roots level.

Step by Step Vertical Progression Adjoining Training Process



Aim & Scope of National Management Course:

Aim

The aim of the National Management Course is to shape the trainees globally competitive, culturally grounded, ethically fortified and temperamentally compassionate and service-oriented professionals.

Scope

- Sensitize the participants to concepts and issues in modern statecraft and public policy; and to the methodology and processes of public policy formulation; and enhance their abilities to think strategically and appreciate how various factors, internal as well as external, impinge upon the policy process.
- Study Pakistan's socio-cultural, environment, human development and public service management as they influence public policy formulation and implementation.
- Enhance participants' understanding of geo-political and geo-economic trends in an emerging multipolar world and to identify and meet challenges and opportunities for Pakistan; analyze determinants of foreign policy and major international issues and their impact on Pakistan; and comprehend linkages between domestic and international compulsions for Pakistan, enabling the participants to give rational inputs for formulation of a pragmatic policy framework.
- Develop participants' comprehension of strategic economic concepts and issues in a globalizing world, enabling them to provide inputs for formulating and implementing viable and pragmatic economic policies to meet challenges of inclusive growth and development.
- Enable the participants to comprehend and deal effectively with strategic issues of Public Finance and Financial Management in Pakistan.
- Enhance participants' understanding of strategic management, leadership and governance and their relevance and application to public policy formulation and implementation.
- Enable participants to undertake and pursue systematic public policy research and analysis as an input for policy formulation.

- Through Inland Study Tours, add to participants' knowledge and appreciation of practical problems and issues of public policy formulation, implementation and governance; and through Foreign Study Tours, gain firsthand knowledge about public policy planning and formulation processes of selected countries and learning lessons for Pakistan.

Course Modules

The standard course modules are as under. However, changes were made during the Covid-19 pandemic keeping in view the constraints of online training.

Module 1:

Public Policy: Concepts and Practices

Module 2:

Foreign Policy and Trade Diplomacy

Module 3:

Public Service Management in the Context of Socio-cultural Dynamics of Pakistan

Module 4:

Economics and Finance for Socio-economic Development

Module 5:

Governance with Focus on Strategic Management and Leadership

Module 6:

Research Methodology

Module 7:

Study Tours

Module 8:

IT Based Solutions for Effective Governance

SENIOR MANAGEMENT COURSE (SMC)

The Senior Management Wing conducts Senior Management Course for BS-19 Officers as pre-requisite for promotion to BS-20. These courses are conducted simultaneously at four National Institutes of Management (such as Islamabad, Karachi, Lahore, and Peshawar).

This Course is run twice a year for 16 weeks each, at the NIMs Lahore, Peshawar, Karachi, with an intake of 50 participants per course. In Islamabad the maximum number of Participants is 36 and it runs only one Senior Management Course per year.

Aim & Scope of Senior Management Course

Aim

Enhance the capacity of potential BS-20 officers for effective public service delivery.

Scope

- Familiarize the participants with the national environment so as to understand the interplay of external and internal dynamics and their influence on governance in Pakistan.
- Develop participants' understanding of the diversity in Pakistani society (socio-cultural values, beliefs and attitudes) and its relevance to policy implementation and governance.
- Provide in-depth knowledge of governance and administrative structures of Pakistan along with relevant policy processes and implementation strategies.
- Enable the participants to apply concepts and techniques of management, operational and technical implementation in the Pakistani environment.
- Enhance participant's comprehension about operationalizing strategy.
- Equip participants with evidence-based research and analytical skills for enhanced performance on the job.
- Through workshops, seminars and other group activities enhance the capacity of the participants in the use of Information Communication Technology and making it an effective tool of analysis, interpretation, decision making and monitoring.

- Through study tours, expose the participants to issues and practical problems of the Pakistani society and state along with impact of various policies and management practices on the people of Pakistan.
- Facilitate participants' good health and introduce variety in their course routine through co-curricular activities and sports.

Course Modules

Module 1:

National Environment: Internal and External Dynamics

Module 2:

Impact of Diversity and Evolution of Pakistani Society on Administration and Service Delivery

Module 3:

Economics and Financial Management at Operational Level

Module 4:

Issues of Operational Effectiveness within Governance Framework

Module 5:

Research Methodology and its Application

Module 6:

Study Tours: Field Research

Module 7:

Information and Communication Technology

MID-CAREER MANAGEMENT COURSE

The Mid-Career Management Course (MCMC) is for BS-18 officers and conducted simultaneously at five National Institutes of Management (such as Islamabad, Karachi, Lahore, Peshawar and Quetta). Whereas, in Islamabad it runs only one Mid-Career Management Course per year.

Aim & Scope of Mid-Career Management Course

Aim

To develop and enhance participants' knowledge, skills and leadership potential so as to optimize efficiency, effectiveness and economy in public service processes for better service delivery at the operational/tactical level to create public value and win public trust.

Scope

- Equip participants with higher skills of ICT for better evidence based decision making and problem solving.
- To create understanding of internal and external environment affecting planning and execution of public policy at the operational level.
- To enhance understanding of administrative structures & challenges of governance for better service delivery.
- Equip participants with management skills to develop their core functional competencies and capabilities especially decision-making and problem-solving to ensure better public service delivery.
- Familiarize participants with the concept, skills and tools of Performance Management including performance measurement for better public service delivery.
- Familiarize participants with economics and public finance concepts as applicable at the operational and tactical level.
- Facilitate the participants in conducting research, evaluation and analysis required in public policy at the operational level.

Course Modules

Module 1:

Foundation Lectures

Module 2:

Leadership and Management Skills

Module 3:
Human Resource Management

Module 4:
Public Financial Management

Module 5:
Public Procurement

Module 6:
Project Development and Management

Module 7:
Public Service Ethics in Governance

Module 8:
Interface with Stakeholders

Module 9:
ICT and E-Governance

Module 10:
Research and Research Methodology

Performance Roundup

National Management College (NMC)

National Institute of Management, Islamabad

National Institute of Management, Lahore

National Institute of Management, Karachi

National Institute of Management, Peshawar

National Institute of Management, Quetta

National Management College

The historical and intellectual lineage of the National Management College (NMC) goes back to the erstwhile Pakistan Administrative Staff College (PASC). Established in 1960 as a premier institution of in-service training of senior civil servants, PASC combined both the British and American traditions in its curriculum and method and to this end borrowed a leaf each from Henley College on Thames and the Syracuse University of USA. NMC retains the essence of these traditions, however it has broadened and modernized its academic outlook over the years. Instead of being solely focused on the study of administration, it engages with a broader range of academic subjects to disseminate a multi-faceted view of public policy informed by discourses in the areas of sociology, anthropology and humanities, besides its established tributaries e.g. economics, political science, law and international affairs.

NMC's campus in Lahore located in a heritage building combines sobriety of tradition with a liberal ethos of learning in a relaxed yet stimulating setting.

NMC Team

The NMC faculty is headed by Dr. Muhammad Jamil Afaqi as Dean NMC, and other faculty/Directing Staff include: Dr. Muhammad Ajmal, Mr. Nadeem Mahbub, Ms. Ambreen Raza, Dr. Muhammad Shoaib Akbar, Dr. Naveed Ahmed Chaudhry, Mrs. Sijal Tauseef Khan.

Core Activities

National Management College holds an 18-week training program namely National Management Course (NMC) twice a year. It is a leadership program mandatory for senior civil servants to qualify for elevation to policy formulation tiers.

National Management Course: Training Intent

National Management Course (NMC) is a leadership program which aims at developing a professional personality which is globally

competitive, culturally grounded, ethically fortified and temperamentally compassionate.

In recent years, NMC has critically examined its training approach and pedagogical methodologies to bring them in line with the training needs of the cohort it receives which is marked for its diversity (e.g. different cadres of federal government, provincial government, agencies, autonomous bodies, technical personnel from railways). To tie diverse shades of training-needs together we use leadership and public policy as pivotal themes. Discourses on these themes are organized under following three key sub-themes:

Understanding of Authorizing Environments

1. To improve and sharpen the trainee's understanding of the dynamic nature of his/her authorizing environments characterized by shades of ambiguities and conflict arising from contexts such as the following:
 - a. Interplay of mandates and actions of various state institutions
 - b. Challenges of inter-agency cooperation (both horizontal and vertical)
 - c. Agendas of non-governmental actors (e.g. media, civil society, financial markets, INGOs and IFIs).
 - d. Role of global networks

Performing Amidst Constraints

2. To school the trainee's understanding toward a clear realization that she/he has to perform within the constraints of the authorizing environments and the proposals formulated by him/her should be futuristic anticipating challenges (e.g. legal, cultural, behavioral) and should also possess in-built flexibilities and safeguards to adjust without losing momentum or direction on the way.

Bridging Institutional Interactions

3. In a democracy, with usual checks and balances, institutions tend to develop their specific perspectives guided by the

normative and regulatory frameworks in which they operate. In Pakistan, bureaucracy has the historical consciousness, institutional memory and intellectual wherewithal to deal with the nuances of such a delicate role of institutional bridging. Senior bureaucrats being trained for policy formulation roles should be cognizant of this requirement.

Course Composition

All in all, 102 BS-20 officers graduated from NMC 116 (9th May 2022 to 9th September 2022) and NMC 117 (24th October 2022 to 24th February, 2023). The NMC-116 and NMC-117 comprised 51 participants each belonging to different occupational groups and ex-cadre officers.

New Pedagogical Initiatives Launched in NMC 116 and 117

i. Development of Policy Critique

This exercise is designed in a way to enable participants to critically examine a particular policy document assigned to them. Over a period of a few weeks, participants are required to study the policy document in detail, and identify any areas that require a re-think. At the end of the exercise, they have to present a report on their findings.

The purpose of this exercise is to make the participants adept at examining and evaluating existing policies in order to address various economic, social, and other policy issues. Effective policy analysis or critique, with a view to suggesting policy changes or amending existing ones, is critical in the policymaking process and NMC, through this exercise, aims to equip its participants with the ability to do so.

During NMC 116, participants were asked to critically analyze the following policy documents:

- i. National Electricity Policy 2021
- ii. National Security Policy 2022-2026
- iii. Pakistan's Debt Policy Statement 2021
- iv. National Gender Policy Framework 2022
- v. Textile and Apparel Policy 2020-2025
- vi. National Electric Vehicle Policy 2019

06 Reports were submitted subsequently.

During NMC 117, participants were asked to critically analyze the following policy documents:

- i. The Alternative & Renewable Energy Policy, 2019
- ii. National Education Policy-2017
- iii. National Transport Policy 2018
- iv. National Aviation Policy, 2019
- v. Punjab Population Policy 2017
- vi. Climate Change Policy-2021

06 Reports were submitted subsequently.

ii. Learning from History to Recover from it: Public Policy Perspectives and Praxis in the Wake of Disasters and Crises

Participants were assigned a new activity to take their learning to the next level of critical thinking. A 'praxis' is a reflective approach to taking action; in other words, the process by which a theory is enacted or realized. This activity is designed to equip participants to grapple with both ambiguity and complexity in public policy formulation. By focusing on the use of mixed methodologies including literature review, field work, discussion and analyses, participants are encouraged to develop a workable and practical model of applied policy analysis which would eventually lead to efficient service delivery.

During NMC 116, this exercise was conducted on the following themes:

- i. IMF driven hyper-inflation and consequences
- ii. Pakistan's placement on FATF Grey List and subsequent developments
- iii. Pakistan's Response to India's Actions of August 5th 2019
- iv. COVID 19, response ranging from denial to domination
- v. APS Tragedy December 16, 2014, where do we stand now?
- vi. Role of judiciary in shaping course of international contracts

06 Reports were submitted in pursuance of this activity.

During NMC 117, this exercise was conducted on the following themes:

- i. Weakening of Policy Impulse from Generation to Service Delivery point: Education Reform
- ii. Weakening of Policy Impulse from Generation to Service Delivery point: Health Reform
- iii. Weakening of Policy Impulse from Generation to Service Delivery point: Police Reform
- iv. Consequences of Linear Narratives and Bureaucratic Neatness in dealing with the issue of Terrorism
- v. Moving toward Public Value Creation from Resource Contingency Paradigm of Financial Management
- vi. Public Policy Praxes Audit of two Projects of Digitalization: LRMIS, PIFRA

06 Reports were submitted in pursuance of this activity.

iii. Public Policy Atelier (Mentoring Interactions with Participants)

For the participants of NMC 117, a new tutorial exercise was launched in a setting where a senior civil servant mentored a

group of participants, thereby encouraging a discussion on a policy theme. The spirit of this training activity is more practical than academic, more leadership-oriented than analytical. Modeled on the adaptation of an Atelier, a method of learning used in European Art Schools in which art students in a room share and draw the same life-model from different locations, the participants interact with a senior civil servant who has attained an iconic status in her/his career for her/his sense of values, passion, competence and coherence of personality.

For the participants of NMC 117, this exercise focused on the following areas:

- i. Revenue
- ii. Economy
- iii. Internal Security
- iv. Foreign Policy in the perspective of future challenges
- v. Governance Framework
- vi. Local Government

The output of this exercise was in the form of 06 Policy Briefs.

Note: All the reports, briefs and write ups are placed at NMC portal.

National Institutes of Management (NIMs)

The five National Institutes of Management (NIMs) based at all provincial capitals i.e. Islamabad, Karachi Lahore, Peshawar and Quetta, conducted courses of MCMC and SMC. However, NIM Quetta conducts only MCMC. During the calendar year 2022, two courses of SMC were completed i.e., 30th SMC (15th November 2021- 4th March 2022), and 31st SMC (7th June - 10th September 2022). Whereas, three courses of MCMC were conducted and completed i.e., 33rd, (14th February to 22nd April 2022), 34th (20th June 2022 to 26th August 2022) and 35th (17th October 2022 to 23rd December 2022).

NIM Islamabad- Faculty, Participants and Training Tools

The NIM Islamabad faculty is headed by Dr. Muhammad Tariq Moj as Director General, other faculty/Directing Staff include Muhammad Masood Ahmad, Ms. Samreen Zahra, Ms. Seemi A. Khan, Ms. Naila Jabeen, and Mr. Muhammad Imran.

During the year 2022, the National Institute of Management (NIM), Islamabad conducted two courses i.e. 31st Senior Management Course (SMC) with 33 participants and 35th Mid-Career Management Course (MCMC) with 48 participants, during the year 2022.

During 31st SMC a total of 44 Lecture Discussions (LDs), 11 Panel Discussions (PDs), 13 Workshops and 6 Tutorial Discussions (TDs) were conducted; whereas during 35th MCMC 19 LDs, 27 Workshops and 3 TDs were conducted.

Research & Publications

Aurora Magazine was published by the Editorial Board of the 31st Senior Management Course participants, NIM Islamabad. The Aurora magazine is a big leap forward to harness the talent, self-actualization drive and the creative spirit of the participants of the Senior Management Course. The Editorial Board of the 31st SMC has put in their best efforts to bring out the magazine Aurora to chronicle their

journey undertaken during the Course at National Institute of Management, Islamabad. The magazine mirrors the creative and innovative pursuits of the participant officers.

NIM Lahore- Faculty, Participants and Training Tools

The NIM Lahore SMC faculty was headed by Mr. Sajid Siddique as Director General, other faculty members include Mr. Khuram Shakoor, Dr. Muhammad Farooq Adeel, Mr. Aamir Fayyaz, and Ms. Sumbal Agha.

During Calendar Year 2022, two courses were conducted and completed i.e., 30th SMC & 31st SMC. During 30th SMC 30 participants participated, whereas, during 31st SMC 47 participants successfully completed the course.

During 30th SMC a total of 52 Lecture Discussions (LDs), 11 Panel Discussions (PDs), 14 Workshops and 8 Tutorial Discussions (TDs) were conducted; whereas during 31st SMC 51 LDs, 11 PDs, 14 Workshops and 6 TDs were conducted.

The NIM Lahore MCMC faculty was headed by Mr. Sajid Siddique as Director General, other faculty/Directing Staff include Mr. Muhammad Bilal Malik, Mr. Muhammad Farooq, Mr. Mirza Khalid Amin, and Ms. Adeela Younas.

During Calendar Year 2022, three courses were conducted and completed i.e., 33rd, 34th and 35th MCMC. During 33rd MCMC 31 participants; in 34th MCMC 39 participants; and 35th MCMC 42 participants participated. During each of the three courses held during the year, 18 LDs, 1 PD, and 30 workshops were held. Additionally, in each course 4 Tutorial Discussions, 1 Simulation Exercise, and 2 Case Studies were also arranged. Two Local Visits and one Inland Study Tour were also part of each course.

NIM Karachi- Faculty, Participants and Training Tools

The NIM Karachi SMC faculty was headed by Dr. Lubna Ayub as Director General, other

faculty/Directing Staff members include Mr. Abdul Khalique Sheikh, Ms. Shagufta Waris, Mr. Fouz Khalid Khan, and Mr. Asim Ali Khan.

During Calendar Year 2022, three courses of SMC (30th, 31st and 32nd) and three courses of MCMC (33rd 34th and 35th) were conducted and completed. During 30th SMC 35 participants; in 31st SMC 45 participants; and 32nd SMC 39 participants participated.

During 33rd MCMC 33 participants; in 34th MCMC 45 participants; and 35th MCMC 35 participants participated.

The NIM Karachi MCMC faculty was headed by Dr. Lubna Ayub as Director General, other faculty/Directing Staff include Ms. Samina Intazar, Mr. Waqar Salim Baig, and Mr. Wasi Ali Zaidi.

NIM Peshawar- Faculty, Participants and Training Tools

The NIM Peshawar SMC faculty was headed by Capt. (Retd) Usman Gul as Director General, other faculty/Directing Staff members include Mr. Tariq Bakhtiar, Ms. Nafees Rahim, and Mr. Zia Ullah Shams.

During Calendar Year 2022, three courses of SMC (30th, 31st and 32nd) and three courses of MCMC (33rd 34th and 35th) were conducted and completed. During 30th SMC 30 participants; in 31st SMC 41 participants; and 32nd SMC 38 participants participated.

The NIM Peshawar MCMC faculty was headed by Capt. (Retd) Usman Gul as Director General, other faculty/Directing Staff include Dr. Muqem ul Islam Suharwardy, Mr. Muhammad Tayyab, Mr. Syed Khizer Ali Shah, Mr. Shabid Ullah, Mr. Jahan Zaib Khan Orakzai.

During 33rd MCMC 30 participants; in 34th MCMC 45 participants; and 35th MCMC 55 participants participated.

Research & Publications

National Institute of Management, Peshawar is bringing the literary endeavors of participants into fruition in the form of a magazine. The Literary Committee of 32nd SMC published Galaxy magazine based on pre-determined themes. The selection of magazine title Galaxy symbolizes the intense struggle and pursuit to achieve progressive and creative abilities for unfolding the limitless horizon of knowledge to be employed for betterment of the people in light of the spark lit by noble souls who laid down their lives in the quest for just cause.

NIM Quetta- Faculty, Participants and Training Tools

The NIM Quetta MCMC faculty is headed by Muhammad Aslam Ghani as Acting Director General, other faculty/Directing Staff members include Mr. Khalid Mehmood Lashari, Syed Muhammad Usman, and Syed Farzand Ali.

During the Calendar Year 2022, three course of MCMC were conducted i.e., 33rd, 34th and 35th MCMC. During 33rd MCMC 21 participants; in 34th MCMC 43 participants; and 35th MCMC 41 participants participated.

Activities

Executive Development Institute (EDI)
and
National Institute of Public Policy (NIPP)

Executive Development Institute (EDI)

Introduction

The National School of Public Policy is the premier national institution for the training of civil servants in Pakistan. The training methodology of the School as followed by both the National Management College and the Executive Development Institute (EDI) aims at fostering an environment of intellectual freedom amongst participants for investigative analysis, a spirit of rational inquiry, and a genuine desire to seek knowledge.

EDI is an integral unit of the NSPP and has been exhibiting a dynamic approach, which is reflected by the consistent effort for bringing the public and private sectors on the same forum to exchange ideas for policy formulation. It focuses on capacity building and training of public leaders and executives of the private and public sectors to help meet pressing public policy issues in the country. Programmes at EDI aim at enhancing the understanding of the executives of the public and private sectors in the realm of policymaking and its implementation to optimize their effectiveness as leaders and to prepare them for their future responsibilities and new management roles.

Aim

- Develop EDI as a Centre of Excellence for Policy Dialogue and Training Workshops.
- Establish linkages with leading national and international institutions on areas of mutual interests and cooperation.

Methodology

- To bring together senior public officials, private sector executives, civil society representatives and members of Academia for policy dialogue and training workshop so as to have comprehensive 360 Degree angle discussions on issues of importance for public policy and governance, and to add depth and value to the training workshops.

Functions

- To hold policy dialogues

- To conduct short trainings
- To hold Webinars on issues of public importance

EDI Team

The EDI is being headed by Mr. Ahmad Nazir Warraich as Dean, other staff of EDI include Ms. Tayyeba Kayani, Director; Mr. Manzoor Ahmad, Deputy Director Program; Mr. Qaiser Mahmood, Deputy Director Publication and Research; Dr. Raheel Irfan, Research Fellow; Ms. Ayesha Akbar, Research Associate, Mr. Abdul Rehman, AVO and Mr. Muhammad Qasim.

Detail of Activities at a Glance Conducted at EDI

- Policy Dialogue on International Law: The Increasing Role of Public and Private International Law in the 21st Century (Jan 05-06, 2022)
- Webinar on Pakistan's Emerging Startups and their Regulatory Framework: Issues and Recommendations (21st of February 2022)
- 11 Days Executive Training Course Prime Minister's Higher Education Cooperation Programme for Officers of Sri Lanka (22 March to 1 April 2022)
- Training on Project Management (22nd-23rd June 2022)
- Training Session: Public Financial Management - V (11-12th August 2022)
- Webinar on Civil Service Reforms and Change Management for Effective Service Delivery: Lessons from Pakistan and South Africa (27 October 2022)
- Webinar on Cyber Crime and PECA: Does it draw the right Balance between Cyber Security and the Rights of Citizens going to be hold on Thursday (21st December 2022)

International Collaborations

- As a result of Rector's visit to South Africa and his meeting at the National School of Government, Republic of South Africa, it was agreed to establish relationship between the two leading institutions. As a result, EDI was tasked by the Rector to explore the possibilities and identify topics of mutual

interests and hold an international Webinar. As a result, high level webinar was held in October as mentioned in the previous section.

- Additionally, based on the MoU that exists between INSP and NSPP, the said organization through the good offices of the Embassy of France in Pakistan, detailed negotiations and planning resulted in an agreement on the visit of the French Climate Change Expert, Mr. Jourdain Vaillant in January 2023 to conduct a series of programmes. In this regard, a plan for conducting a Seminar on Climate Negotiations to be organized on 27th January 2023 was finalized. His participation as climate expert was also finalised on Two Day's Policy Dialogue on Climate Induced Disasters in Pakistan planned to be held on 25-26 January 2023. This visit programme was finalized by the end of December 2022.
- EDI, NSPP drew up a list of possible topics and format of holding a Webinar as part of an effort to create an international linkage with National Institute of Public Administration (NAPA), Vietnam. The same was communicated through our Embassy there. The matter is pending at their end.

Policy Dialogues

1. International Law: The Increasing Role of Public and Private International Law in the 21st Century

The Executive Development Institute of National School of Public Policy held a "Policy Dialogue on International Law: The Increasing Role of Public and Private International Law in the 21st Century" on 5th-6th January 2022.

The guest speakers were eminent subject specialist with a track record of working in different domains of international Law streams. The lead discussants with their topics include; Mr. Ahmad Nazir Warraich (Dean EDI): The Regulatory Frameworks under Public and Private International Law: Their relevance for Pakistan, AMB. Mansoor Ahmad Khan (Amb. in AFG): Legal lens of Border and water disputes with Afghanistan,

AMB. (R). Mohammad Nafees Zakria (Member FPSC), Mr. Saroop Ijaz (Senior Legal Counsel for Asia of The Human Rights Watch): Kashmir Issue in the perspective of International Law (UNSC Resolution + IHL + IPHR), Mr. Ashfaq Mahmood Barrister. Nudra B. Majeed: Water Scarcity and the options under Indus Water Treaty, Dr Muhammad Mujtaba Piracha (AMB. of Pakistan in WTO) Dr. Muhammad Irfan (Counsellor in WTO), The Legal Framework of WTO and making and breaking of Trade rules: A Political Economy perspective, Ms. Farah Zia (Director HRC) Dr. Ali Qazalbash (Senior Advocate/ Former Dean School of Law at LUMS) : Pakistan's obligation under various Human Rights Treaties, Mr. Taimur Malik (Partner in CLYDE & CO LLP, Global) Mr. Sohail Lashari (Former President LCCI), Arbitration under ICSID: Pakistan's perspective and experience, Khawaja Adnan Zahir (DG FATF MoF), FATF and its Implications: A Case Study was presented by 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.

Short Trainings

2. 11 Days Executive Training Course "Prime Minister's Higher Education Cooperation Programme" for Officers of Sri Lanka

The Executive Development Institute of the National School of Public Policy held a two weeks Training Programme from 22 March to 1 April 2022 for the officers of Sri Lanka in collaboration with the Higher Education Commission of Pakistan. The Executive Development Institute has been hosting continuous professional development of officers of the public and private executive by organizing trainings, workshops, policy dialogues, and webinars. This programme was one of such endeavors which extended a useful learning experience of international standards by training a cohort of 10 officers from Sri Lanka which belonged to diverse backgrounds of civil service.



The topics of the Course were carefully selected in view of current themes of policy and feedback assessment of the prior Course. Lead subject specialists were identified after a careful review to impart innovative ideas with a pragmatic approach. Visits to public offices and sightseeing sites were also included in the programme such as Punjab Safe City Authority, Punjab Informational Technology Board (PITB), Lahore Chamber of Commerce, and Navy War College along with a visit to the historic city of Taxila.

The Honorable Counsellor, High Commission, Sri Lanka, Mr. U.L. Niyaz gave an address to 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 programmes. He said that both countries would enhance further ties for mutual benefits and prosperity.

3. Training on Project Management

EDI held a two days' training workshop on Project Management. The training took place on 22nd -23rd June 2022.

The speakers were specialists, academicians, trainers, practitioners and leading consultants who led a highly interactive discourse, providing participants with depth of information and understanding of the intricate subject matter. The Guest Speakers included Professor Dr. Sajjad Mubin (Chairman, Architectural Engineering and Design Department, University of Engineering and Technology, Lahore), Mr. Hassan Hameed (Director Logestion Consultant Pvt. Ltd. Lahore.), Mr. Mohsen Islam Khan (Senior Procurement and Contract Management Specialist Asian Development Bank), and Dr. Faizan Shafique (General Manager of Procurement and Contractors for Asian Consulting Engineers (Pvt.) Ltd.) respectively.

The areas covered during the training included; Project Management Concepts and Definitions, Risk and Stakeholder Management, Sustainability of Projects, Project Planning and Scheduling, Execution of Projects, Contract Management and Dispute Resolution.

4. Training Session: 'Public Financial Management - V

EDI held a two days' training on Public Financial Management on August 11-12, 2022. Seasoned public service practitioners

delivered lectures to acquaint participants with contemporary knowledge and essentials of various financial modules on PFM. These included, Dr. Ishrat Husain, Former Adviser to the Prime Minister for Institutional Reforms and Austerity, and Ex-Governor State Bank of Pakistan Mr. Tariq Bajwa, (Former Governor of State Bank, Chairman FBR, Federal Secretary Finance, and Provincial Secretary Finance), Mr Sibtain Fazal-i-Halim (Former Federal Secretary), Mr. Hameed Yaqoob Shaikh (Federal Finance Secretary). The speakers explained that PFM is critical for establishing performance, legitimacy, and accountability of public institutions and also for private stakeholders engaging in business with the public sector. It is therefore, a popular Course, garnering interest. As, a strong, transparent and accountable PFM leads to effective and equitable service delivery and regulates markets more efficiently and fairly.



In this webinar a panel of two experts were invited; Dr. Umar Saif and Barrister Taimur Malik. Dr. Umar Saif is a former chairman of PITB, and he spoke on the emerging trends and issues in the Startup sector of Pakistan. Barrister Taimur Malik spoke on the Regulatory Framework of Startups in Pakistan.

Webinars

1. “Pakistan’s Emerging Startups and their Regulatory Framework: Issues and Recommendations”

The Executive Development Institute (EDI) organized a webinar on “Pakistan’s Emerging Startups and their Regulatory Framework: Issues and Recommendations” on the 21st of February 2022. A large number of 140 participants attended the Webinar.

The Webinar was moderated by Dean EDI, who highlighted the importance of the topic and 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.

2. Webinar on Civil Service Reforms and Change Management for Effective Service Delivery: Lessons from Pakistan and South Africa.

On October 27, 2022, the Executive Development Institute hosted a Webinar on 'Civil Service Reforms and Change Management for Effective Service Delivery: Lessons from Pakistan and South Africa' in collaboration with the National School of Government, South Africa. The Webinar was hosted with lectures by learned Speakers Dr. Ishrat Hussain, former adviser to the Prime Minister for Institutional Reforms; and Prof. Pali Lehola Director of the Economic Modelling Academy (EMA). This was a new initiative of international collaboration of the Rector NSPP, Dr. Ijaz Munir with the principal





NSG, Mr. Busani Ngcaweni. The Webinar aimed to highlight the reform process in the civil service of Pakistan and South Africa. A wide range of audiences attended the Webinar in which both eminent speakers shared their opinions starting from the historical context of civil services, reform processes, confronted challenges in the true actualization of reform processes, and way forward strategies.

3. Cyber Crime and PECA: Does it strike the Right Balance between Cyber Security and the Rights of the Citizens

The Executive Development Institute (EDI) held a One Day Webinar on Cyber Crime and PECA: Does it strike the Right Balance between Cyber Security and the Rights of Citizens held at EDI on 21st December 2022. The Webinar highlighted emerging concerns regarding cybercrime, control and security which is essential for dissemination of information whilst ensuring the rights of citizens. The Webinar was focused on discussing various aspects of cyber-crimes with reference to PECA.

Mr. Ahmad Nazir Warraich, Dean EDI was moderator of the Webinar and the Guest Speaker was Mr. Humayun Bashir Tarar who is currently serving as Director FIA. The Discussant of the Webinar was Barrister Muhammad Ahmad Pansota, Advocate

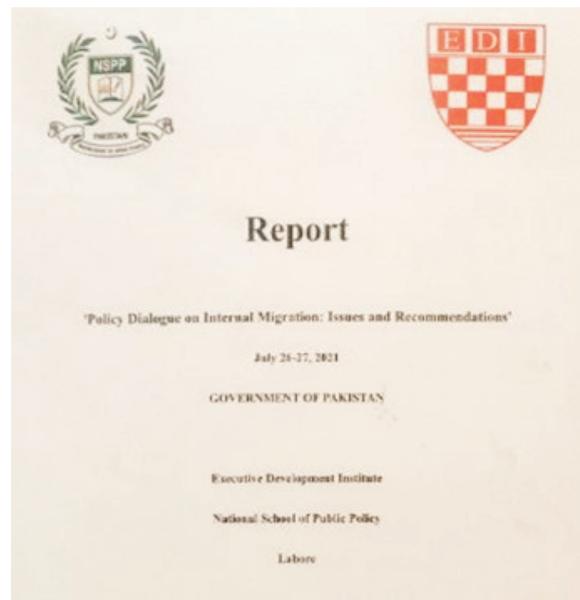
Supreme Court of Pakistan. A wide range of audience joined Webinar belonging to various walks of life including officers of the 32nd Senior Management Course (SMC), Lahore.

Mr. Humayun Bashir Tarar briefed the participants with theoretical and practical aspects of cyber-crimes including different kinds of electronic crimes facilitated by widely used platforms of social networking sites such as; Facebook, Tiktok, Twitter etc. Whereas; Barrister Muhammad Ahmad Pansota highlighted the need to understand the difference between the severity of punishment and actual investigation, mechanism, which should provide justice based on the justified prosecution.

Other Achievements

Publication and Dissemination of report on Internal Migration: Issues and Recommendations which was held on July 26-27, 2021 but published in 2022. The Report has been sent to about 150 various provincial and federal institutes, ministries, departments, academic institutes, non-profit organizations as well as civil society. The report can also be accessed on

URL <https://nspp.gov.pk/executive-development-institute-2/>



National Institute of Public Policy (NIPP)

Introduction

NIPP is mandated "to serve as a research institute of the Federal Government on matters of Public Policy and to advise the Federal Government on such policy matters as [are] referred to it" (NSPP Ordinance No. XCIX of 2002). With robust public policy research capacity, NIPP works closely with the government entities, independently and in collaboration with distinguished research organizations both in public and private sectors nationally and internationally, on key issues of national interest. NIPP helps to improve the quality of public policy decision making, implementation of government policies and their evaluation. With its expertise in Public Policy Research Quality Management and Civil Service Training Design and Delivery Research, NIPP helps to improve the quality of research and training in different courses of NSPP. Being the national institute of public policy, NIPP anchors the public policy research networks to synergize the public policy research activities in the country and optimize the precious resources.

Vision

An internationally recognized public policy research institute, acting as an independent think tank of the Government of Pakistan and a hub for public policy research in/on Pakistan.

Mission

NIPP's Mission is to improve the quality of public policy decision making and service delivery by creating fresh knowledge and evidence and continuously improve the data, information and communication management systems on key public policy issues in Pakistan.

NIPP Team

The National Institute of Public Policy (NIPP) is headed by Dr. Safdar A. Sohail as Dean (till 31st Oct 2022), other NIPP staff include Mr. Shahzad Ahmad Malik, Director Publication (till 9th Oct, 2022), Mr. Habib Ullah Khan, Addl. Director Publication, Dr. Saifullah Khalid, Research Associate, Mr. Jahanzeb Waheed, Research Associate, Ms. Ambreen Ashfaq, Research

Associate, Ms. Ismat Abbas, Research Associate, Dr. Sumreen Khalil, Research Fellow, Dr. Muhammad Abdullah, Research Fellow, Mr. Sajid Sultan, Data Analyst and Mr. Azher Mahmood, IT/AVO.

Details of Research Work and Projects Completed during 2022

- i. Report on the status of Frontier Technologies in Pakistan, as commissioned by Ministry of Information Technology & Telecommunication [Mr. Jahanzeb Waheed]
- ii. A Session on Technology Readiness Index Data and Methodology between United Nations Conference on Trade and Development, Geneva and National Institute of Public Policy, Lahore
- iii. Local Government Capacity Constraints in Punjab, Pakistan was reviewed externally by academic scholar and finalized [Mr. Jahanzeb Waheed]
- iv. Research paper on Future of Employees Social Security Institutions in Pakistan in the wake of evolving Social Protection regime of Pakistan and the recently introduced Universal Health Insurance Scheme [read at 1st NSPP Conference on Social Policy Financing by Dr. Saif Ullah Khalid and Ms. Kalsoom Saqib]
- v. Social Protection in Pakistan: Past, Present and Future [read at 1st NSPP Conference on Social Policy Financing by Dr. Safdar A. Sohail and Ms. Neha Malik]
- vi. Cash Transfer Research at a Dead End in Pakistan [read at 1st NSPP Conference on Social Policy Financing, by Ms. Ambreen Ashfaq]
- vii. Going Green with Lean Manufacturing in Pakistan [read at 1st NSPP Conference on Social Policy Financing by Dr. Sumreen Khalil]

i. Report on the status of Frontier Technologies in Pakistan, as commissioned by Ministry of Information Technology & Telecommunication [Mr. Jahanzeb Waheed]

The purpose of writing this research report is to evaluate the status of five frontier

technologies which include, Robotics, Nanotechnology, Artificial Intelligence, Internet of Things and Blockchain Technologies in Pakistan. The five selected frontier technologies are evaluated on the basis of three criteria – policies, education and training, and utilization. This report is a pioneering effort to unbundle the selected frontier technology policies and outcomes. In the process of evaluating data collection many discrepancies were found regarding quality of data - accuracy, completeness, consistency, currency and reliability. By addressing these issues as identified in this research, Ministry of Information Technology & Telecommunication (MoITT) could improve its performance in utilizing and deriving impact from frontier technologies. It may also help foster equitable social and economic development in the country by drawing the attention of the decision makers to design and implement better policies and development programmes.

ii. A Session on Technology Readiness Index Data and Methodology between United Nations Conference on Trade and Development, Geneva and National Institute of Public Policy, Lahore

A discussion was held in the online session on the use of indicators, data and methodology employed in the Technology Readiness Index (TRI) published in the Technology and Innovation Report (TIR) by UNCTAD. The session was facilitated by and in held in the presence of the Pakistan Mission to UN, Ministry of Foreign Affairs, Islamabad, and Ministry of Information Technology and Telecommunication (MOIT&T). 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" drafted by NIPP. Thereafter, questions were raised to address some of the possible loopholes in the TRI methodology. The UNCTAD team was delighted that the report was read by audiences and that there was keen interest in it. The UNCTAD team emphasized that there is a deeper message of the Report

which alludes to a broader meaning for countries. The overall trends show the action that call for a push towards policy actions. The UNCTAD team was keen on sharing the codes with NIPP which generate the index values and could be used to create customized indices. Further, they were also keen on developing collaboration with NIPP.

iii. Local Government Capacity Constraints in Punjab, Pakistan was reviewed externally by academic scholar and finalized [Mr. Jahanzeb Waheed]

This study seeks to address some of the key constraints in the local government organizational capacities by developing a ranking among the important factors of political influence, human resources and IT skills, managerial incentives, managerial autonomy, adoption of technological tools, budget consultation and planning and monitoring. The rankings of organizational capacities are further explored to identify the underlying areas which need correction. A regression model is developed to explain the relationship between organizational capacity variables and performance at local government level. This is achieved by distributing a survey questionnaire to local government in province of Punjab, Pakistan. The survey questionnaires are filled by officers of BS-16 to BS-19 at Tehsil Councils, Municipal Committees, Municipal Corporations and Metropolitan Corporations. The findings conclude that key organizational capacity deficits are exposure to political pressure, incentives and human resource and IT skills. Other constraints do not reflect as much of a magnitude as the key constraints do.

iv. Research paper on Future of Employees Social Security Institutions (ESSI) in Pakistan in the wake of evolving Social Protection regime of Pakistan and the recently introduced Universal Health Insurance Scheme [read at 1st NSPP Conference on Social Policy Financing by Dr. Saif Ullah Khalid and Ms. Kalsoom Saqib]

This article provides a comparative analysis of the functioning of several social security organizations and initiatives in this country.

The primary goal of this analysis is to provide a comparative assessment of the functioning of social security institutions across Pakistan in the context of new initiatives such as health insurance plans, as well as the scenario of their coexistence. It also analyses the future need for social security agencies. The primary finding is that social security systems are self-sustaining and financially feasible in the long run, whereas health insurance schemes such as Sehat Sahulat cards and other schemes are grant-based and funded by the government. It is necessary to involve key stakeholders such as civil society in the decision-making process. The key finding is that health insurance plans can be integrated with social security schemes of social security agencies to prevent duplication. In the long run, it will lead to programme sustainability and health insurance efficiency. The ESSIs must continue to play a role in the future, as well as anchoring support for health insurance plans.

v. Social Protection in Pakistan: Past, Present and Future [read at 1st NSPP Conference on Social Policy Financing by Dr. Safdar A. Sohail and Ms. Neha Malik]

The new buzzword is social protection. In Pakistan, most social protection policies are implemented on an ad hoc basis. The case of social protection in Pakistan is presented in this article. The concerns and challenges that the current system encounters in the past and present. The article provides an integrated model of social protection that could lead to the resolution of many of the system's existing difficulties. The paper also discusses the current state of tripartite consultations in Pakistan and how they might be improved for better policy outcomes. As the tripartite approach is vital in providing better social protection. The path to enhanced protection is paved with little steps.

vi. Cash Transfer Research at a Dead End in Pakistan [read at 1st NSPP Conference on Social Policy Financing, by Ms. Ambreen Ashfaq]

Cash transfer programs have become an important tool in correcting market

distortions caused by market failures, but the debate surrounding their design, implementation, and impact has reached an impasse. A systematic literature review of over 200 studies shows that the research on cash transfers is inundated with studies on their intended and unintended outcomes, the link between design and implementation outcomes, and the impact on women and girls. However, there is a lack of need assessment and understanding of biases, leading to a lack of contextual appraisal. The focus should shift from the design and implementation of cash transfer programs to more specific and contextual thematic areas, challenging the sustainability of cash transfers in comparison to alternatives. The international debates on cash transfers, despite the research gaps, provide important tools for further policy action and research, but a redirected debate is needed to fill in the missing links. The establishment of the Poverty Reduction Unit (PRU) is a step in the right direction towards understanding how cash transfers can be used as a social protection toolkit within the specific context of Pakistan. A focus on the missing links can prove fruitful to the future research direction of cash transfer programs.

vii. Going Green with Lean Manufacturing in Pakistan [read at 1st NSPP Conference on Social Policy Financing by Dr. Sumreen Khalil]

Recent floods in Pakistan are the aftereffect of climate change. The aim of this conceptual study is to give a solution to the problem of climate change. Literature has been reviewed and major insights from the literature have been critically evaluated. Major policy recommendations by the researcher include the need to create awareness of lean manufacturing in Pakistan for the greening of industries and achieving net zero emissions by 2070. It will help mitigate and adapt the impacts of climate change on Pakistan by devising and implementing effective industrial policies and provision of financing by the

Government. Proper Government regulations are also required for the implementation of industrial policies. This will contribute to the overall betterment of the environment and the climate worldwide.

Knowledge sharing workshops

To get feedback from different stakeholders on research papers written at NIPP, numerous knowledge sharing workshops were held in January 2022. One workshop was on Impact Assessment of Right to Public Services Act for Improving Public Service Delivery in the Province of KPK at NIM Peshawar and second on Critical Examination of Powers, Procedures and Legal Infrastructure of Revenue Courts vis-à-vis Civil Courts and one at Civil Services Academy (DMG Campus). Another paper on Local Government Capacity Constraints in Punjab, Pakistan was read in the NIPP Hall, externally reviewed and finalized in August 2022.

Conferences

NSPP-ITU Conference

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. NSPP organized two sessions, the opening session (Session I) and concluding session (session-VI).

Session I of the Conference started with two important topics pertaining to e-governance. In this session, following papers were presented:

- i. 'E-Office Adoption in the Federal Government: An Opportunity lost?' by Mr. Shoaib Siddique, ex Federal Secretary. This paper highlighted the trajectory of e-office adoption in the federal government, the key challenges and weaknesses.
- ii. 'Good enough E- governance: Challenges of Crowding and Over-saturation of E-tools' by Mr. Imran Ali Sultan, CEO Urban Unit. He elucidated the serviceability of thirty-six public service helplines with respect to being either responsive or nonresponsive.

Dr Safdar A. Sohail, Dean NIPP, opened session VI on "Key Challenges in Promoting the Use of Frontier Technologies in Pakistan". The session panelists discussed the policies, education and





training, and utilization of frontier technologies in Pakistan. This session concluded with important recommendations to foster change mechanisms and policies in the government to meet the requirements of market in order to bring about social and economic development.

NSPP 1st Public Policy Conference [PPC] 2022

National School of Public Policy [NSPP], held an international conference on Social Policy Financing on September 19-20, 2022. The conference was participated by eminent scholars, researchers, academicians,



practitioners, legislators, and university students. The conference was organized in six different sessions.

On the first day Professor Ahsan Iqbal, Ministry of Planning Development and Special Initiatives was the Chief Guest. He underlined the importance of the subject 'social policy' and maintained that Pakistan's biggest concern was financial sustainability, which had become more pressing in the wake of recent floods disaster. On second day, Mr. Balighur Rehman, Honorable Governor Punjab addressed the conference participants and appreciated the efforts of NSPP for taking initiatives that are aligned towards sustaining economic challenges of current times and are also in accordance with the national interests.

Publications

Pakistan Administration: A Journal of the National School of Public Policy, Volume 43, December Issue, 2021 [published in March 2022] and Volume 44 Issue June 2022 [the Issue was sent to printer]; NSPP Quarterly Newsletters. NSPP Annual Report, 2021.

Activities Spectrum at NSPP

Simulation Exercises

Case Study Research

Keynote Speaker Series

Lecture Discussions

Workshops

Panel Discussions

Tutorial Discussions

Specialized Domain Exercises

Study Tours

Simulation Exercises

Simulation Exercises

An Overview

A Simulation Exercise (SE) forms an integral part of all three training courses conducted at the School. This exercise is carried out by placing an issue under question in the center of the day-to-day context of human life. In short, the themes covered in each simulation exercise are deliberated upon, not just sectors or policies, but as a phenomenon, as areas that need a more in-depth study.

An SE offers an opportunity to the participants to apply knowledge and skills to understand the process of policy implementation and develop operational plans for policy execution. It equips the participants with the skill to filter the essential from the trivial, prioritize issues according to their degree of importance, lead when working in teams, conduct research in a given time period, and be innovative.

Each SE is developed keeping in mind contemporary issues that directly affect Pakistan. This is done to give the participants a taste of how to approach a particular issue should they come face to face with it during their service. Due to the nature of the exercise which requires participants to delve deep into the area assigned to them, an SE is conducted once in each NMC and MCMC, and twice in SMC.

The following sections will highlight the areas covered under each SE in all three courses, starting with NMC, and SMC, followed by MCMC.

National Management Course (NMC)

During the year under review, in each NMC, one SE was held. The details of each exercise are provided herein under.

NMC 116 and NMC 117

- SE "Climate Change: Genesis and Challenges"
- SE "Rule of Law: Grounds Made So Far and Challenges Ahead"

Senior Management Course (SMC)

Participants during each SMC have to work on

two exercises. The following paragraphs will shed light on the areas that were addressed in each SE. The information provided hereunder is categorized campus-wise.

31st SMC NIM Islamabad

- SE "Economic Security Paradigm in Pakistan"
- SE "Government Processes of Management for Improved Public Service Delivery"

30th and 31st SMC NIM Lahore

- SE "Education and Enlightenment"
- SE "Coping with Environmental Crisis – An Existential Threat"
- SE "Pakistan's Industrial Growth – Potential and Challenges"
- SE "Public Sector Governance – Issue of Service Delivery"

30th and 31st SMC NIM Karachi

- SE "Public Private Partnership"
- SE "Social Protection in Pakistan: Challenges & Opportunities"
- SE "Water Scarcity in Pakistan: Challenges and Sustainable Solutions"
- SE "Public Revenue Mobilization & Expenditure Analysis (Pakistan)"

30th 31st and 32nd SMC NIM Peshawar

- SE "Reforming Pakistan's NPO Sector Regulatory Regime"
- SE "Bolstering Tourism for Greater Economic Dividends in Khyber Pakhtunkhwa"
- SE "Transforming Pakistan's Loss-Making Public Sector Enterprises into Sustainable Engines of Faster Economic Development"
- SE "Securing inclusive socio-economic development through comprehensive women empowerment"
- SE "Socio-Economic Development of KP Through Youth Empowerment"
- SE "Institutional Reforms in KP for Effective Resource Mobilization and Optimal Revenue Generation"

Mid-Career Management Course (MCMC)

MCMC is held twice during the year in the various campuses of the National Institute of Management (NIM). Participants, during each MCMC, have to work on one SE. The information provided hereinunder is categorized campus-wise.

33rd 34th 35th MCMC NIM Lahore

- SE "Agriculture, Food Security and Economic Well Being"
- SE "Urban Management and Service Delivery"
- SE "Crisis and Disaster Management in Pakistan"

33rd 34th 35th MCMC NIM Karachi

- SE "Pakistan's Freight Transport Sector"
- SE "Environmental Degradation and Climate Change in Pakistan"
- SE "Informal Economy in Pakistan"

33rd 34th 35th MCMC NIM Peshawar

- SE "E-Governance for Effective and Efficient Public Service Delivery"
- SE "Poverty Alleviation in Pakistan: A Multi-Pronged Approach"
- SE "Disaster Management in Pakistan in the Context of Recent Floods: A Multi-Pronged Approach"

33rd 34th 35th MCMC NIM Quetta

- SE "Enabling Good Governance Through Digitalization"
- SE "Inter-Departmental Linkages and Socio-Economic Development in Baluchistan"
- SE "Natural Disasters and Administrative Response"

Case Study Research

Case Study Research

An Overview

A Case Study is a description of an actual administrative problem or situation in an organization. It is a learning methodology that is meant to place a participant in the shoes of a decision-maker or problem-solver in approaching the issues or problems given in the case. This enables him/her to assess and analyze an administrative situation or a problem in a realistic setting.

Each course at the School is attended by participants from different service groups and public sector organizations. They are senior officers with varied and rich experiences. One of the most important aspects of the training is cross learning. There is no better way than to do it through the Case Study method.

NMC 116 and NMC 117

During the year under review, 51 Case Studies were discussed in NMC 116 and 52 in NMC 117 on varying topics.

31st SMC NIM Islamabad

Three (3) Case Studies were discussed in the 31st SMC.

30th and 31st SMC NIM Lahore

During the year under review, six (6) Case Studies were discussed in the 30th and 31st SMC altogether on varying topics.

30th 31st and 32nd SMC NIM Karachi

During the year under review, three Case Studies each were discussed in the 30th, and 31st SMC respectively, while one was discussed in the 32nd SMC.

30th 31st and 32nd SMC NIM Peshawar

During the year under review, two Case Studies were discussed in the 30th SMC, three in the 31st SMC, while one was discussed in the 32nd SMC.

35th MCMC NIM Islamabad

During the year under review, three (3) Case Studies were discussed in the 35th MCMC.

33rd, 34th, and 35th MCMC NIM Lahore

During the year under review, in the 33rd, 34th, and 35th MCMC, the seven (7) Case Studies were discussed:

33rd, 34th, and 35th MCMC NIM Karachi

During the year under review, in the 33rd, 34th, and 35th MCMC, two each Case Studies were discussed at NIM Karachi.

33rd, 34th, and 35th MCMC NIM Quetta

During the year under review, in the 33rd, 34th, and 35th MCMC, two each Case Studies were discussed at NIM Quetta.

Keynote Speaker Series

Keynote Speaker Series

An Overview

The Keynote Speaker Series forms an essential part of the courses conducted at the School. The purpose of the Keynote Series is to provide an opportunity to the participants of each course to interact with a set of highly accomplished individuals who have cultivated a passion in life and pursued this passion to attain a stature of excellence at the national and international level.

The guests invited under the Keynote Speaker Series come from all walks of life. They address the participants on how they got to where they are in life, what success and failure mean, and how one can lead a successful life. Participants are given the opportunity to interact with the guests on a one-to-one basis and the latter address any questions that the former may have. The talks/interactive sessions are extremely beneficial in that they provide participants with an opportunity to learn from the best in the field and also inculcate important values in themselves along the way.

National Management Course

During the year under review, a number of imminent guests were invited. The information provided hereinunder shed lights on the same.

NMC 116 and NMC 117

During the year under review, four imminent keynote speakers were invited during the course to speak to the participants of NMC 116 like Syed Babar Ali, Dr. Faisal Sultan, Dr. Uxi Mufti and Mr. Majid Khan. Whereas Syed Babar Ali was invited as Keynote Speaker for the course participants of NMC 117.

Senior Management Course

During the year under review, a number of imminent guests were invited. The following paragraphs will talk about the Keynote Speakers who were invited to the address the participants of SMC. The information provided hereinunder is categorized campus-wise.

31st SMC NIM Islamabad

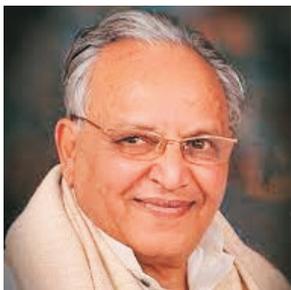
Eminent speakers and experts from all walks of life were invited to share their practical experience and knowledge with the participants like Ambassador (R) Zamir Akram, Dr. Syed Riffat Hussain, Ambassador Abdul Basit, Ambassador (R) Jalil Abbas Jilani, Senator Mushahid Hussain Sayed, Mr. Haris Khalique, Dr. Abdul Qayyum Suleri, Dr. Kaiser Bengali, Dr. Musadik Malik, Mr. Ahmed Bilal Mehboob, Syed Talat Hussain, Mr. Zulfiqar Cheema and many others.

30th and 31st SMC NIM Lahore

During the year, the NIM Lahore invited many keynote speakers for discussion with course participants. For instance, Dr. Umer Saif, Mr. Abdul Rehman Warraich, Senator (R) Javed Jabbar, Khawaja Adnan Zahir, Mr. Mustansar Hussain Tarar, Mr. Usman Pirzada, Dr. Asad Majeed Khan and Mr. Salim Ghauri.

30th 31st 32nd SMC NIM Peshawar

During the 30th, 31st and 32nd SMC, a number of guests were invited as Keynote Speakers. These included: Abdul Basit Ambassador (R), Ambassador (R) Zamir Akram, Ambassador Masood Khalid, Amb. (R) Shafqat Khan Kakakhel, Dr. Safdar A. Sohail, Dr. Muhammad Amjad Saqib, Mr. Naeem Aslam, Mr. Nauman Wazir, Mr. M. Ali Khan Babakhel, Mr. Sibtain Ahmad,



Mr. Uxi Mufti, Dr. Muhammad Naveed Iftikhar, Mr. Saleem Safi, Mr. G.M Arif, Dr. Qazi Tallat Mehmood Siddiqui, Mr. Mohsin Mushtaq Chandna, Mr. Shoaib Mir, Amb (R) Manzoor-ul-Haq, Amb. Asif Ali Khan Durrani, Mr. Ejaz Ahmad Qureshi, Mr. Ehsan Ghani, Ms. Afshan Tehseen Bajwa.

Mid-Career Management Course

During the year under review, a number of imminent guests were invited. The following paragraphs will talk about the Keynote Speakers who were invited to address the participants of MCMC. The information provided hereinunder is categorized campus-wise.

35th MCMC NIM Islamabad

Eminent speakers and experts from all walks of life were invited to share their practical experience and knowledge with the participants like Ambassador (R) Zamir Akram, Dr. Syed Riffat Hussain, Ambassador Abdul Basit, Ambassador (R) Jalil Abbas Jilani, Senator Mushahid Hussain Sayed, Mr. Haris Khalique, Dr. Abdul Qayyum Suleri, Dr. Kaiser Bengali, Dr. Musadik Malik, Mr. Ahmed Bilal Mehboob, Syed Talat Hussain, Mr. Zulfiqar Cheema and many others.

33rd, 34th, and 35th MCMC NIM Lahore

During the year, NIM Lahore invited many guests as Keynote Speakers to address the participants of the course. These included: Dr. Amjad Saqib, Mr. Tariq Masood Khosa, Senator (r) Javed Jabbar, and Mr. Fazal Yazdani Khan.

Lecture Discussions

Lecture Discussions

An Overview

Lecture Discussions (LDs) form an important part of the course content of all three courses at the School. Under this exercise, eminent speakers, experts in their respective areas, are invited to give lectures to the participants on varying topics. Participants are given a chance to ask questions and benefit from the knowledge and lifelong experience of the speakers.

During the year under review, a number of LDs were held in both courses. Their details are provided hereinunder.

NMC 116

During the course, the following LDs were held:

- i. Methodology & Process of Policy Formulation, Contemporary Perspectives
- ii. Collaborative Working Using IT Tools
- iii. Exercising Leadership in the Bureaucracy
- iv. Conceptual Framework of IT Based Solutions for Effective Governance
- v. Legal and Constitutional Framework for Bureaucracy
- vi. Essential Insights of Economics for Public Policy Formulation
- vii. An Overview of the World Economic Scene and Pakistan's Economy
- viii. Critical Issues in Pakistan's Fiscal and Monetary Policy Management
- ix. Statistics in Public Policy and Use of Research Evidence by Policymakers
- x. How to ask a Smart Question?
- xi. Industrialization and Trade – Domestic and External Perspective: Prospects and Challenge
- xii. Trade Diplomacy: Prospects and Challenges
- xiii. Economic Development as shaped by Institutional Structure of Society: Perspective of Institutional Economics
- xiv. Perception of a Civil Servant in the Eye of the Common Man
- xv. Culture as a Partner of Development: Comparative Case Studies
- xvi. Pakistan's Heritage – Sub-Continental Context

- xvii. Conspicuous Trends in Islamic thought from 11th Century to date
- xviii. Writing a Case Study- Introduction
- xix. Historical Perspective on Governance and Public Administration in Pakistan
- xx. The Socio-Cultural Dynamics of Pakistan
- xxi. Grounding Public Policy in the Reality of the Socio-Cultural Environment
- xxii. Rapprochement between Arab World and Israel: Options for Pakistan's Foreign Policy
- xxiii. Slow progress on CPEC: Causes and way forward
- xxiv. Ukraine War and future of Pakistan-Russia relations
- xxv. 15th August Fall of Kabul to Taliban: Threats and Opportunities for Regional Connectivity and Trade
- xxvi. Political Transition in Pakistan: Implications on Pakistan-US Relations
- xxvii. Cultural Toolkit for Policy Formulation
- xxviii. Impact of Indian Measures of 5th August 2019 in J&K Over Indo-Pak Relations
- xxix. Agriculture Policy
- xxx. Human Rights Situation in Pakistan
- xxxi. Change Management in Public Service
- xxxii. Policy Formulation in a Modern Islamic/Muslim State
- xxxiii. International Procurements
- xxxiv. Way out from the present Constitutional Gridlock
- xxxv. Inter-Institutional Harmony: Key to a functioning Democratic System
- xxxvi. NMC 116: Ground Made So Far and Way Forward (Perspective re-setting Talk)
- xxxvii. Current Economic Crisis & Way Forward

NMC 117

During the course, the following LDs were held:

- i. Introduction of E-Portal and E-Services
- ii. Methodology & Process of Policy Formulation, Contemporary Perspective
- iii. Exercising Leadership in the Bureaucracy
- iv. Perception of a Civil Servant in the Eye of the Common Man
- v. Legal and Constitutional Framework for Bureaucracy

- vi. Essential Insights of Economics for Public Policy Formulation
- vii. An Overview of the World Economic Scene and Options for Pakistan's Economy
- viii. International Procurements
- ix. How to ask a Smart Question?
- x. Industrialization and Trade – Domestic and External Perspective: Prospects and Challenges
- xi. Agriculture Policy
- xii. Critical Issues in Pakistan's Fiscal and Monetary Policy Management
- xiii. IT Based Monitoring of Public Service Delivery
- xiv. Economic Development as shaped by Institutional Structure of Society: Perspective of Institutional Economics
- xv. Pakistan's Heritage – Sub-Continental Context
- xvi. Writing a Case Study- Introduction
- xvii. Culture as a Partner of Development: Comparative Case Studies
- xviii. The Socio-Cultural Dynamics of Pakistan
- xix. Data Analytics
- xx. The Emerging International Order
- xxi. Grounding Public Policy in the Reality of the Socio-Cultural Environment
- xxii. Cultural Toolkit for Public Policy Formulation
- xxiii. Conspicuous Trends in Islamic Thought
- xxiv. Change Management in Public Service
- xxv. Policy Formulation in a Modern Islamic/Muslim State
- xxvi. Leveraging Culture to Promote Soft Image of Pakistani Society
- xxvii. Revision Lecture on Public Policy
- xxviii. Alchemy of Financial Market
- xxix. Human Rights Situation in Pakistan

31st SMC NIM Islamabad

During the year, forty-four (44) LDs were held.

30th and 31st SMC NIM Lahore

The following LDs were held in the 30th and 31st SMC at NIM Lahore:

- i. Government structure and public policy.
- ii. Public Service: Ethics & Governance.
- iii. Pakistan's foreign policy in the changing times.

- iv. Pakistan: State and Society.
- v. Evolution of Pakistan's relations with China.
- vi. Environmental management, protection and sustainable development.
- vii. Domestic commerce and its linkages with trade.
- viii. Issues and Welfare of Marginalized Communities in Pakistan
- ix. Human Rights in Pakistan.
- x. Economic Planning & Development in Pakistan.
- xi. Issues and Welfare of Children in Pakistan.
- xii. Impact of Governance on Service Delivery at the Federal, Provincial and Local Level.
- xiii. Socio-Cultural Diversities within Punjab Province and their Impact on Public Service Management.
- xiv. Public Private Partnership.

30th 31st 32nd SMC NIM Karachi

- i. Under Module I on National Environment: Internal and External Dynamics, 10 LDs were held.
- ii. Under Module II on Impact of Diversity and Evolution of Pakistani Society on Administration and Service Delivery, 12 LDs were held.
- iii. Under Module III on Economics and Financial Management at Operational Level, 16 LDs were held.
- iv. Under Module IV on Issues of Operational Effectiveness Within Governance Framework, 04 LDs were held.
- v. Under Module V on Research Methodology and its Application, 05 LDs were held.
- vi. Under Module VII on Information and Communication Technology (ICT), 01 LD was held.

30th SMC NIM Peshawar

- i. Pak-India Relations by Ambassador (R) Abdul Basit
- ii. Foreign Policy and Trade Diplomacy by Ambassador (R) Zamir Akram
- iii. Services Sector Development in Pakistan by Dr. Safdar A. Sohail
- iv. Issues and Welfare of Marginalized Communities in Pakistan by Dr. Muhammad Amjad Saqib

- v. Leadership by Mr. Naeem Aslam
- vi. Industrial Development in Pakistan by Mr. Nauman Wazir
- vii. National Security of Pakistan-Internal and External Dynamics by Mr. M. Ali Khan Babakhel
- viii. Peculiarities of Politico-Administrative Arrangements & Governance in Gilgit - Baltistan by Mr. Sibtain Ahmad
- ix. Development of Arts & Literature and their Impact on Pakistani Society by Dr. Uxi Mufti
- x. Sustainable Urban Development and Eco Cities by Dr. Muhammad Naveed Akhtar
- xi. Overview of Pakistan's Relations with China by Ambassador Masood Khalid
- xii. Pakistan's Relations with Afghanistan by Mr. Saleem Sufi
- xiii. Population Dynamics of Pakistan by Mr. G.M. Arif
- xiv. Water Issues of Pakistan by Dr. Qazi Tallat Mehmood Siddiqui
- xv. Overview of Pakistan's Relations with USA and the Changing Dynamics by Mr. Mohsin Mushtaq Chandna
- xvi. Impact of Governance on Service Delivery at Federal, Level by Mr. Shoaib Mir.
- xvii. Climate Change by Ambassador (R) Shafqat Khan Kakakhel

31st SMC NIM Peshawar

- i. Pak-India Relations by Ambassador (R) Abdul Basit
- ii. Overview of Pakistan's Relations with China by Ambassador Masood Khalid
- iii. Situation in the Middle East and its Impact on Pakistan by Ambassador (R) Manzoor-ul-Haq
- iv. Issues and Welfare of Children in Pakistan by Ms. Afshan Tehseen Bajwa
- v. Socio-Cultural Diversities within Sindh Province and their impact on Public Service Management by Mr. Shoaib Mir
- vi. Pakistan's Relations with Iran & CARs by Ambassador Asif Ali Khan Durrani
- vii. Services Sector Development in Pakistan by Dr. Safdar A. Sohail
- viii. How to ask a Smart Question by Dr. Muhammad Jamil Afaqi
- ix. Introduction to Research Methodology-I by Dr. Faheem Jahangir
- x. Public Service: Ethics and Governance by Mr. Ejaz Ahmad Qureshi
- xi. CPEC as a Harbinger of Regional Connectivity: Its Strategic and Economic Ramifications by Mr. Hassan Daud Butt
- xii. Leadership by Mr. Naeem Aslam
- xiii. Impact of RTI Laws on Public Service Delivery & Challenges for Public Servants by Mr. Abdul Matin
- xiv. Socio-Cultural Diversities within AJ&K and their impact on Public Service Management by Mr. Syed Asif Hussain
- xv. Terrorism, Violent Extremism and State Response by Mr. Ehsan Ghani
- xvi. Issues and Welfare of Marginalized Communities in Pakistan by Dr. Muhammad Amjad Saqib
- xvii. Contract Management by Dr. Khalid Mahmood Lodhi
- xviii. National Security of Pakistan-Internal and External Dynamics by Mr. Muhammad Ali Khan Kakakhel
- xix. Overview of Pakistan's Relations with USA and the Changing Dynamics by Mr. Mohsin Mushtaq Chandna

32nd SMC NIM Peshawar

- i. How to ask a Smart Question by Dr. Muhammad Jamil Afaqi
- ii. Communication Skills by Mr. Umar Zafar Sheikh
- iii. Use of IT for Effective Policy Implementation Service Delivery & Monitoring by Ms. Saima Shaikh
- iv. Introduction to Research Methodology-I&II by Dr. Faheem Jahangir
- v. Healthy Life Style for Civil Servants by Mr. Syed Muhammad Ilyas
- vi. (a) Public Service: Ethics and Governance & (b) Public Policy- Formulation and Implementation by Mr. Ejaz Ahmad Qureshi
- vii. Social Protection and Poverty Alleviation by Dr. Amjad Saqib
- viii. Introduction to Daftri Urdu by Mr. Noor Ahmad Shad
- ix. Human Rights in Pakistan by Barrister Awais Babar
- x. (a) Basic Concepts of Microeconomics for Decision – Making & (b) Basic Concepts of Macroeconomics for Decision – Making by Mr. Mohsin Mushtaq Chandna

- xi. Leadership in Public Sector Organizations by Mr. Naeem Aslam
- xii. Impact of RTI Laws on Public Service Delivery & Challenges for Public Servants by Mr. Abdul Matin
- xiii. CPEC as a Harbinger of Regional Connectivity: Its Strategic and Economic Ramifications by Mr. Hassan Daud Butt
- xiv. Pak-India Relations by Ambassador (R) Abdul Basit
- xv. Peculiarities of Politico-Administrative Arrangements & Governance in Gilgit Baltistan by Mr. Sibtain Ahmad
- xvi. Public Finance Management by Dr. Waqar Masood
- xvii. Foreign Policy by Ambassador (R) Zamir Akram
- xviii. Trade Diplomacy of Pakistan by Mr. Abdul Majid Yousfani
- xix. Socio - Cultural Diversities within Punjab Province and their impact on Public Service Management by Mr. Kamran Lashari
- xx. Socio-Cultural Diversities within AJ&K and their impact on Public Service Management by Mr. Syed Asif Hussain
- xxi. (a) Impact of Governance on Service Delivery at Federal Level & (b) Socio-Cultural Diversities within Sindh Province and their impact on Public Service Management by Mr. Shoaib Mir.
- xxii. Impact of Governance on Service Delivery Provincial and Local Level by Mr. Hifzur Rehman
- xxiii. Pakistan's Relations with Iran by Ambassador Asif Ali Khan Durrani
- xxiv. Challenges to Agriculture in Pakistan by Dr. Babar E. Bajwa
- xxv. Issues and Welfare of Children in Pakistan by Ms. Afshan Tehseen Bajwa

35th MCMC NIM Islamabad

- i. Framework of Public Policy
- ii. Economy of Pakistan: Challenges and Prospects
- iii. Internal and External Determinants of National Security
- iv. Socio-Cultural Dynamics of Pakistani Society
- v. Foreign Policy and Trade Diplomacy
- vi. Lecture on Public Speaking

- vii. Human Resource Management in Public Sector
- viii. Federal and Provincial Rules of Business
- ix. Accountability & Performance
- x. Management Finance (Finance for Public Managers)
- xi. Introduction of Project Management
- xii. Conceptual Understating of Public Service Ethics
- xiii. Administrative Discretion
- xiv. Interface with Citizens: Citizen Portal (Prime Minister's Performance Delivery Unit)
- xv. Interface with Citizens: Understanding of RTI Laws and Responsibilities of Public Officials
- xvi. Interface with Parliament
- xvii. ICT Interventions for Improved Service Delivery
- xviii. Digitizing the Government
- xix. Artificial Intelligence: Conceptual Understanding, Potential and Application
- xx. Cyber Security

33rd, 34th, and 35th MCMC NIM Lahore

- i. Framework of public policy
- ii. Economy of Pakistan: challenges and prospects
- iii. Internal and external determinants of national security
- iv. Socio-cultural dynamics of Pakistani society
- v. Human Resource Management in public sector
- vi. Federal and Provincial Rules of Business
- vii. Accountability & Performance
- viii. Management Finance (Finance for public managers)
- ix. Conceptual understating of public service ethics
- x. Administrative discretion
- xi. Interface with citizens: understanding of RTI laws and responsibilities of public officials
- xii. Interface with Parliament

33rd MCMC NIM Karachi

- The following LDs were held in the 33rd MCMC:
- i. Under Module I on Foundation Lectures & Tutorial Discussions, 05 LDs were held.
 - ii. Under Module III on Human Resource Management, 03 LDs were held.

- iii. Under Module IV on Public Financial Management, 01 LD was held.
- iv. Under Module VI on Project Development and Management, 01 LD was held.
- v. Under Module VII on Public Service Ethics in Governance, 02 LDs were held.
- vi. Under Module VIII on Interface with Stakeholders, 04 LDs were held.
- vii. Under Module IX on ICT and E-Governance, 03 LDs were held.

34th MCMC NIM Karachi

The following LDs were held in the 34th MCMC:

- i. Under Module I on Foundation Lectures & Tutorial Discussions, 05 LDs were held.
- ii. Under Module III on Human Resource Management, 03 LDs were held.
- iii. Under Module IV on Public Financial Management, 01 LD was held.
- iv. Under Module VI on Project Development and Management, 01 LD was held.
- v. Under Module VII on Public Service Ethics in Governance, 02 LDs were held.

- vi. Under Module VIII on Interface with Stakeholders, 04 LDs were held.
- vii. Under Module IX on ICT, AI, and E-Governance, 03 LDs were held.

35th MCMC NIM Karachi

The following LDs were held in the 35th MCMC:

- i. Under Module I on Foundation Lectures & Tutorial Discussions, 06 LDs were held.
- ii. Under Module III on Human Resource Management, 03 LDs were held.
- iii. Under Module IV on Public Financial Management, 01 LD was held.
- iv. Under Module VI on Project Development and Management, 01 LD was held.
- v. Under Module VII on Public Service Ethics in Governance, 02 LDs were held.
- vi. Under Module VIII on Interface with Stakeholders, 03 LDs were held.
- vii. Under Module IX on ICT and E-Governance, 04 LDs were held.

Workshops

Workshops

An Overview

In each course, the School conducts Workshops as a means of generating a discussion on contemporary policy issues. A workshop is a long interactive meeting or educational session designed to lead to a specialized result. Workshops at the School typically involve a facilitator who works with the participants to achieve the desired result. Workshops emphasize hands-on interaction. They also help equip participants to engage in and hold healthy discussions on different issues, they help participants to respect each other's viewpoints, and to apprise them of current issues in the policy arena.

NMC 116

During the year under review, Workshops on the following areas were conducted:

- i. Strategic Planning and Implementation
- ii. Media Management
- iii. Negotiation Skills
- iv. Data Analytics
- v. Role of Innovation/Technology in Knowledge Economy
- vi. Modes of Public Sector Communication
- vii. Finance and Accounting for non-specialists

NMC 117

During the year under review, Workshops on the following areas were conducted:

- i. Strategic Planning and Implementation
- ii. Media Management
- iii. Negotiation Skills
- iv. Communication Skills
- v. Data Analytics
- vi. Role of Innovation/ Technology in Knowledge Economy
- vii. Modes of Public Sector Communication
- viii. Finance and Accounting for non-specialists

31st SMC NIM Islamabad

13 Workshops were conducted in the 31st SMC.

30th and 31st SMC NIM Lahore

14 Workshops each were conducted in both the 30th and 31st SMC in Lahore.

- i. Mr. Fahd Husain: 'Interaction with Media-Persons and Use of Social Media in Governance.'
- ii. Centre for Economic Research in Pakistan: "Building Capacity for Using Research Evidence (BCURE)"
- iii. Ms. Saima Shaikh: "Development of IT Applications Hands-on training on development of various IT Applications".

30th 31st 32nd SMC NIM Karachi

During the year in review, 12 Workshops were conducted during the year. The details are provided hereinunder.

- i. Under Module III on Economics and Financial Management at Operational Level, 1 Workshop was conducted.
- ii. Under Module IV on Issues of Operational Effectiveness Within Governance Framework, 06 Workshops were conducted.
- iii. Under Module V on Research Methodology and its Application, 03 Workshops were conducted.
- iv. Under Module VII on Information and Communication Technology (ICT), 04 Workshops were conducted.

30th SMC NIM Peshawar

- i. Understanding Financial Statements (Commercial Sector) by Mr. Muhammad Jan
- ii. Stress Management by Mr. Yasir Masood Afaq
- iii. Stress Management by Dr. Saiyida Tasmeeera
- iv. Strategy Formulation and Implementation by Dr. Muhammad Nouman

31st SMC NIM Peshawar

- i. Development of IT Application by Ms. Saima Shaikh
- ii. Public Sector Project Management by Mr. Waqar Ahmed
- iii. Stress Management by Dr. Saiyida Tasmeeera
- iv. Stress Management by Mr. Yasir Masood Afaq
- v. Analytical and Professional Writing Skills by Dr. Mujib Rahman
- vi. Critical Thinking by Brig. (R) Mowadat Hussain Rana

- vii. Online Interaction & Document Management by Dr. Adnan Amin
- viii. Strategy Formulation and Implementation by Dr. Muhammad Nouman
- ix. Understanding Financial Statements (Commercial Sector) by Mr. Muhammad Jan
- x. Public Procurement Regulatory Authority (PPRA) by Dr. Khalid Mahmood Lodhi
- xi. Negotiation Skills and Conflict Management-I by Mr. Syed Zulkifal
- xii. Negotiation Skills and Conflict Management -II by Dr. Syed Amir Abdullah
- xiii. Handling Court Cases and Litigation by Mr. Mohammad Farooq

32nd SMC NIM Peshawar

- i. Development of IT Application by Ms. Saima Shaikh
- ii. Public Sector Project Management by Mr. Waqar Ahmed
- iii. Stress Management by Mr. Yasir Masood Afaq
- iv. Critical Thinking by Brig. (Retd) Mowadat Hussain Rana
- v. Analytical and Professional Writing Skills by Ms. Saima Jabeen
- vi. Strategy Formulation and Implementation by Dr. Muhammad Nouman

35th MCMC NIM Islamabad

- i. Team Building
- ii. Communication & Presentation Skills
- iii. Negotiations Skills
- iv. Effective Time Management Skills
- v. Decision Making & Problem Solving
- vi. Stress & Anger Management, And Emotional Intelligence
- vii. Analytical Writing
- viii. Performance Management in Public Sector
- ix. Efficiency & Discipline
- x. Budget Formulation Process
- xi. Roles and Responsibilities of The Drawing & Disbursing Officer
- xii. Handling Audit Observations
- xiii. (a) Public Procurement in Pakistan, (b) Evaluation Criteria, (c) Bidding Documents / Request for Proposals Documents, (d) Award of Contract and Contract Management, and (d) Alternative Methods of Procurement

- xiv. Public Private Partnership
- xv. Preparation of PC-I & PC-II
- xvi. Preparation of PC-III, PC-IV & PC-V
- xvii. Project Appraisal'
- xviii. Project Management Tools & Ms Project
- xix. Public Service Motivation and Best Practices for Public Service Ethics
- xx. Engaging Media for Effective Service Delivery
- xxi. Interaction with Judiciary and Administrative Response
- xxii. Microsoft Word (Ms Word)
- xxiii. Microsoft Power Point
- xxiv. Geographic Information System (Gis) As A Decision-Making Tool
- xxv. E-Office Software
- xxvi. Research Methods: Research Processes, Style and Form
- xxvii. Quantitative Tools for Decision Making
- xxviii. Building Capacity to Use Research Evidence (Bcure)

33rd 34th and 35th MCMC NIM Lahore

During the year, the following Workshops were conducted:

- i. Team Building
- ii. Communication & presentation skills
- iii. Negotiation's skills
- iv. Effective time management skills
- v. Decision making & problem solving
- vi. Stress & anger management, and emotional intelligence
- vii. Performance management in public sector
- viii. Roles and responsibilities of the drawing & disbursing officer
- ix. Public procurement in Pakistan
- x. Preparation of PC-I & PC-II
- xi. Project Appraisal
- xii. Project management tools & MS Project
- xiii. Engaging media for effective service delivery
- xiv. Interaction with judiciary and administrative response
- xv. Geographic Information System (GIS) as a decision-making tool
- xvi. Building Capacity to Use Research Evidence (BCURE)

33rd 34th and 35th MCMC at NIM Karachi

A number of Workshops (on average 22-24) were conducted during the three courses 33rd 34th and 35th MCMC at NIM Karachi. The details are provided hereinunder.

- i. Under Module II on Leadership and Management Skills, 07 Workshops were conducted.
- ii. Under Module III on Human Resource Management, 02 Workshops were conducted.
- iii. Under Module IV on Public Financial Management, 03 Workshops were conducted.
- iv. Under Module V on Public Procurement, 06 Workshops were conducted.
- v. Under Module VI on Project Development and Management, 04 Workshops were conducted.
- vi. Under Module VII on Public Service Ethics in Governance, 01 Workshop was conducted.
- vii. Under Module VIII on Interface with Stakeholders, 01 Workshop was conducted.
- viii. Under Module IX on ICT and E-Governance, 04 Workshops were conducted.
- ix. Under Module X on Research and Research Methodology, 02 Workshops were conducted.

Panel Discussions

Panel Discussions

An Overview

Panel Discussions (PD) also form part of the course content at School. Participants are provided an additional opportunity to discuss contemporary issues.

NMC 116 and NMC 117

Seminars and PDs took place on the following issues:

- i. National Finance Commission
- ii. Water Issues, Treaties and Disputes with India and Afghanistan
- iii. Regulatory Role of the Government
- iv. Parliamentary Oversight
- v. National Security: Challenges and Options
- vi. Ethics in Public Service Management
- vii. Modes of Entertainment and Leisure in Pakistani Culture

31st SMC NIM Islamabad

During the course, 11 PDs were held.

30th and 31st SMC NIM Lahore

During the year under review, a number of PDs were held. The details have been provided hereinunder.

- i. Terrorism, Violent Extremism and State Response.
- ii. Sustainable Urban Development and Eco Cities

- iii. Taxation structure of the federal government and international best practices.
- iv. Business Startup and Role of Innovation/ Technology in Knowledge Economy.
- v. Development of Arts & Literature and their Impact on Pakistani Society

30th 31st and 32nd SMC NIM Karachi

During the year under review, a number of PDs [on average 11] were held at NIM Karachi. The details have been provided hereinunder.

- i. Under Module I on National Environment: Internal and External Dynamics, 03 PDs were held.
- ii. Under Module II on Impact of Diversity and Evolution of Pakistani Society on Administration and Service Delivery, 04 PDs were held.
- iii. Under Module III on Economics and Financial Management at Operational Level, 02 PDs were held.
- iv. Under Module IV on Issues of Operational Effectiveness Within Governance Framework, 02 PDs were held.

MCMC NIM Lahore

During the year under review, one PD was held by Ambassador (R) Jalil Abbas Jilani and Dr. Manzoor Ahmed on "The major determinants of foreign policy, Issues and Challenges".

Tutorial Discussions

Tutorial Discussions

An Overview

Tutorial Discussions (TD) are small group sessions designed to complement participants in their study of different public policy issues and are generally more informal in nature than actual lectures. These discussions give participants a chance to discuss issues amongst themselves and allow for more interaction than a traditional lecture. Participants have to submit integrated analysis reports at the end of the exercise.

NMC 116

TDs were held on the following topics in NMC 116:

- i. Approaches to Public Policy Process: How to deal with the Economic Crisis of Pakistan
- ii. Complaint Handling Mechanism for Migrant Workers
- iii. Pakistan's Perpetual Problem of Crisis Management- Learning from the Handling of 2010 Floods

NMC 117

TDs were held on the following topics in NMC 117:

- i. Politicization of Civil Service in Pakistan:
- ii. The Challenges of Forest Protection in Gilgit Baltistan:
- iii. Overcoming Challenges in Resettlement of Communities Displaced by Major Development Project.

31st SMC NIM Islamabad

During the course, 06 TDs were held.

30th and 31st SMC NIM Lahore

During the year, a number of TDs were held. The details are provided hereinunder.

- i. Pakistan and FATF
- ii. Terrorism, Violent Extremism and State Response,
- iii. Pak-India Relations,
- iv. Socio - Cultural Diversities and their impact on Governance and Service Delivery in Punjab, KP, Baluchistan, GB, Sindh & AJ&K,
- v. Challenges to Agriculture in Pakistan"
- vi. Dynamics of Energy Sector in Pakistan.

30th SMC NIM Karachi

- i. Under Module I on National Environment: Internal and External Dynamics, 01 TD was held.
- ii. Under Module II on Impact of Diversity and Evolution of Pakistani Society on Administration and Service Delivery, 06 TDs were held.
- iii. Under Module V on Research Methodology and its Application, 01 TD was held.

31st SMC NIM Karachi

- i. Under Module I on National Environment: Internal and External Dynamics, 03 TDs were held.
- ii. Under Module III on Economics and Financial Management at Operational Level, 01 TD were held.
- iii. Under Module V on Research Methodology and its Application, a TD on public speaking was held.

32nd SMC NIM Karachi

- i. Under Module I on National Environment: Internal and External Dynamics, 03 TDs were held.
- ii. Under Module III on Economics and Financial Management at Operational Level, 02 TDs were held.
- iii. Under Module V on Research Methodology and its Application, 01 TD was held.

Additionally, the following TDs were held throughout the three SMC courses:

- i. Socio-Cultural Diversities and their Impact on Governance and Service Delivery in Sindh
- ii. Socio-Cultural and their Impact Governance and Service Delivery in Baluchistan
- iii. Socio-Cultural Diversities within Khyber Pakhtunkhwa and their impact on Public Service Management
- iv. Socio - Cultural Diversities and their impact on Governance and Service Delivery in Punjab
- v. Socio - Cultural Diversities and their impact on Governance and Service Delivery in AJK
- vi. Socio-Cultural Diversities and their impact on Governance and Service Delivery in GB

- vii. Challenges to Agriculture in Pakistan
- viii. Pak-India Relations
- ix. The Dynamics of Energy Sector in Pakistan
- x. Terrorism, Violent Extremism and State Response
- xi. Social Protection and Poverty Alleviation
- xii. Taxation Structure in Pakistan

30th SMC NIM Peshawar

- i. Socio -Cultural Diversities and their impact on Governance and Service Delivery in Punjab
- ii. Socio-Cultural Diversities and their impact on Governance and Service Delivery in Gilgit – Baltistan
- iii. FATF and Issues of Compliance

31st SMC NIM Peshawar

- i. Public Speaking
- ii. Terrorism, Violent Extremism and State Response
- iii. Challenges to Agriculture in Pakistan
- iv. Pak-India Relations
- v. FATF and Issues of Compliance
- vi. The Dynamics of Energy Sector in Pakistan

32nd SMC NIM Peshawar

- i. Public Speaking
- ii. Social Protection and Poverty Alleviation

35th MCMC NIM Islamabad

During the course, 03 TDs were held.

33rd 34th 35th MCMC NIM Lahore

During the year, a number of TDs were held. The details are provided hereinunder.

- i. Fasahat /Public Speaking
- ii. Research Methodology
- iii. Gender Mainstreaming
- iv. Climate Change
- v. Public Service Delivery: Health & Education

33rd 34th 35th MCMC NIM Karachi

During the year, one TD was held in each MCMC at NIM Karachi. The topic of TD was Under Module X on Research and Research Methodology, 01 TD was held.

Specialized Domain Exercises

Specialized Domain Exercises

An Overview

The general and common aim of the Specialized Domain Exercise (SDE) is to offer an opportunity to the participants to apply their knowledge and skills for formulating an integrated national policy to further our national interests. Participants are formed into groups and, similar to a Simulation Exercise, given a topic to research. They are then required to present their findings and subsequently submit a detailed report to the effect. An SDE gives the participants an opportunity to get a feel of how public policy formulation works in real life.

NMC 116

During NMC 116, SDEs were conducted on the following topics:

- i. Pros & Cons of non-alignment in the emerging scenario of a multi polar world
- ii. Developing policy coherence and sharpening strategic intent for achievement of SDGs
- iii. Harvesting potential of regional and international connectivity for economic integration and socio-cultural exchange
- iv. Community policing: A pivot for social peace and economic development

- v. The conundrum of Pakistan's Low Tax Collection: Solution lies in a Change of Mindset (both among the tax collector and the tax payer)
- vi. Towards a pension system which serves the aim of social protection without being a liability for future generation

06 Policy Reports were submitted subsequently.

NMC 117

During NMC 117, SDEs were conducted on the following topics:

- i. Rethinking Mechanisms for Free and Fair Elections: Role of Election Commission
- ii. Institutionalizing Performance and Policy Audits as an Aid to Good Governance
- iii. Evaluating Hitherto Reforms of FBR: What Next?
- iv. Prison Reforms: An Overdue Obligation for Governance
- v. Enhancing and Streamlining Service Delivery for Diaspora by Strengthening and Refurbishing Role and Functioning of Pakistani Embassies

05 National Policy and Strategy Papers were submitted subsequently.

Study Tours

Study Tours

Foreign Study Tours

An Overview

The purpose of Foreign Study Tour (FST) is to help participants of NMC gain first-hand knowledge about public policy planning and formulation processes of selected countries. The participants in each Course are divided into various groups and each group visits two countries. Each group also submit a post-visit report and present it before the entire cohort and the faculty.

NMC 116

The participants of NMC 116 visited following seven combinations of countries. With regard to each destination they were assigned, a specific theme to study. Following matrix provides details.

- Group A – Iran and Germany
- Group B – Rwanda and South Africa
- Group C – Jordan and Austria
- Group D – Vietnam and South Korea
- Group E – Azerbaijan and Turkey
- Group F – Qatar and USA
- Group G – Egypt and Norway

Activity Matrix of FST

07 Reports were subsequently submitted with focus area such as tourism, population control, renewable energy, local government systems, foreign policy and conflict management.

NMC 117

The participants of NMC 117 visited following seven combinations of countries. With regard to each destination they were assigned, a specific theme to study. Following matrix provides details.

- Group A – Malaysia and Singapore
- Group B – Thailand and Australia
- Group C – Kenya and Italy
- Group D – Austria and Portugal
- Group E – Jordan and Netherlands
- Group F – Iraq and France
- Group G – Romania and Turkiye

Activity Matrix of FST

07 Reports were subsequently submitted with focus area such as Governance Framework, Transport sector, Federal Structure, Bilateral Trade, Development and Economic Cooperation and local government systems.

Inland Study Tour

An Overview

The Inland Study Tour (IST) is spread over a few days and provides participants of each course an opportunity to visit the Federal Capital and various districts of the major cities in Pakistan. During the IST, the course participants visit various ministries, strategic installations, and offices in Islamabad and other cities. The hallmark of the visits to Islamabad specifically is to call on the President and Prime Minister of Pakistan.

NMC 117

Participants of NMC 117 were privileged to call upon the highest offices of the government and get their enlightened views on issues of national interest. These included: President of the Islamic Republic of Pakistan, Office of the Chief Justice of Pakistan, Planning, Development and Reforms Division and meeting with the Minister and Deputy Chairman, Office of the Chairman, National Accountability Bureau (NAB).

31st SMC NIM Islamabad

In order to enhance the knowledge of the participants about the functioning and performance of public service organizations as well as private institutions working in diversified socio-cultural environments, an IST was undertaken. Participants were divided into three groups. Each group visited two or three districts. Hence the participants of 31st SMC at NIM Islamabad visited districts of Sialkot, Narowal, Lahore, Peshawar, Abbottabad, Faisalabad, Vehari and Multan.

30th and 31st SMC NIM Lahore

During 30th SMC, the participants, during the Inland Study Tour, visited different

departments/entities in Peshawar, Swat, Muzaffarabad, Rawalpindi, Multan and Bahawalpur. During the 31st SMC Inland Study Tour, the participants got the opportunity to visit various departments/entities in Rawalpindi, Abbottabad, Muzaffarabad, Rawalakot, Peshawar and Swat.

31st SMC NIM Karachi

The participants of the 31st SMC, as part of their IST in August, visited many officials/departments/entities in Karachi and across Sindh province. These included: SBBPTC, EPZA, AKU, TDAP, TCP, JIAP, ASF (HQ), PIA Training Center (PTC), IGP Sindh, CS Sindh, Mohatta Palace, Clifton, and Karachi Urban Forest, Clifton.

33rd 34th 35th MCMC NIM Lahore

During the 33rd MCMC, the participants visited Faisalabad, Attock, DG Khan and Khanewal, and Vehari districts in four groups. The participants of 34th MCMC visited Faisalabad, Bahawalpur, and DG Khan Districts in three groups. During the 35th MCMC, the participants visited Sialkot, Sargodha and Multan districts in three groups. In addition to visiting district administration and district police officer, the participants visited other government departments, chambers, and industrial units. They also visited the selected health and education institutions. The participants made post visit presentations highlighting the lessons learnt and recommendations for further improvement. These presentations afforded an opportunity of cross learning to all the participants.

33rd 34th 35th MCMC NIM Quetta

The participants of the 33rd 34th and 35th MCMC participants visited many officials in Quetta and across the province, that included Karachi-HUB, Chaman, Pishin, Ziarat, Dera Murad Jamali, Sukkur, Gambat, Larkana, and Mohenjo-Daro.

Local Visits

An Overview

Local Visits (LV) are conducted on different themes to provide the participants with an on-

ground exposure of the environment and dynamics of public/ private institution/entities. After the visits post-visit presentations are held in which each visiting group of the participants gives an account of their observations and learnings during the course of the activity.

NMC 116

The NMC 116 participants had the honor to visit the office of the Chief Secretary of Punjab and Maulana Zafar Ali Khan Trust.

NMC 117

The NMC 117 participants visited the Atlas Honda office, Packages Mall and Maulana Zafar Ali Khan Trust.

30th and 31st SMC NIM Lahore

The 30th and 31st SMC participants visited National Bank of Pakistan (NBP), Regional Tax Office (RTO), Punjab Revenue Authority (PRA), Lahore Chamber of Commerce and Industry (LCCI), Akhuwat Islamic Micro-Finance (AIM), Guru Nanak Sb, National College of Arts (NCA), Kinnaird College, Special Education Punjab and Technical Education and Vocational Educational Training Authority (TEVTA), Press Information Department (Federal), Director General Public Relations, Radio Pakistan, Pakistan Television Corporation and Akhuwat University at Lahore.

30th 31st and 32nd SMC NIM Karachi

The participants of the 30th 31st and 32nd SMC visited Central Jail, Karachi Shipyard & Engineering Works Ltd (KS&EW), Sindh Madressatul Islam University (SMIU), Muhammad Ali Jinnah University (MAJU), Karachi Port Trust (KPT), South Asia Pakistan Terminals Limited (SAPTL), Special Security Unit (SSU), Sindh Police, Indus Hospital and Alamgir Welfare Trust (AWT), Sindh Revenue Board (SRB), Large Taxpayers' Office (LTO), Rangers' Training Center & School (RTC, Karachi), Pakistan Rangers, and Sindh Education Foundation (SEF).

SMC NIM Peshawar

Participants of SMC visited the Buddhist Monastery Takht Bhai.

33rd, 34th and 35th MCMC NIM Lahore

Three local visits for the participants of 33rd

34th and 35th MCMC was arranged to various organizations in four groups. These places/organizations were Elite Police Training School, Pakistan Ranger's HQRs, Counter Terrorism Department, Punjab Safe Cities Authority, Akhuwat Foundation, Child Protection Welfare Bureau, Social Welfare and Bait-ul-Mal, Punjab Social Protection Authority, Trade Development Authority of Pakistan, Punjab Board of Investment and Trade, Small and Medium Enterprises Development Authority, Mines & Minerals Department of Punjab, Directorate General Agriculture Extension Punjab, National Fertilizer Corporation of Pakistan (NFC), PEST Warning and Quality Control of Pesticides Department, Punjab Irrigation Department Lahore Zone, Akhuwat University, Kasur, Primary & Secondary Healthcare Department, Specialized Healthcare Department, Medical Education Department, District Health Authority, Punjab Health Facilities Management Company at Lahore.

33rd 34th and 35th MCMC NIM Quetta

Three local visits for the participants of 33rd 34th and 35th MCMC was arranged to various organizations. The participant visited Command and Staff College, Government Innovative Lab, UOB, SOS Childrens Village, Pakistan Air Force, Samungli Base, Balochistan University of Information Technology, Engineering & Management Sciences (BUIEMS), NUST University Baluchistan Campus, SMZABN Quetta Institute of Cardiology, Institute for Development Studies and Practices (IDSP) and Sorange Coal Mines Quetta.

Extracurricular Activities – An Overview

Extracurricular activities or cultural activities are those that fall outside the realm of the normal curriculum of the School. Such activities are voluntary and provide participants with a break from their regular rigorous routine.

31st SMC NIM Islamabad

The following activities were organized for the participants of the 31st SMC:

i. Movie Evening

The Movie Evening event was arranged by the Cultural Committee on Friday 2nd

September, 2022. Movie titled "Malcolm X (1992)" was screened for the course participants at New NIM Training Hall/ Central Discussion Hall (CDH).

ii. On-Campus Tree-Plantation: Plantation Drive on 14th August

The Cultural Committee of 31st SMC was encouraged to carry on the legacy of tree plantation at NIM Campus on 14th August, 2022 – 75th Independence Day of Pakistan. The entire NIM Management, Faculty and members of the Cultural Committee participated in the activity.

iii. Sports day Event

The Sports Committees of the 31st SMC organized various sports competitions. All the participants actively competed in the events. The finals were held on Saturday 3rd September, 2022 at the Iqbal Hall, G-7 and Multipurpose Sports Ground Islamabad. Participants of 31st SMC competed in table tennis, badminton, carom, chess, walk & jog events.

iv. Cultural Night

The NIM Islamabad facilitated the Cultural Committee of the 31st SMC to organize two Cultural Nights and a Mushaira. All the events were well organized. All the participants of the Course exhibited their co-curricular skills and show cased the diversity of our national culture. In Mushaira eminent national and local poets were also invited. The events created life-long memories for all the participants and Faculty.

30th and 31st SMC NIM Lahore

Unity in Diversity: A Glance at Co-Curricular Activities

During SMC different kinds of Co-curricular activities were also arranged which include following categories:

- i. During 30th & 31st SMC participants actively involved themselves in different sports throughout the course including Lawn Tennis, Table Tennis, Badminton, Walk/Jog and Cricket. At the end of each course,

tournaments were held and winners as well as runners up were awarded certificates.

- ii. During both 30th and 31st SMCs, a 'Mess Committee' was constituted to monitor overall hygienic conditions of mess and quality of food as well as to suggest changes in menu in consultation with the all the participants. The 'Upkeep Committees' were also constituted to maintain and improve the old and new hostel blocks, dining room/ kitchen & sports facilities.
- iii. During both 30th and 31st SMCs, 'Literary Society' was also part of co-curricular activities to arrange different kinds of literary events. An editorial board was also notified to for publishing GALAXY magazine. During 30th SMC two Poetry/Prose recital events were arranged by the participants. Renowned poet, Mr. Abbas Tabish chaired the event where classic poetry pieces were presented for the aesthetic pleasure of the audience. Some other renowned poets, like Ms. Saima Aftab and Mr. Muhammad Omar, also recited their poetic pieces. Galaxy Magazine was got published by the Literary society of 30th SMC in which literary pieces of work of different participants were included.
- iv. Cultural Committee was also constituted to arrange cultural events. During 30th SMC cultural committee arranged a visit to walled

city of Lahore and a ghazal night was also arranged at the campus. During 31st SMC a cultural night was arranged in which Mr. Shafqat Salamat Ali, a famous classical singer, was invited for musical performance.

30th 31st SMC NIM Karachi

Cultural nights were organized for participants of 30th and 31st SMC at NIM Karachi.

33rd 34th and 35th MCMC NIM Lahore

Unity in Diversity: A glance at co-curricular activities

The course participants hail from diverse demographic, educational and professional backgrounds. NIM proactively aims at creating a sense of national pride and harmony among the trainees. For promoting healthy interactions and creating work-life balance, participants are encouraged to participate in cultural activities e.g., holding mushairas, musical nights, visiting cultural sites in the old city etc.

Since a healthy mind resides in a healthy body, the participants are facilitated in playing the sports of their choosing—which include table tennis, lawn tennis, volleyball, cricket, badminton. A walk and jog committee is also there for those who want to pursue physically less rigorous activity. At the end of each course, sports competitions are held. Winners and runners-up are awarded certificates in recognition of their athletic prowess.

Pictorial Overview



(Participants of 33rd MCMC on Inland Study Tour to Faisalabad)



(Participants of 34th MCMC on Inland Study Tour to Bahawalpur)



Participants of SMC at NIM Peshawar visited the Buddhist Monastery Takht Bhai.



(Participants of 33rd MCMC visiting Elite Police Training School, Lahore)



Digging deeper into our souls and planting new trees...!
Faculty & Participants of 31st SMC planting trees on 14th August, 2022 - the 75th Independence Day of Pakistan



Cultural Night Events of 31st SMC - Turning it into a nice cultural tapestry



Group Photo of the 35th MCMC Participants with Honorable Rector NSPP, Dr. Ijaz Munir

International Collaborations & Memorandums of Understanding

International Collaboration and MoUs

NSPP has established international collaborations with numerous counterparts and signed MoUs with them.

- 1. China National School of Administration (CNSA), Beijing, China**
MOU was signed with CNSA on November 10, 2009.
- 2. Ecole National D 'Administration (ENA), Paris, France (INSP)**
MOU was signed with ENA on May 30, 2011.
- 3. National School of Public Administration (Scuola Superiore Della Pubblica Amministrazione- SSPA), Rome, Italy**
MOU was signed with SSPA on December 05, 2011.
- 4. The National Graduate Institute for Public Studies (GRIPS), Tokyo, Japan**
MOU was signed with GRIPS on February 02, 2016.
- 5. The Civil Service Commission, Maldives**
MOU was signed with CSC Maldives on July 25, 2017.
- 6. Sri Lanka Institute of Development Administration (SLIDA)**
MOU was signed with SLIDA on March 23, 2018.
- 7. Public Administration Institute for Turkey and the Middle East (TODAIE), Ankara.**
MoU was signed with TODAIE on May 5, 2010, in Ankara, Turkey
- 8. Russian Academy of Public Administration under the President of the Russian Federation (RAPA), Moscow, Russian**
MoU was signed with RAPA on May 13, 2010, in Moscow, Russian

New Memorandum of Understanding (MoUs) under process

1. Memorandum of Understanding (MoU) between **Civil Service College of the Republic of Singapore** and the National School of Public Policy of the Islamic Republic of Pakistan
2. Memorandum of Understanding (MoU) between **The University of Kimpo of the Republic of Korea** and the National School of Public Policy of the Islamic Republic of Pakistan
3. Memorandum of Understanding (MoU) between the **Institute of National Planning of the Arab Republic of Egypt** and the National School of Public Policy of the Islamic Republic of Pakistan
4. Memorandum of Understanding (MoU) between the **Institute of National Planning, the State of Kuwait** and the National School of Public Policy of the Islamic Republic of Pakistan
5. Memorandum of Understanding (MoU) between the **National Academy of Public Administration of the Socialist Republic of Vietnam** and National School of Public Policy of the Islamic Republic of Pakistan
6. Memorandum of Understanding (MoU) between the **National School of Government of the Republic of South Africa** and The National School of Public Policy of the Islamic Republic of Pakistan.

Fiscal Profile

Fiscal Profile

Budget during the financial year 2020- 2021 was Rs. 1,116 million for NSPP and its Units.

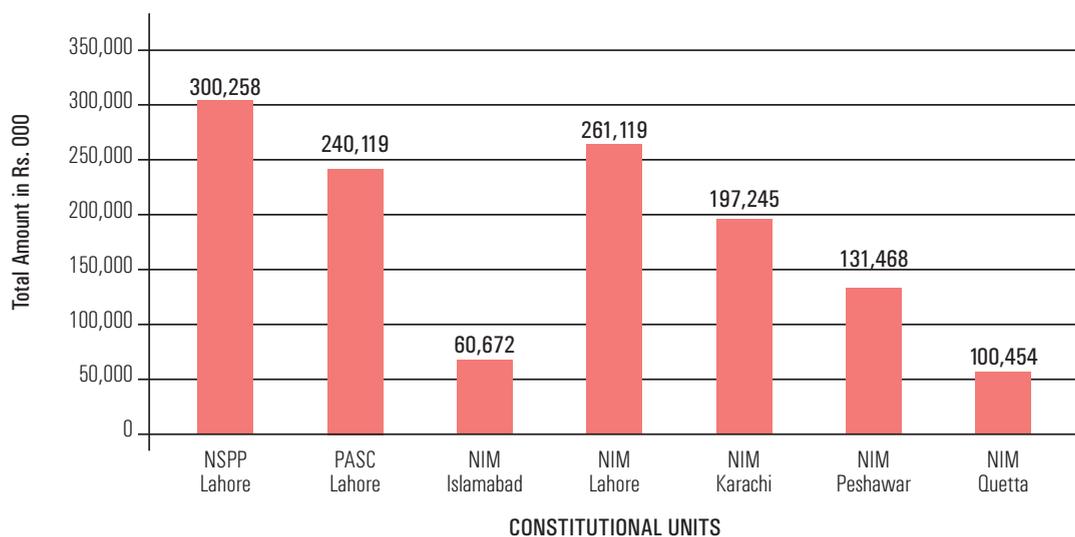
The tables given below show a picture of budget allocations for the Financial Years 2020-2021 and actual expenditure during the year:

National School of Public Policy (NSPP) and its Units

Budget allocation for the Financial Year 2021-2022 (amount in pak. Rs. '000')

Sr. No.	Unit Name	Original Budget	Re - Approp		TSG	Surrender	Total
			(+)	(-)			
1.	NSPP Lahore	286,490	---	---	13,768	---	300,258
2.	PASC Lahore	225,101	---	---	15,094	---	240,195
3.	NIM Islamabad	53,107	---	---	7,565	---	60,672
4.	NIM Lahore	221,645	---	---	39,474	---	261,119
5.	NIM Karachi	168,422	---	---	28,823	---	197,245
6.	NIM Peshawar	112,781	---	---	18,687	---	131,468
7.	NIM Quetta	100,454	---	---	---	---	100,454
	Total	1,168,000	---	---	123,411	---	1,291,411

BUDGET ALLOCATION FOR THE FINANCIAL YEAR 2021 - 2022

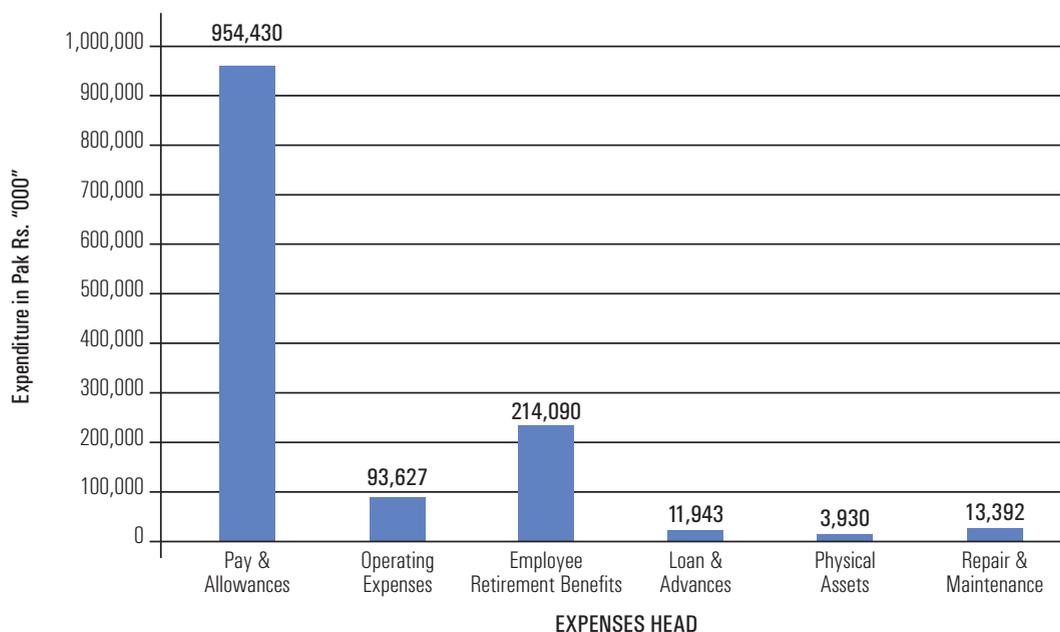


Actual Expenditure during the Year 2021-22

Amount in Pak Rs. "000"

Unit	Pay & Allow	Operating Exp.	Emplo Retd Benefits	Loan & Advance	Phys. Assets	Repair & Maint.	Total
NSPP Lahore	269,839	25,210	935	1,500	246	2,527	300,258
PASC Lahore	158,867	20,277	53,278	---	1,633	6,140	240,195
NIM Islamabad	53,192	6,795	---	---	---	685	60,672
NIM Lahore	163,313	12,227	71,717	10,443	1,836	1,582	261,119
NIM Karachi	134,133	10,401	51,892	---	---	819	197,245
NIM Peshawar	89,461	10,454	30,787	---	215	552	131,468
NIM Quetta	85,623	8,262	5,481	---	---	1,088	100,454
Total	954,430	93,627	214,090	11,943	3,930	13,392	1,291,411

ACTUAL EXPENDITURE DURING THE YEAR 2021 - 2022



National School of Public Policy and its Units

Details of Final Budget Allocation 2021-22

Units Name	Budget Allocation
National School of Public Policy	300,258,000
Pakistan Administrative Staff College	240,195,000
National Institute of Management (NIM) Islamabad	60,672,000
National Institute of Management (NIM) Lahore	261,119,000
National Institute of Management (NIM) Karachi	197,245,000
National Institute of Management (NIM) Peshawar	131,468,000
National Institute of Management (NIM) Quetta	100,454,000
Total	1,291,411,000

Development Activities

Development Activities

The Government of Pakistan has undertaken a set of progressive reforms for civil service over the past three years. To take forward this program institutional strengthening and refurbishment of the training, research and policy advice functions is essential. All over the world schools of public policy are anchored with a substantive setup for research and application methodologies. This golden triangle i.e. training, research and policy advice is the backbone of any vibrant and service oriented civil service system. It is therefore very important to consider strengthening of the NSPP as an allied component of the civil service reforms. In this regard, the National School of Public Policy (NSPP) has initiated a project titled as "Institutional Strengthening and Augmentation of Training and Research Functions of National School of Public Policy" worth Rs. 722.270 million. Project objectives are discussed below:

NSPP as a Center of Excellence in sphere of public policy

The aim of the present project is to position NSPP for attaining its true potential as a store house of new ideas for policy formulation, a knowledge repository and a center of excellence for capacity building of civil servants.

NMC & N1Ms to impart quality in-service training to civil service

The National Management College and National Institutes of Management are the training arms of NSPP. These institutions organize in-service mandatory training programmes for Civil Servants. The project aims to improve the quality of the training programmes to bring them at par with renowned international training institutions

NIPP to become a think tank and core research center

In order to enable NIPP to attain its true potential as the leading policy think tank and core research center of the government, it needs to be provided more resources under the present

project. Following four areas may serve as the main foci for deployment of these efforts and resources:

- Providing resource backing for obtaining accreditation of "Pakistan Administration" from Higher Education Commission (HEC) and establishing its credentials as a prestigious, peer-reviewed international research journal.
- Hiring of sectoral experts to develop in-house capacity for commissioning research and consultancy services for the federal government in the areas of public policy, governance, social sciences, economics and finance.
- Provision of research grants for development of customized research and consultancy products
- Refurbishing of IT and physical infrastructure

EDI - an interactive platform for civil servants, academia, politicians, businesses and other civil society organizations

ED1's current portfolio of training courses includes a reasonably good and relevant but limited set of themes related to management and public policy due to paucity of funds. There is tremendous potential to expand, diversify and intensify its outreach to professionals in the public and private sectors through a richer portfolio of training programs delivered through more sophisticated methodologies, which can be possible with greater fiscal space. Therefore, for that aim to realize, its resource base needs to be strengthened.

Faculty Development

Training and research establishments thrive on credibility. Long term credibility hinges on the quality and competence of their faculty. Without competent trainers well versed in the latest pedagogical methodologies a training establishment cannot win and sustain the trust of its trainee in the long run. It is therefore vital that a facility for continuous professional

development is available for the faculty serving at various integral and constituent units of NSPP.

Development of IT Wing and creation of paperless environment

NSPP is moving towards paperless environment for conducting routine business. NSPP has deployed an e-portal for interacting with the participants.

The Coronavirus pandemic has proved an opportunity for NSPP to acquire new technological capabilities and to diversify training methodologies. Since June 2020 all training activities at all integral and constituent units of NSPP are being conducted in an online mode. However, the information technology infrastructure at NSPP and other constituent units is but of date and unable to meet the demand of present requirement. One of the objectives of the Project is the upgradation of the information technology infrastructure of NSPP which is urgently required.

Addition and Upgradation of Physical Infrastructure

There has hardly been any significant investment in the physical infrastructure at NSPP and its constituent units in the last decade on account of financial constraints. As a consequence, the state of infrastructure at these units has gone down. Parts of facilities are in a state of disrepair or are outrightly dysfunctional. The addition and upgradation of physical infrastructure is envisaged under this Project, since the available financial resources are highly inadequate to undertake the same.

During the last calendar year 2022, various development works relating to up-gradation/renovation of physical infrastructure (amounting Rs. 295.199 million) were assessed under the project and funds were transferred to Pak PWD for execution of the works. The detail of works are as under:

- **Construction of New Office Block (Completion period 2-years)**

A new office block of NSPP has been designed and approved. The work on the

block started during the year and work is under progress as per given timeframe and will be completed during the financial year 2023-24. The slab of ground floor has been casted.

- **Up-Gradation of Hostel Rooms (C-Block)**
Renovation/up-gradation of 12 guest rooms is being undertaken.

- **Establishment of Sadequain Gallery**
NSPP holds a treasure of 31 original paintings of renowned painter and calligrapher "Sadequain". In order to properly display these paintings, one of the halls of Main building is being converted into a proper Gallery. The Gallery being designed under the guidance of experts of Lahore museum.

- **EDI (Executive Development Institute) Conference Hall**

The hall is being renovated. The planning is also underway for up-gradation of faculty block, solarization of classroom and hostels, repair/carpeting of internal roads, overhead reservoir, street and garden lights, etc.



Overall progress made on implementation of the said project is tabulated as follows:

Sr. No.	Description	Total Outlay	Expenditure		Total
			FY 2021 - 22 (Jan - Jun 2022)	FY 2022 - 23 (Jan - Jun 2022)	
1.	Hiring of Research Staff	109.10	---	6.40	6.40
2.	Training (Foreign) (Online)	25.67	0.11	0.95	1.05
3.	Training (Local)	10.00	0.13	---	0.13
4.	Consultancy	10.00	0.64	0.15	0.79
5.	Research Grants	25.00	0.09	0.30	0.39
6.	International Scholarships	90.41	1.96	---	1.96
7.	Linkages with Counterpart Institutions	16.00	---	---	---
8.	Conference/Seminars/ Workshop	30.50	0.50	3.20	3.70
9.	Communication, Printing and Publication	10.00	0.65	---	0.65
10.	IT Infrastructure	77.69	16.42	1.03	17.45
11.	Physical Infrastructure	295.20	139.44	---	139.44
12.	Procurement of Course Material from International Universities	5.32	0.76	---	0.76
13.	Accreditation of Research Journal	6.00	---	---	---
14.	Miscellaneous Expenditure	11.38	1.52	0.12	1.64
	Total	722.27	162.22	12.15	174.37



NATIONAL SCHOOL OF PUBLIC POLICY

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