



# National School of Public Policy

YEAR BOOK  
2023





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

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# M E S S A G E

**Mr. Asif Ali Zardari**

President of the Islamic Republic of Pakistan



It gives me immense satisfaction to review the Yearbook 2023 of the National School of Public Policy. This compilation stands as a testament to the unwavering commitment and remarkable achievements of our country's premier civil service training institution. It aptly gives an overview of the rich tapestry of the training programs and activities that have conducted at NSPP over the past year.

The NSPP plays a pivotal role in molding the future of our public administration. By providing essential training to our civil servants, it lays the foundation for efficient governance and effective public service delivery. The responsibility that rests upon the shoulders of this institution cannot be overstated it is nothing less than shaping the very backbone of our state's administrative framework. Indeed, NSPP has a proactive stance in evolving its curriculum. By forging international partnerships and adopting cutting-edge training techniques, the institution ensures that our civil servants are equipped with globally relevant skills and knowledge. This forward-thinking approach is essential in an era where governance challenges transcend national boundaries.

I extend my heartfelt appreciation to the dedicated faculty and staff of NSPP for their tireless efforts in nurturing the next generation of public servants. To the trainees and graduates, I remind you of the great responsibility that comes with your position. You are now the torchbearers of good governance, and the nation is looking up to you with hope and expectation.

As we move forward, I encourage the NSPP to continue its pursuit of excellence.



# M E S S A G E

## **Mr. Ahsan Iqbal**

Vice-Chairman of the BOG of NSPP

Dear Esteemed Colleagues,

As we navigate the complex landscape of contemporary governance, It is imperative that we continuously align our educational curriculum with the evolving demands posed by rapid urbanization, population growth, dwindling resources, and climate change. The challenges of our time require a forward-thinking approach, equipping our civil servants with the necessary tools and knowledge to adapt and thrive.

The graduates of the National School of Public Policy are uniquely positioned to leverage their education to foster people-centric governance. By enhancing public service delivery and forging partnerships with communities, they can drive collective action that addresses the pressing needs of our society. This approach not only empowers citizens but also strengthens the bond between the bureaucracy and the people it serves. Improved public service delivery will be cornerstone in rebuilding trust and overcoming the existing trust deficit, ultimately enhancing the state-citizen relationship. It is essential for our faculty and students alike to embrace new tools and methodologies in public policy and governance, ensuring our approaches remained relevant and effective. Through these initiatives, we can create a better Pakistan for all citizens. By improving governance and public service delivery, we can enhance the quality of life for our people, making basic services more accessible, fostering economic opportunities, and promoting sustainable development, a commitment to effective governance is a commitment to uplift the lifestyle of our citizens. encourage everyone to learn from the insights gained through Project Uraan, an initiative aimed at improving governance, spearheaded by our Ministry. The findings from this project hold valuable lessons that can enhance our strategies moving forward. Furthermore, I urge all stakeholders to draw lessons from the governance forums we have conducted under my leadership and to actively participate in the upcoming forum in December 2024. These gatherings provide an invaluable platform for dialogue and collaboration, critical for shaping the future of governance in Pakistan.

Together, let us commit to a transformative journey that elevates governance standards and serves our people with dedication and excellence.

# F O R E W O R D

**Dr. Ijaz Munir**  
Rector NSPP



It is immense pleasure and a sense of accomplishment to present the Yearbook 2023 of the National School of Public Policy (NSPP). This Yearbook provides a thorough overview of our institutional wings, showcasing our objective, mandate, training activities, and achievements during the year. The Yearbook 2023 serves as a brief yet impactful summary of the key activities and notable accomplishments throughout the past year. It reflects the initiatives of various Constituent and Integral Units of the NSPP, including short-term and long-term training courses like NMC, SMC and MCMC. The compilation of the Yearbook will serve not merely government stakeholders, but also the general public interested in NSPP affairs. As an institution devoted to promoting excellence in public policy and administration, we take pride in presenting this Yearbook to enhance transparency and reaffirm our dedication to serve the public interest.





# SECTION-I

## National School of Public Policy

An Overview  
Vision  
Mission  
Functions



## An Overview

The National School of Public Policy came into being on March 15, 2005, under 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 integral 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 Institutes of Managements (NIMs) 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 center of excellence for the study of public policy, management, related research and analysis, to improve the quality of decision-making and its effective implementation in the governance of Pakistan.”

## Mission

“To improve the quality and effectiveness of public policies and management in Pakistan by improving the quality of training and education for all those engaged in public service. The institution also seeks progressive personality development to foster an attitudinal change that motivates the trainees to work for the 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 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.



# SECTION-II

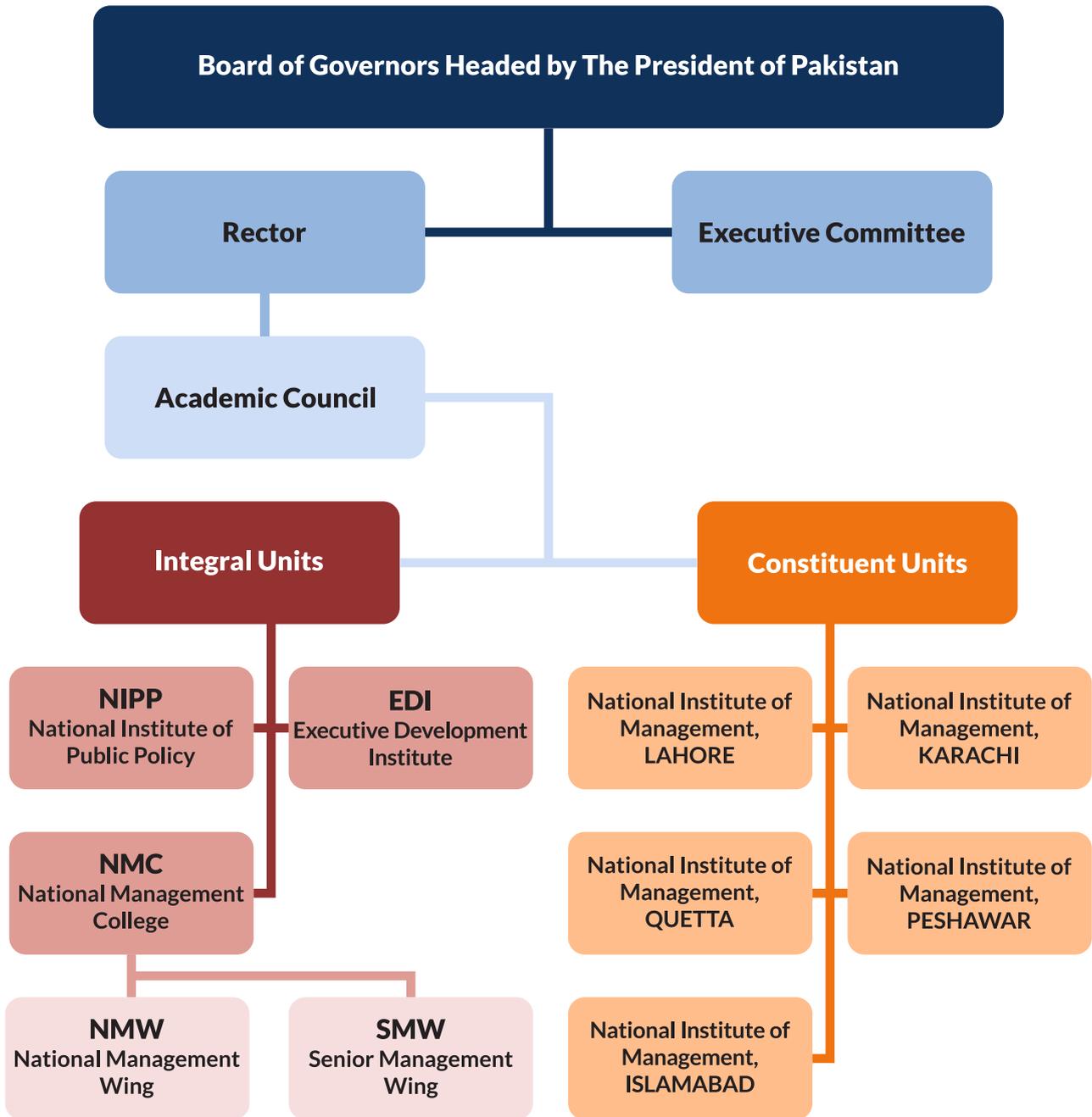
## **Governing Structure**

Board of Governors  
The Executive Committee  
The Academic Council

## Governing Structure

The 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 2023, the following BOG was in place:

Sr.No.	Names	Designation
1	<b>Mr. Asif Ali Zardari</b> President of Islamic Republic of Pakistan	Chairman
2	<b>Mr. Ahsan Iqbal</b> Federal Minister for Planning, Development & Special Initiatives	Vice Chairman
3	<b>Mr. Inamullah Khan Dharejo</b> Secretary, Establishment Division	Member
4	<b>Mr. Imdad Ullah Bosal</b> Secretary, Finance Division	Member
5	<b>Mr. Javed Sadiq Malik</b>	<ul style="list-style-type: none"> <li>• Vacant</li> <li>• 3 year tenure as Members of BoG of NSPP Expired on 14.10.2023</li> </ul>
6	<b>Mr. Muneer Kamal</b>	
7	<b>Dr. Faisal Bari</b>	
8	<b>Ms. Arifa Sabohi</b>	
9	<b>Mr. Zaid Bin Maqsood</b> Secretary (Services), S&GAD, Government of Punjab	Member
10	<b>Mr. Ghulam Ali Brahmani</b> Secretary (Services) Services, General Administration & Coordination Department, Government of Sindh	Member
11	<b>Mr. Muhammad Zubair Khan</b> Secretary Establishment, Establishment Division Government of Khyber Pakhtunkhwa	Member
12	<b>Syed Faisal Ahmad</b> Secretary, Services & General Administration Department, Government of Baluchistan, Quetta	Member
13	<b>Dr. Ijaz Munir</b> Rector, 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
- 3 Execute policies on behalf of the Board.

### • Composition of the Executive Committee

Sr. No.	Names	Designation
1	<b>Dr. Ijaz Munir</b> Rector, NSPP	Chairman
2	<b>Dr. Nawaz Ahmad</b> Additional Secretary-1, Establishment Division, Islamabad	Member
3	<b>Mr. Mumtaz Hussain Shah</b> Financial Advisor (Establishment Division), Joint Secretary Expenditure (Estab./NSPP), Finance Division, Islamabad	Member
4	<b>Dr. Ismat Tahira</b> Director General, NIM, Lahore	Member
5	<b>Dr. Lubna Ayub</b> Director General, NIM, Karachi	Member
6	<b>Dr. Muhammad Tariq Moj</b> Director General, NIM, Islamabad	Member
7	<b>Capt. (Retd.) Usman Gul</b> Director General, NIM, Peshawar	Member
8	<b>Mr. Muhammad Aslam Ghani</b> Director General, NIM, Quetta	Member
9	<b>Mr. Asim Iqbal</b> Director General (Admin), 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.	Names	Designation
i	<b>Rector, NSPP</b>	Chairman
ii	<b>Dean, NMC</b>	Member
iii	<b>Dean, EDI</b>	Member
iv	<b>Dean, NIPP</b>	Member/Secretary
v	<b>Chief Instructor</b> National Management Wing (NMW)	Member
vi	<b>Chief Instructor, SMC</b>	Member
vii	<b>Director General, NIM, Peshawar</b>	Member
viii	<b>Director General, NIM, Quetta</b>	Member
ix	<b>Director General, NIM, Lahore</b>	Member
x	<b>Director General, NIM, Karachi</b>	Member
xi	<b>Director General, NIM, Islamabad</b>	Member
xii	<b>Director General, Administration, NSPP</b>	Member



# SECTION-III

## **Courses Offered**

National Management Course  
Senior Management Course  
Mid-Career Management Course

## Courses Offered at NSPP

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

**National Management Course** takes place at the National Management Wing of NMC, Lahore, for Basic Scale-20 officers. It requires the course participants to concentrate and understand the factors bearing on the formulation, involvement and implementation of public policy, with a background in policymaking at the national level.

**SMC** is offered at NIM Lahore, Karachi, Peshawar, and Islamabad for Basic Scale-19 officers emphasizing strategizing policy and implementation.

**MCMC** is a training program conducted at National Institutes of Management (NIMs) for the officers in BS-18. This course is tactical in nature and focuses on public service delivery at grassroots 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 geopolitical 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 the 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 Based Activities

**Module 7:** Field Study Tours

**Module 8:** IT Based Solutions for Effective Governance

**Module 9:** General Events

## Senior Management Course

The Senior Management Wing conducts a SMC for BS-19 Officers as a prerequisite 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 NIM Lahore, Peshawar, and Karachi, with an intake of 50 participants per course. In Islamabad, the maximum number of Participants is 36, and it runs only one SMC 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 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 and communication technology, making it an effective tool of analysis, interpretation, decision-making and monitoring.
- Through study tours, expose the participants to the issues and practical problems of the Pakistani society and state, along with the 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

MCMC is for BS-18 officers and conducted simultaneously at five National Institutes of Management (such as Islamabad, Karachi, Lahore, Peshawar and Quetta).

### Aim & Scope of MCMC

#### Aim

To develop and enhance participants' knowledge, skills and leadership potential 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 in 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



# SECTION-IV

## Performance Roundup

National Management College  
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 origins of the NMC, an integral unit of the NSPP, can be traced back to the establishment of the former Pakistan Administrative Staff College (PASC) in 1960, which was created to offer in-service training for senior civil servants. Drawing inspiration from renowned institutions like the Henley College of Civil Service in London and Syracuse University in the USA, PASC incorporated elements from both British and American educational traditions into its curriculum and teaching methods. Over the years, NMC has retained the core principles of these traditions while modernizing and expanding its academic approach. Moving beyond a focus solely on administrative studies, NMC now encompasses a broader range of academic disciplines, including sociology, anthropology, and humanities. These additional areas of study complement foundational subjects such as economics, political science, law, and international affairs, providing students with a comprehensive understanding of public policy and leadership.

Located in Lahore, the NSPP campus serves as a hub for these diverse academic pursuits.

### NMC Team

The NMC faculty is headed by Dr. Muhammad Jamil Afaqi as Dean NMC, and other faculty/Directing Staff include: Capt. (R) Muhammad Usman, Mr. Asim Iqbal, Ms. Ambreen Raza, Dr. Naila Zafar, Dr. Naveed Ahmed Chaudhry, and Mrs. Sijal Tauseef Khan.

### Core Activities

NMC holds an 18-week training program namely 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

The National Management Course (the Course), spread over a period of 18 weeks, is conducted twice a year and aims to cultivate a globally competitive, culturally rooted, ethically fortified, and temperamentally compassionate professional personality among its participants.

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 the following three key sub-themes:

### Understanding of Authorizing Environments

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**

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**

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, 107 BS-20 officers enrolled for training in NMC 118 (10 April 2023 - 11 August 2023) and NMC 119 (25 September 2023 - 26 January 2024). The officers belonged to various occupational groups of civil service, provincial civil service cadres, and autonomous bodies.

## **National Institutes of Management**

The five National Institutes of Management based at all provincial capitals, i.e. Islamabad, Karachi, Lahore, Peshawar and Quetta, conducted courses in MCMC and SMC. However, NIM Quetta conducts only MCMC. During the calendar year 2023, three courses of SMC were completed i.e., 32nd SMC (7th November 2022 - 14th February 2023), 33rd SMC (26th April - 11th August 2023) & 34th SMC (9th October 2023 - 26th January 2024). Whereas, three courses of MCMC were conducted and completed i.e., 36th MCMC, (6th February 2023 - 14th April 2023), 37th MCMC (29th May 2023 - 4th August 2023) and 38th MCMC (18th September 2023 to 24th November 2023).

## **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, Ms. Samreen Zahara, Mr. Muhammad Masood Ahmad, Mr. Ejaz Ahmed Bajwa, Dr. Naila Jabeen, Ms. Seemi A. Khan, Ms. Zoobia Masood, Mr. Muhammad Imran.

During the year 2023, the NIM Islamabad conducted two courses i.e. 33rd SMC with 43 participants and 34th SMC with 43 participants and 36th MCMC with 48 participants, 37th MCMC with 48 participants and 38th MCMC with 45 participants during the year 2023.

## **Research & Publications**

AURORA MAGAZINE was published by the Editorial Board of the participants of the conducted courses, 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 course. The Editorial Boards of the respective courses has put in their best efforts to bring out the magazine AURORA to chronicle their journey undertaken during the Course at NIM, Islamabad. The magazine mirrors the creative and innovative pursuits of the participant officers.

### **NIM Lahore - Faculty, Participants and Training Tools**

The NIM Lahore faculty was led by Dr. Ismat Tahira as Director General. Other faculty members included Mr. Khurram Shakoor, Ms. Sameena Fayyaz, Mr. Aamir Fayyaz, Ms. Sumbal Agha, Dr. Muhammad Farooq Adeel, and Mr. Muhammad Umer.

During calendar year 2023, 32nd SMC successfully concluded on 24th February 2023 with 49 participants; 33rd SMC was held from 26th April to 11 August 2023 with 48 participants. 34th SMC started from 9th October 2023 to be completed on 26th January 2024 with 44 participants.

During 32nd SMC a total of 51 Lecture Discussions (LDs), 11 Panel Discussions (PDs), 14 Workshops and 6 Tutorial Discussions (TDs) were conducted; whereas during 33rd SMC 55 LDs, 11 PDs, 14 Workshops and 7 TDs were conducted. During 34th SMC total 58 LDs, 10 PDs, 6 TDs and 14 workshops were conducted.

### **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 Khaliq Shaikh, Mr. Jawed Zia, Ms. Shagufta Waris, and Mr. Fouz Khalid Khan.

During Calendar Year 2023, three courses of SMC (32nd, 33rd, 34th) were conducted and completed.

During 32nd SMC 39 participants; in 33rd SMC 37 participants; and 34th SMC 40 participants participated.

### **NIM Peshawar - Faculty, Participants and Training Tools**

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

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

During Calendar Year 2023, three courses of SMC (32nd, 33rd and 34th) were conducted and completed. During 32nd SMC, 38 participants; in 33rd SMC 34 participants; and in 34th SMC 36 participants participated. During 36th MCMC 54 participants; in 37th MCMC 31 participants; and 38th MCMC 36 participants participated.

### **Research & Publications**

NIM, Peshawar is bringing the literary endeavors of participants into fruition in the form of a magazine. The Literary Committee of 34th 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, Peshawar, is translating the literary efforts of its participants into tangible fruition through the publication of a magazine. Each MCMC's Literary Committee has produced Mashaal magazine, focusing on predetermined themes. The choice of the magazine's title, Mashaal, symbolizes the relentless struggle and aspiration to harness progressive and creative abilities.

### **NIM Quetta - Faculty, Participants and Training Tools**

The NIM Quetta faculty was led by Mr. Muhammad Aslam Ghani as Director General. Other faculty members included Dr. Syed Ali Raza Shah, Syed Farzand Ali, Syeda Mubin Fatima, Khalid Mahmood Lashari and Engr. Syed Usman.

During Calendar Year 2023, three courses were conducted i.e., 36th MCMC, 37th MCMC and 38th MCMC. A total of 115 participants (37 in 36th MCMC) (42 in 37th MCMC) & (36 in 38th MCMC) were joined. One case study and two simulation exercises were conducted for each of the course i.e. 36th, 37th and 38th MCMC.

## Activities Spectrum at NSPP

Simulation Exercises  
Case Study Research  
Keynote Speaker Series  
Lecture Discussions  
Workshops  
Panel Discussions  
Tutorial Discussions  
Specialized Domain Exercises  
Contemporary Issue Series  
Study Tours

## SIMULATION EXERCISE 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 which they may face 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

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

### NMC 118 and NMC 119

#### NMC 118

The SE conducted in NMC 118 centered on Baluchistan. The exercise was organized along following thematic contours:

- i. Evolving Complexity: Identity and Conflict, Insurgencies and Failed Reforms
- ii. State's Ability and Outreach: Administrative and Security Infrastructure, Missing Persons, Border Insecurity
- iii. Geo-Strategic Significance: Opportunities and Threats: CPEC, Regional Dynamics, Climate Change
- iv. A Vision for Sustainable Development: Share in Resources, Wealth beneath the Soil, Empowering Communities
- v. Culture, Social Life and Education: Arts, Crafts, Heritage and Languages, Universities and Art Councils.

The objective of the exercise was to capture Baluchistan as a phenomenon in the historical, cultural and socio-economic contexts rather than looking at it as a problem, administrative, legal or otherwise and eventually come up with a policy framework for recouping it to a situation of normalcy and putting it on a path of sustainable development as a vibrant province of the federation of Pakistan.

#### NMC 119

The SE conducted in NMC 119 focused on Trade and Investment. The exercise was organized along following thematic contours:

- i. Global and Regional Dynamics of Trade
- ii. Significance of Trade in the National Economic Framework
- iii. Critical Investments in Support Infrastructure
- iv. The Challenge of Policy Coherence
- v. Dynamics of Investment

The aim of this particular exercise was to require participants, as policy analysts, to come up with the right policies to enable Pakistan to harness its potential to become a regional economic powerhouse.

## Senior Management Course

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 herein under is categorized campus-wise.

### 32nd, 33rd, 34th SMC NIM Lahore

- SE Sustainable Development Goals (32nd SMC)
- SE Internal Security (32nd SMC)
- SE Public Service Delivery through Efficient & Effective Financial Management (33rd SMC)
- SE Children Rights in Pakistan (33rd SMC)
- SE The IT Landscape in Pakistan: Challenges and Prospects (34th SMC)
- SE Urban Planning and Sustainable Development: Issues and Challenges in Service Delivery (34th SMC)

### 32nd, 33rd and 34th SMC NIM Karachi

- SE - Services Sector in Pakistan: Challenges & Policy Options
- SE - Power Crisis in Pakistan: Challenges and Policy Options
- SE - Leveraging Public-Private Partnerships (PPPs) for Improving Service Delivery in Pakistan
- SE - Baluchistan Dynamic: Navigating Complex Challenges and Charting a Path Forward through Opportunities in 2023 & Beyond

### 32nd 33rd and 34th SMC NIM Peshawar

During the year under review, in each SMC, two SEs were held. The details of each exercise are provided herein under

- SE “Socio-Economic Development of Khyber Pakhtunkhwa through Youth Empowerment”
- SE “Institutional Reforms in Khyber Pakhtunkhwa for Effective Resource Mobilization and Optimal Revenue Generation”
- SE “Reforming the Khyber Pakhtunkhwa Police: A Step towards Better Public Safety”
- SE “E-Governance Transformation and Policy Advancement in Khyber Pakhtunkhwa”
- SE “Sustainable Urban Growth in Peshawar”

SE “Advancing Citizen-Centric Governance through Reforms in the Province of Khyber Pakhtunkhwa”

## **Mid Career Management Course**

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

### **36th, 37th and 38th MCMC NIM Lahore**

- SE Improving Public Service Delivery in Pakistan (36th MCMC)
- SE ICT Interventions and Data Analytics for Effective Public Service Delivery (37th MCMC)
- SE Agriculture, Food Security and Economic Well-being (38th MCMC)

### **33rd, 34th and 35th MCMC NIM Peshawar**

- SE A Critical Analysis of Implementation of Economic & Industrial Development Strategies in Pakistan Social Welfare and Protection of Vulnerable and Marginalized groups in Khyber Pakhtunkhwa Analyzing & Evaluating Implementation Strategies for Pakistan's National Security Dimensions

### **36th, 37th and 38th MCMC NIM Quetta**

- SE Prevention is better than cure
- SE Quetta: The Metropolitan City and its Challenging Issues
- SE Role of Small and Medium Sized Enterprises (SMEs) in Socio-Economic Development and Poverty reduction in Baluchistan

## 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 118 and NMC 119**

#### **NMC 118**

During NMC 118, 53 case studies were discussed.

#### **NMC 119**

During NMC 119, 54 case studies were discussed.

### **32nd, 33rd and 34th SMC NIM Lahore**

During the year under review, nine (9) Case Studies were discussed in the 32nd, 33rd and 34th SMC altogether on varying topics. Including Child Security: Zainab Rape & Murder case Kasur Incident; Fitness Challenges of Public Service Vehicles, a Case Study of Punjab Vehicle Inspection and Certification System and The Johar Town Blast: Unveiling of an International Terror Network.

#### **SMC NIM Karachi**

During the year under review, two Case Studies each were discussed in the 32nd, 33rd and 34th SMC respectively.

### **30th, 31st and 32nd SMC NIM Peshawar**

During the year under review three Case Studies each were discussed in the 32nd SMC, 33rd SMC, and 34th SMC respectively.

### **36th, 37th and 38th MCMC NIM Lahore**

1. Helmet Usage and Safety of Motorbike Riders: A Case Study of Traffic Police Lahore (36th MCMC)
2. Flood, 2022 [Case of Nowshera Flood Evacuation Operation] (36th MCMC)
3. Air Pollution in Lahore: Smog Policy 2017 and Future Strategy (37th MCMC)
4. Fire Incidents in multi-storey Buildings: Case Study of Hafeez Center Inferno (37th MCMC)
5. Organizing First International Textile Exhibition in Lahore [Case Study of TEXPO, 2019] (38th MCMC)
6. Seven Letters [The Issues of Inter-Departmental Communication: Case of TMA] (38th MCMC)

### **36th, 37th, and 38th MCMC NIM Quetta**

1. Collapse of Railway Bridge in Bolan
2. Blasphemy Laws in Pakistan
3. Causes and effects of fire in chilgoza (Pine) Forest
4. Quaid-e-Azam Solar Park Bahawalpur
5. Child Labor in Pakistan: Special Focus on Fatima & Uzma Case
6. Tragedy at Gadani: The Human Cost of Pakistan's Shipbreaking Industry

### **36th, 37th, and 38th MCMC NIM Peshawar**

During the year under review, the 36th, 37th, and 38th MCMC sessions at NIM Peshawar witnessed the discussion of a total of two case studies each.

## 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 herein under shed lights on the same.

### NMC 118 and NMC 119

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

### Syed Babar Ali

Syed Babar Ali was once again, as in the previous courses, kind enough to accept our invitation to speak to the participants. A distinguished Pakistani industrialist, entrepreneur, educationist and philanthropist, he shared captivating insights into his life, specifically the establishment of Packages Limited, one of Pakistan's leading conglomerates, and LUMS, now a vital part of the country's educational landscape. Responding to the various questions raised by participants, Syed sahib expressed his candid views on a range of issues related to education and the economic development of Pakistan.



### Professor Stefan Dercon

In his captivating address to our participants, Professor Stefan Dercon, an economist and Professor of Economic Policy at the University of Oxford, began by expressing his gratitude to NSPP for inviting him for a talk on 'The Political Economy of Policy Advice: The Case of a Hard Country'. Drawing on his decade long experience as the Chief Economist at the Department of International Development

(DFID), UK, he underscored the crucial responsibility of influential individuals in dedicating themselves to development and growth in order to achieve success. Referring to countries like China and India, he stressed upon the need for an elite bargain focused on growth. In a thought-provoking conclusion, he mentioned that the recipe for success lies in overcoming common aspects of failure, ultimately leading to progress for the entire population.



### Mujeeb-ur-Rehman Shami

In July 2023, NMC invited renowned journalist, Mr. Mujeeb-ur-Rehman Shami, Chief Editor of The Daily Pakistan newspaper, to enlighten the participants on Fatima Jinnah's contribution to the national cause. The speaker gave a brief overview of her life and then shared insights into her involvement in politics, and her active engagement in a number of welfare activities. Despite facing uphill battles, Fatima Jinnah's integrity and commitment to the Pakistani cause left an indelible mark on the public consciousness, upholding the legacy of the Quaid.



### Arifa Saboohi

Ms. Arifa Saboohi, a former Pakistan Administrative Service Officer, gave a talk to the participants on “Ethics in Public Service Management”. Sharing insights from her 32-year long illustrious career, she discussed the key aspects of the topic. Arifa Saboohi stressed that ethics, closely linked to morality and values, guide personal and societal conduct. To this end, she explained ethical dilemmas where civil servants had to choose between legal yet differing courses of action, sharing personal examples influenced by her ethical approach.





### **Ambassador Dr. Asad Majeed Khan & Ambassador (Retd.) Aizaz Ahmed**

Ambassador Dr. Asad Majeed Khan and Ambassador (Retd.) Aizaz Ahmed led a panel discussion on 'The Emerging International Order and Pakistan'. Both speakers talked about the challenges and opportunities presented by Pakistan's geopolitical landscape. Dr. Khan emphasized the urgent need for extraordinary measures to not only tackle problems in domestic politics but also cater effectively to the economic landscape in the country while Mr. Aizaz Ahmed, a former Foreign Secretary and Ambassador, shed light on the evolving global order's dynamics characterized by a shift from a unipolar to a multipolar world order.

The discussion highlighted the need for collaborative efforts and strategic foresight in navigating Pakistan's geopolitical landscape, and concluded with the need to incorporate a citizen-centric approach to policymaking.

### **Senior Management Course**

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

#### **32nd, 33rd and 34th SMC NIM Lahore**

During the year, NIM Lahore invited many keynote speakers for discussion with course participants. Few notables included, Mr. Babar Yaqoob Fateh Muhammad, Dr. Hafiz A. Pasha, Mr. Mohyuddin Ahmad Wani, Ms. Hina Jillani, Mr. Shahid Hafeez Kardar, Late Muhammad Abdullah Khan Sumbal, Dr. Hassan Askari Rizvi, Amb. (R) Abdul Basit.

#### **32nd, 33rd and 34th SMC NIM Peshawar**

During the 32nd SMC, 33rd SMC, and 34th SMC, a number of guests were invited as Keynote Speakers. These included: Mr. Abdul Basit Ambassador (R), Dr. Muhammad Jamil Afaqi, Mr. Tariq Najeeb Najmi, Mr. Mohsin Mushtaq Chandna, Ambassador (R) Manzoor ul Haq, Mr. Hifzur Rehman, Mr. Shoaib Mir, Dr. Safdar A. Sohail, Mr. Ejaz Ahmad Qureshi, Dr. Maleeha

Lodhi, Dr. Muhammad Amjad Saqib, Mr. Ihsan Ghani, Mr. Uxi Mufti, Ms. Irum Bukhari, Mr. Saleem Khan Safi, Ms. Afshan Tehseen Bajwa.

## **MCMC**

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 herein under is categorized campus-wise.

### **36th, 37th and 38th MCMC NIM, Lahore**

During the year, NIM Lahore invited many guests as Keynote Speakers to address the participants of the courses. These included Mr. Tariq Masood Khosa, Mr. Ahmed Nadeem Khan, Mr. Babar Hayat Tarar, Ms. Gulalai Khan, Adm. (R) Muhammad Asif Sandila, Mr. Albert David, Mr. Babar Yaqoob Fateh and Sen. (R) Javed Jabbar.

### **36th, 37th and 38th MCMC NIM Peshawar**

During the 36th, 37th, and 38th MCMC sessions, an esteemed array of keynote speakers graced the events with their presence. These distinguished individuals included: Lt. Gen (R) Mumtaz Gul, Dr. Muhammad Jameel Afaqi, Mr. Shujauddin Sheikh, Mr. Aizaz Ahmed Chaudhry, Mr. Ahmed Nazir Warriach, Brig. (R) Mowadat Hussain Rana, Dr. Qazi Waheed Uz Zaman, Ambassador Abdul Basit, Prof. Nasir Aziz, Mr. Amjad Mehmood, Syed Muhammad Mohsin, Dr. Muhammad Tahir Hijazi, Ms. Saima Shaikh, Mr. Umar Zafar Shaikh, Mr. Muhammad Ishfaq Khattak, Prof. Dr. Hussain Shaheed Suhrawardi, Mr. Mohsin Mushtaq Chandna, Dr. Ali Sajid, Mr. Shoaib Mir, Prof. Dr. Muazzam A. Khan Khattak, Dr. Saad S. Khan, Mr. Muhammad Jan, and Mr. Muhammad Faheem.

### **36th, 37th and 38th MCMC NIM Quetta**

#### **36th MCMC**

1. Mr. Uxi Mufti, Creative Writer/ Folk Lorient
2. Mr. Abdul Aziz Uqaili, Chief Secretary, Baluchistan
3. Ambassador (R) Abdul Basit
4. Mr. Rafiullah Kakar Member Planning Commission
5. Dr. Irfan Ahmed, Principal, Institute of Tender Management
6. Mr. Shoaib Mir Memon, Ex-Member, Federal Public Service Commission
7. Dr. Lubna Ayub, DG NIM Karachi

#### **37th MCMC**

1. Mr. Arkadiy Leybovskiy, Regional Head UNHCR
2. Syed Faisal Ahmed, Commissioner Makran Division
3. Dr. Saad S. Khan, Chairman Governor's Inspection team KP
4. Dr. Tahir Rasheed, CEO, BRSP
5. Dr. Zartash Afzal Uzmi, Professor LUMS

### 38th MCMC

1. Dr. Ishrat Hussain, Ex-Governor State Bank of Pakistan
2. Mr. Abdullah Khan, Secretary Government of Baluchistan
3. Dr. Athar Mansoor, Research Consultant Hong Kong, University of Science and Technology, Lahore
4. Dr. Imtiaz Ahmed, Economic Advisor, Finance Division, Ministry of Finance, Islamabad.
5. Mr. Mukhtar Ahmed Ali, Ex-Information Commissioner Punjab
6. Mr. Mahfooz Ali Khan, Ex-Director General NIM Quetta

## 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 herein under.

### 32nd, 33rd and 34th SMC NIM Lahore

In total 164 LDs were held in 32nd, 33rd and 34th SMC at NIM Lahore, including the following;

1. The Impacts of Governance on Service Delivery at the Federal, Provincial, and Local Levels
2. Pakistan's Foreign Policy towards Middle East
3. Public Finance Management
4. Public Service: Ethics & Governance
5. Public Policy - Formulation & Implementation
6. Human Rights in Pakistan
7. Foreign Policy of Pakistan
8. Trade Diplomacy-Challenges and prospects of effective Trade Diplomacy
9. Socio-Cultural Diversities within Punjab Province and their impact on Public Service Management
10. Communication Skills

### 30th SMC NIM Peshawar

During the year under review, a number of LDs were held in 32nd 33rd and 34th SMC. Their details are provided herein under.

### 32nd SMC NIM Peshawar

1. How to ask a Smart Question? by Dr. Muhammad Jamil Afaqi
2. Communication Skills by Mr. Umar Zafar Sheikh
3. Use of IT for Effective Policy Implementation Service Delivery & Monitoring by Ms. Saima Shaikh
4. Introduction to Research Methodology-I & II by Dr. Faheem Jahangir
5. Public Service: Ethics and Governance & Public Policy- Formulation by Mr. Ejaz Ahmad Qureshi
6. Social Protection and Poverty Alleviation by Dr. Muhammad Amjad Saqib
7. Introduction to Daftri Urdu by Mr. Noor Ahmad Shad
8. Human Rights in Pakistan by Barrister Awais Babar
9. Basic Concepts of Microeconomics & Macroeconomics by Mr. Mohsin Mushtaq Chandna

10. Leadership in Public Sector Organizations by Mr. Naeem Aslam
11. Impact of RTI Laws on Public Service Delivery & Challenges for Public Servants by Abdul Mateen
12. CPEC as a Harbinger of Regional Connectivity: Its Strategic and Economic Impact by Mr. Hassan Daud Butt
13. Pak-India Relations by Ambassador (R) Abdul Basit
14. Peculiarities of Politico-Administrative Arrangements & Governance in GB by Mr. Sibtain Ahmad
15. Public Finance Management by Dr. Waqar Masood
16. Foreign Policy by Ambassador (R) Zamir Akram
17. Trade Diplomacy of Pakistan by Mr. Abdul Majid Yousfani
18. Socio-Cultural Diversities within Punjab Province and their impact by Mr. Kamran Lashari
19. Economic Planning & Development in Pakistan by Mr. Abdul Wajid Rana
20. Socio-Cultural Diversities within AJ&K and their impact on Public Service Management by Syed Asif Hussain
21. Impact of Governance on Service Delivery at Federal Level by Mr. Shoaib Mir
22. Impact of Governance on Service Delivery at Provincial and Local Level by Mr. Hifzur Rehman
23. Pakistan's Relations with Iran by Ambassador Asif Ali Khan Durrani
24. Challenges to Agriculture in Pakistan by Dr. Babar E Bajwa
25. Issues and Welfare of Children in Pakistan by Ms. Afshan Tehseen Bajwa
26. Socio-Cultural Diversities within Baluchistan Province by Mr. Mahfooz Ali Khan
27. Overview of Pakistan's Relations with China by Ambassador Masood Khalid
28. Industrial Development in Pakistan by Senator Nauman Wazir
29. Constitutional Framework Governing Pakistan by Dr. Saad S. Khan
30. National Security of Pakistan-Internal and External Dynamics by Mr. Muhammad Ali Khan Babakhel
31. Gender Mainstreaming by Dr. Anoosh W. Khan
32. Trade Policy & its Strategic Implications by Mr. Shafiq Shehzad
33. Tourism Industry by Rana Aftab ur Rehman
34. Business Startup & Role of Innovation / Technology in Knowledge Economy by Qazi Waheed-uz-Zaman
35. Services Sector Development in Pakistan by Dr. Safdar A. Sohail
36. The Dynamics of Energy Sector in Pakistan by Dr. Fatima Khushnud
37. Population Dynamics of Pakistan by Mr. G. M. Arif
38. Water Issues of Pakistan by Dr. Qazi Tallat Mehmood Siddiqui
39. Climate Change by Ms. Maha S. Kamal
40. Pakistan: State and Society by Dr. Aamer Raza

41. Environmental Management by Mr. Ahmed Rafay Alam
42. Taxation Structure in Pakistan by Dr. Farooq Jamil
43. State Owned Entities & Privatization Process in Pakistan by Mr. Javed Masud
44. Accountability Framework for Civil Servants by Mr. Zahir Shah
45. Pakistan's Relations with Afghanistan by Mr. Saleem Khan Safi
46. Development of Arts & Literature and their Impact on Pakistani Society by Mr. Uxi Mufti
47. Overview of Pakistan's Relations with USA and the Changing Dynamics by Dr. Maleeha Lodhi
48. Dynamics of Inclusive Workplaces by Mr. Arshad Bhatti
49. Institutional Development and Reforms in Pakistan by Dr. Vaqar Ahmed
50. Role of Foreign Economic Assistance in Pakistan's Economy by Dr. Faheem Jehangir
51. Sustainable Urban Development and Eco Cities by Dr. Muhammad Naveed Iftikhar
52. Socio-Cultural Diversities within KP Province by Mian Adil Iqbal
53. Pakistan's Foreign Policy towards Middle East by Ambassador (R) Manzoor ul Haq
54. Terrorism, Violent Extremism and State Response by Mr. Ihsan Ghani
55. Public Private Partnership by Mr. M. Abdullah Khan Sumbal
56. Issues and Welfare of Marginalized Communities in Pakistan by Dr. Sania Nishtar

### **33rd SMC NIM Peshawar**

1. How to ask a Smart Question? by Dr. Muhammad Jamil Afaqi
2. Communication Skills by Mr. Umar Zafar Sheikh
3. Use of IT for Effective Policy Implementation Service Delivery & Monitoring by Ms. Saima Shaikh
4. Introduction to Research Methodology-I & II by Dr. Faheem Jahangir
5. Healthy Life Style for Civil Servants by Syed Muhammad Ilyas
6. Public Service: Ethics and Governance & Public Policy-Formulation by Mr. Ejaz Ahmad Qureshi
7. Social Protection and Poverty Alleviation by Dr. Nasir Iqbal
8. Introduction to Daftri Urdu by Mr. Noor Ahmad Shad
9. Human Rights in Pakistan by Barrister Awais Babar
10. Basic Concepts of Microeconomics & Macroeconomics by Mr. Mohsin Mushtaq Chandna
11. Leadership in Public Sector Organizations by Dr. Sohail Habib Tajik
12. Impact of RTI Laws on Public Service Delivery & Challenges for Public Servants by Abdul Mateen
13. CPEC as a Harbinger of Regional Connectivity: Its Strategic and Economic Impacts by Mr. Hassan Daud Butt
14. Pak-India Relations by Ambassador (R) Abdul Basit
15. IT Governance Landscape by Dr. Muhammad Akif Khan

16. Public Finance Management by Dr. Waqar Masood
17. Socio-Cultural Diversities within Punjab Province and their impact by Mr. Kamran Lashari
18. Economic Planning & Development in Pakistan by Mr. Abdul Wajid Rana
19. Socio-Cultural Diversities within AJ&K and their impact on Public Service Management by Syed Asif Hussain
20. Impact of Governance on Service Delivery at Federal Level by Mr. Shoaib Mir
21. Artificial Intelligence (AI) by Dr. Adnan Amin
22. Data Governance Policies by Dr. Muhammad Akif Khan
23. Impact of Governance on Service Delivery at Provincial and Local Level by Mr. Hifzur Rehman
24. Blockchain Technology by Dr. Adnan Amin
25. Pakistan's Relations with Iran by Ambassador Asif Ali Khan Durrani
26. Challenges to Agriculture in Pakistan by Dr. Babar E Bajwa
27. Issues and Welfare of Children in Pakistan by Ms. Afshan Tehseen Bajwa
28. Socio-Cultural Diversities within Baluchistan Province by Mr. Mahfooz Ali Khan
29. Overview of Pakistan's Relations with China by Ambassador Masood Khalid
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53. Sustainable Urban Development and Eco Cities by Dr. Muhammad Naveed Iftikhar
54. Socio-Cultural Diversities within KP Province by Dr. Abaseen Yousafzai
55. Pakistan's Foreign Policy towards Middle East by Syed Sajjad Haider
56. Terrorism, Violent Extremism and State Response by Mr. Ihsan Ghani
57. Public Private Partnership by Mr. M. Abdullah Khan Sumbal

### **34th SMC NIM Peshawar**

1. Communication Skills by Mr. Umar Zafar Sheikh
2. Introduction to Research Methodology-I & II by Dr. Muhammad Kaleem
3. Use of IT for Effective Policy Implementation Service Delivery & Monitoring by Dr. M. Akif Khan
4. Healthy Life Style for Civil Servants by Syed Muhammad Ilyas
5. Public Policy- Formulation and Implementation by Dr. Ume Laila Shah
6. CPEC as a Harbinger of Regional Connectivity: Its Strategic and Economic Impacts by Mr. Hassan Daud Butt
7. How to ask a Smart Question? by Dr. Muhammad Jamil Afaqi
8. Pakistan: State and Society by Dr. Aamer Raza
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51. Socio-Cultural Diversities within AJ&K and their impact on Public Service by Syed Asif Hussain
52. Pakistan's Relations with Afghanistan by Mr. Saleem Khan Safi
53. Overview of Pakistan's Relations with China by Ambassador Masood Khalid
54. Blockchain Technology by Dr. Adnan Amin
55. Data Governance Policies by Dr. Muhammad Akif Khan

56. Leadership in Public Sector Organizations by Dr. Sohail Habib Tajik
57. Dynamics of Inclusive Workplaces by Mr. Arshad Bhatti
58. Public Finance Management by Dr. Waqar Masood
59. Environmental Management by Mr. Ahmed Rafay Alam

### **36th, 37th and 38th MCMC NIM Lahore**

During the year, the following lecture discussions were arranged for each course:

1. How to Ask a Smart Question?
2. Nutrition and Life Style Modification for A Healthy Life
3. Framework of Public Policy
4. Economy of Pakistan: Challenges and Prospects
5. Internal and External Determinants of National Security
6. Socio-Cultural Dynamics of Pakistani Society
7. Public Speaking
8. Human Resource Management in Public Sector
9. Federal and Provincial Rules of Business
10. Accountability & Performance
11. Management Finance (Finance for Public Managers)
12. Introduction of Project Management
13. Administrative Discretion
14. Interface with Citizens: Citizen Portal (Prime Minister's Performance Delivery Unit)
15. Interface with Citizens: Understanding of RTI Laws and Responsibilities of Public Officials
16. Interface with Parliament
17. ICT Interventions for Improved Service Delivery
18. IT Governance Landscape
19. Artificial Intelligence: Conceptual Understanding, Potential and Application
20. Cyber Security
21. Blockchain and Future Technologies

### **36th MCMC NIM PESHAWAR**

During the course, the following LDs were held:

- Framework of public policy
- Economy of Pakistan: challenges and prospects
- Internal and external determinants of national security
- Socio-cultural dynamics of Pakistani society
- Foreign policy and trade diplomacy
- Public Speaking

- Human resource management in public sector
- Federal and provincial rules of business
- Accountability & performance
- Management finance (finance for public managers)
- Introduction of project management
- Conceptual understating of public service ethics
- Administrative discretion
- Interface with citizens: citizen portal (Prime Minister's performance delivery unit)
- Interface with citizens: understanding of RTI laws and responsibilities of public officials
- Interface with parliament
- ICT interventions for improved service delivery
- Digitizing the government
- Artificial intelligence: conceptual understanding, potential and application
- Cyber security

### **37th MCMC NIM PESHAWAR**

During the course, the following LDs were held:

- Framework of public policy
- Economy of Pakistan: challenges and prospects
- Internal and external determinants of national security
- Socio-cultural dynamics of Pakistani society
- Foreign policy and trade diplomacy
- Public Speaking
- Human resource management in public sector
- Federal and provincial rules of business
- Accountability & performance
- Management finance (finance for public managers)
- Introduction of project management
- Administrative discretion
- Interface with citizens: citizen portal (Prime Minister's performance delivery unit)
- Interface with citizens: understanding of RTI laws and responsibilities of public officials
- Interface with parliament
- ICT interventions for improved service delivery
- IT Governance Landscape
- Artificial intelligence: conceptual understanding, potential and application
- Blockchain and Future Technologies

### 38th MCMC NIM PESHAWAR

During the course, the following LDs were held:

- Framework of public policy
- Economy of Pakistan: challenges and prospects
- Internal and external determinants of national security
- Socio-cultural dynamics of Pakistani society
- Foreign policy and trade diplomacy
- Public Speaking
- Human resource management in public sector
- Federal and provincial rules of business
- Accountability & performance
- Management finance (finance for public managers)
- Introduction of project management
- Administrative discretion
- Interface with citizens: citizen portal (Prime Minister's performance delivery unit)
- Interface with citizens: understanding of RTI laws and responsibilities of public officials
- Interface with parliament
- ICT interventions for improved service delivery
- IT Governance Landscape
- Artificial intelligence: conceptual understanding, potential and application
- Cyber Security
- Blockchain and Future Technologies

## WORKSHOPS AN OVERVIEW

In each course, the School conducted 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 to 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.

### 32nd, 33rd and 34th SMC NIM Lahore

In total 42 workshops were conducted in 32nd, 33rd and 34th SMC in Lahore. Few of the topics are provided herein under;

1. Mr. Muhammad Abdullah Khan Sumbal: Public Sector Project Management.
2. Mr. Salahuddin Yousaf: Understanding Financial Statements (Public & Commercial Sectors).
3. Mufti Muhammad Najeeb Khan and Mr. Ahmed Ali Siddiqui: Workshop on Islamic Finance

### 33rd and 34th SMC Karachi

1. Workshop on Building Capacity to use Research Evidence (BCURE) for 33rd SMC was held from 20th & 21st July, 2023
2. Workshop on Building Capacity to use Research Evidence (BCURE) for 34th SMC was held from 12th & 13th October, 2023
3. SDGs Workshops – 33rd & 34th SMC
4. Gender Mainstreaming and Shared Workplace Dynamics Workshop, facilitated by Legal Aid Society (LAS) – 34th SMC
5. Extension Talks: 32nd SMC, 33rd SMC, 34th SMC

### 34th SMC NIM Peshawar

1. Development and Use of IT Application by Dr. Muhammad Akif Khan
2. Public Sector Project Management by Mr. Waqar Ahmed
3. MS PowerPoint by Mr. Jehanzeb Khan & Dr. Muhammad Bakhsh
4. Stress Management by Mr. Yasir Masood Afaq
5. Critical Thinking by Dr. Sabahat Haqqani
6. Strategy Formulation and Implementation by Dr. Muhammad Nouman
7. Analytical and Professional Writing by Dr. Saima Jabeen
8. Understanding Financial Statements (Commercial Sector) by Mr. Muhammad Jan
9. Handling Court Cases and Litigation by Mr. Qaiser Shah
10. Mutual Legal Assistance (MLA) by Mr. Mirvais Niaz & Mr. Dilawar Khan
11. Interaction with Media-Persons and Use of Social Media in Governance by Mr. Zaigham Khan

### **36th, 37th and 38th MCMC NIM, Lahore**

During the year under review, Following workshops were conducted:

1. Leadership & Team Building
2. Communication & Presentation Skills
3. Negotiations Skills
4. Effective Time Management Skills
5. Decision Making & Problem Solving
6. Stress, Anger Management, and Emotional Intelligence
7. Analytical Writing

### **36th MCMC NIM, PESHAWAR**

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

1. Team building
2. Communication & presentation skills
3. Negotiations skills
4. Effective time management skills
5. Decision making & problem solving
6. Stress & anger management, and emotional intelligence
7. Analytical writing
8. Performance management in public sector
9. Efficiency & discipline
10. Budget formulation process
11. Roles and responsibilities of the drawing & disbursing officer
12. Handling audit observations
13. Public procurement in Pakistan
14. Public private partnership
15. Preparation of PC-I & PC-II
16. Preparation of PC-III, PC-IV & PC-V
17. Project appraisal
18. Project management tools & MS Project
19. Public service motivation and best practices for public service ethics
20. Engaging media for effective service delivery
21. Interaction with judiciary and administrative response
22. Microsoft word (MS Word)
23. Microsoft PowerPoint
24. Geographic information system (GIS) as a decision-making tool
25. E-office software
26. Research methods: research processes, style and form

27. Quantitative tools for decision-making
28. Building capacity to use research evidence (BCURE)

### **37th MCMC NIM PESHAWAR**

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

1. Team building
2. Communication & presentation skills
3. Negotiations skills
4. Effective time management skills
5. Decision-making & problem-solving
6. Stress & anger management, and emotional intelligence
7. Analytical writing
8. Performance management in public sector
9. Efficiency & discipline
10. Budget formulation process
11. Roles and responsibilities of the drawing & disbursing officer
12. Handling audit observations
13. Public procurement in Pakistan
14. Public private partnership
15. Preparation of PC-I & PC-II
16. Preparation of PC-III, PC-IV & PC-V
17. Project appraisal
18. Project management tools & MS Project
19. Public Service Ethics: Conceptual Understating and Best Practices
20. Engaging media for effective service delivery
21. Interaction with judiciary and administrative response
22. Basic ICT Orientation
23. Geographic information system (GIS) as a decision-making tool
24. Development and Use of IT Applications
25. Data Analytics
26. Research methods: research processes, style and form
27. Quantitative tools for decision-making
28. Building capacity to use research evidence (BCURE)

### **38th MCMC NIM PESHAWAR**

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

1. Team building
2. Communication & presentation skills

3. Negotiations skills
4. Effective time management skills
5. Decision-making & problem-solving
6. Stress & anger management, and emotional intelligence
7. Analytical writing
8. Performance management in public sector
9. Efficiency & discipline
10. Budget formulation process
11. Roles and responsibilities of the drawing & disbursing officer
12. Handling audit observations
13. Public procurement in Pakistan
14. Public private partnership
15. Preparation of PC-I & PC-II
16. Preparation of PC-III, PC-IV & PC-V
17. Project appraisal
18. Project management tools & MS Project
19. Public Service Ethics: Conceptual Understating and Best Practices
20. Engaging media for effective service delivery
21. Interaction with judiciary and administrative response
22. Basic ICT Orientation
23. Geographic information system (GIS) as a decision-making tool
24. Development and Use of IT Applications
25. Data Analytics
26. Research methods: research processes, style and form
27. Quantitative tools for decision-making
28. Building capacity to use research evidence (BCURE)

## 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 118 and NMC 119**

During the year under review, one PD was held by Ambassador Dr. Asad Majeed Khan and Ambassador (Retd.) Aizaz Ahmed on 'The Emerging International Order and Pakistan'. Both speakers talked about the challenges and opportunities present in Pakistan's geopolitical landscape. Dr. Khan emphasized the urgent need for extraordinary measures to not only tackle problems in domestic politics but also cater effectively to the economic landscape in the country, while Mr. Aizaz Ahmed, a former Foreign Secretary and Ambassador, shed light on the evolving global order's dynamics, characterized by a shift from a unipolar to a multipolar world order. The discussion highlighted the need for collaborative efforts and strategic foresight in navigating Pakistan's geopolitical landscape, and concluded with the need to incorporate a citizen-centric approach to policymaking.

### **32nd, 33rd and 34th SMC NIM, Lahore**

During the year under review, 32 PDs were held, some topics are mentioned below;

1. Development of Arts & Literature and their Impact on Pakistani Society
2. Sustainable Urban Development and Eco Cities
3. Foreign Policy and Trade Diplomacy
4. Economic Planning & Development in Pakistan
5. Taxation structure of the federal government and international best practices

### **36th, 37th and 38th MCMC NIM, Lahore**

One panel discussion on the topic of Foreign Policy and Trade Diplomacy was conducted in each course in which Ambassador (R) Jalil Abbas Jilani, Dr. Manzoor Ahmad and Amb. (R) Aizaz Ahmad Ch. gave detailed insights related to the topic.

### **33rd and 34th SMC NIM Karachi**

During the year under review, two PDs were held at NIM Karachi. The details have been provided herein under:

- 1) Trade Policy & its Strategic Implications (Panel Discussion) The guest, in association with Mr. Junaid Esmail Makda, led a frank discussion on the ills plaguing the economy of Pakistan and the role of various stakeholders with special emphasis on the trade policy. Both speakers jointly stressed that the country needed to shift the focus on exports of services, especially in the wake of changing economic realities, the rise of service and IT as lynchpins in global industrial and financial markets.
- 2) Climate Change (Panel Discussion) Ms. Aisha Khan began the panel discussion by reviewing global temperature change and the history of consistent temperature rise. She informed the participants about the international community's efforts. She elaborated on the Stockholm Convention and the Earth Summit. In addition, participants were informed that the UNFCCC

went into effect in 1994. Today, its membership is nearly universal. Parties to the Convention are the 198 countries that have ratified it.

Ms. Kashmala apprised the participants regarding the institutional framework for climate change in Pakistan, informing the audience that the Ministry of Climate Change serves as the keeper of Multi Environmental Agreements and Sovereign International Agreements, with the Ministries of Planning, Development, Special Initiatives, and Finance serving as major stakeholders.

## 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.

### **32nd, 33rd and 34th SMC NIM Lahore**

During the year, a number of TDs were held. The details are provided herein under in total 19 TDs were held, including;

1. Pakistan and FATF
2. Pak-India Relations
3. Socio - Cultural Diversities and their impact on Governance and Service Delivery in Punjab, KP, Baluchistan, GB, Sindh & AJ&K
4. Challenges to Agriculture in Pakistan
5. Dynamics of Energy Sector in Pakistan

### **33rd SMC NIM Peshawar**

1. Public Speaking
2. Artificial Intelligence (AI)
3. Constitutional Framework Governing Pakistan
4. Business Startup & Role of Innovation / Technology in Knowledge Economy and Gig Economy
5. Role of Foreign Economic Assistance in Pakistan's Economy
6. FATF and Issues of Compliance

### **34th SMC NIM Peshawar**

1. Public Speaking
2. Human Rights in Pakistan
3. Accountability Framework for Civil Servants
4. Water Issues of Pakistan
6. Blockchain Technology

### **36th, 37th and 38th MCMC NIM, Lahore**

1. Fasahat /Public Speaking
2. Research Methodology
3. Gender Mainstreaming
4. Climate Change
5. Public Service Delivery: Health & Education

6. Artificial Intelligence

**36th, 37th and 38th MCMC NIM Peshawar**

1. Fasahat /Public Speaking
2. Research Methodology
3. Gender Mainstreaming
4. Climate Change
5. Public Service Delivery: Health & Education

## SPECIALIZED DOMAIN EXERCISE 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 118

During NMC 118, the SDE was conducted on the following topics:

- i. Rapprochement between Saudi Arabia and Iran: Dividends for the Region and Opportunities for Pakistan
- ii. Use of Modern Technology for Crime Prevention, Detection, Investigation and Control
- iii. Strategies for Realization of Ambitious Revenue Target Projected in Budget 2023-24
- iv. Devising an Effective Performance Management System in Government
- v. Streamlining Treasury, Accounting and Auditing Functions in the Financial Management System of the Government.

### NMC 119

During NMC 119, the SDE was conducted on the following topics:

- i. Navigating Opportunities and Challenges Surrounding Electronic Voting in Pakistan – A Comprehensive Analysis
- ii. Privatization of PIA
- iii. Framework for In-Service Training
- iv. Afghan Transit Trade
- v. Cybercrime in Pakistan
- vi. Pakistan's Trade and Investment Potential with Africa.

### Public Policy Praxes

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.

### Policy Atelier

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.

The main idea behind the introduction of this exercise was to instill in the participants sense of values rather than requiring them to submit a report.

### 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 required 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 through this exercise, participants are equipped with the ability to do just that.

### 32nd, 33rd, & 34th SMC, NIM Peshawar

S. No.	Name of Heroes & Historical Places	S. No.	Name of Heroes & Historical Places
1	Abdul Ali Khan	22	Malik Akor Khan Khattak
2	Abdul Ghani Khan	23	The Malalai of Maiwand
3	Sahibzada Abdul Qayyum Khan	24	Nawab of Kalabagh
4	Abdur Rahaman Baba	25	Sayyed Ali Tirmizi (Pir Baba)
5	Ahmed Faraz	26	Ali Masjid
6	Malik Kajjo Khan	27	Attock Fort
7	Mullah Mastan	28	Jamrud Fort
8	Chief Engineer John Benton	29	Sethi House
9	Amir Hamza Khan Shinwari	30	Attock Railway Station
10	Ashab Baba	31	Islamia College Peshawar
11	Begum Raana Liaquat Ali Khan	32	Julian-Buddhist Monastery
12	Hashim Khan	33	Nankana Sahib
13	Mian Gul Jehanzeb	34	Ruins of Jamal Garhi
14	Mufti Mehmood	35	Quid-e-Azam Residency
15	Sifwat Ghayur Shaheed	36	Cherat Cantonment
16	Waris Shah	37	Kalash Culture
17	Arbab M. Jehangir Khan Khalil	38	Khyber Pass
18	Faqir of IPI	39	Lulusar Lake
19	Gulam Ishaq Khan	40	Malandari Pass
20	Hafiz Alpuri	41	Qilla Bala Hissar
21	Lt. Genl. Fazle Haq HI(M) Sbt.	42	Qissa Khwani Bazaar

Sr. No.	SPECIAL ASSIGNMENT REPORT	Course
1	Comprehensive Strategy for Stronger Diplomatic and Trade Relations Between Pakistan and India	32nd SMC
2	Comprehensive Policy/Institutional Roadmap for Lasting Peace in Khyber Pakhtunkhwa	32nd SMC
3	Comprehensive Strategy for Reasonable Enhancement of Tax-to GDP Ratio in the Next Five Years	32nd SMC
4	Comprehensive Plan for Tax Facilitation and Simplification of Tax Return for Better Service Delivery	33rd SMC
5	Comprehensive Plan for Making Pension Payments Sustainable, Consistent and Adequate in Khyber Pakhtunkhwa	33rd SMC
6	Tasks Force for Traffic Congestion Mitigation Plan for Peshawar	34th SMC
7	Peshawar Air Quality Improvement Task Force	34th SMC

## CONTEMPORARY ISSUE SERIES NMC

The Contemporary Issue Series (CIS) is an engaging exercise designed to enhance participants' knowledge and public speaking abilities. In this exercise, participants are assigned specific contemporary issues to research on and speak about. This process not only ensures that participants stay current with the latest developments in various areas but also helps them refine their public speaking skills. By delving into these topics, participants not only deepen their understanding but also learn how to effectively communicate complex ideas to a diverse audience. This exercise is a valuable tool for personal and professional development, providing participants with the opportunity to engage with pressing global challenges and refine their communication skills.

### **NMC 118**

During NMC 118, 53 CIS topics were assigned.

### **NMC 119**

During NMC 118, 54 CIS topics were assigned.

## STUDY TOURS AN OVERVIEW

### 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 118

The participants of NMC 118 visited following countries. With regard to each destination they were assigned, a specific theme to study. Following matrix provides details:

**Group A:** Norway and Iran

**Group B:** Qatar and Germany

**Group C:** Kenya and Netherlands

**Group D:** Bosnia & Herzegovina and France

**Group E:** Egypt and Austria

**Group F:** Malaysia and Singapore

**Group G:** Vietnam and China

#### NMC 119

The participants of NMC 119 visited following countries. With regard to each destination they were assigned, a specific theme to study. Following matrix provides details:

**Group A:** Kazakhstan and Portugal

**Group B:** Egypt and Austria

**Group C:** Azerbaijan and Czech Republic

**Group D:** Tunisia and Spain

**Group E:** Ethiopia and Switzerland

**Group F:** Malaysia and Australia

**Group G:** Turkey and Norway

### 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.

#### 33rd and 34th SMC NIM Islamabad

To enhance the knowledge of the participants about functioning and performance of public service organizations as well as private institutions working in diversified socio-cultural environment, the inland study tours were undertaken. The participants were divided into three groups of each course.

### **32nd, 33rd and 34th SMC NIM Lahore**

In order to enhance the knowledge of participants about the functioning and performance of public service organizations as well as private institutions working in diversified socio-cultural environments, an inland study tour is undertaken in each SMC. During this activity, the participants got the opportunity to gain first-hand knowledge of the issues having implications for public service delivery. Afterward, post-visit presentations were held, in which each visiting group of the participants gave an account of their observations and learnings during the course of the activity.

During the Inland Study Tour, Participants of 32nd and 33rd SMC, visited different departments/entities in Mirpur, Sialkot, Rawalpindi, Attock, Bahawalpur and Rahim Yar Khan. During the Inland Study Tour, Participants of 34th visited different departments/entities in Sargodha and Faisalabad, Rawalpindi and Attock and Bahawalpur and Multan.

### **32nd SMC NIM Karachi**

The participants of the Inland Study Tour visited various places in Lahore and Kartarpur. On the first day, they visited the Punjab Revenue Authority (PRA), the Punjab Education Foundation (PEF), and the Bank of Punjab in Lahore. On the second day, they had meetings with the Chief Secretary of the Government of Punjab and the Inspector General of Police (IGP) in Punjab. On the third day, they visited Kartarpur. On the fourth day, they visited G.C. University in Lahore, the National College of Arts in Lahore, and the Lahore Museum. They also had a meeting with the Governor of Punjab. On the fifth day, they visited the Punjab Information Technology Board (PITB) and Aitchison College in Lahore.

### **33rd SMC NIM Karachi**

In Islamabad, the participants visited the Finance Secretary, the Federal Minister for Planning Development & Special Initiative, and the Chairman of the CDA/Chief Commissioner Islamabad. They also had meetings with the World Bank Country Director, the Chairman of the FBR, the Secretary of Establishment, and the Foreign Secretary. Additionally, they met with the Federal Minister for Climate Change & Environmental Coordination and the IG Islamabad.

In Sindh, the participants called on the Vice Chancellor of Mehran University. They also had briefings with the Commissioner of Hyderabad and DIG Hyderabad, as well as the Chief Engineer of Kotri Barrage. These meetings and briefings were conducted twice during their visit. In Karachi, the participants visited the Sindh Environment Protection Agency (SEPA). As part of this visit, they toured Gets Pharma and Soorti Textile.

### **34th SMC NIM Karachi**

The participants of the 34th SMC had an opportunity to visit Sukkur where the participants offered Fateha at the Shrine of Shah Abdul Latif Bhittai R.A. in Hala. On the first day in Sukkur, the participants visited the Sukkur Barrage, Lansdowne Bridge, and the local museum. They had meetings with the Mayor of Sukkur and the Vice Chancellor of IBA Sukkur. Additionally, they visited the Sadhu Bela Temple and had a call with the DIG of the Sukkur Region. On the second day, the participants visited Engro Fertilizers Limited in Daharki and had a meeting with the Commissioner of Sukkur. On the third day, the participants visited the Pir Abdul Qadir Shah Jilani Institute of Medical Sciences (GIMS) in Gambat and Kot Diji. They received a briefing from the Deputy Commissioner of Khairpur and visited Faiz Mahal in Khairpur. On the fourth day, the participants met with the Vice Chancellor and visited Shaheed Mohtarma Benazir Bhutto Medical University in

Larkana. They also had meetings with the Commissioner and received a briefing from the Deputy Commissioner of Larkana. Furthermore, they met with the Mayor of Larkana and visited Moen-jo-Daro. On the fifth day, the participants offered Fateha at the Shrine of Hazrat Lal Shabaz Qalander R.A. and attended Juma Prayer in Sehwan.

### **32nd SMC NIM Peshawar**

During the 32nd SMC Inland Study Tour, the participants got the opportunity to visit various departments/entities in Lahore, Jhelum & Faisalabad i.e. Millat Tractors Limited Lahore, Lahore Chamber of Commerce, Lahore Development Authority, WAPDA House Lahore, Chief Secretary Punjab, Walled City of Lahore, Badshahi Mosque and Shahi Fort Lahore, Inspector General of Police Punjab, Wagah Border for Flag Lowering Ceremony, Lahore, Punjab Information Technology Board (PITB) Lahore, Khewra Salt Mines Jhelum, Commissioner Faisalabad, Agriculture University Faisalabad, Faisalabad Development Authority, Masood Textile Mills, Faisalabad Dry Port. 33rd SMC participants visited various departments of Azad Jammu & Kashmir & Islamabad/Muree i.e. Chief Secretary AJ&K, Inspector General of Police AJ&K, Pak-India L.O.C. Chalyana Briefing at Jhora Camp, Jagran 1-4 Hydel Power Project, DC Office Neelum, Inspector General of Police Islamabad, Chief Commissioner Islamabad, Heavy Industries Taxila H.I.T., Taxila Museum, Galiyat Development Authority GDA, at Lawrence College Murree, Lower Topa Murree. During 34th SMC participants visited Sialkot/Gujranwala & Islamabad/Faisalabad DPO Sialkot, Sialkot Dry Port Trust, Sambira, Iqbal Manzil, Sialkot, Sialkot Chamber of Commerce & Industry, Sialkot International Airport, Commissioner, Gujranwala Division, Pak-India Border Chowinda, Katas Raj Temple, Collector Customs (Airport), Islamabad, Commissioner Faisalabad, Faisalabad Development Authority, Faisalabad Dry Port, Regional Police Officer.

### **36th, 37th and 38th MCMC NIM Lahore**

During the 36th MCMC, the participants visited Peshawar & Nowshera, Abbottabad & Mansehra and Muzaffarabad & Rawalakot in three groups. The participants of 37th MCMC visited Faisalabad, Rawalpindi, and Sialkot Districts in three groups. During the 38th MCMC, the participants visited Islamabad & Rawalpindi, Peshawar & Nowshera and Bahawalpur & Multan in three groups. In addition to visiting district administration and district police officers, the participants visited other government departments, chambers and industrial units. They also visited the selected health and educational institutions. The participants made post visit presentations highlighting the lessons learned and making recommendations for further improvements. These presentations afforded an opportunity for cross learning to all the participants.

### **36th, 37th and 38th MCMC NIM Quetta**

#### **36th MCMC NIM Quetta**

Karachi-Thatta & Hub (19th March to 23rd March 2023)

1. Visit to Habib University
2. Visit to SIUT Karachi
3. Visit to Custom House
4. Visit to Drones Manufacturing/ Exporting Factory (Woot-Tech)
5. Call on to Governor Sindh
6. Visit to Makli Graveyard

7. Meeting with DC Thatta (Briefing)
8. Visit to Shah Jahan Masjid
9. Visit to Keenjhar Lake (Briefing by Irrigation Department)
10. Visit to LIEDA
11. Visit to Candy Land
12. Visit to Pearl Ceramics
13. Visit to Otsuka Pharmaceutical
14. Visit to Cnergyico (Old Byco) Petroleum

### **37th MCMC NIM Quetta**

Mirpur-Mangla-Jhelum-Rawalakot-Bagh-Islamabad (16th July to 20th July 2023)

1. Meeting with DC DI Khan
2. Visit of Mangla Dam & Mangla Power Station
3. Mirpur University
4. Rohtas Fort
5. Poonch University
6. Commissioner Poonch
7. MTBC
8. Banjosa Lake
9. Call on President of Pakistan
10. PEMRA
11. Lok Virsa Museum & Pakistan Monuments

### **38th MCMC NIM Quetta**

Multan-Bahawalpur (29th October to 2nd November 2023)

1. MNS Agriculture University
2. Meeting with Commissioner Multan Division
3. Visit to Pak-Arab Fertilizers
4. Visit to Sadiq Public School
5. Meeting with Commissioner Bahawalpur
6. Visit to Derawar Fort
7. Visit to Noor Mahal
8. Visit of Bahawal Victoria Hospital
9. Visit to Islamia University
10. Visit to Quaid-e-Azam Solar Park
11. Visit to Lal Suhanra National Park

## **Local Visits – An Overview**

Local Visits (Lvs) 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.

### **33rd SMC NIM Islamabad**

NIM Islamabad finds it imperative to inculcate a sense of social responsibility amongst the participants towards the vulnerable sections of society. Its foremost dividend is the feeling of belongingness which binds the participations with the excluded sections around them. In this regard, the following activities were arranged by the respective Cultural Committees.

The course of 33rd SMC visited Behbud Arts & Crafts Village. Behbud is a non-profit social enterprise, entirely run by women, which is providing employment to women. In its more than fifty years of history, Behbud has achieved the momentous fact of empowering thousands of women, through its various endeavors.

The 33rd SMC donated some amount as token of care, empathy and love for the brave women who are striving for self-sufficiency. Further, the Chairperson of Behbud was invited in the cultural night to speak to the participants, to showcase the crafts, graphical and video display of their achievements for the welfare of the community.

### **32nd, 33rd and 34th SMC NIM, Lahore**

In total, eight (8) LVs were conducted for the 32nd, 33rd and 34th SMCs on different themes to provide the participants with on-ground exposure to the environment and dynamics of public/ private institutions and entities. After the visits, a post-visit presentation was held in which each visiting group of the participants gave an account of their observations and learnings during the course of the activity.

During 32nd SMC three LVs were held on different themes like: “Promotion of interfaith harmony” for which participants visited Darbar Sahib Kartarpur, Narowal. The second local visit was held on the theme of “Public Service Delivery” for which participants visited Marginalized Communities with Akhuwat, Lahore. The third local visit was arranged on the theme of “Tourism Development in Punjab” for which participants visited Lahore Museum.

During 33rd SMC the first LV was conducted on the theme of “Economic & Financial Institutions” for which participants visited Directorate General of Excise & Taxation Punjab, Lahore, Accountant General Punjab, and Punjab Land Records Authority. The second local visit was held on the theme of “Public Service Delivery” for which participants visited Marginalized Communities with Akhuwat, Lahore. The third local visit was arranged on the theme of “Art & Culture” for which participants visited National College of Arts (NCA), PEERU etc.

During 34th SMC the First LV was conducted on the theme of sports, participants visited the Office of DG Sports, sports department, Government of Punjab and that of Pakistan Olympic Association. A second local visit of 34th SMC was arranged on Theme of “affordable housing”. Participants visited the offices of Secretary, Housing Urban Development and Public Health Engineering Department, DG Lahore Development Authority, CEO Ravi Urban Development Authority.

### **32nd SMC NIM Karachi**

The participants of 32nd SMC visited Alamgir Trust, Karachi, a well-known Non-Profit

Organization, which provides myriad services to the lower sections of society. During the visit, the Administrator of the Alamgir Trust took the participants around various sections of its offices and explained how each section worked to provide public services.

### **33rd SMC Karachi**

During the visit to Thatta, the participants toured the Shah Jahan Mosque. They also visited the Fish Hatchery at Thatta, where they received a briefing while touring the facility. At Kaeenjhar Lake, they visited the Fisheries Rest House. Additionally, they had a meeting with the Provincial Program Coordinator of AAP Sindh in Thatta. The visit concluded with a tour of the Makli Necropolis. The visit began with a briefing and tour of Jinnah Sindh Medical University (JSMU), followed by a meeting with the Executive Director of Jinnah Postgraduate Medical Centre (JPMC). Next, the participants visited Dow University of Health Sciences (DUHS) and Civil Hospital, where they had a meeting with the Pro Vice Chancellor of DUHS and the Medical Superintendent of Civil Hospital.

The participants had a call with the Mayor of Karachi. They also visited the Karachi Water & Sewerage Board (KW&SB), the Karachi Mass Transit Authority (KMTA), and the Sindh Solid Waste Management Board (SSWMB).

### **34th SMC Karachi**

The participants offered Fateha at the Mazar-e-Quaid. They also had a meeting with the Chairman of Karachi Port Trust (KPT) and a call with the Honorable Chief Minister of Sindh. Additionally, the participants met with the Inspector General of Police (IGP) of Sindh. They visited the Dawood Foundation Magnificence Science Center and toured the Urban Forest in Karachi.

### **32nd, 33rd 34th SMC NIM Peshawar**

The participants of the 32nd, 33rd, and 34th SMC visited Special Economic Zone, Rashakai, SOS Village, Zamong Kor, Hayatabad Medical Complex, Peshawar, Rehman Medical Institute, Peshawar, Khyber Pakhtunkhwa IT Board, Incubation Center, Performance Management & Reforms Unit, BRT Peshawar and IMSciences Hayatabad, Peshawar

### **36th, 37th and 38th MCMC NIM, Lahore**

Two local visits for the participants of 36th and 37th MCMC, and one local visit for the participants of 38th MCMC, were arranged to various organizations in four groups each. These places/organizations were Driving Licensing Center, Manawan; Passport Office, Shadman; E-Khidmat Markaz; PITB; PLRA Arazi Center, Lahore Cantt.; Gurdwara Janam Asthan, Nankana Sahib; Small & Medium Enterprise Development Authority, Lahore; Punjab Board of Investment & Trade, Lahore; Investment Industries; Commerce, Investment and Skills Development Authority, Lahore; The Lahore Museum; Alhamra Arts Council; Tourism Development Corporation of Punjab; Walled City of Lahore Authority; and Lahore Chamber of Commerce & Industries.

### **36th, 37th and 38th MCMC NIM Peshawar**

During the 36th MCMC, participants embarked on visits to Wah, Taxila, Islamabad, Murree, and Azad Jammu Kashmir, organized into three groups. In the 37th MCMC, they explored Islamabad and Azad Jammu & Kashmir in two separate groups. Similarly, during the 38th MCMC, participants were divided into two groups to tour Lahore and Islamabad/Murree.

Three local visits for the participants of the 36th, 37th, and 38th MCMC were arranged to various organizations. The participants visited the Sarhad Chamber of Commerce & Industry Peshawar, Small Industrial Development Business, Small Industrial Estate Peshawar, Board of Investment Peshawar, Small and Medium Enterprises Development Authority (SMEDA) Peshawar, FF Steel Peshawar, M/s Lowitt Pharmaceutical Company Peshawar, Model Institute for State Children Zamoung Kor Peshawar, Paraplegic Centre Peshawar, Da Haq Awaz Peshawar, Aghosh Alkhidmat Peshawar, Khyber Teaching Hospital Peshawar, City Traffic Police Office Peshawar, Regional Passport Office Peshawar, and Police Station Hayatabad Peshawar.

### **37th MCMC Islamabad**

The Cultural Committee of 37th MCMC visited Pakistan Sweet Home H-8 Islamabad. Pakistan Sweet Home has recognized itself as a very active orphanage for abandoned children across the country. The participants of 37th MCMC contributed their share in bringing smiles on the faces of these orphan children by providing books and gifts packs.

Participants also visited the transgender community at Mera Abadi (suburbs of Islamabad) to have first-hand knowledge of the suffering and life of this marginalized community. It was very cordial gesture by the Committee as not only the actual miseries of the community were highlighted before them, rather the members of the transgender community were exultant in finding the responsible representatives of the officialdom amongst them. The Committee distributed the gift packs among them.

### **36th, 37th and 38th MCMC NIM Quetta**

#### **36th MCMC**

1. Command & Staff College, Quetta
2. The Commander 12 Corps Quetta
3. Baluchistan University of Information Technology & Management Sciences (BUIITEMS)
4. PDMA Baluchistan

#### **37th MCMC**

1. Institute for Development Studies and Practices
2. BUIITEMS

#### **38th MCMC**

1. Institute for Development Studies and Practices
2. BUIITEMS

### **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.

## SMC NIM Islamabad

In addition to conducting the courses in compliance with the instructions as well as to a schedule approved by the NSPP. NIM Islamabad, carried out following additional activities to sensitize the participants on the environmental issues, as well as to enhance the skill set of the participants:

### a. Cultural Night

NIM Islamabad facilitated the Cultural Committees of the courses to organize cultural nights. All the participants of the Courses exhibited their co-curricular skills and showcased the diversity of the national culture. The events created life-long memories for all the participants and the Faculty.

### b. Sports Events

The Sports Committees of the conducted courses organized various sports competitions. All the participants actively competed in the events. The finals were held at the multiple sports grounds (F6, Islamabad and Badminton Complex, Iqbal Hall, G-7, Islamabad). Participants in SMC & MCMC competed in table tennis, badminton, carom, and chess, walk & jog events.

### c. Movie Night

The Movie Night was arranged by the Cultural Committee of the SMC & MCMC. A movie titled “Malcolm X (1992)” was screened for the course participants at NIM, Islamabad.

### d. Tree Plantation Drive in NIM Islamabad.

NIM Islamabad being cognizant of threat to the environment and the urgency of sensitizing the officers to green footprints encouraged the trainee officers to take initiatives for tree plantation. The Cultural Committees of the courses carried forward the legacy of tree plantation. The entire NIM Management, Faculty members, Cultural Committee members and the course participants participated in the activity. Tree plantation was carried out within NIM premises as well as outside. In this regard, the cultural committee of the 33rd SMC carried out its activity on relatively large scale.

### e. Book Review and Volunteer Presentations

In order to instill reading habits among the participants, book reviews are regular feature in NIM Islamabad. In this regard, the reviewers are required to make a presentation on a book followed by Q/A session. Similarly, NIM Islamabad has made it a tradition to form voluntary presentation committees, which primarily focus on highlighting the hidden treasures in our social-cultural and geographic landscape and elicit the contributions of unsung heroes. As a whole, presentations were made by the 'Book Review/Voluntary Presentation Committees'. The activities were concluded well and all the participants showed keen interest in the initiative, detail is tabulated below:

Sr.No.	Name of Book/ Volunteer Presentation	Presented by
1	One Hundred Years of Solitude by Gabriel Garcia Marquez	Qurat-ul-Ain Ali Khan
2	The Alchemist by Paulo Coelho	Zeeshan Haider
3	Six Studies in World Startegies by Henry Kissinger	Haseeb Gohar
4	Black Banners by Ali Soufan	Tabbasum Shabbir Awan
5	Spying Blind by Amy B. Zegart	Muhammad Imran
6	The 5AM Club: Robin Sharma	Akbar e Azam Rajar
7	Kumrat Valley the Hidden Gem	Mr. Muhammad Afnan Alam
8	Asoka Roq edicts in Shahbazh Garhi	Mr. Shahab Hamid
9	Syed Ghulam Fatima (Unsung Hero)	Mr. Mohsin Abbas
10	Gorakh Hill Station: Dadu (Mughal Garden Wah)	Mr. Hassan Rashid
11	Abdur Rehman (Unsung Hero)	Mr. Muhammad Jawad
12	Master Ayub	Ms. Ifrah Tariq
13	Hingol National Park	Mr. Majid Mohsn Panhwar (PAS)
14	Faqir of Ipi	Mr. Sahib Zada (SG)
15	Atta Lake and Pass	Mr. Ghulam Karim
16	Mr. Amjad, a freelancer	Mr. Abid Farooq
17	Soonsakesar	Ms. Mariam Kiyani
18	Iqbal Masih	Mr. Umer Riaz
19	Satghara Temples at Katas Raj District Chakwal	Mr. Rashed Munir Shehzad
20	Buddhist Ruins of Takht Baiand Neighboring City remains at Sahr-i-Bahlol	Ms. Sadia Usman
21	Iqbal Ahmed	Mr. Mir Reza Ozgen
22	10 Minutes 38 Seconds in this Strange World	Mr. Agha Ghulam Haider
23	Reclaim Your heart	Mr. Aaamna Ameen
24	21 Lessons for the 21st Century	Mr. Muhammad Waqar Anwar
25	Echoes of Bygone Era	Mr. Badar Ahsan Ullah

#### f. Tree Plantation Drive and Hiking

In addition to tree plantation at NIM Premises, NIM Islamabad encouraged the trainee officers to take initiatives for tree plantation as a reminder of fulfilling our duties to a national cause, especially in the face of the mounting threat of climate change. In this regard, hiking, a healthy activity is also promoted amongst the participants. The Cultural Committee of both courses carried forward the legacy of tree plantation. In this regard, the cultural committee of the courses participated in the tree plantation drive and hiking.

#### 32nd, 33rd and 34th SMC NIM, Lahore

During SMCs, different kinds of co-curricular activities were also arranged. Mess Committee,

Cultural Committee and Literary Society were constituted in order to arrange different 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 choice—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 powers.

### **32nd, 33rd and 34th SMC NIM Karachi**

Cultural nights were organized for participants of 32nd, 33rd and 34th at NIM Karachi. This includes sports competition, participation in tree plantation drives, various talks on unsung heroes and book reviews.

### **36th, 37th and 38th MCMC NIM, Lahore**

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, badminton and walk & jog. At the end of each course, sports competitions are held. Winners and runners-up are awarded certificates in recognition of their athletic powers.

### **36th, 37th and 38th MCMC Peshawar**

The NIM Peshawar played a pivotal role in facilitating the Cultural Committees of the 36th, 37th, and 38th cohorts to orchestrate mesmerizing Cultural Nights and an engaging Bait Bazi Competition. The meticulous organization of these events was evident, showcasing the dedication and proficiency of all involved.

Participants from each course exemplified their co-curricular prowess, providing a vibrant tapestry that celebrated the rich diversity of our national culture. These events not only served as platforms for talent display but also fostered camaraderie and cultural exchange among participants and faculty alike. Undoubtedly, the memories forged during these events will endure as cherished treasures for all involved, leaving an indelible mark on their journey at NIM Peshawar.

### **Major Achievements-32nd SMC**

- Successfully conducted the course despite shortage of faculty (i.e. DS T&C, DS (SMC) & CI only)
- Conducted all IRP Presentations (39)
- Utilized Flip Class Mode for a few LDs (Population Dynamics)
- Utilized virtual mode for inviting some eminent speakers

- Voluntary Book Review Presentations
- Voluntary Talks
- A Mushaira held: An Evening with Mr. Muti-ur-Rehman Faris, a well-known young poet
- A talk with an Author: Mr. Shahid Hamid, PSP
- Tree Plantation by Green Society
- 02 Culture Nights
- Sports Competition

### **Major Achievements-33rd SMC**

- Successfully organized and conducted two-days SDGs workshop with the participation of UNDP & SDG (Sindh Unit) representatives
- Conducted all IRP Presentations (37)
- Delivered Voluntary Talks (19)
- Utilized Flip Class Mode for LDs (15)
- Delivered Voluntary Book Review Presentations (16)
- Extension Talks (03)
- Organized Culture Nights (02)
- Organized Sports Competition (01)
- Organized cricket matches (02)
- Organized extensive plantation (Olive & Flowers) on campus & Awareness Drive by Green Society (02)
- Computer Lab for participants upgraded
- Auditorium renovated
- Common Room for all participants established

### **36th, 37th and 38th MCMC NIM Quetta**

Different committees for sports, cultural, literary and mess were constituted during these courses. Sports competition like table tennis, badminton, volleyball, cricket, football, snooker, carom board, luddo were held and winning participants were awarded with certificate.

The cultural committee organized cultural events and literary committee organized literary events.

### **Achievements-NIM Quetta during 37th MCMC**

- Tree Plantation in the Campus by each participant, faculty and staff
- Meeting with the President of Pakistan during IST
- Conducted 07 extension lectures besides completion of 100 percent course modules
- Conceived the idea of publication of course magazine in the name of “SNOOBER”
- Tried to bring research paper out of Simulation Exercise and Current Issues Presentations 06 out of 07 were accepted by the international journals three of them have so far been published

### **Achievements-NIM Quetta during 38th MCMC**

- Special session on Pakistan Economy & Civil Service Reforms with Dr. Ishrat Hussain
- World famous Qari Edhi Shaban from Tanzania visited NIM Quetta and recited Holy Quran before the participants of 38th MCMC
- 100% policy papers presentations



# SECTION-V

**Activities**  
National Institute of  
Public Policy  
Executive Development  
Institute

## **National Institute of Public Policy**

### **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 an integral part of NSPP, 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**

NIPP is headed by Dr. Naveed Elahi as Dean, other NIPP staff include Mr. Habib Ullah Khan, Addl. Director Publication, Dr. Saifullah Khalid, Research Associate, Mr. Jahanzeb Waheed, Research Associate, Ms. Ismat Abbas, Research Associate, Dr. Sumreen Khalil, Research Fellow, Dr. Muhammad Abdullah, Research Fellow, Mr. Sajid Sultan, Statistical Analyst and Mr. Azher Mahmood, IT/AVO.

# The Roundtable Discussion

## “Israel-Palestine War: Challenges for Pakistan's Foreign Policy”



National Institute of Public Policy  
**The Round Table Discussion**  
 “Israel-Palestine War: Challenges for Pakistan's Foreign Policy”  
 December, 13, 2023



1st Row L to R	Mr. Mushtaq Ahmad Khan Senator	Lt Gen. (R) Asad Durrani Former ISI Chief	Mr. Aizaz Ahmad Chaudhry Former Foreign Secretary	Mr. Musadik Masood Malik Senator	Dr. Ijaz Munir Rector NSPP	Ms. Nasim Zehra Anchor/Analys
	Mr. Javid Husain Former Ambassador	Dr. Hasan Askari Rizvi Former Caretaker CM Punjab	Dr. Naveed Ellahi Dean NIPP			
2nd Row L to R	Dr. Muhammad Abdullah Research Fellow	Mr. Sajid Sultan Statistical Analyst	Dr. Saif Ullah Khalid Research Associate	Mr. Abdul Quddus Director IT	Mr. Jahanzeb Waheed Research Associate	Dr. Sumreen Khalil Research Fellow
	Ms Adeela Younas ADS (MCMC)	Mr.Habib Ullah Khan Additional Director				Ms Sarosh Ejaz ADS (MCMC)

NIPP has taken a timely step to gather the experts to discuss a very delicate and important issue of Israel-Palestine War, held on 13th December, 2023. Dr. Sumreen Khalil, Research Fellow NIPP, presented Content Analysis of Newspaper Articles and Government of Pakistan's Stance on Israel-Palestine War. The panelists Lt-Gen (R) Asad Durrani, Former ISI Chief & Author, Dr. Musadik Masood Malik, Minister Petroleum, Former Senator, Mr. Aizaz Ahmad Chaudhry, Former Foreign Secretary, Dr. Hasan Askari Rizvi, Defense Analyst, Mr. Javed Husain, Former Ambassador, Mr. Mushtaq Ahmad Khan, Senator, and Ms. Nasim Zehra, Anchor & Analyst expressed pertinent and penetrating views and comments. Based on the roundtable discussion, following recommendations have been made:

Pakistan should uphold its principled stance against the use of force in geopolitical conflicts, emphasizing diplomatic consistency and commitment to certain values. This includes maintaining a strong stance on the Israel-Palestine issue in alignment with major Arab and Muslim countries. Pakistan must adopt a confident and assertive approach to call for an urgent ceasefire, highlighting the far-reaching consequences of Israeli actions and advocating for the right to self-determination for both Palestinians and Kashmiris.

A well-articulated policy statement on the Israel-Palestine issue should be developed, balancing economic dependencies and complex geopolitical considerations while reminding the international community of the humanitarian consequences of Israeli actions. Pakistan should leverage the current global solidarity with Palestine to draw attention to the Kashmir issue, emphasizing the need for a strong economic and political environment to have relevance in international affairs. To address the humanitarian catastrophe in Gaza and highlight the Kashmir issue, a coordinated media strategy should be formulated, including the observance of 'Palestine Day' and efforts to convene an Islamic Summit Conference on the Israel-Palestine war.

## *Roundtable Discussion Series*

# Israel-Palestine War: Challenges for Pakistan's Foreign Policy



National Institute of Public Policy



## Refresher Course on Research Methodology

The guest speaker, Dr. Seemi Waheed from UMT Lahore discussed research types and methodologies, focusing on NSPP participants' case studies. She explained different case study types and processes, keeping the course interactive. A workshop was held on a case study being published in the Journal of Pakistan Administration of NSPP.



National Institute of Public Policy  
**Refresher Course on Research Methodology**  
November, 13, 2023



Left to Right | **Mr. Sajid Sultan** | SA, NIPP  
**Dr. Naveed Elahi** | Dean, NIPP  
**Dr. Saif Ullah Khalid** | RA, NIPP

**Mr. M. Abdullah** | RF, NIPP  
**Dr. Seemi Waheed** | Professor of Practice School of Governance and Society, UMT Lahore  
**Dr. Sumreen Khalil** | RF, NIPP

**Mr. Jahanzeb Waheed** | R.A, NIPP

## NSPP 2nd International Conference on Food Security

NSPP International Conference on Food Security is planned by NIPP on 04-05 March 2024, and call for papers is published on NIPP/NSPP website. Key sub-themes include, emergence of food security as a major non-traditional security threat in Pakistan; international commodity trading practices; a boon or a bane for Pakistan; nutrition challenge of Pakistan; impact of agricultural policies on food security; food security and adequacy of social protection policies and programs in Pakistan; and pros and cons of state intervention in food markets.

# CALL FOR PAPERS

## National Institute of Public Policy

**NSPP International Conference  
on Food Security**  
**Dates: 4-5 March 2024**



Please submit abstracts by January 22, 2024 to  
[nspconference@nssp.gov.pk](mailto:nspconference@nssp.gov.pk);  
[dean.nipp@nssp.gov.pk](mailto:dean.nipp@nssp.gov.pk)

 @NSPP\_Pak

 /nspplahore

 /nssp.pakistan

## Library

The well-equipped library serves the faculty, participants and researchers of NSPP. It has an extensive collection of books, journals, government documents and reports accumulating to around 49,000 in number. In addition, the in-house research studies conducted by NIPP and EDI are also available with the Library for quick reference. The Library provides Current Awareness Service (CAS) and Selective Dissemination of Information (SDI) services. Recently a new section has been established where the literary work written by civil servants are displayed. Furthermore, an online catalogue of the library is available for faculty and participants. Access to HEC Digital Library Resources including Springer Link, Taylor & Francis, and Wiley-Blackwell is also made available to all.





## Executive Development Institute

### Introduction

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 platform to exchange ideas for policy formulation as well as training. 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. Programs 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 practitioners 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. Rahil Irfan Ahmed, 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 'Adaptation: Towards a Resilient Pakistan' (November 7-8, 2023)
- Training Workshop on 'Negotiation Skills' (September 12-13, 2023)
- Training Workshop on 'Project Management' (May 3-4, 2023)
- Webinar on Culture as a Tool to Celebrate People's Value System and Sense of Self (March 8, 2023)
- Seminar on International Climate Change Negotiations (January 27, 2023)
- Policy Dialogue on 'Impact of Climate Change: Pakistan's Experience with Climate-Induced Disasters' (January 25-26, 2023)



**EXECUTIVE DEVELOPMENT INSTITUTE  
NATIONAL SCHOOL OF PUBLIC POLICY  
ADAPTATION: TOWARDS A RESILIENT PAKISTAN**

November 7<sup>th</sup> to 8<sup>th</sup> 2023



<b>1st Row</b> L to R	<b>Mr. Muhammad Ali Shahid</b> AVOIT EDI	<b>Mr. Nadeem Adnan Shah</b> Reproduction Officer EDI	<b>Mr. Muhammad Irfan</b> Protocol officer EDI	<b>Mr. Khawar Kamal</b> DS Admin NSPP	<b>Mr. Ahmad Nazir Warraich</b> Dean EDI	<b>Dr. Ijaz Munir</b> Rector NSPP	<b>Mr. Asim Iqbal</b> DG Admin NSPP	<b>Ms. Tayyeba kayani</b> Director EDI	<b>Mr. Qaiser Mehmood</b> Deputy Director EDI
	<b>Mr. Zulfiqar Ali</b> Deputy Director(Coord) EDI	<b>Dr. Rahil Irfan Ahmad</b> Research Fellow							
<b>2nd Row</b> L to R	<b>Ms. Nadia Tahir</b>	<b>Muhammad Akhtar Abbas</b>	<b>Mr. Arshad Hussain Malik</b>	<b>Mr. Muhammad Aurangzeb</b>	<b>Syed Fareed Ali</b>	<b>Ms. Nafees Rahim</b>	<b>Ms. Ayesha Aziz</b>	<b>Dr. Sumreen Khalil</b>	
	<b>Ms. Zoune Arif</b>	<b>Ms. Sumaira Ayub</b>	<b>Dr. Zainab Ahmed</b>						
<b>3rd Row</b> L to R	<b>Muhammad Fahad Saleem</b>	<b>Mr. Sohail Ahmad Qureshi</b>	<b>Dr. Amir Ali Solangi</b>	<b>Mr. Hassan Chatta</b>	<b>Eng. Dr. Muhammad Fayyaz Ahmad</b>	<b>Mr. Muhammad Tahir Anwar</b>	<b>Syed Zeeshan Abbas Jafry</b>		
	<b>Mr. Anas Bin Tanq</b>	<b>Mr. Abid Latif</b>	<b>Syed Ali Raza Shah</b>	<b>Muhammad Aslam Ghani</b>					

## International Collaborations

- EDI is working with INSP, France and the Embassy of France, Islamabad to organize training programs and in this regard, a session was held on 'international best practices and lessons on climate adaptation' in a Policy Dialogue titled 'Adaptation: Towards a Resilient Pakistan' on November 7-8, 2022 in which Mr. Matthieu Brun, a leading Climate Change specialist from France was invited to speak on this vital topic.
- Earlier this event a French Climate Change Expert, Mr. Jourdain Vaillant in January 2023 conducted a series of programs. In this regard, he conducted a Seminar on Climate Negotiations held on 27th January 2023. He also participated as a climate expert in two-days Policy Dialogue on Climate Induced Disasters in Pakistan held on 25-26 January 2023.

## Accreditation as a Recognized Institute of Training on Corporate Governance

The EDI, NSPP has held negotiations with the Securities and Exchange Commission of Pakistan (SECP) for accreditation as a recognized institute of training on corporate governance. In this regard a training module has been prepared covering salient topics on corporate governance and planning is underway on further modalities of the courses which will be initiated shortly.

## Policy Dialogues

### 1) Adaptation: Towards a Resilient Pakistan

EDI of NSPP hosted a two-days Policy Dialogue titled "Adaptation: Towards a Resilient Pakistan" on November 7-8, 2023. In this regard, planning & work were started in the first quarter of 2023.

Building on EDI's legacy of spearheading critical discourses on pressing policy issues, the Dialogue aimed to formulate recommendations to advance climate adaptation mainstreaming and resilience in Pakistan. The event gained significance amidst Pakistan's vulnerability to climate change impact, as highlighted by the floods of 2022.

Over two days, leading experts shared insights on vital themes including adaptation in agriculture, urban development, health systems and disaster management. The sessions also analyzed gaps in Pakistan's climate governance framework and explored ways forward.

Among the Speakers, Mr. Matthieu Brun, an international expert from France, shared international best practices in Food Security. Dr. Asif Mahmood Jah, Federal Tax Ombudsman, informed the audience about the relief work done by his organization in flood-hit areas and how national-level contributions were made to provide relief from climate-induced severities.

Mr. Mohyuddin Ahmad Wani, Chief Secretary of Gilgit-Baltistan shared his views on climate governance and management in different districts and regions of Pakistan and stressed the initiatives taken to build resilient Gilgit-Baltistan.

The discussion covered a diverse range of topics and ecosystem-based approaches, as well discussion of climate-smart infrastructure such as early warning systems and climate finance. Representatives from relevant government-departments, think tanks, private sector and academia participated in the Policy Dialogue.

### 2) Impact of Climate Change: Pakistan's Experience with Climate-Induced Disasters

In keeping with its tradition of holding top-quality training workshops, policy dialogues, and webinars on topical issues of national importance, the EDI held a Two Days' Policy Dialogue titled as "Impact of Climate Change: Pakistan's Experience with climate-Induced Disasters" on 25-26

January 2023. This Policy Dialogue was also one of the efforts of the Institute to draw the attention of the national community for needed action in the backdrop of mass floods which wreaked havoc in the country.

Mr. Ahmad Nazir Warraich, Dean EDI highlighted the importance of the issue. The topics include Climate Science, Sectoral Analysis of Climate and its Impact, Financing, Diplomacy, Adaptation/Mitigation, Climate Governance, and Institutional Framework, Disaster Preparedness and Management and Policy Actions. The Guest Speakers were invited with domain expertise on Climate Change from across Pakistan working in climate-related public and private organizations. The learned speakers were Mr. Zafar Ali Shah (Secretary MoPD&SI), Mr. Farrukh Iqbal Khan (Pakistani Diplomat), Ms. Ayesha Khan (Founder and Head of Civil Society in Coalition for Climate Change and MGPO), Mr. Abid Qaiyum Suleri (CEO, SDPI), Mr. Rafay Alam (Environmental Law Expert), Mr. Nauman Bashir Bhatti (Pakistani Diplomat), Mr. Ahmad Nazir Warraich (Dean EDI), Dr. Imran Khalid (WWF), Mr. Muhammad Idress Mehsud Member (DRR) NDMA, Dr. Fahad Saeed (Climate Scientist/Regional Lead South Asia and Middle East), and Mr. Jourdain Vaillant (French Expert from INSP France).

The Policy Dialogue was attended by a variety of Participants belonging to diverse backgrounds from Establishment Division, Press Information Department, Punjab Safe City Authority, Energy Department, Civil Aviation Authority (CAA), State Bank of Pakistan, Faisalabad Chamber of Commerce, Sui Northern Gas, Water and Sanitation Agency (WASA), University of Peshawar, University of Education Lahore, Agha Khan Foundation, Habib Bank Limited, Government of Punjab, and Government of Sindh among others.

All the sessions ended with a vibrant round of question and answer session.

## **Short Trainings**

### **1) Negotiation Skills Training Workshop**

EDI held a 'Two Days' training program on Negotiation Skills on 12th and 13th of September 2023. The Institute designed the course in consultation with subject specialists and after a review of courses being offered in other institutions and being demanded by various stakeholders. The Speakers were specialists, academicians, trainers, practitioners and leading consultants who led a highly interactive 'Two Days' discourse, providing participants with a depth of information and understanding of the intricate subject matter.

The Dean EDI, Mr. Ahmad Nazir Warraich formally inaugurated the training and also hosted as the Moderator for the discussion. The honourable Guest Speakers included Mr. Ahmad Nazir Warraich, Prof. Dr. Saad B. Malik, Mr. Shahzada Sultan, Mr. Amir Zahoor Khan, Dr. Muhammad Irfan, Dr. Athar Mansoor, Mr. Muhammad Abid Hussain, and Mr. Faisal Farid.

Thirty five participants joined the Course from the public, private and social sectors representing the Federal Government, Provincial Government of Punjab, Sindh, Baluchistan, and Gilgit Baltistan, Military Land and Cantonments, Civil Aviation Authority, Pakistan Mint, Punjab Council of the Arts, WAPDA, SNGPL, The Urban Unit, as well as executives from Descon, NESPAK, and academicians from Punjab University, GC University, and Lahore Garrison University amongst others. This ensured a vibrant cross-sectoral participation and discussion during the training workshop.

The areas covered during the training included: Types and Elements of Negotiations, Role of Effective Communication in Negotiations, Managing and Resolving Conflict through Negotiations, Multilateral Negotiations, Strategies in Negotiation and Ethics, and Business Negotiations from a Business Perspective.

The participants at the end of the course expressed their appreciation for the organizers, speakers and the useful content of the workshop. The feedback underscored the effectiveness of the training, its transformative impact on their skills, and a strong desire for more of such enriching experiences in the future.

## **2) Project Management**

EDI held another 'Two Days' training program on Project Management on 3rd and 4th of May 2023. The Institute designed the course in consultation with subject specialists and after a review of courses being offered in other institutions and being demanded by various stakeholders. The Speakers were specialists, academicians, trainers, practitioners and leading consultants who led a highly interactive Two Days' discourse, providing participants with a depth of information and understanding of the intricate subject matter.

The Dean EDI, Mr. Ahmad Nazir Warraich formally inaugurated the training and also hosted as the Moderator for the discussion. The honorable Guest Speakers included Mr. Hassan Hameed (Director La Gestion Consultant Pvt. Ltd. Lahore.), Dr. Kamran Shams (Akhuwat Microfinance), Dr. Ali Hussain Kazim (Director, Automotive Engineering Center, UET, Lahore), Mr. Mohsen Islam Khan (Senior Procurement and Contract Management Specialist Asian Development Bank), and Engr. Wajih Nadeem Qamar (Project/Construction Management Professional).

Thirty five participants joined the Course from the public, private and social sectors representing the Federal Government, Provincial Government of Punjab, Sindh, Balochistan, and Gilgit Baltistan, Thirty five participants joined the Course from the public, private and social sectors representing the Federal Government, Provincial Government of Punjab, Sindh, Balochistan, and Gilgit Baltistan, Military Land and Cantonments, Pakistan Software Export Board, Civil Aviation Authority, WAPDA, Punjab Industrial Estate Development and Management Company, NESPAK, Telecom Foundation, WWF, PIMSAT and Punjab University amongst others. This ensured vibrant cross-sectoral participation and discussion during the training workshop. The areas covered during the training included Project Management Concepts and Definitions, Risk and Stakeholder Management, Social Sector Project: Case Study of Kamyab Pakistan Programme, Project Planning and Scheduling, Execution of Projects, Contract Management and Dispute Resolution.

The Speakers discussed the importance of project management as a tool for ensuring the success of planned programs. They said that it is essential for the success of a project to go through the process of prior planning and scheduling with clearly defined allocations of responsibilities and budget, as well as to anticipate risks in order to develop timely strategies for mitigating those risks. An evaluation of the design by a third party is required in order to prevent any future issues that may be related to the design, the budget, the time, or the risk. In addition, quality control of the work and timely completion of each phase of the project are both ensured by monitoring and evaluation that are carried out throughout the entirety of the project. It was discussed that in the context of the legalities surrounding the resolution of disputes and the maintenance of the security and safety of projects, agreements and contracts are two primary essential components that need to be taken into consideration in project management. The participants at the end of the course expressed their appreciation for the organizers, speakers and the useful content of the workshop.

**Seminar:**

**International Climate Change Negotiations**

EDI of the NSPP held One Day Seminar on International Climate Change Negotiations on January 27, 2023. The issue of Climate and Disaster Management needs to be cogent and managed carefully by catalyzing response mechanisms. The Seminar was organized with the collaboration of INSP (The Institute national du service public), France with the support of the Embassy of France in



Islamabad to highlight international perspectives in light of the national implementation framework. Mr. Jourdain Vaillant, a French Expert on Climate conducted the lecture on International Climate Change Negotiations. Dean EDI Mr. Ahmad Nazir Warraich highlighted the importance of Climate Negotiations amid the ongoing crisis of climate justice and financing due to the mass flooding in summer 2022. The Seminar received an overwhelming response from attendees which was reflected by an active participation of participants belonging to government and private organizations including academia, and UN-bodies, and Grade-20 officers of National Management Course , and MCMC, Environment Protection Agency, Sui Southern Gas Company, Pakistan Railway, Small & Medium Enterprises Development Authority (SMEDA), Agriculture Environment, Planning and Development Department, Ministry of Planning Development & Special Initiatives, Industries and Production Division, National Curriculum Council, Ministry of Federal Education & Professional Training, Punjab Energy Efficiency Agency, Local Government, Punjab Power Development Board, (Monitoring & Evaluation) Environment Protection Department, Department of Political Science & International Relations, Faculty of Humanities and Social Sciences University of Central Punjab, Sustainable Development Study Centre (SDSC), Government College University (GCU), Directorate of Planning and Evaluation Cell, Livestock & Dairy Development, Department, Institute of Microbiology, University of Animal Sciences (UVAS), Environment Cell, Water and Power Sanitation Authority, Tarbela 5th Extension, Hydro Power Project, Provincial Management Authority Government of the Punjab, Implementation and Coordination Wing (I & C), Oil and Gas Regulatory Authority (OGRA), and United Nations Children's Fund (UNICEF).

All the sessions ended with a vibrant round of question and answer sessions which indicated the high interest of people for the need of such forums to sensitize people on such issues of national importance where a way forward from the expert knowledge of the climate experts and filling up the gap in the understanding of climate negotiations were exhaustively addressed.



## **EDI Publications in 2023**

### **Policy Dialogue Report on ‘ International Law: The Increasing Role of Public and Private International Law in the 21<sup>st</sup> Century’**

[https://nspp.gov.pk/my\\_uploada/2023/04/Final-International-Law-Report-2.pdf](https://nspp.gov.pk/my_uploada/2023/04/Final-International-Law-Report-2.pdf)

### **Report on ‘Project Management’**

[https://nspp.gov.pk/my\\_uploada/2023/06/Project-Management-Report-3-4-May-2023.pdf](https://nspp.gov.pk/my_uploada/2023/06/Project-Management-Report-3-4-May-2023.pdf)

### **Report on ‘Negotiation Skills’**

[https://nspp.gov.pk/my\\_uploada/2023/10/Negotiation-Skills-Report-2023-1.pdf](https://nspp.gov.pk/my_uploada/2023/10/Negotiation-Skills-Report-2023-1.pdf)

### **Report on Policy Dialogue titled as ‘Impact of Climate Change Pakistan’s Experience with Climate Induced Disasters’**

[https://nspp.gov.pk/my\\_uploada/2023/11/Climate-Policy-Dialogue-Report-EDI.pdf](https://nspp.gov.pk/my_uploada/2023/11/Climate-Policy-Dialogue-Report-EDI.pdf)

# SECTION-VI

**Pictorial  
Overview**

# PICTORIAL OVERVIEW

## National Management College



NMC 118



NMC 119

## Participants at National Institutes of Management





# SECTION-VII

## 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. MoU between Civil Service College of the Republic of Singapore and the National School of Public Policy of the Islamic Republic of Pakistan
2. 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. 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. 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. 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. 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.

# SECTION-VIII

**Fiscal Profile**

## Fiscal Profile

Budget during the financial year 2022- 2023 was Rs.1,071 million for NSPP and its Units.

The tables given below show a picture of financial summary for the Financial Years 2022-2023 and actual expenditure during the year:

### NSPP and its Units

#### Actual Expenditure during the Year 2022-2023 (amount in PAK. Rs. '000')

Sr. No.	Unit Name	Pay & Allow	Operating Exp	Emp Retd Benefits	Loan & Advances	Phys. Assets	Repair & Maintenance	Total
1	NSPP Lahore	293,205	102,549	13,618	28,278	115,954	270,721	824,325
2	PASC Lahore	190,008	33,827	73,750	26,135	6,553	12,936	343,209
3	NIM Lahore	162,713	30,922	82,694	15,652	2,480	3,524	297,985
4	NIM Islamabad	58,262	18,402	1,000	-	10,890	5,008	93,562
5	NIM Karachi	168,880	44,480	79,252	-	17,394	23,017	333,023
6	NIM Peshawar	105,988	19,874	35,765	-	40,909	6,228	208,764
7	NIM Quetta	92,311	19,549	11,898	2,791	2,565	20,672	149,786
	<b>TOTAL</b>	<b>1,071,367</b>	<b>269,603</b>	<b>297,977</b>	<b>72,856</b>	<b>196,745</b>	<b>342,106</b>	<b>2,250,654</b>

**Development Activities:**

<b>FINANCIAL SUMMARY OF THE PROJECT</b>						
<b>Financial Year 2021-22 to 2023-24</b>						
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>Sr. No</b>	<b>Description</b>	<b>Total Outlay</b>	<b>F.Y 2021-22 (Jan. 22 - June 22)</b>	<b>F.Y 2022-23 (July 22 - June 23)</b>	<b>F.Y 2023-24 (July 23 - June 24)</b>	<b>TOTAL</b>
1	Hiring of Research Staff	111.169	0.000	14.219	28.433	42.652
2	Training (Foreign) (Online)	13.535	0.106	2.734	5.973	8.813
3	Training (Local)	7.574	0.132	0.810	2.408	3.350
4	Consultancy	6.683	0.640	1.043	0.497	2.180
5	Research Grants	3.744	0.095	0.295	0.741	1.131
6	International Scholarships	125.450	1.958	3.000	13.321	18.278
7	Linkages with Counterpart Institutions	6.000	0.000	0.000	0.000	0.000
8	Conference/Seminars/Workshop	23.020	0.499	4.610	0.411	5.520
9	Communication, Printing and Publication	6.011	0.648	1.363	1.111	3.122
10	IT Infrastructure	88.453	16.417	14.695	2.585	33.696
11	Physical Infrastructure	458.053	139.435	102.141	152.939	394.515
12	Procurement of Course Material from International Universities	2.262	0.762	0.000	0.000	0.762
13	Accreditation of Research Journal	3.000	0.000	0.000	1.455	1.455
14	Miscellaneous Expenditure	6.121	1.525	0.439	1.669	3.633
	<b>TOTAL</b>	<b>861.075</b>	<b>162.216</b>	<b>145.348</b>	<b>211.543</b>	<b>519.107</b>



## NATIONAL SCHOOL OF PUBLIC POLICY

The National School of Public Policy came into being on March 15, 2005, under 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 (NIM) 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 center of excellence for the study of public policy, management, related research and analysis, to improve the quality of decision-making and its effective implementation in the governance of Pakistan.”

### MISSION

“To improve the quality and effectiveness of public policies and management in Pakistan by improving the quality of training and education for all those engaged in public service. The institution also seeks progressive personality development to foster an attitudinal change that motivates the trainees to work for the public interest, which would catalyze socio-economic development, create and deliver public value, and win public trust.”

Shahrah-e-Quaid-e-Azam Lahore-Pakistan  
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