



NSPP NEWSLETTER

RECTOR'S MESSAGE



Esteemed Readers! It is my privilege to present the 15th issue of the NSPP Quarterly Newsletter, highlighting key activities and achievements from October to December 2025.

The quarter reflected strong academic engagement and intellectual depth across the National School of Public Policy. Our core programs, including the 123rd National Management Course, the 38th Senior Management Course, and 45th Mid-Career Management Course, benefitted from the participation of distinguished ambassadors, renowned policy practitioners, and scholars who shared critical perspectives on governance, public policy, and international affairs.

During the same period, the National Institute of Public Policy further strengthened its contribution by convening important policy dialogues, reaffirming NSPP's role in shaping informed and future-oriented governance. In parallel, the Executive Development Institute enhanced its training outreach through targeted capacity-building workshops.

NSPP remains firmly committed to developing public servants grounded in knowledge, integrity, and ethical leadership. Readers are invited to explore the detailed accounts of these initiatives in the pages that follow.

Dr Muhammad Jamil Afaqi
Rector NSPP

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Visit of H.E. Dr. Reza Amiri Moghaddam

H.E. Dr. Reza Amiri Moghaddam, Ambassador of the Islamic Republic of Iran, visited NSPP, PASC on 7 October 2025 and addressed the participants of the 123rd National Management Course (NMC). The session provided valuable insights into Pakistan-Iran bilateral relations and regional cooperation. Participants actively engaged in discussion and posed pertinent questions, making the interaction highly productive. The visit concluded with the presentation of souvenirs and expressions of appreciation for the Ambassador's visit.



Keynote Address by Chief Minister Punjab

Chief Minister Punjab, Ms. Maryam Nawaz Sharif, addressed the participants of the 123rd National Management Course as part of the Keynote Series Talks on 8 October 2025. In her address, she shared perspectives on leadership, governance, and major national challenges, including poverty, population pressure, weak social sectors, and climate change. Emphasizing the need for proactive governance and long-term planning, she highlighted economic growth and public welfare as key policy priorities.

The session concluded with an interactive question-and-answer segment with course participants.



Certificate Award Ceremony of NMC-123 and SMC-38

The Certificate Award Ceremony of the 123rd National Management Course (NMC) and the 38th Senior Management Course (SMC) was held on 31 October 2025. Dr. Musadik Malik, Federal Minister for Climate Change, graced the occasion as Chief Guest and distributed certificates among the participants. The ceremony marked the successful completion of the courses and acknowledged the commitment of officers to professional development.



Visiting Personalities at NSPP

The National Institutes of Public Administration (NIPAs), constituent units of the National School of Public Policy (NSPP), hosted several distinguished personalities during the reporting period to engage participants of the 38th Senior Management Course (SMC) and 45th Mid-Career Management Course (MCMC). These interactions enabled senior officers to benefit from diverse professional perspectives, practical insights, and informed dialogue on governance, economy, human rights, and public administration.

Dr. Kaiser Bengali



The renowned economist delivered a lecture at NIPA, Karachi titled “*Economy of Pakistan: Challenges and Prospects.*” on 24 November, 2025. He offered a critical assessment of Pakistan’s economic model, describing it as overly dependent on imports, external borrowing, and service-sector investment at the expense of productive manufacturing. He highlighted key structural bottlenecks including trade imbalances, circular debt, inefficient fiscal policies, and institutional redundancies. He emphasized the need for export-led manufacturing, expansion of renewable energy, and modernization of transport infrastructure, concluding that Pakistan’s economic revival hinges on sustained structural reforms and proactive public sector leadership.

Mr. Farhan Aziz Khawaja



Director General of the Civil Service Academy, addressed senior officers at NIPA, Karachi on the theme “Creating Public Value.” on December 30, 2025. He underscored the need to shift public administration away from procedural rigidity toward outcome-based governance centered on citizen welfare. Defining public value in terms of fairness, trust, dignity, and safety, he emphasized ethical leadership, stakeholder engagement, and inter-institutional collaboration as foundations of effective governance. He encouraged civil servants to remain citizen-centered and value-driven despite institutional and resource constraints.



Mr. Iqbal Detho

Chairperson of the Sindh Human Rights Commission, delivered a lecture at NIPA, Karachi on “*Human Rights in Pakistan.*” on December 11, 2025. He discussed global and historical perspectives on human rights and examined challenges such as socio-economic inequality, institutional limitations, and gaps

in enforcement. Focusing on Pakistan, he highlighted the constitutional framework of Fundamental Rights, the role of the judiciary, and the responsibility of civil servants in promoting inclusive governance and accountability. The session concluded with an interactive question-and-answer discussion.

Attiya Inayatullah



Former Federal Minister addressed participants of the 38th Senior Management Course at NIPA, Lahore, on October 14, 2025, focusing on the multifaceted challenges facing children in Pakistan. She discussed issues including population growth, child poverty, limited access to education, climate vulnerability, and rising cases of abuse and discrimination. Dr. Inayatullah emphasized the long-term social and psychological consequences of neglecting child welfare and stressed that protecting children’s rights requires collective moral responsibility and institutional accountability.

Zhao Shiren

The guest speaker, Former Member of the S.H.E. Consul General of China in Lahore, visited NIPA, Lahore and addressed participants of the 38th Senior Management Course on October 17, 2025. He reaffirmed the enduring China–Pakistan partnership, describing it as an all-weather relationship grounded in mutual trust and shared development goals.



He highlighted the China–Pakistan Economic Corridor (CPEC) as a key driver of regional connectivity and socio-economic transformation, emphasizing the importance of people-to-people, cultural, and educational exchanges.

Jawaad S. Khawaja



Former Chief Justice of Pakistan, addressed participants of the 45th Mid-Career Management Course at NIPA, Lahore on December 2, 2025. He offered a reflective critique of Pakistan’s administrative culture, emphasizing constitutional governance and citizen-centered public service. Highlighting the constitutional status of Urdu as the national language, he urged officers to align governance practices with democratic principles and view themselves as service providers rather than authority figures, reinforcing accountability and public trust.

Dr. Nasir Javed



The former CEO of the Punjab Urban Unit delivered a lecture on “Urban Planning and Development” for participants of the 45th Mid-Career Management Course at NIPA, Peshawar on 9 December 2025. He emphasized that cities are shaped by people rather than infrastructure alone and argued for holistic, inclusive, and climate-resilient urban planning. Drawing on examples from Islamabad, Abbottabad, and Punjab, he highlighted challenges such as unplanned urban growth, flooding, shrinking green spaces, and weak institutional coordination. He stressed the need to improve existing cities, adopt sustainable and circular economy practices, and strengthen governance for accountability. The session concluded with an interactive discussion on planning challenges, institutional reforms, and bureaucratic responsibility.

Muhammad Ayaz Wazir

The former Ambassador delivered a lecture on “Pakistan’s Relations with Afghanistan” at NIPA, Peshawar on 8 October 2025 to participants of 38th SMC. He traced the roots of strained bilateral relations to early mistrust following independence, particularly the Durand Line dispute and the Pashtunistan issue. He examined how major developments such as the Soviet invasion, Afghan Jihad, rise of the Taliban, and the post-9/11 War on



Terror deepened security concerns, refugee pressures, and cross-border militancy. He noted that despite the Taliban’s return in 2021, tensions persist over border management and militancy. He emphasized that lasting stability requires sincere dialogue, non-interference, economic cooperation, and regional connectivity rather than a purely security-driven approach.

Dr. Atta-ur-Rehman



The speaker, Chairperson and Associate Professor, Department of Geography and Geomatics, University of Peshawar, delivered a lecture on “GIS and Remote Sensing as a Decision-Making Tool” for the 45th Mid-Career Management Course at NIPA, Peshawar on 5th December 2025. He presented GIS as a decision-support system rather than merely a

software, emphasizing its role in integrating spatial and non-spatial data for evidence-based planning. Using practical examples such as road alignment and dam site selection, he demonstrated how layered mapping simplifies complex policy decisions. He highlighted the importance of inter-agency collaboration and skilled human capital, stressing that technology alone is insufficient without trained administrators and analysts.

Dr. Aneel Salman



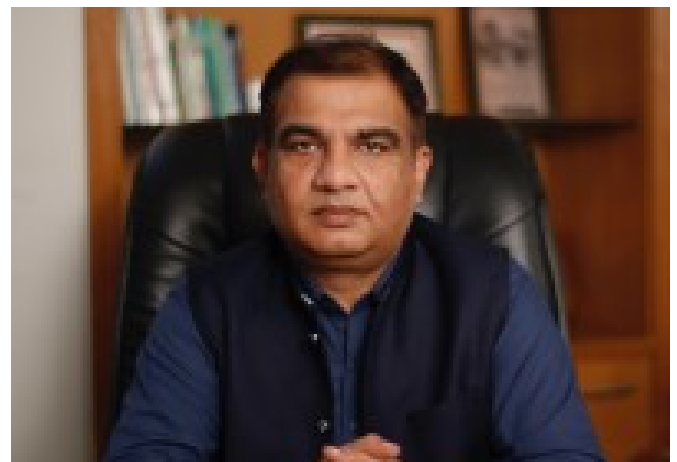
The guest speaker, Chair Economic Security at the Islamabad Policy Research Institute (IPRI), conducted a workshop on “Evidence-Based Decision Making and Public Policy Evaluation” on 26th November, 2025 at NIPA, Islamabad. He emphasized the importance of grounding public policy in empirical evidence, systematic analysis, and outcome evaluation rather than intuition or precedent. The session focused on policy appraisal tools, impact assessment frameworks, and the role of data in improving governance effectiveness. Dr. Salman encouraged participants to adopt analytical rigor in policy formulation and evaluation to strengthen accountability, efficiency, and long-term policy sustainability.

Engr. Dr. Hassaan Khaliq Qureshi



The visiting personality, tenured Professor of Electrical and Computer Engineering at NUST, delivered a lecture discussion on “Artificial Intelligence: Conceptual Understanding, Potential and Applications” on 5th December, 2025 at NIPA, Islamabad. He provided a conceptual overview of artificial intelligence, highlighting its potential applications in governance, public service delivery, and decision-support systems. The lecture discussed opportunities and challenges associated with AI adoption, including ethical considerations, data governance, and institutional capacity. He emphasized the need for informed leadership to responsibly integrate AI into public sector operations.

Mr. Hamid Raza Khan



The speaker, Director General Media at the Ministry of Finance, conducted a Workshop on “Engaging Media for Effective Service Delivery” on 28th November, 2025 at NIPA, Islamabad. He highlighted the strategic role of media engagement in enhancing transparency, public trust, and institutional credibility. The session focused on best practices in government communication, crisis management, and policy messaging. Mr. Khan emphasized that proactive and responsible media engagement is essential for improving service delivery outcomes and strengthening citizen-state relations.

National Institute of Public Policy (NIPP)

Round Table Discussions: Quest for Regional Peace: Sour Pakistan- Afghanistan Relations and the Way Forward



The round table discussion, held on 10th October, 2025 brought together prominent policymakers, academics, and media professionals to explore avenues for peace and stability in the region. The panellists deliberated upon the recent lowest ebb between the two countries and the implications the poor relations contained for the region. They discussed the issue from the lens of diplomacy, security, and media. Whilst some of the panellists did not completely rule

out kinetic action against the terrorists operating from within Afghan soil, they urged for track-II diplomacy encouraging people-to-people interaction, cultural exchanges, empowering Afghan women etc., to build good faith and trust with the Afghan people for an enduring peace. A key learning was that durable peace can only be achieved through long-term trust-building with the Afghan people, supported by inclusive dialogue and non-coercive engagement.

National Housing Policy 2025: On the Anvil



The round table discussion titled was held on on 18th November, 2025. The event brought together leading policymakers, urban planners, architects, development practitioners and academics, to deliberate on the key contours, priorities, and implementation strategies for Pakistan’s forthcoming National Housing Policy, 2025. The deliberations covered critical themes including affordable and rental housing frameworks, urban planning and land use reforms, financing mechanisms and public-private partnerships, green and resilient housing infrastructure, role of technology and innovation in housing delivery and addressing regional disparities and rural housing needs. The discussion highlighted the need for coordinated evidence-based policymaking, with a key learning that successful housing reform will depend on strong implementation capacity and sustained stakeholder collaboration.

Webinar on Climate Change and Flood Risk

The NIPP organized the webinar on October 30, 2025.



Chaired by Dean NIPP, Dr. Naveed Elahi, the session featured Dr. Musadik Masood Malik, Federal Minister for Climate Change and Environmental Coordination, Mr. Ali Tauqeer Sheikh, Member Pakistan Climate Change Council, and Mr. Umer Draz Nangiana, Senior Reporter, BBC News. The discussion focused on the increasing frequency and severity of floods in Pakistan, examining the role of climate change alongside institutional preparedness and governance challenges. Participants from relevant federal and provincial departments engaged in dialogue on the need for improved coordination, data-driven planning, early warning systems, and long-term climate adaptation measures to strengthen national resilience.

Book Talk by Dr. Farooq Adil “Dekha Jinhein Palat Ke”

The NIPP organized the booktalk on October 10, 2025. The session featured a distinguished panel including Mr. Mujeeb-ur-Rehman Shami, Mr. Atta-ul-Haq Qasmi, and Rector NSPP Dr. Muhammad Jamil Afaqi. Dr. Adil discussed the book’s reflection on Pakistan’s social and political landscape and the role of literature in preserving collective memory. In his concluding remarks, Dean NIPP Dr.



Naveed Elahi reaffirmed the institute’s commitment to promoting intellectual discourse linking governance, culture, and public policy. The discussion underscored the importance of continued engagement between scholars and policymakers, with the key learning that cultural narratives can play a vital role in shaping informed and inclusive public policy debates.

Book Talk by Mr. Hussain Naqi “Mujh Se Jo Ho Saka.”



The NIPP organized a book talk on “Mujh Se Jo Ho Saka”, the autobiography of veteran journalist and human rights activist Mr. Hussain Naqi, at the National School of Public Policy (NSPP), Lahore, on 4th December, 2025. The session commenced with introductory remarks by Dean NIPP, Dr. Naveed Elahi, followed by a welcome address from Rector NSPP, Dr. Muhammad Jamil Afaqi. A panel comprising Mr. Farrukh Sohail Goindi and Mr. Salman Ghani reflected on Mr. Naqi’s extensive journalistic career and his contributions to human rights and democratic discourse in Pakistan. In the concluding segment, Mr. Hussain Naqi shared reflections

on key phases of his professional journey. The session reinforced NIPP's commitment to encouraging informed dialogue on Pakistan's socio-political history and public discourse. The discussion highlighted continued engagement between scholars and policymakers, with the learning that the book provides important reflections to guide future thinking on Pakistan's social and political challenges.

Training Session on CPR and Basic Life Support



The National Institute of Public Policy (NIPP) conducted a training session on Cardiopulmonary Resuscitation (CPR) and Basic Life Support (BLS) at the National School of Public Policy (NSPP) on 22nd December, 2025. The session was facilitated by Dr. Asif Mahmood and aimed to enhance emergency response capacity among participants. The training highlighted the critical importance of timely intervention during the initial minutes following cardiac arrest, heart attack, stroke, or respiratory failure, emphasizing how prompt action can significantly improve survival outcomes. Participants were guided on ensuring scene safety, personal protection, and carrying out a rapid initial assessment of responsiveness, breathing, and pulse, reinforcing essential lifesaving skills in emergency situations.

5th Internship Program



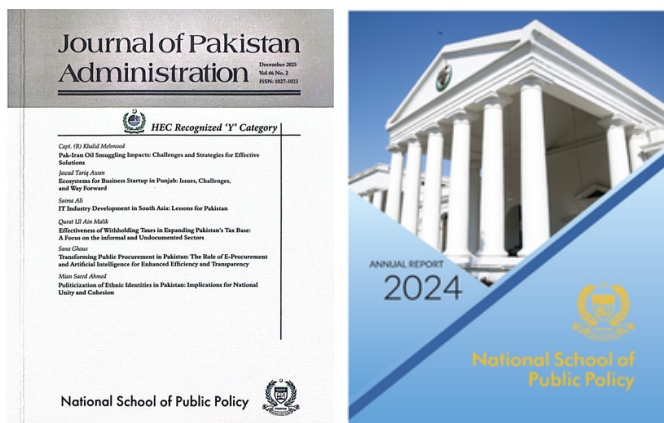
The two-month 5th internship program at the NIPP commenced on 8th December, 2025, aiming to provide hands-on exposure to public policy research and governance while developing analytical, research, and professional skills. Eighteen interns were selected through a competitive process from over 500 applicants across Pakistan based on geography, gender, and GPA to ensure diversity and merit. During the program, interns are engaging in lectures, seminars, and field-based learning activities, including visits to institutions such as the National Institute of Public Administration (NIPA), Lahore, and a field visit under the Friends of Police Program covering key policing and public service delivery facilities. The program also included participation in a seminar on Interfaith Harmony at NSPP, fostering a holistic understanding of governance and inclusivity. Overall, the experience highlights the importance of sustained experiential learning in developing effective policy professionals.

The 13 Weekly Issues of Policy Pulse

The National Institute of Public Policy published 13 weekly issues of Policy Pulse from October 1st to 31st December, 2025. The weekly publication provides key highlights and policy recommendations on important domestic and international developments, supporting informed analysis and timely policy engagement.

Journal of Pakistan Administration (JPA)

NSPP published Volume 46, Issue 2 (December 2025) of the Journal of Pakistan Administration, continuing its contribution to scholarly discourse in public administration and governance. In continuing the accreditation process, a DOI has been issued for the publication, and an application for HEC accreditation, and recognition for the year 2026 has been successfully submitted. The issue has been made available online and is currently in the printing process.



Annual Report 2024

The Annual Report of the National School of Public Policy (NSPP) 2024 has been prepared in accordance with Section 15 of the NSPP Ordinance 2022 and was finalized during the reporting period for printing. The report highlights NSPP's continued commitment to professional excellence through structured training programs, policy engagement, and co-curricular development across its constituent institutes. It documents progress in academic delivery, participant wellbeing, cultural and sports activities, and infrastructure improvements across campuses. The report also reflects NSPP's contribution to national policy discourse through focused research and roundtable discussions on key governance challenges.

Executive Development Institute (EDI)

The Executive Development Institute (EDI), an integral unit of the National School of Public Policy (NSPP), Lahore, serves as a specialized platform for strengthening leadership, governance, and managerial capacity across public and private sector institutions. Through structured executive programs, EDI enhances decision-making, strategic thinking, accountability, and results-oriented management aligned with contemporary governance needs. During the period under review, EDI delivered a range of capacity-building initiatives combining conceptual learning with practical application and interactive engagement.

Leadership Development Program



The EDI organized a two-day Executive Course on “Leadership Development Program” during the reporting period, aimed at senior officials and decision-makers from both public and private sector organizations. The program attracted 50 participants from across Pakistan, including civil officers from federal and provincial governments, private sector executives, and representatives from academia. The course focused on enhancing leadership effectiveness through themes such as emotional intelligence, team dynamics, innovation, and ethical decision-making.

Dr. Naveed Elahi, Dean EDI, highlighted the importance of adaptive leadership and public service excellence, while Dr. Muhammad Jamil Afaqi, Rector NSPP, emphasized ethical integrity and vision as essential attributes of effective leadership. The program featured expert guest speakers and interactive workshops on conflict management and leadership styles, facilitated by professionals from LUMS and the Quaid-e-Azam Foundation. The course concluded with certificate distribution, and an in-depth report of the program has been made available on the NSPP website through the EDI Publications' Portal.

Negotiation Skills Training Workshop



On 21st November, 2025, EDI conducted the 3rd series of the “Negotiation Skills Training Workshop” under the theme “Managing Conflicts through Negotiations.” The workshop was designed to equip senior public and private sector leaders with advanced negotiation techniques, conflict resolution strategies, and ethical communication skills. Dr. Naveed Elahi, Dean EDI, underscored the importance of practical, outcome-oriented negotiation approaches for effective governance, while Mr. Kamran Ahmad, Director EDI, linked the workshop objectives to EDI’s broader mission of leadership development.

Expert facilitators led interactive sessions covering negotiation frameworks, decision-making under pressure, and ethical dialogue. Participants actively engaged in discussions and practical exercises, and the workshop concluded with the presentation of certificates. A detailed report of the workshop is available on the NSPP website via the EDI Portal.

Directors’ Training Program (DTP) for State-Owned Enterprises (SOEs)



From 17th to 19th December, 2025, EDI successfully conducted the third iteration of the “3-Day Directors’ Training Program (DTP) for State-Owned Enterprises (SOEs).” This SECP-approved program aimed to enhance the governance competencies of SOE directors in compliance with the State-Owned Enterprises (Governance & Operations) Act-2023. A cohort of 27 participants, comprising civil officers and private sector executives, attended the program. The curriculum covered corporate governance principles, regulatory compliance, board responsibilities, strategic risk management, and emerging challenges such as cyber security. Dr. Naveed Elahi, Dean EDI, inaugurated the program, emphasizing the critical role of informed and accountable board leadership. Dr. Muhammad Jamil Afaqi, Rector NSPP, addressed the participants and highlighted transparency and accountability as pillars of public sector governance.

The program concluded with a certificate distribution ceremony, and participants expressed strong appreciation for the relevance and quality of the training.

Sui Northern Gas Pipe Line (SNGPL) Executive Training Programs

The Executive Development Institute successfully conducted two dedicated executive training cohorts for SNGPL officers in this quarter. The first cohort, comprising 30 participants, was held from 3rd to 14th November, 2025, followed by a second cohort conducted from 1st to 12th December, 2025. These customized training programs focused on leadership development, governance practices, and managerial effectiveness tailored to the operational needs of SNGPL. The successful completion of both cohorts reflects EDI's growing role in delivering sector-specific executive training and strengthening institutional capacity within major public sector organizations.

Inland Study Tour



NIPA, Karachi organized a local study visit to the Chinese Consul General during the 45th MCMC



Participants of the 38th Senior Management Course (SMC), NIPA Peshawar, visited the National Assembly Secretariat.



Participants of the 45th MCMC, NIPA, Islamabad, visited Hazara Police Headquarters



Participants of 38th SMC, NIPA Peshawar, during Inland Study Tour to Taxila Museum



Participants of the 45th MCMC, NIPA, Islamabad visited the South Punjab Secretariat.

Co-curricular Activities



Urban Forest Inauguration & Traffic Awareness NIPA Karachi



Bookshop Inauguration at NIPA Karachi



Tree plantation activity conducted at NIPA Peshawar



38th Senior Management Course actively engaged in outdoor sports at NIPA Peshawar



Participants of the 45th MCMC/38th SMC NIPA Islamabad arranged a mushaira



45th Mid-Career Management Course (MCMC) during the Cultural Night NIPA Quetta

Miscellaneous



Inaugural of New Fig Orchard & Model Nursery by Dr. Muhammad Jamil Afaqi, Rector NSPP Lahore at NIPA Peshawar



Construction of New Auditorium at NIPA, Peshawar



Renovation of MCMC Faculty Lounge & Adjacent Washroom at NIPA Peshawar



Construction of New Tubewell at Family Park at NIPA Peshawar



Pictures of newly constructed front boundary wall at NIPA Quetta.



Pictures of newly constructed front watch towers at NIPA Quetta.



Editorial Team

**Dr Naveed Elahi
Jahanzeb Waheed**

National School of Public Policy
87- Shahrah e Quaid e Azam, Lahore.

Editorial Assistantance

**Arhum Kamran
Syed Samar Abbas Shirazi**

Email: newsletter@nspp.gov.pk
PABX: No. 042 9920 2943-44
www.nspp.gov.pk