



NSPP NEWSLETTER

Issue **17** April – June 2026



Dear Esteemed Readers,

Welcome to the latest edition of the National School of Public Policy (NSPP) Quarterly Newsletter. This issue offers key insights and achievements of NSPP from April to June 2026. During this quarter, NSPP reaffirmed its commitment to excellence in leadership development, policy learning, and institutional collaboration.

At the Pakistan Administrative Staff College, participant officers of NMC-124 benefited from a Directors' Training Programme on SOE governance and a Workshop on Strategic Communications and Media Engagement in Crisis Situations, sharpening their capacity to lead public institutions with sound governance and effective crisis response.

The quarter also saw the Certificate Award Ceremony of the 124th National Management Course, and the historic first visit of a senior Bangladeshi civil servants' delegation to NSPP, reflecting our growing regional institutional linkages. At our constituent NIPAs, the 39th Senior Management Course and 46th Mid-Career Management Course benefitted from the valuable insights of eminent diplomats, jurists, technocrats, and practitioners who addressed participants on subjects ranging from foreign relations and rule of law to cybersecurity, climate policy, and public procurement. Inland study tours and co-curricular activities further enriched experiential learning and institutional camaraderie across the NIPAs.

In the sphere of research and outreach, the National Institute of Public Policy advanced NSPP's intellectual mandate through the publication of the Journal of Public Administration, three Roundtable Discussion Reports, regular issues of Policy Pulse, and timely dialogues on transgender mainstreaming, child protection, and inter-sectarian harmony. This quarter also marked a landmark milestone with the signing of a Memorandum of Understanding with the China National Academy of Governance, placing our partnership with China on a formal, government-endorsed footing.

As we move forward, NSPP remains steadfast in its mission to develop competent, ethical, and forward-looking public leaders equipped to serve Pakistan with integrity and vision. Readers are invited to explore the detailed accounts of these initiatives in the pages that follow.

Farhan Aziz Khawaja
Rector NSPP

National Management Course Directors' Training Programme (DTP)

A three-day Directors' Training Programme (DTP) for State-Owned Enterprises (SOEs) was held from 8th to 10th April 2026 during NMC-124. The programme aimed to equip participant officers with the governance knowledge and leadership skills required to serve effectively as Directors of SOEs under Pakistan's reformed SOE framework. It focused on strategic



oversight, financial stewardship, risk governance, and compliance with the SOE Act 2023 and Policy 2023. The programme sought to strengthen SOE boards, enhance sustainable performance, reduce the sector's fiscal burden, and align enterprises with national objectives, while emphasizing transparency, accountability, and ethical conduct. The programme covers the following modules:

Module 1: SOEs Corporate Governance, Legal Framework & Its Key Players

Module 2: Director Duties & Functions

Module 3: Financial Stewardship



Workshop on Strategic Communications and Media Engagement in Crisis Situations



A Workshop on ‘Strategic Communications and Media Engagement in Crisis Situations’ was held on 16th to 17th April, 2026. Barrister Mahreen Khan, an expert in Media and Strategic Communications, kicked off her talk by drawing attention to the rise of social media and digital communication, which has eclipsed the traditional cable television and print media. Ms. Khan emphasized the need for effective communication with media in



crisis management as a key aspect of public policy. The talk was followed by a mock exercise of live press conferences to enable the participant officers to apply and further refine their media handling skills in times of crisis. The workshop was organized by PPC & Team of Media experts.

Visit of Bangladeshi Delegation to NSPP

On 15th May, a delegation of senior civil servants from People’s Republic of Bangladesh visited the National School of Public Policy (NSPP) Lahore. The visit was part of the executive development programme organized by the Civil Services Academy (CSA) for the Bangladeshi civil servants during 02 to 21 May, 2026. During their stay, the participant officers attended professional sessions, interactive discussions and institutional engagements focusing on public administration, governance, policy-making, institutional management and leadership development.



The visit marked the first-ever high-level delegation from Bangladesh to the NSPP and CSA, and a significant step towards strengthening institutional linkages and promoting mutual understanding through academic and professional collaboration.

Certificate Award Ceremony



Certificate Award Ceremony of the 124th National Management Course (NMC) took place on 24th April 2026, at the Pakistan Administrative Staff College (PASC) in Lahore. Chief Guest, Federal Minister for Climate Change, Dr. Musaddiq Malik attended the ceremony and distributed certificates among participant officers of the 124th Management Course.

Visiting Personalities at National Institutes of Public Administration (NIPAs)

The following distinguished speakers addressed participants of the 39th Senior Management Course (SMC) and 46th Mid-Career Management Course (MCMC) at various NIPAs during the reporting period.



Ambassador Ahmad Ali Sirohey delivered a lecture at NIPA, Lahore titled “Pakistan’s Foreign Policy towards Africa.” to the participants of the 39th SMC on 2nd April 2026. He emphasized Africa’s growing strategic importance, reviewed Pakistan’s Look Africa Policy, and underscored that Pakistan’s path to greater global relevance is closely linked with sustained and structured engagement with Africa.



Dr. Faiza Iqbal delivered an Extension Lecture at NIPA, Lahore titled “Hidden Risks in Your Phone: How to Secure WhatsApp & Mobile Settings.” on 3rd April 2026, apprising the participants of the 39th SMC of emerging digital threats and practical measures to secure mobile devices and communication applications.



Mr. Babar Yaqoob Fateh Muhammad

Delivered a lecture at SMC, NIPA, Lahore titled “Impact of Governance on Service Delivery at the Federal, Provincial and Local Level.” on 1st April 2026. He emphasized the state’s responsibility to ensure social, economic, and political justice, and concluded that strong governance, capable institutions, and a focus on results are essential for improving public service delivery.



Mr. Ayaz Ahmed Uqaili

The Member (Industry Development), Information Science & Technology Department, Government of Sindh delivered a lecture at SMC, NIPA, Karachi titled “E-Governance and Public Service Delivery.” on 1st April 2026. The session highlighted the use of information and communication technology to deliver public services efficiently and transparently, improving accessibility and strengthening citizen-government interaction.



Dr. Talib Hussain Lashari

The Technical Advisor, Costed Implementation Plan, Population Welfare Department, Government of Sindh delivered a presentation at SMC, NIPA, Karachi titled “Harnessing the Demographic Dividend: Population Governance, Skills Development & Labor Market Alignment.” on 9th April 2026, identifying strategies for enhancing employability, boosting productivity, and achieving sustainable economic growth through human capital development.



Dr. Mirza Ikhtiar Baig

The Member, National Assembly of Pakistan delivered a lecture at SMC, NIPA, Karachi titled “Industrial Development in Pakistan.” on 13th April 2026. He emphasized expanding manufacturing, increasing productivity, and promoting industrialization to create employment, enhance exports, and strengthen the economy.



Prof. Dr. Muhammad Tufail

The Vice Chancellor, NED University delivered a presentation on Simulation Exercise-II at SMC, NIPA, Karachi titled “Metropolitan Governance Breakdown in Karachi: Water, Transport & Solid Waste Crisis Simulation.” on 29th April 2026, examining governance failures in Karachi’s municipal systems and ways to strengthen urban governance for effective service delivery.



Mr. Mujahid Akbar Khan

The Additional Director General, FIA, Sindh conducted a Public Policy Atelier (PPA) Exercise at NIPA, Karachi titled “Human Smuggling.” on 6th April 2026, examining the causes, impacts, and policy responses related to human smuggling and strengthening institutional capacity to combat it effectively.



Mr. Ahmed Ali Siddiqui

The Managing Director, Karachi Water & Sewerage Corporation conducted a Public Policy Atelier (PPA) Exercise at NIPA, Karachi titled “Water Governance and Supply Crises in Karachi.” on 6th May 2026, evaluating policy solutions to improve water management and ensure sustainable water supply for the city’s growing needs.



Mr. Akram Ali Khowaja

An officer of the Pakistan Administrative Service (PAS/BS-21) conducted a workshop at MCMC, NIPA, Karachi titled “Public Procurement in Pakistan.” on 16th April 2026, covering procurement laws, planning, bidding procedures, contract management, and the role of the Public Procurement Regulatory Authority in ensuring fair and efficient procurement.



Mr. Kamran Lashari

The Member, Sindh Public Service Commission delivered a lecture at MCMC, NIPA, Peshawar titled “Socio-Cultural Dynamics of Pakistani Society.” on 7th April 2026, examining the social, cultural, and historical factors shaping Pakistani society.



Prof. Dr. Zahid Asghar

The School of Economics, Quaid-e-Azam University, Islamabad delivered a lecture at MCMC, NIPA, Peshawar titled “Data Analytics.” on 15th April 2026, emphasizing that data is a leadership and governance tool for evidence-based decision-making.



Dr. Rafi us Shan

The CEO / Chief Technical Officer, UAE delivered a lecture at MCMC, NIPA, Peshawar titled “Cyber Security.” on 16th April 2026, explaining the importance of digital transformation in the public sector and safeguards against emerging cyber threats.



Mr. Muhammad Rasheed Goheer

The Executive Director Global Climate Change, Ministry of Climate Change and Environmental Coordination, Islamabad delivered a lecture at MCMC, NIPA, Peshawar titled “Climate Change and Environmental Policy.” on 16th April 2026, highlighting the impacts of climate change on Pakistan and the policy framework to address them.



Ms. Fauzia Viqar

The Federal Ombudsperson, Protection Against Harassment of Women at the Workplace, Islamabad delivered a lecture at MCMC, NIPA, Peshawar titled “Administrative Discretion.” on 14th May 2026, explaining the exercise of discretion within legal limits, guided by accountability and transparency.



Mr. Ghulam Sarwar Brohi

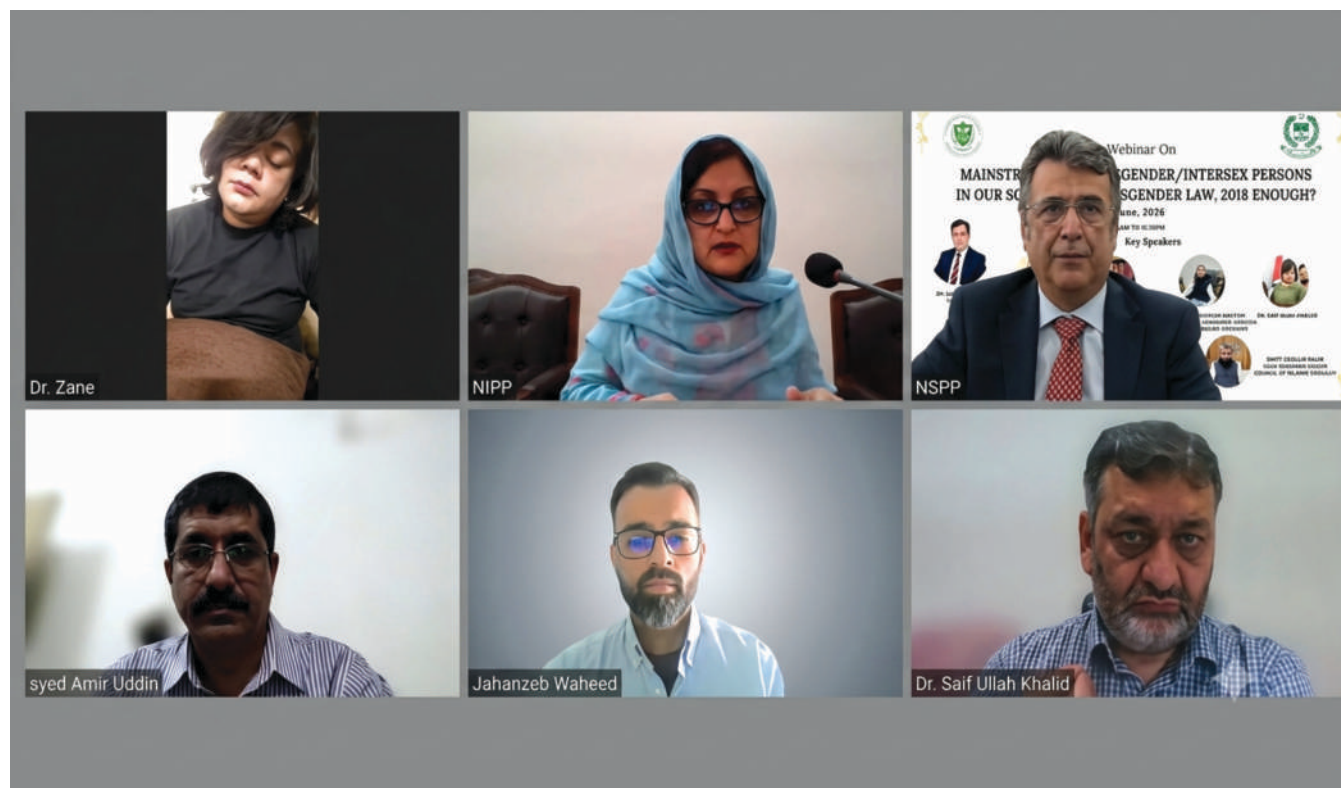
The Regional Head, Wafaqi Mohtasib (Federal Ombudsman), Quetta delivered a Special Lecture at MCMC, NIPA, Quetta titled “Federal Ombudsman as an Institution.”, apprising the participants of the role and working of the institution in redressing public grievances against federal agencies. The Director General NIPA Quetta presented a shield to the speaker at the conclusion of the session.

National Institute of Public Policy

During the period under review, the National Institute of Public Policy (NIPP) advanced NSPP's research and outreach mandate through its publications, policy dialogues, and academic engagements.

Webinar and Roundtable Discussions

Webinar on Mainstreaming Transgender/Intersex Persons in Our Society



NIPP organized a webinar titled “Mainstreaming Transgender/Intersex Persons in Our Society: Is Transgender Law, 2018 Enough?” on 3rd June 2026, the second event in its series of webinars on public policy issues. The panel — comprising Dr. Zane Khan, Pakistan’s first transgender medical doctor; Barrister Muhammad Ahmed Pansota, Advocate Supreme Court; Mr. Ghulam Dastagir Shaheen and Mufti Ghulam Majid of the Council of Islamic Ideology; and community representatives Ms. Alisha Sherazi and Ms. Mahnoor Chaudhry — examined the legal, social, medical, and religious dimensions of the Transgender Persons (Protection of Rights) Act, 2018. The discussion concluded that while the Act was a significant legislative milestone, weak implementation, conceptual confusion between transgender, Khawaja Sira, and intersex (Khunsa) categories, and the absence of clear enforcement mechanisms continue to limit its effectiveness, and recommended clearer definitions, stronger institutional mechanisms, improved access to CNICs and healthcare, and nationwide sensitization.

Roundtable Discussion on Child Abuse and Neglect in Pakistan

NIPP convened a Roundtable Discussion on “Child Abuse and Neglect in Pakistan” on 10th June 2026, bringing together representatives of law enforcement agencies, child protection institutions, religious scholars, psychologists, researchers, civil society organizations, and public policy practitioners. The discussion noted that although Pakistan possesses a substantial



legal and institutional framework for child protection, abuse continues at alarming levels, frequently within familiar environments, while emotional neglect remains one of the least recognized forms of abuse. The roundtable concluded that Pakistan’s child protection challenge is primarily one of implementation rather than legislation, calling for stronger coordination, effective investigation and conviction mechanisms, and greater public awareness.

Roundtable Discussion on Inter-Sectarian Harmony and Countering Extremism

NIPP organized a Roundtable Discussion on “Inter-Sectarian Harmony and Countering Extremism” on 23rd June 2026, attended by eminent Ulema, religious scholars, researchers, policy experts, government representatives, and members of civil society. Speakers including Maulana Abdul Khabir Azad, Khateeb of Badshahi Mosque, Maulana Zubair Ahmad Zaheer, Dr. Muhammad Shafiq Khan Pasrori of



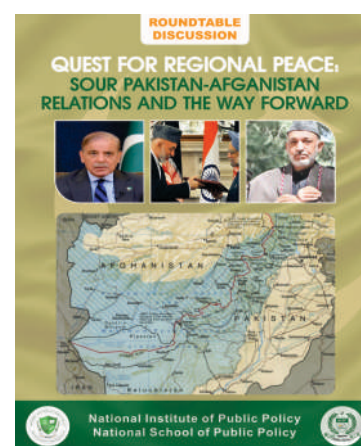
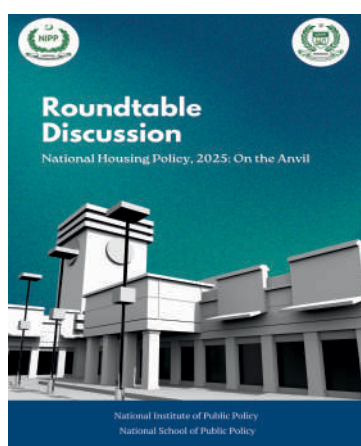
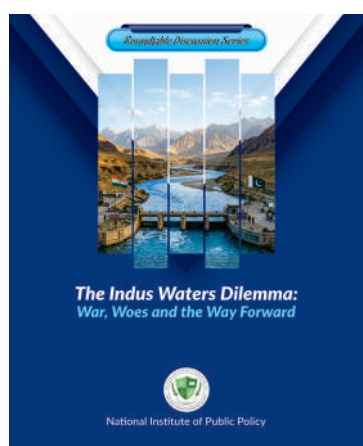
the Council of Islamic Ideology, Dr. Zulfiqar Haider, and Qazi Abdul Ghaffar Qadri stressed that sectarian harmony is indispensable for national unity and sustainable peace. The participants unanimously called for promoting the consensus national narrative of “Paigham-e-Pakistan” through educational institutions, madaris, universities, and the media, adopting zero tolerance towards incitement and hate speech, and strengthening dialogue among scholars, responsible communication, and positive engagement of youth to entrench moderation, tolerance, and national cohesion.

Journal of Public Administration (JPA)

NIPP published Volume 47 (June 2026 issue) of the Journal of Public Administration in June 2026, continuing its contribution to scholarly discourse in public administration and governance.

Roundtable Discussion Reports

Three Roundtable Discussion Reports were published in June 2026: “The Indus Waters Dilemma”, “National Housing Policy, 2025: On the Anvil”, and “Quest for Regional Peace: Sour Pakistan–Afghanistan Relations and the Way Forward”.

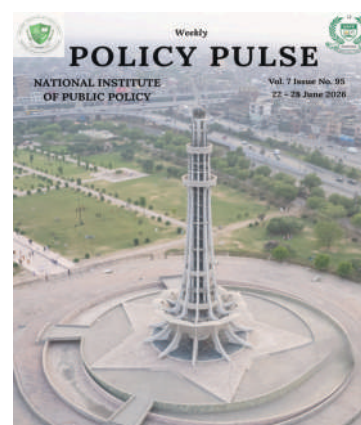


Weekly Issues of Policy Pulse

NIPP published 13 weekly issues of Policy Pulse during April–June 2026, providing key highlights and policy recommendations on important domestic and international developments.

The 6th Internship Programme

NIPP initiated its 6th Internship Programme in June 2026, continuing the Institute’s tradition of engaging young researchers and students in its policy research and outreach activities.



Deepening Collaboration with China

In a landmark institutional achievement, NSPP signed a Memorandum of Understanding (MoU) with the China National Academy of Governance (CNAG) on 25 May 2026, during the Prime Minister’s official visit to China – a milestone secured under the Rector’s direct engagement that places NSPP’s partnership with China on a formal, government-endorsed footing. This was complemented by NIPP hosting a delegation from Fudan University, China, in June 2026, further reinforcing academic and research linkages with Chinese institutions.

Executive Development Institute

The Executive Development Institute (EDI), a cornerstone of the National School of Public Policy (NSPP), Lahore, remains committed to advancing leadership and managerial excellence. Through a rich variety of training programs, EDI equips executives and officers from both the public and private sectors with the advanced skills required for contemporary governance and organizational success.

During the 2nd quarter, EDI conducted the 4th course of the 3-day **"Directors' Training Program (DTP) for State-Owned Enterprises (SOEs)"** from **April 21-23, 2026**. The program hosted 17 participants from federal/provincial governments and private sector, representing ministries including PAEC, PASSCO, GHQ, POF and Bank of Punjab. Rector NSPP, Mr. Farhan Aziz Khawja and Dean EDI, Dr. Naveed Elahi emphasized corporate governance, transparency, and accountability. Expert speakers including Dr. Ishrat Hussain and Dr. Sohail Naqvi covered legal frameworks, board effectiveness, risk management, ethics, cybersecurity and case studies. Certificates were distributed to participants at the closing ceremony.

On **May 20-21, 2026**, EDI conducted a two-day **"Leadership Development Program-II"** for 32 senior officials drawn from both public and private sectors, including Parliament, PAF, PIA, universities, and NIPA. Dean EDI, Dr. Naveed Elahi emphasized strengthening leadership skills and public service excellence. Director EDI, Mr. Kamran Ahmad highlighted EDI's expert selection process and program success. Speakers included Dr. Amjad Saqib (leadership essence), Dr. Ishrat Hussain (strategic management), Mr. Kamran Lashari (public sector innovation), Dr. Sa'ad Malik (emotional intelligence), Mr. Shoaib Mir, Dr. Rizwan Basharat (AI/emerging tech), Mr. Shoaib Dastgir, and Mr. Zafar Masud. Topics covered team dynamics, ethics, integrity and diversity. Certificates were awarded at closing.

EDI Forges New Strategic Collaborations

In June 2026, EDI initiated collaboration with Harvard Kennedy School to co-design customized capacity-building programs in leadership, strategic management, governance, public financial management, project management, negotiation and communication skills. The programs will be developed in partnership with leading national organizations, including OGDCL, PSO, SSGC, SNGPL, K-Electric, Engro Energy, Mari Energies, PPL, HUBCO, NTDC, WAPDA, Pakistan LNG, Pakistan Railways, OGRA, and Chambers of Commerce from Karachi, Lahore, Rawalpindi and Gujranwala.

Additionally, EDI is pursuing collaboration with Musaliha International Centre for Arbitration and Dispute Resolution (MICADR), Islamabad, with Mr. Shahzar Ilahi serving as the focal person. EDI has reached out to MICADR and is currently awaiting their response.

Inaugural sessions addressed by the Rector NSPP



Dr. Ishrat Hussain, addressing the Participants



Dean EDI and Director EDI presenting Souvenirs





**NATIONAL SCHOOL OF PUBLIC POLICY
EXECUTIVE DEVELOPMENT INSTITUTE**
3-Days Director's Training Program for State-Owned Enterprises (SOEs)
21st to 23rd April, 2026



1st Row: Mr. Qaiser Mehmood Dy. Director (P&R) Mr. Qaiser Iqbal Addl. Director, EDI Dr. Naveed Elahi Dean, EDI Mr. Farhan Aziz Khawaja Rector, NSPP Mr. Muhammad Kamran Ahmed Director, EDI Mr. Faisal Ur Rehman Dy. Director Program

2nd Row: Mr. Zulfikar Ali Dy. Director, Coord Brig Faisal Ahmed Arif Mr. Muhammad Aleem Mr. Abdul Karim Mr. Muhammad Akram (SO, to Rector) Ms. Saadia Karim Ms. Nida Iffikhar Mr. Memoona Irshad Mr. Almas Hyder Mr. Muhammad Riaz

3rd Row: Brig Mohammad Anwar Khan Mr. Muhammad Kashif Ishaq Dr. Abdul Rauf Mr. Wahid Arjamand Zia Mr. Sherjeet Najmul Masood Mr. Abu Turab Mr. Munir Ahmad Brig Dr. Aqeel Ahmed Mr. Syed Irsian Ali Mr. Nadeem Adnan Reproduction Officer, EDI Mr. Muhammad Irfan Protocol Officer, EDI



**EXECUTIVE DEVELOPMENT INSTITUTE
NATIONAL SCHOOL OF PUBLIC POLICY**
Leadership Development Program-II
20th to 21st May, 2026



1st Row: Mr. Zulfikar Ali Dy. Dir(Coord) EDI Dr. Qaiser Iqbal Addl. Director, EDI Dr. Amjad Saqib Guest Speaker Dr. Naveed Elahi Dean EDI Mr. Kamran Ahmad Director EDI Mr. Qaisar Mehmood Dy. Dir (P&R) EDI Mr. Muhammad Irfan Pr Officer EDI

2nd Row: Mr. Jasim Saeed Mr. Khawaja Asif Mushtaq Dr. Sheheryar Malik Dr. Faiza Rabbani Dr. Ayesha Saeed Ms. Nada Azhar Prof. Dr. Naheed S. Goraya Prof. Dr. Nadeem Sheikh Mr. Muhammad Usman Ali Mr. Yasir Iqbal Butt Mr. Malik Rauf Awan Mr. Malik Farooq Awan

3rd Row: Mr. Abdul Majeed Mengal Dr. Jamal Uddin Mr. Tauqeer Iqbal Mr. Jamshed Iqbal Klassra Mr. Qamar Abbaas Syed Muhammad Umair Mr. Faisal Baig Mr. Umair Abbasi Mr. Khalid Saleem Mr. Arsalan Khalid Air Cdre. Zeeshan Ali Munowar Mr. Zakir Abbas

4th Row: Ms. Zainab Afridi Mr. Ali Hasnain Bhali Syed Mohsin Masood Bukhari Mr. Muhammad Usman Ali Mr. Jawad Ahsan Mr. Jamil Ahmed Khoso Mr. Muhammad Muazz Dr. Muhammad Farooq Dr. Tausif Zahid Mr. Nadeem Adnan Shan (RO)

Inland Study Tours

The Inland Study Tours and local visits provided participants of the 39th SMC and 46th MCMC with practical exposure to governance, institutional functioning, and regional administration. Visits to key institutions and field locations enabled participants to gain firsthand insight into policy implementation, inter-agency coordination, and public service delivery.



Participants during Inland Study Tour of
39th SMC – NIPA Lahore



Participants of 39th SMC during Inland Study
Tour – NIPA Karachi



Participants during Inland Study Tour of
MCMC – NIPA Karachi



Participants of 46th MCMC during
Inland Study Tour – NIPA Islamabad



39th SMC IST Group – NIPA
Islamabad



Visit to Tarbela Dam, Swabi during Inland
Study Tour of 39th SMC – NIPA Peshawar

Co-Curricular Activities

A range of co-curricular activities, including cultural nights, sports events, and tree plantation drives, were organized across the NIPAs.



Plantation by Green Society on 18th May, 2026 – NIPA Karachi



Cultural Night of 39th SMC – NIPA Karachi



Sports competition of participants – NIPA Islamabad



Tree Plantation Drive – NIPA Islamabad



Cricket Match of 46th MCMC – NIPA Peshawar



Bait Bazi competition of 46th MCMC – NIPA Peshawar



Tug of War – 39th SMC, NIPA Peshawar



Participants during Cultural Night of 46th MCMC – NIPA Quetta



NATIONAL SCHOOL OF PUBLIC POLICY

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

PABX No. 042 9920 2943-44

www.nspp.gov.pk