



NSPP NEWSLETTER

RECTOR'S MESSAGE



Esteemed readers! You will find in these pages a continuation of our evolving thought process across multiple facets of governance, public policy, and institutional development, reflected through selected highlights of the School's activities during this period.

The School's flagship programmes – the National Management Course (NMC), Senior Management Course (SMC), and

Mid-Career Management Course (MCMC) – remained central to this engagement. During the quarter, participants of PASC and NIPAs benefited from interactions with distinguished ambassadors, policy practitioners, and scholars, whose perspectives enriched classroom deliberations on governance, public policy, and international affairs.

The National Institute of Public Policy (NIPP) continued to play a cardinal role in advancing policy discourse by convening dialogues on issues of national importance, reaffirming NSPP's commitment to evidence-based and forward-looking governance. In parallel, the Executive Development Institute (EDI) strengthened its capacity-building initiatives through focused workshops aimed at enhancing professional competencies across the public sector.

Together, these academic and policy engagements reflect NSPP's sustained emphasis on learning, reflection, and institutional development. As the School moves forward, its focus remains on nurturing a public service grounded in knowledge, ethical clarity, and a strong sense of public responsibility.

Dr Muhammad Jamil Afaqi
Rector NSPP

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Ambassador's Talks

H.E. Khazar Farhadov, Ambassador of Azerbaijan to Pakistan, addressed the participants of the NMC-123 on August 29, 2025.

During his talk, the ambassador emphasized the cordial and mutually supportive relations between the two countries. He particularly emphasized the importance of people-to-people relations in further consolidating the historical ties and ensuring progress in the future.



H.E. Dato Muhammad Azhar Mazlan, High Commissioner of Malaysia, addressed the participants of the NMC-123 on September 26, 2025. He discussed the close relations between Pakistan and Malaysia, the scope of bilateral trade, and key public policy issues of mutual interest.



Dr. Samuel Rizk, Resident Representative, UNDP Pakistan, delivered a keynote speech to the participants of NMC-123 on September 23, 2025.

Dr. Rizk talked about UNDP's development agenda and how it is working in the fields of climate resilience, economic inclusion, governance reform and implementation of SDGs.

Progress on NUPPA

The Higher Education Commission (HEC) has issued NOC for the National University of Public Policy and Administration (NUPPA). The case is under consideration at Establishment Division and Finance Division, which would be forwarded to the Cabinet after due deliberation. The NUPPA Act and feasibility report were submitted to the Establishment Division for consideration.

It is worth mentioning that NUPPA is a flagship project of the Government of Pakistan as stated by the Federal Minister, Prof. Ahsan Iqbal. NUPPA will be a step in the right direction to bring about new ideas and processes for training of the civil servants through research endeavours to be carried out here. It will enable the Pakistan Administrative Staff College and National Institutes of Public Administration (NIPAs) to train the officers as per the new reforms recommended for the civil service.

Session on Seerat un Nabi (SAW)



On September 5, 2025, a session on 'Seerat un Nabi' was conducted through Zoom by Dr. Khalid Zaheer with the participants of NMC-123.



Workshop on Artificial Intelligence

On September 2, 2025, Dr. Khalid Ahmad Khan conducted an interactive workshop for the participants of NMC-123, focusing on the practical applications of Artificial Intelligence



in public sector governance. The session demystified AI and Large Language Models, explaining their capabilities in processing unstructured data, enhancing productivity, and supporting decision-making through tools like Predictive Analytics and Retrieval-Augmented Generation (RAG).



Directors' Training Program (DTP)

A six-day Directors' Training Program (DTP) was conducted for the participants of NMC-123 from September 8 to 15, 2025. The program comprised lectures, panel discussions and case studies, designed to strengthen the knowledge and competencies of board directors, particularly independent directors.



This certification program, organized in collaboration with SECP, will greatly benefit the participants in their future roles and responsibilities as board directors, equipping them with the necessary governance, ethical, and strategic perspectives.



Ceremony for Launch of Books by Mr. Tariq Khosa & Mr. Aziz Ahmad Jamali



On 7th August, 2025, Book Club of NMC-123 organized the launch of two distinguished works: ‘Walking a Tightrope: Police, Politics, and People of Pakistan’ by Mr. Tariq Khosa, and ‘Balochistan: Air-Panoramas and Landscapes’ by Mr. Aziz Jamali.

Opening the event, Club Chairman, Mr. Naeem Ullah Khan honoured both the craft and character of the authors. Introductions by Mr. Tafakhar Ali Asdi and Mr. Muhammad Ali Nekokara, along with a thoughtful review by Dr. Muhammad Jamil Afaqi, underscored the books’ unique value – one capturing the province’s splendour through vivid imagery, the other offering a candid memoir enriched with engaging anecdotes from a distinguished career.



In their remarks, both authors spoke with warmth and conviction about their work and values. Mr. Jamali invited the audience to witness Balochistan’s landscapes with both admiration and respect, while Mr. Khosa read excerpts from his book, sharing episodes that revealed the moral choices and human experiences behind his service. The evening concluded with book signings and animated conversation, reminding participants that literature grounded in truth and courage endures as a lasting testament to integrity.



Visiting Personalities at NSPP

The NIPAs, constituent units of the NSPP, invited several distinguished guests to share their interests, thoughts, and experiences with the participants of SMC-38 and MCMC-44. These talks featured open conversations encouraging candid exchange of ideas and intellect in the form of conversations unhindered by academic formalism.

Mr. Ejaz Ahmad Qureshi



The guest speaker, Federal Ombudsman, delivered a lecture on “Public Service: Ethics and Governance,” at NIPA Peshawar on July 18, 2025. The speaker emphasized integrity, transparency, accountability, and service orientation as the core values of public service. He discussed ethical dilemmas faced by civil servants, global governance trends, and Pakistan’s persistent challenges such as corruption, inefficiency, and political interference. Mr. Qureshi urged public officials to uphold merit, fairness, and professionalism, underscoring that only ethical governance can restore public trust and ensure sustainable national progress.

Mr. Ihsan Ghani

The guest speaker, former Inspector General of Police, delivered a lecture at NIPA Peshawar on “Terrorism, Violent Extremism, and the State’s Response” dated, July 25, 2025. He examined the historical, political, and



geopolitical roots of extremism in Pakistan, highlighting key factors such as sectarianism, militancy, weak governance, and external rivalries, while outlining the state’s responses through military operations, legislative measures, and intelligence reforms. Emphasizing the persistence of these challenges, Mr. Ghani advocated for a holistic strategy encompassing education reform, counter-narratives, regional cooperation, and de-radicalization initiatives to achieve sustainable peace and stability.

Mr. Nauman Wazir Khattak



The guest speaker, former Senator, while delivering a lecture on Industrial Development in Pakistan at NIPA Peshawar, dated July 28, 2025, shared insights from his entrepreneurial journey and emphasized the importance of human resource development over financial capital. He highlighted key challenges such as Pakistan’s undocumented economy, weak industrial policies, and tax-related issues.

Senator Wazir underscored the need to document industries, promote industrial growth in FATA, strengthen skill-based technical education, privatize loss-making state enterprises, adopt renewable energy, and ensure efficient resource utilization to boost exports and reinforce the national economy.

Dr. Nadeem Mehmood



The guest speaker, Chairman and Associate Professor of Computer Science at the University of Karachi, delivered a lecture on “IT Governance Landscape” at NIPA, Karachi. He defined IT governance as a framework that helps organizations optimize technology use to achieve business objectives while ensuring risk management and regulatory compliance. Dr. Mehmood highlighted that effective IT governance enhances efficiency, minimizes risks, ensures accountability, and aligns IT goals with business strategies to achieve sustainable success.

Dr. Khalil ur Rehman

The guest speaker, Former Member of the Sindh Service Tribunal Karachi, lectured on “Efficiency and Discipline” at NIPA, Karachi on August 18, 2025. He defined efficiency in civil service as achieving maximum output with minimal input through effective use of time, personnel, and financial resources. Dr. Shaikh emphasized the importance of resource management, planning, and



prioritization to enhance service delivery and reduce waste. He highlighted that streamlining bureaucratic processes and adopting digital solutions can significantly improve public service efficiency, reduce delays, and increase citizen satisfaction.

Ms. Shahida Nighat Jamil



On September 23, 2025, former Federal Minister, delivered a lecture at NIPA, Karachi. A distinguished Barrister-at-Law from Gray’s Inn, she made history as Sindh’s first female Provincial Law Minister and later served in various federal portfolios, including Law and Environment. Her extensive career spans roles as a World Bank consultant, human rights educator and advocate of the Sindh High Court since 1980. This session highlighted her unique perspective, blending decades of high-level legal expertise with executive administrative experience.

Mr. Arif Habib



The guest speaker, Chairman of the Arif Habib Group, lectured on “Pakistan’s Economy” at NIPA, Karachi, on September, 5, 2025. He provided an insightful analysis of the country’s economic landscape, highlighting key challenges and opportunities for sustainable growth. Mr. Habib also outlined future policy options to strengthen economic stability and concluded the session with an engaging Q&A segment.

Mr. Shoaib Mir



The speaker, former FPSC member, delivered an talk about Sindh's socio-cultural diversities and their impact on public service management at NIPA Lahore on September 2, 2025. He traced its Indus Valley roots, highlighted urban-rural divides, ethnic challenges, education/ healthcare gaps, and the people's resilience and philanthropy, urging administrators to prioritize development for national economic-ecological contributions.

Mr. Almas Hyder



On September 3, 2025, the guest speaker, Chairman of SPEL Ltd., addressed the Senior Management Course at NIPA, Lahore, on Pakistan's industrial development trajectory. He analyzed the shift from state-led growth to de-industrialization, citing high energy costs, complex taxes, and regulatory hurdles. Advocating a "Made-in-Pakistan" export strategy with SME support, competitive energy, streamlined regulations, and SEZ operationalization, he stressed consistent policy execution for national competitiveness.

Mr. Javed Jabbar



On September 8, 2025, former Senator Javed Jabbar addressed NIPA Lahore on “Pakistan India Two Nation Theory: In Retrospect and Prospect”. In the lecture, the speaker explained the its roots to Al-Biruni’s 11th-century observations of distinct cultural identities. He utilized the concept of schizogenesis to explain how Hindus and

Muslims evolved into separate nations over a millennium, leading to the eventual creation of Pakistan. The lecture highlighted key milestones, including the 1906 formation of the Muslim League, Iqbal's vision, and the "Now or Never" slogan of 1933. Addressing the 1971 separation of Bangladesh, he argued that while it challenged the theory, the state's decision to retain Islam as a religion and remain independent of India reflected a complex continuity. Ultimately, he framed the theory as a historical necessity for Muslims seeking a distinct role after 1857.

Mr. Zulfiqar Ahmed Cheema



The guest speaker, former Inspector General of Police, addressed the participants regarding the topic "Rule of Law" at NIPA, Lahore on September 29, 2025. Mr. Cheema initiated his talk by defining the Rule of Law and discussing its violations in Pakistan, citing causes such as military interventions, political interference, institutional weakness, and judicial corruption. He drew comparisons with developed countries and referenced high standards set by Prophet Muhammad (PBUH), quoting his example involving his daughter Fatima (RA) to underscore impartial justice. The Guest Speaker mentioned that although the current situation is pathetic, yet we should not lose hope, emphasizing the need for comprehensive structural and individual reform. Mr. Cheema recounted his own life-long commitment to upholding the Rule of Law.

National Institute of Public Policy

3rd NSPP Conference on Artificial Intelligence in Public Policy & Governance

The National Institute of Public Policy (NIPP) organized the 3rd NSPP Conference on Artificial Intelligence in Public Policy and Governance at the National School of Public Policy (NSPP). The two-day event convened leading policymakers, scholars, and practitioners to explore how Artificial Intelligence can be strategically integrated into governance systems in Pakistan.



The conference opened with welcoming remarks by Dr. Naveed Elahi, Dean NIPP, followed by the Rector NSPP, Dr. Muhammad Jamil Afaqi, who reaffirmed NSPP's commitment to fostering research-driven policymaking in emerging domains. Chief Guest Prof. Ahsan Iqbal and Guest of Honor Dr. Musadik Masood Malik underscored the transformative potential of AI for Pakistan's socio-economic development and the need for institutional readiness to embrace digital governance.

Across six thematic sessions, the conference featured insightful discussions on AI's role in public sector transformation, environmental sustainability, human rights, and national security, as well as emerging initiatives such as the establishment of an AI Valley. Organized in collaboration with the Information Technology University (ITU) and the Shahid Javed Burki Institute of Public Policy

at NetSol (BIPP), the sessions encouraged cross-sectoral dialogue and shared learning. The conference concluded with a collective resolve to strengthen collaboration between government, academia and industry to ensure that AI contributes meaningfully to inclusive governance and sustainable national development. By hosting this event, NSPP reaffirmed its leadership in shaping policy conversations at the intersection of technology and governance.

A multi-stakeholder dialogue with UNESCO on AI



The National Institute of Public Policy (NIPP) under the auspices of National School of Public Policy (NSPP) collaborated with UNESCO to host a multi-stakeholder dialogue titled “AI for Humanity: Ethical and Inclusive AI in Pakistan”.

The dialogue brought together key actors from the public sector, civil society, academia, and media to discuss Awareness and Readiness from Pakistan’s draft National Artificial Intelligence (AI) Policy perspective. The discussion focused on institutional preparedness, digital infrastructure, and the need for capacity-building to ensure the safe and ethical deployment of AI. It also drew on the global best practices such as UNESCO’s capacity-building Programme on AI and the Rule of Law, and the AI Competency Framework piloted under the UN Broadband Commission.

The event concluded with key policy insights that would feed into the ongoing consultations on Pakistan’s National AI Policy and strengthen collaboration between stakeholders to uphold human dignity and ethical standards in the digital era.

4th Internship Program held from July 14 to Sept 5 2025



The fourth internship program at NIPP spanned eight weeks from July 14 to September 5, 2025. It aimed to provide hands-on experience in research and policy analysis, develop policy writing and data analysis skills, and expose in terms to real-world policy challenges. The programme was initiated with the approval of Rector, National School of Public Policy (NSPP). Throughout the program, interns participated in various lectures and workshops on public policy, governance, and research methodologies. The interns were also taken to departmental visits which included National Institute of Public Administration; Central Police Office; Excise, Taxation and Narcotics Control Department; and Media Houses. These visits were aimed at providing a broader understanding of organizational structure and operations of these departments and gain insights into their operational framework and mechanisms. The internship culminated with interns presenting their policy papers to the research staff and Dean NIPP. The program concluded with comprehensive performance reviews and distribution of certificates.

Lecture by DG PEMRA



The National Institute of Public Policy organized a lecture of Mr. Muhammad Ikram Barkat, Director General (Operations), Pakistan Electronic Media Regulatory Authority (PEMRA) on August 7, 2025. The session was designed to give interns a deeper understanding of the laws, regulations, and operational frameworks governing Pakistan's media industry, while also highlighting the responsibilities of journalists, the challenges of misinformation, and the evolving nature of media in the digital age. By the end of the session, participants had a clear understanding of how PEMRA operates, the legal framework that guides media in Pakistan, and the shared responsibility of both regulators and media practitioners in upholding journalistic integrity.

Published 13 Issues of Weekly Policy Pulse

NIPP has published 13 weekly issues of Policy Pulse from July 1 to Sept 29. To keep itself abreast with latest developments on domestic and international fronts, it publishes a weekly Policy Pulse which provides key highlights and policy recommendations on those matters.

Workshop on Artificial Intelligence by Dr. Khalid Ahmad

The workshop on Artificial Intelligence (AI) was organized by the National Institute of Public Policy on August 11, 2025. The workshop was conducted by Dr. Khalid Ahmad Khan, a distinguished expert.



The aim of the workshop was to enhance participants' understanding of Artificial Intelligence, its applications, and its transformative potential in public sector. Dr. Khalid Ahmad provided a comprehensive overview of AI fundamentals, including machine learning, natural language processing, and data analytics. The workshop emphasized the role of AI in improving and automating administrative processes within government institutions. The workshop proved to be an insightful learning experience for participants, fostering awareness about the evolving nature of governance in the digital age.

Executive Development Institute (EDI)

The Executive Development Institute is an integral unit of the National School of Public Policy (NSPP), Lahore which holds a range of training workshops to foster the professional development of executives and officers across public and private sectors.



**NATIONAL SCHOOL OF PUBLIC POLICY
EXECUTIVE DEVELOPMENT INSTITUTE**
Two Days' Executive Training Course on "Public Financial Management (PFM)-VII
11th -12th September 2025



Guest In-charge, Mr. Kamran Ahmad, Dr. Ishrat Hussain, Dr. Naveed Elahi, Mr. Muhammad Ibrahim Durkhat, Mr. Zulfikar Ali, Mr. Qasim
 Director EDI, Guest Speaker, Dean EDI, Director General (PEMRA), Dy. Dir. Coord (EDI), Dy. Dir. (I)
 Saadain Jaleel, Dr. Nisar Ahmad Baqir, Mr. Ghulam Muhammad Phul, Dr. Ghulam Asif Malik, Ms. Madiha Ashraf, Ms. Za
 Cdr. Nazim Meemon, Mr. Samina Durrani, Pti. Lt. (R) Muhammad Ashraf Chaudhary, Mr. Abdur Rab Khan, Mr. As
 Faizal Inayat Khan, Mr. Naveed ul Haq, Mr. Maghees Ahmad Shetkh, Mr. Shahzad Anjad Bukhari, Mr. Muhammad
 Iftikhar Ullah, Mr. Ali Asghar Waheed, Mr. Abbas Raza Nasir, Mr. Akram Shahzad, Mr. Muzawad Amir, Mr. Moh
 Khaliq Hussain, Sp. Capt. Wasim Ali, Mr. Zubair Hussain Khari, Mr. Asim Shahzad, Mr. Muzawad Amir, Mr. Moh
 Muhammad Sajad, Mr. Nadeem Adnan Shah (KO ECE), Spd. Ldr. Muhammad Irfan, Mr. Muhammad Shahid Ladd, Mr. F
 Lt. M Tahir Manzoor, Mr. Muhammad Abu Bakar Siddiqui, Mr. Muhammad Abrar, Mr. Muhammad Shoaib, Mr. Adnan Ali, Mr. I
 Riz Khan, Mr. Hasan Masood, Mr. Muhammad Irfan, Mr. Faisal ur Rahman.

A total of 41 participants attended from various sectors, which included government civil officers and private sector executives, representing diverse institutions from all over Pakistan. Dr. Naveed Elahi, Dean EDI, welcomed attendees and emphasized the program's role in strengthening fiscal governance. The course combines theory and practical approaches to tackle Pakistan's fiscal challenges and develop reform-oriented solutions. Notable guest speakers, including Dr. Ishrat Hussain and Mr. Sibtain Fazal Halim covered essential topics related to public financial management. The second day featured discussions on fiscal federalism and financial transparency, led by experts such as Mr. Tariq Bajwa and Dr. Waqar Masood Khan. The workshop concluded with participants expressing gratitude and receiving certificates for their participation from Rector NSPP alongwith Dean EDI.



Inland Study Tour



Group I of the 38th SMC NIPA, Islamabad participants visited the districts of Sialkot and Lahore



Group II of the 44th Mid-Career Management Course (MCMC), Islamabad, participants toured Faisalabad and Sargodha



Group I of the 38th SMC NIPA, Islamabad participants visited the districts of Sialkot and Lahore



Group II of the 44th Mid-Career Management Course (MCMC), Islamabad, participants toured Faisalabad and Sargodha



Group A of the 44th MCMC, Lahore, participants toured Faisalabad and Sargodha from September 23 to 26, 2025.



A Group photo of the 44th MCMC, NIPA Quetta Participants during their tour to NUST Management

Co-curricular Activities



The Cultural Committee of the 38th SMC, NIPA, Islamabad, organized mushairas.



Sports Activity Group of the 44th MCMC, NIPA, Karachi



Environmental stewardship through Tree Plantation Drive during 44th MCMC, NIPA, Islamabad



Tug of War between two teams at the 44th MCMC, NIPA, Peshawar



Competitive sports events organized by NIPA, Islamabad for its 44th MCMC at the Sports Complex, Islamabad



Participants of Cricket Match for the 44th MCMC, NIPA, Peshawar



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