Annual Report 2025



NATIONAL SCHOOL OF PUBLIC POLICY



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

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MESSAGE

Mr. Asif Ali Zardari

President of the Islamic Republic of Pakistan

I am pleased to present the Annual Report 2025 of the National School of Public Policy (NSPP), which comprehensively outlines the activities and achievements of the institution's constituent and integral units during the year under review.

As the premier training institution for civil servants in Pakistan, NSPP plays an important role in shaping the future of our public administration. In today's rapidly changing world, marked by complex governance challenges and rising public expectations, only a highly skilled, adaptive, and knowledge-driven civil service can ensure efficient and equitable service delivery. The Report highlights NSPP's continued emphasis on strengthening core training programs, enhancing research capacity, and promoting intellectual discourse through seminars, publications, and policy forums.

In the pursuit of excellence, however, there is always room for improvement. NSPP should continue embracing advancements in public administration, including modern management techniques, digital governance tools, artificial intelligence applications, and innovative policy frameworks. Greater collaboration with international institutions, research bodies, and centers of excellence will further equip our civil servants with global perspectives and contemporary competencies.

I commend the Rector, faculty, officers and staff of NSPP and its integral and constituent units for their dedication and hard work in training and mentoring our civil servants. The successful conduct of multiple management courses and the expansion of policy research activities during 2025 reflect their commitment to institutional excellence.

To the trainees and graduates, remember that your role comes with great responsibility. Let us continue striving for positive transformation and ensure that Pakistan's public administration remains dynamic, transparent, and responsive to the needs of its people.



MESSAGE

Mr. Ahsan Iqbal

Vice Chairman of the BOG of NSPP

In the evolving landscape of national governance and public policy, the National School of Public Policy (NSPP) continues to serve as a premier institution dedicated to strengthening public sector capacity and addressing the most pressing challenges confronting our nation. The Annual Report 2025 reflects another year of institutional consolidation, academic innovation, and policy engagement across all integral and constituent units of NSPP. NSPP's recent conference and policy dialogues exemplify its profound dedication to examining and reshaping fundamental issues of regional and national significance. The governance landscape, marked by rapid population growth and unprecedented complexity, demands thoughtful reflection about the future. The intricate dynamics of climate change, urbanization, resource pressures, and the escalating challenges of contemporary policymaking require approaches that transcend traditional administrative boundaries and embrace innovative, forward-thinking solutions that respond to accelerating social transformation.

NSPP prepares its graduates to emerge as transformative agents of change, equipped to reimagine and strengthen public service delivery. By forging robust partnerships between bureaucratic institutions and responding to the diverse needs of our citizenry, NSPP reinforces its central role in institutional capacity building. Their approach goes beyond mere administrative function, instead focusing on creating meaningful, people-centric governance that responds dynamically to the evolving societal landscape.

At the heart of NSPP's mission lies rebuilding and strengthening the fundamental trust between state institutions and citizens. Through comprehensive policy interventions and strategic forums, NSPP continuously generates actionable insights that can fundamentally reshape administrative practices. Urban development, security, climate resilience, and economic opportunity are not merely policy abstractions but lived realities that demand nuanced, integrated approaches. Our commitment extends far beyond theoretical discourse we are actively constructing frameworks that translate complex policy discussions into tangible, impactful interventions, as demonstrated by NSPP's resilient and forward-looking efforts and initiatives. The activities documented in this Annual Report 2025, demonstrate NSPP's commitment to evidence-based governance and intellectual leadership in public policy.

Looking ahead, NSPP's vision is grounded in a transformative approach that seeks a governance ecosystem not just efficient and responsive but fundamentally empowering. By improving accessibility to essential services, creating economic opportunities, and promoting sustainable development, we are actively working to enhance the quality of life for all citizens. The institutional achievements of 2025 reaffirm NSPP's strategic direction toward modernization, academic excellence, and policy relevance. As we continue to navigate the intricate challenges of our time, the NSPP remains dedicated to its core mission: elevating governance standards, empowering citizens, and serving the collective aspirations of our society with strategic vision, unwavering commitment, and profound understanding of our complex social, economic, and political dynamics.



FOREWORD

Dr. Muhammad Jamil Afaqi

Rector NSPP

It is with an immense sense of accomplishment and gratitude that I present the Annual Report 2025 of the National School of Public Policy (NSPP). It offers a comprehensive insight into our institutional ethos, portraying our mission, mandate, and training initiatives over the past year. It also highlights the contributions of our short-term and long-term training programs in public administration, including NMC, SMC, and MCMC, reaffirming our commitment to capacity building and reinforcing evidence-based public policy formulation. This publication concisely yet impactfully documents the crucial initiatives and accomplishments of NSPP and its diverse constituent and integral units, i.e., NIPAs, PASC, NIPP and EDI.

Pakistan Administrative Staff College (PASC) successfully conducted the 122nd and 123rd National Management Course (NMC) during the year, maintaining its mandate as the apex institution for senior civil service training. These courses were enriched through the integration of advanced research tools, including simulation exercises, specialized domain modules, case studies, contemporary issue series, lectures by eminent speakers, and immersive local visits, all designed to foster critical thinking, experiential learning, and context-specific policy insight. This approach reflects the ever-evolving pedagogical philosophy-merging tradition with innovation - to prepare civil servants for the multifaceted challenges of progressive governance. Similarly, SMC and MCMCs were held accordingly at all NIPAs across Pakistan.

The year 2025 marked a period of meaningful progress and cultural reaffirmation at the National School of Public Policy (NSPP), exemplified by the inauguration of the Sadequain Gallery, which showcased meticulously restored calligraphic masterpieces alongside the launch of a book by Kiran Khurshid, featuring high-resolution imagery and critical insights. Continuing its commitment to institutional engagement, NSPP also inaugurated the Alumni Hall, establishing a national hub for NMC alumni to convene, exchange ideas, and foster collegial dialogue in an inclusive and collaborative setting. To further strengthen its academic infrastructure, NSPP recently constructed the New Office Block, comprising purpose-built rooms designed to accommodate officers and research personnel affiliated with PASC, NIPP, and EDI.

National Institute of Public Policy (NIPP), an integral unit of NSPP, distinguished itself as a leading forum for critical policy discourse, convening a series of intellectually stimulating and strategically consequential engagements over the past year. NIPP arranged roundtable discussions on pressing national issues, including “The Indus Waters Dilemma: War, Woes & Way Forward”, “Quest for Regional Peace: Sour Pakistan-Afghanistan Relations and the Way Forward”, and “National Housing Policy 2025: On the Anvil”. A webinar was also held on

"Recent Floods in Pakistan: Is It an Impact of Climate Change? A Way Forward". Moreover, NIPP hosted the 3rd International NSPP Conference on Artificial Intelligence, inviting experts to contribute to inclusive policy responses. Additionally, it hosted a Series of book talks to catalyze public policy with literary and intellectual works. NIPP further strengthened the HEC Y Category recognition of the *Journal of Pakistan Administration (JPA)* through regular publication and compliance with subsequent evaluation requirements.

The Executive Development Institute (EDI) also took robust measures in advancing professional development through sessions on policy dialogue, hands-on training, and collaborative learning platforms. Notable initiatives encompassed Directors' Training Programme for State-Owned Enterprises (SOEs) and Executive Training Programs for SNGPL officers, alongside high-level Leadership Development Program, training on Public Financial Management and Project Management.

I hope this compilation will not only be a vital resource for decision-makers but will also resonate with the broader readership, encouraging a deeper understanding of NSPP's contributions to society. This Annual Report 2025 reflects our continued commitment to excellence in public policy and governance, underscoring our dedication to transparency and effective public service.

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.

The National School of Public Policy is an autonomous institution for education and training civil servants and carries out research on public policy. It 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 Public Administration (NIPAs) located in all the provincial capitals and federal capital. In addition, there are three integral units namely, Pakistan Administrative Staff College (PASC), National Institute of Public Policy (NIPP) and Executive Development Institute (EDI).

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

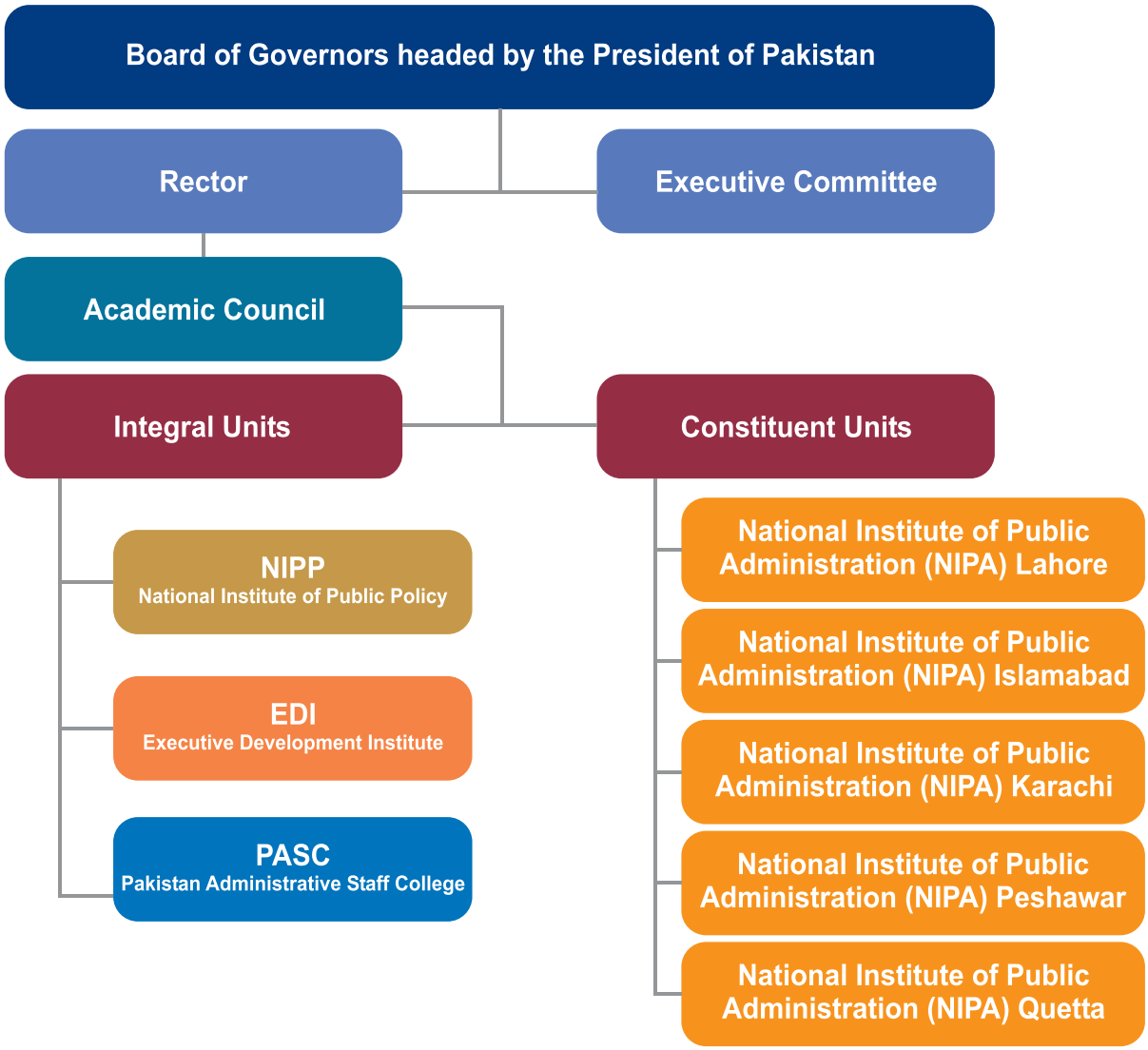
The Executive Committee

The Academic Council

Governing Structure

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

The following is the formation of the NSPP according to the 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 2024, the following BOG was in place:

Sr. No.	Names	Designation
1.	**Mr. Asif Ali Zardari** President of Islamic Republic of Pakistan	Chairman
2.	**Mr. Ahsan Iqbal** Federal Minister for Planning, Development & Special Initiatives	Vice Chairman
3.	**Barrister Nabeel Ahmad Awan** Secretary, Establishment Division	Member
4.	**Mr. Imdad Ullah Bosal** Secretary, Finance Division	Member
5.	**Dr. Abid Qaiyum Suleri**	Member
6.	**Dr. Ali Hasanain**	Member
7.	**Dr. Rafia Mumtaz**	Member
8.	**Mr. Waqas-ul-Hasan**	Member
9.	**Mrs. Saulat Saqib** Officer on Special Duty, Government of Punjab, Lahore	Member
10.	**Mr. Zulfiqar Ali Shah** Secretary Establishment Department, Government of Khyber Pakhtunkhwa	Member
11.	**Syed Faisal Ahmed** Secretary, Services & General Administration Department, Government of Balochistan, Quetta	Member
12.	**Rector** National School of Public Policy (NSPP)	Member/Secretary

Executive Committee

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

Powers and Functions of the Executive Committee

The Executive Committee formulates policy recommendations 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
4. Execute policies on behalf of the Board.

Composition of the Executive Committee

Sr. No.	Names	Designation
1.	**Rector** National School of Public Policy	Chairman
2.	**Dr. Abid Qaiyum Suleri**	Member
3.	**Dr. Ali Hasanain**	Member
4.	**Syed Moazzam Ali** Additional Secretary-1, Establishment Division, Islamabad	Member
5.	**Mr. Muhammad Iqbal** Financial Advisor (Establishment Division), Joint Secretary Expenditure (Estab./NSPP), Finance Division, Islamabad	Member
6.	**Mr. Muhammad Farooq Mazhar** Director General, National Institute of Public Administration (NIPA), Lahore	Member
7.	**Mr. Ahsan Ali Mangi** Director General, National Institute of Public Administration (NIPA), Islamabad	Member

8.	**Dr. Syed Saif Ur Rehman** Director General, National Institute of Public Administration (NIPA), Karachi	Member
9.	**Capt. (Retd.) Usman Gul** Director General, National Institute of Public Administration (NIPA), Peshawar	Member
10.	**Dr. Syed Ali Raza Shah** Director General, National Institute of Public Administration (NIPA), Quetta	Member
11.	**Mr. Asim Iqbal** Director General (Admin), National School of Public Policy (NSPP)	Member/Secretary

The Academic Council

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

Functions of Academic Council

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

Composition of the Academic Council

Sr.No.	Names	Designation
1	**Rector, NSPP**	Chairman
2	**Dean, PASC**	Member
3	**Dean, NIPP**	Member/Secretary
4	**Dean, EDI**	Member
5	**Chief Instructor** National Management Wing (NMW)	Member

6	**Chief Instructor, SMC**	Member
7	**Director General, NIPA, Peshawar**	Member
8	**Director General, NIPA, Quetta**	Member
9	**Director General, NIPA, Lahore**	Member
10	**Director General, NIPA, Karachi**	Member
11	**Director General, NIPA, Islamabad**	Member
12	**Director General, Administration, NSPP**	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 Policy.

National Management Course takes place at the National Management Wing of NMC, Lahore, for BPS-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 NIPAs Lahore, Karachi, Peshawar, and Islamabad for BPS-19 officers. It emphasizes strategizing policy and implementation.

MCMC is a training program conducted at National Institutes of Public Administration (NIPAs) for the officers in BPS-18. This course is tactical in nature and focuses on public service delivery at grassroot level.

Step by Step Vertical Progression Adjoining Training Process



National Management Course

The National Management Course (the Course) is the apex level training program for civil servants. It is an 18-week intensive training program organized at NSPP's main campus in Lahore. Senior officers from the federal and provincial governments and various autonomous bodies attend this course. Over the years, we have worked consistently to make our training values coherent with national goals. With each new batch, a comprehensive review of the training curriculum is undertaken to ensure that the Course aligns with the professional needs of a modern civil servant working in the top tiers of the government.

The scope of NMC encompasses

- Sensitizing participants to concepts and issues in modern statecraft and public policy, alongside the methodology and processes of public policy formulation. The Course aims to enhance their abilities to think strategically and appreciate how various factors, internal as well as external, impinge upon the policy process.
- Enabling them to undertake and pursue systematic public policy research and analysis as an input for public policy formulation.
- Augmenting understanding of strategic management, leadership and governance and their relevance and application to public policy formulation and implementation.
- Developing a comprehension of strategic economic concepts and issues in the global context, enabling them to provide inputs for formulating and implementing viable and pragmatic economic policies to promote inclusive growth and development.
- Strengthening understanding of the geo-political and geo-economic trends in an emerging multipolar world, and identify and address challenges and opportunities for Pakistan. Participants are provided a platform to analyze determinants of foreign policy and major international issues and their impact on Pakistan; and comprehend linkages between domestic and international compulsions for Pakistan, thereby enabling them to give rational inputs for the formulation of a pragmatic policy framework.
- Studying Pakistan's socio-cultural, environment, human development and public service management as they influence and shape public policy formulation and implementation.
- Developing participants' understanding of issues on ground and enabling them to envision global dynamics and understand how they affect national security, economy and social justice, through local and foreign study tours.

Course Modules

The course study modules are as under:

Module 1: Public Policy: Concepts and Practices

Module 2: Governance with Focus on Strategic Management and Leadership

Module 3: IT-based Solutions for Effective Governance

Module 4: Economics and Finance for Socio-Economic Development

Module 5: Foreign Policy

Module 6: Public Service Management in the Context of Socio-Cultural Dynamics of Pakistan

Senior Management Course

The Senior Management Wing conducts a SMC for BPS-19 Officers as a prerequisite for promotion to BPS-20. This course is conducted simultaneously at four National Institutes of Public Administration (such as Islamabad, Karachi, Lahore, and Peshawar). This Course is run twice a year for 16 weeks each at the NIPA 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 and Scope of SMC

Aim

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

Scope

1. Familiarize the participants with the national environment to understand the interplay of external and internal dynamics and their influence on governance in Pakistan.
2. Develop participants' understanding of the diversity in Pakistani society (socio-cultural values, beliefs and attitudes) and its relevance to policy implementation and governance.
3. Provide in-depth knowledge of governance and administrative structures of Pakistan, along with relevant policy processes and implementation strategies.
4. Enable the participants to apply concepts and techniques of management, operational and technical implementation in the Pakistani environment.
5. Enhance participants' comprehension about operationalizing strategy.
6. Equip participants with evidence-based research and analytical skills for enhanced performance on the job.
7. Enhance the capacity of the participants in the use of information and communication technology through workshops, seminars, and other group activities, making it an effective tool of analysis, interpretation, decision-making, and monitoring.
8. 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, through study tours.
9. 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

Senior Management Course

The Senior Management Wing conducts a SMC for BPS-19 Officers as a prerequisite for promotion to BPS-20. This course is conducted simultaneously at four National Institutes of Public Administration (such as Islamabad, Karachi, Lahore, and Peshawar). This Course is run twice a year for 16 weeks each at the NIPA 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 and Scope of SMC

Aim

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

Scope

1. Familiarize the participants with the national environment to understand the interplay of external and internal dynamics and their influence on governance in Pakistan.
2. Develop participants' understanding of the diversity in Pakistani society (socio-cultural values, beliefs and attitudes) and its relevance to policy implementation and governance.
3. Provide in-depth knowledge of governance and administrative structures of Pakistan, along with relevant policy processes and implementation strategies.
4. Enable the participants to apply concepts and techniques of management, operational and technical implementation in the Pakistani environment.
5. Enhance participants' comprehension about operationalizing strategy.
6. Equip participants with evidence-based research and analytical skills for enhanced performance on the job.
7. Enhance the capacity of the participants in the use of information and communication technology through workshops, seminars, and other group activities, making it an effective tool of analysis, interpretation, decision-making, and monitoring.
8. 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, through study tours.
9. 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 (ICT)

Mid-Career Management Course

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

Aim and 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

1. Equip participants with higher skills in ICT for better evidence-based decision-making and problem-solving.
2. Create understanding of internal and external environment affecting planning and execution of public policy at the operational level.
3. Enhance understanding of administrative structures & challenges of governance for better service delivery.
4. 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.
5. Familiarize participants with the concept, skills and tools of Performance Management, including performance measurement for better public service delivery.
6. 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 in-house and Tutorial Discussions

Module-2: Leadership and Management Skills

Module-3: Human Resource Management

Module-4: Public Financial Management

Module-5: Public Procurement and Disposal of Public Assets

Module-6: Project Development and Management

Module-7: Public Service Ethics in Governance

Module-8: ICT, AI and E-Governance

Module-9: Research Methodology

SECTION-IV

Performance Roundup

Pakistan Administrative Staff College

National Institute of Public Administration – Islamabad

National Institute of Public Administration – Lahore

National Institute of Public Administration – Karachi

National Institute of Public Administration – Peshawar

National Institute of Public Administration – Quetta

Pakistan Administrative Staff College (PASC)

The historical and intellectual lineage of the Pakistan Administrative Staff College (the College or PASC) goes back to 1960 when the College was established as the leading institution for the in-service training of senior civil servants: Blending British and American influences in its curriculum and teaching methods, PASC upholds their essence while continuously expanding and modernizing its academic perspective. Today, instead of being solely focused on the study of administration, it engages with a broader range of academic subjects to disseminate a multi-faceted view of public policy informed by discourses in the areas of sociology, anthropology and humanities, besides its established tributaries e.g. economics, political science, law and international affairs.

The College conducts the National Management Course (NMC) for senior civil servants, a mandatory perquisite for promotion from Grade 20 to Grade 21. With each passing course, to cater to changing times and circumstances, the curriculum is revised, keeping in mind global, regional and domestic policy dynamics and issues that impact formulation of public policy and implementation strategies.

Embedding technology as a tool for problem solving is a key part of the policy conversations at PASC. Our focus has gradually moved from the confines of IT to the broad domain of Exponential Technologies namely x Tech (e.g. Al, Robotics, Quantum Computing, Genomics, Blockchain, Biotechnology and the rest), a rapidly evolving set of technologies that has the potential to transform industries, economies, and societies at an exponential pace.

PASC Team

The NMC faculty is headed by Dr. Muhammad Jamil Afaqi, as Dean PASC, Mr. Sahibzada Mohammad Shahzad Sultan, as CI and other faculty/Directing Staff include: Capt. (R) Muhammad Usman, Mr. Asim Iqbal, Ms. Ambreen Raza, Dr. Naila Zafar, Dr. Ayesha Saeed and Ms. 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.

Training Intent of the National Management Course

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 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 develop 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, 88 BS-20 officers enrolled for training in NMC 122 (Monday 13 January to Friday 16 May, 2025) and NMC 123 (Monday 30 June to Friday 31 October, 2025). The officers belonged to various occupational groups of civil service, provincial civil service cadres, and autonomous bodies.

National Institutes of Public Administration

The five National Institutes of Public Administration based at all provincial capitals, i.e. Islamabad, Karachi, Lahore, Peshawar and Quetta, conducted courses in MCMC and SMC. However, NIPA Quetta conducts only MCMC. During the calendar year 2025, two courses of SMC were completed i.e., 37th SMC (27th January - 16th May 2025) and 38th SMC (14th July, to 31st October 2025). Whereas, four courses of MCMC were conducted and completed i.e., 42nd (9th December, to 14th February 2025), 43rdMCMC, (7th April 2025 - 13th June 2025), 44th MCMC (25th July 2025 to 03rd October 2025), 45th MCMC (17th November to 23rd January 2025).

NIPA Islamabad Faculty, Participants and Training Tools

i) SMC

The NIPA Islamabad SMC faculty was led by Mr. Ahsan Ali Mangi as Director General. Other faculty members included Ms. Rukhsana Rafique as Chief Instructor, SMC; and Ms. Shahana Batool and Mr. Muhammad Imran as Directing Staff.

During calendar year 2025, the 37th SMC was held from 27th January to 16th May 2025 with 42 participants and the 38th SMC was held from 14th July to 31st October 2025 with 38 participants.

During the 37th SMC, a total of 54 Lecture Discussions (LDs), 11 Panel Discussions (PDs), 15 Workshops and 07 Tutorial Discussions (TDs) were conducted; whereas during the 38th SMC, 54 LDs, 11 PDs, 15 Workshops and 07 TDs were conducted.

ii) MCMC

The NIPA Islamabad MCMC faculty was headed by Mr. Ahsan Ali Mangi as Director General. Other faculty/Directing Staff included Mr. Ejaz Ahmed Bajwa (Chief Instructor), Dr. Syeda Faiza Urooj (Addl. Directing Staff), Ms. Shafaq Zaheer (Addl. Directing Staff), Mr. Jameel Ahmed Shaikh (Addl. Directing Staff), Ms. Onsia Zafar (Addl. Directing Staff) and Dr. Tehmeena Iqbal (Addl. Directing Staff). During calendar year 2025, three courses were conducted and completed. During the 43rd, 44th and 45th MCMCs, the number of attending participants were 43, 43 and 37, respectively. In each of the three courses held during the year, around 21 LDs, 01 PD, and 32 Workshops were held. Additionally, in each course, 04 Tutorial Discussions, 01 Simulation Exercise, and 02 Case Studies were also conducted. One Local Visit and one Inland Study Tour were also part of each course. In addition to these three courses, the 45th MCMC course commenced from 17th November 2025, consisting of 37 participants, and continued into 2026.

NIPA Lahore Faculty, Participants and Training Tools

i) SMC

The NIPA Lahore faculty was led by Mr. Muhammad Farooq Mazhar (to date) as Director General. Other faculty members included, Ms. Sumbal Agha as Chief Instructor, SMC; and Dr Muhammad Farooq Adeel, Dr. Muhammad Farooq, Mr. Muhammad Umer, Ms. Nada Azhar and Mr. Yasir Iqbal Butt as Directing Staff.

During calendar year 2025, 37th SMC was held from 27th January to 16th May 2025 with 42 participants and 38th SMC was held from 14th July to 31st October, 2025 with 38 participants.

During 37th SMC a total of 54 Lecture Discussions (LDs), 11 Panel Discussions (PDs), 15 Workshops and 07 Tutorial Discussions (TDs) were conducted; whereas during 38th SMC 54 LDs, 11 PDs, 15 Workshops and 07 TDs were conducted.

ii) MCMC

The NIPA Lahore MCMC faculty was headed by Mr. Muhammad Farooq Mazhar as Director General. Other faculty/Directing Staff included Mirza Khalid Amin (Chief Instructor), Mr. Kashif Mumtaz (Addl. Directing Staff), Ms. Hina Khalid (Addl. Directing Staff), Ms.

Raneem Asif (Addl. Directing Staff), Dr. Abdul Mansoor (Addl. Directing Staff), Dr. Jawad Tariq Awan (Addl. Directing Staff), and Ms. Sarosh Ejaz (Addl. Directing Staff). During Calendar Year 2025, three courses were conducted and completed. During 42nd, 43rd and 44th MCMCs, the number of attendees was 37, 30, and 43, respectively. In each of the three courses held during the year, around 21 LDs, 01 PD, and 32 workshops were held. Additionally, in each course, 04 Tutorial Discussions, 01 Simulation Exercise, and 02 Case Studies were also conducted. One Local Visit and one Inland Study Tour were also part of each course. In addition to these three courses, the fourth MCMC course commenced from 17th November, 2025, consisting of 30 participants.

NIPA Karachi Faculty, Participants and Training Tools

The NIPA Karachi faculty for MCMC was led by Dr. Syed Saif-Ur-Rehman as Director General. Other faculty members included Mr. Fouz Khalid Khan, Dr. M. Ayaz Mustafa, Syed Ghous Ali Shah, Mr. Muhammad Ibrahim Ansari, Munawar Ali Mahar and Mr. Abdul Aziz.

During calendar year 2025, 42nd MCMC successfully concluded on 14th February, 2025 with 32 participants, 43rd MCMC on 13th June, 2025 with 41 participants, 44th MCMC on 3rd October, 2025 35 participants and 45th MCMC on 23rd January, 2026 with 20 participants.

NIPA Peshawar Faculty, Participants and Training Tools

The NIPA Peshawar SMC faculty is headed by Capt. (Retd) Usman Gul as Director General, other faculty/ Directing Staff members including Mr. Tariq Bakhtiar, Mr. Shaukat Hayat and Dr. Abrar Ullah.

During calendar year 2025, two courses of SMC (37thand 38th) were conducted and completed. During 37th SMC, 29 participants; and 38th SMC 27 participants participated.

Research & Publications

National Institute of Public Administration, Peshawar is bringing the literary endeavors of participants into fruition in the form of a magazine. The Literary Committees of 37th SMC and 38th 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.

NIPA Quetta Faculty, Participants Training Tools

The NIPA Quetta faculty for the MCMC was led by Dr. Syed Ali Raza Shah, Director General/Chief Instructor, along with Syeda Mubin Fatima, Directing Staff (Research). The team also included Muhammad Aslam Ghani and Mr. Amir Shah Syed as Additional Directing Staff (BPS-19), as well as Khalid Mahmood Lashari and Engr. Syed Usman as Additional Directing Staff (BPS-18).

During calendar year 2025, 43rd Mid-Career Management Course was successfully concluded (7th April, 2025 to 13th June, 2025) with total no. of participants: 19;

44th Mid-Career Management Course (25th July, 2025 to 03rd October, 2025) with total no. of participants: 21; and

45th Mid-Career Management Course (17th November, 2025 to 23rd January, 2026) with total no. of participants: 19.

Activity Spectrum at NSPP

Simulation Exercises

Case Study Research

Keynote Speaker Series

Lecture Discussions

Workshops

Panel Discussions

Tutorial Discussions

Specialized Domain Exercises

Contemporary Issues Series

Study Tours

Local Visit

Extra Curriculum Activities

SIMULATION EXERCISE

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:

NMC-122

The SE conducted in NMC-122 centered on "Leveraging AI's Potential to Transform Governance and Society". The exercise was organized along following thematic contours:

i. Transforming Governance
ii. Reshaping Economy
iii. Fortifying National Security
iv. Navigating Social Impacts Empowering Communities

NMC-123

The SE conducted in NMC-123 focused on 'Rewiring the Iron Cage'. The exercise was organized along following thematic contours:

i. Commerce
ii. Climate Change
iii. Food Security
iv. Energy
v. Education

The aim of this particular exercise was to require participants, as policy analysts, to develop 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.

37th and 38th SMC NIPA, Lahore

1. "Criminal Justice System in Pakistan" (37th SMC)
2. "Textile and Clothing Sector of Pakistan" (37th SMC)
3. "Capitalising International Labour Market" (38th SMC)
4. "AML/CFT Regime in Pakistan: Progress and Alignment with FATF" (38th SMC)"

37th and 38th SMC NIPA, Islamabad

1. "Economic Security Paradigm of Pakistan; Preventing & Countering Violent Extremism" (37th SMC)
2. "Climate Change Management; Issues in Economic Development" (38th SMC)

37th and 38th SMC NIPA, Peshawar

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

1. "Reforming the KP Mining Sector: Exploring Opportunities and Challenges for Sustainable Mining Practices" (37th SMC)
2. "Transforming Urban Mobility in Peshawar: An Integrated Framework for Sustainable Traffic Solution" (37th SMC)
3. "Conservation and Sustainable Management of Forest Resources in Khyber Pakhtunkhwa" (38th SMC)
4. "Water Resource Management in Khyber Pakhtunkhwa: An Integrated Framework for Sustainable Utilization and Climate Resilience" (38th SMC)

Mid-Career Management Course

Mid-Career Management Course (MCMC) is held three times during the year in the various campuses of the NIPA while in NIPA Quetta the 4th intake for MCMC was concluded in early 2025. Participants, during each MCMC, have to work on one SE. The information provided herein is categorized campus-wise.

42nd, 43rd and 44th MCMC NIPA, Lahore

1. Ease of Doing Business for Industrial Development Investment and Trade Promotion for Economic uplift (42nd MCMC)
2. Transforming Governance through Digitalization and Leveraging Artificial Intelligence for Effective Public Service Delivery: Current Development, Potential Challenges, and Pragmatic Solutions (43rd MCMC)
3. Strengthening Urban Governance Architecture and Service Delivery in Pakistan: A Focus on Institutional Integration, Reform, Imperatives and Multi-level Coordination (44th MCMC)

42nd, 43rd, 44th and 45th MCMC NIPA, Islamabad

1. Economic Security Paradigm in Pakistan (42nd MCMC)
2. Performance of Regulatory Bodies (43rd MCMC)
3. Governance Challenges in Pakistan (44th MCMC)
4. Social Welfare & Social Protection, Role of State (45th MCMC)

Mid-Career Management Course

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

42nd, 43rd, 44th and 45th MCMC NIPA, Karachi

1. SE Blue Economy of Pakistan: Potential & Prospects
2. SE The Impending Water Crisis in Pakistan
3. SE China's Economic Transformation and The Lessons for Pakistan
4. SE Population Explosion and Sustainable Development in Pakistan: Challenges, Global Benchmarks, and Policy Pathways

43rd, 44th and 45th MCMC NIPA, Quetta

1. SE National Food Security and Balochistan, Challenges and Opportunities: A Sectoral Analysis (43rd MCMC)
2. SE Transforming Socioeconomic Landscapes Through Last-Mile Connectivity (44th MCMC)
3. SE A Comprehensive Assessment of Healthcare System in Balochistan: Gaps, Opportunities, and Reform Pathways (45th MCMC)

42nd, 43rd, 44th and 45th MCMC NIPA, Peshawar

Three MCMC courses are conducted annually across various NIPA campuses. In each MCMC, participants are required to undertake one Simulation Exercise. The topics of the Simulation Exercises (SEs) conducted in each course at NIPA Peshawar are given below:

During each MCMC, the participants worked on one Simulation Exercise. The following Simulation Exercise were held during the year under review:

1. SE Bridging Gaps in the Implementation of Economic and Industrial Development Strategies in Pakistan
2. SE Bridging Policy Implementation Gaps and Institutional Fault Lines for Mitigating the Impact of Economic Crises on Poverty in Pakistan
3. SE Bridging Policy Implementation Gaps and Institutional Fault Lines for Mitigating the Impact of Economic Crises on Poverty in Pakistan
4. SE Governance Challenges in KP's Mineral Sector: A Policy Review

CASE STUDY RESEARCH – AN OVERVIEW

Case Study Research

The case study writing exercise begins with a clear research question or intent, guiding participants to develop a narrative exploring their experiences and the complexities present therein. This method not only allows participant officers to share their journeys with peers, encouraging cross-learning and reflection, but also delves into the psychological state of the main character as he navigates various situations. Through this process, participants gain valuable insights and lessons for personal growth.

Every participant is expected to develop a case study and present it before the entire cohort.

Case Study

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-122

During NMC-122, 42 case studies were discussed.

NMC-123

During NMC-123, 46 case studies were discussed.

37th and 38th SMC NIPA, Lahore

During the year under review, six (6) Case Studies were discussed in the 37th, and 38th SMC altogether on varying topics. Including "Perilous Passages: Unpacking the Tragic Consequences of Illegal Migration from Pakistan to Europe through Greece - A Critical Evaluation of Policy Failures and Human Costs" and "Wheat Import Scandal in Pakistan-2024: A Critical Evaluation".

37th and 38th SMC NIPA, Islamabad

1. Sugar Industry in Pakistan; Drug Abuse & Trafficking; Disaster Response (Gujarat Earthquake Case) (37th SMC)
2. Housing Sprawl (Vietnam Case); Energy Crisis (Bangladesh Case); Indian Railways Reform (38th SMC)

37th and 38th SMC NIPA, Peshawar

1. Role of Women Lawmakers in Decision Making Process: An Assessment of Khyber Pakhtunkhwa Assembly (37th SMC)
2. Post 18th Amendment Scenario and Higher Education in Pakistan: A Case Study of Khyber Pakhtunkhwa (37th SMC)
3. Museums' Problems and Management for Tourism: A Case Study of District Peshawar (37th SMC)
4. Sugar Industry in Pakistan; Drug Abuse & Trafficking; Disaster Response (Gujarat Earthquake Case) (37th SMC)
5. Smart Governance in Pakistan: (Re-)Thinking Bureaucratic Efficiency Through AI Integration (38th SMC)
6. Drivers and Barriers for Successful Special Economic Zones (SEZs): Case of SEZs under China Pakistan Economic Corridor (38th SMC)
7. Centre-Province Relations in Pakistan: A Case Study of Khyber Pakhtunkhwa (2008–2013) (38th SMC)

42nd, 43rd and 44th MCMC NIPA, Lahore

1. A Case of Law & Order Management: Ichra Incident (42nd MCMC)
2. Seven Letters: The Issues of Interdepartmental Communication (Case of TMA) (42nd MCMC)
3. Water Scarcity and Water Resource Management in the Tharparkar District (43rd MCMC)
4. Digital Governance and Cyber Security: Hacking and Data Leaks (43rd MCMC)
5. Hospital Waste Management in Punjab with Reference to Disposal Strategies (44th MCMC)
6. LESCO Overbilling Scandals (44th MCMC)

42nd, 43rd and 44th MCMC NIPA, Islamabad

1. China's Smog Battle; Illegal Housing in Islamabad (42nd MCMC)
2. Automobile Industry; Demographic Transition (Bangladesh) (43rd MCMC)
3. Energy Crisis; Social Safety Nets (BISP Case Study) (44th MCMC)
4. Sugar Industry; Municipal Services (CDA) (45th MCMC)

42nd, 43rd, 44th and 45th MCMC NIPA, Karachi

1. CSR-I Uraan Pakistan: A roadmap towards sustainable trillion-dollar economy by 2035 (42nd MCMC)
2. CSR-II Transport System of Karachi: Issues & Challenges (42nd MCMC)
3. CSR-I Kingdom of Saudi Arabia: Transition to New Horizon of World (43rd MCMC)
4. CSR-II The Population Crisis in Pakistan (43rd MCMC)
5. CSR-I Shariah-Compliant Business in Pakistan: A Case Study of the Islamic Banking Sector (44th MCMC)

6. CSR-II Criminalization of Violence against Women & Children: A Case Study of Pakistan (44th MCMC)
7. CSR-I Electric Vehicle (EV) Policy Implementation in Pakistan (45th MCMC)
8. CSR-II Public Sector Pension Reforms in Pakistan: A Comparative Study with Scandinavian and ASEAN Countries (45th MCMC)

43rd, 44th and 45th MCMC NIPA, Quetta

In each term, one case study is conducted by the course participants at Syndicate level.

1. E-Commerce in Pakistan: Challenges & Prospects (43rd MCMC)
2. Blood on the Tracks: Quetta Railway Station Bombings in 2024 and Pakistan's Battle against Insurgency (43rd MCMC)
3. Forced Returns, Fractured Lives "The Human Toll of Pakistan's 2023–2024 'Illegal Foreigners' Repatriation Plan" (44th MCMC)
4. Bonded Labor and Modern Slavery in Pakistan: Brick Kilns, Agriculture, and Weak Labor Law Enforcement (44th MCMC)
5. Cyber Warfare: An Emerging Challenge to National Security (45th MCMC)
6. Agriculture Investment & Coping with Food Insecurity (45th MCMC)

42nd, 43rd, 44th and 45th MCMC NIPA, Peshawar

During the year 2025, the following case studies were conducted:

1. Uncovering the Dark Side of TVET Certification in Pakistan (42nd MCMC)
2. From Policy to Performance: A Comparative Study of Public Administration in Pakistan and Developing Nations (42nd MCMC)
3. Policy vs. Reality: Implementation Gaps in Rashakai Special Economic Zone Development (43rd MCMC)
4. Disaster Management & Institutional Response: A Case Study of Flash Floods -2025 in Swat (44th MCMC)
5. Rashakai SEZ: Bridging Policy Ambitions and Operational Realities under CPEC (44th MCMC)
6. Digitization of Land Record in KP: A Case Study of ICT-Based Land Management (45th MCMC)
7. MTI Reforms in Khyber Pakhtunkhwa: A Case Study of Health Sector Governance (45th MCMC)

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 as 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, several eminent guests were invited. The information provided herein under shed lights on the same.

NMC-122 and NMC-123

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.

Mr. Mehfooz -ur-Rehman

A renowned educationist, he has diverse experience of teaching and educational administration. Attended various national and international educational workshops and seminars. The purpose of this talk is to provide an opportunity to interact with Mr. Mahfooz ur Rahman as an individual who cultivated a passion in life and pursued this passion to attain a stature of excellence.

Mr. Shahid Javed Burki

Mr. Shahid Javed Burki, former World Bank Vice President and seasoned economist, delivered an insightful keynote on Pakistan’s public sector management, blending historical reflections with forward-looking strategies. Reflecting on his 26-year tenure at the World Bank, including pivotal work in China, Mr. Burki recounted how Pakistan’s founding fathers, including Quaid-e-Azam Muhammad Ali Jinnah, rallied industrialists like the Habib, Adamjee, and Dawood families to stabilize the nascent state’s finances. He also shared his instrumental role in conceptualizing the China-Pakistan Economic Corridor, revealing that

China's leadership first proposed the connectivity vision to him in the 1990s, urging him to advocate it within Pakistan's power corridors. Highlighting Pakistan's demographic dividend—a median age of 24 compared to China's 45—he stressed the urgency of educating youth, particularly women, to harness opportunities in AI and global labor markets. He proposed establishing AI hubs along major motorways and praised Pakistani women's computational aptitude, citing BIPP's scholarships for low-income female students as a step toward unlocking this potential.

Mr. Khalid Mehmood

Mr. Khalid Mahmood as an individual who cultivated a passion in life and pursued this passion to attain a leadership stature at the national and international level.

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

37th and 38th SMC NIPA, Lahore

During the year, NIPA Lahore invited many keynote speakers for discussion with course participants. Few notables included, Justice (R) Anwar-ul-Haq, Mr. Tariq Khosa, Ms. Natalie A Baker, Mr. Zhao Shiren, Mr. Muhammad Shoaib Suddle and Mr. Majid Jahangir Khan.

Key Note Guest Speakers SMC NIPA, Islamabad

Ms. Romina Khurshid Alam, Coordinator to the Prime Minister on Climate Change, spoke on climate change, while Ms. Fauzia Viqar, Federal Ombudsperson (FOSPAH), highlighted gender-responsive policy and planning for institutional excellence and inclusive workplaces. Mr. Hasaan Khawar discussed institutional development and reforms in Pakistan, and Dr. Maleeha Lodhi shed light on Pakistan's national security, focusing on both internal and external dynamics. Syed Fakhar Imam elaborated on the constitutional framework governing Pakistan, whereas Senator Anwaar-ul-Haq Kakar addressed socio-cultural diversities within Balochistan and their implications for public service management. Ambassador (R) Jalil Abbas Jilani provided an overview of Pakistan–US relations and their evolving dynamics, while Senator Danesh Kumar discussed the welfare issues of marginalized communities in Pakistan. Dr. Muhammad Amjad Saqib emphasized social protection and poverty alleviation, and Mr. Ejaz Ahmad Qureshi explored socio-cultural diversities in Khyber Pakhtunkhwa and their impact on governance. Mr. Kamran Lashari focused on similar dynamics within Punjab, and Mr. Asghar Nadeem Syed highlighted the role of arts and literature in shaping Pakistani society. Renowned journalist Syed Talat Hussain discussed the relationship between the state and society in Pakistan. Mr. Jam Kamal Khan also addressed socio-cultural diversities in Balochistan and their governance implications, while Dr. Kaiser Bengali presented on economic planning in Pakistan. Finally, Dr. Abid Qaiyum Suleri concluded with insights on environmental management, bringing attention to sustainable development challenges.

Keynote Speakers, SMC NIPA, Peshawar (37th SMC & 38th SMC)

37th SMC NIPA Peshawar

1. Ambassador (R) Abdul Basit, Former Pakistan's Ambassador to Germany, Pakistan's Foreign Office Spokesperson and High Commissioner to India
Topic: Pak India Relations

2. Mr. Mohsin Mushtaq Chandna, Director General (Debt), Ministry of Finance
Topic: Basic Concepts of Microeconomics for Decision – Making

3. Mr. Hifzur Rehman, Former Secretary Local Government, Government of Khyber Pakhtunkhwa
Topic: Impact of Governance on Service Delivery at Provincial/Local Level

4. Mr. Shoaib Mir, Former Federal Secretary
Topic: Socio-Cultural Diversities within Sindh Province and their Impact on Public Service Management

5. Dr. Safdar A. Sohail, Executive Director, Social Policy Resource Centre, Islamabad
Topic: Services Sector Development in Pakistan

6. Mr. Ejaz Ahmad Qureshi, Wafaqi Mohtasib (Ombudsman), Islamabad
Topic: Public Policy – Formulation & Implementation

7. Dr. Maleeha Lodhi, Former Pakistan's Ambassador and Permanent Representative to the United Nations, New York
Topic: Overview of Pakistan's Relations with USA and the Changing Dynamics

8. Dr. Muhammad Amjad Saqib, Founder and Chairman, Akhuwat
Topic: Social Protection and Poverty Alleviation

9. Mr. Ihsan Ghani, Former Inspector General of Police, Khyber Pakhtunkhwa
Topic: Terrorism, Violent Extremism and State Response

10. Dr. Mohammad Jehanzeb Khan, Secretary to Apex Committee, Special Investment Facilitation Center
Topic: Changing Mindsets to Realize the 2030 SDG Agenda in Pakistan

11. Mr. Muhammad Ali Khan Babakhel, Additional Inspector General of Police (Operations), Khyber Pakhtunkhwa
Topic: National Security of Pakistan – Internal and External Dynamics

12. Mr. Kamran Lashari, Director General, Walled City Lahore Authority, Former Federal Secretary
Topic: Socio-Cultural Diversities within Punjab Province and their Impact on Public Service Management

13. Mr. Abdul Wajid Rana, Former Federal Secretary, Finance Division
Topic: Role of Foreign Economic Assistance in Pakistan's Economy

14. Dr. Kaiser Bengali, Professor of Economics, SZABIST
Topic: State-Owned Entities & Privatization Process in Pakistan

15. Dr. Saad S. Khan, Chairman, Governor Inspection Team
Topic: Constitutional Framework Governing Pakistan

16. Ambassador (R) Asif Ali Khan Durrani, Former Ambassador to UAE and Iran
Topic: Pakistan's Relations with Iran

17. Mr. Shakil Khan Durrani, Former Chief Secretary (KP, Sindh, Gilgit-Baltistan, AJ&K)
Topic: Socio-Cultural Diversities within KP Province and their Impact on Public Service Management

18. Mr. Uxi Mufti, Founder of Lok Virsa, National Heritage Museum, Islamabad
Topic: Development of Arts & Literature and their Impact on Pakistani Society

38th SMC NIPA Peshawar

1. Ambassador (R) Abdul Basit, Former Pakistan's Ambassador to Germany, Pakistan's Foreign Office Spokesperson and High Commissioner to India
Topic: Pak-India Relations

2. Dr. Muhammad Jamil Afaqi, Rector/Dean, NSPP, Lahore
Topic: How to Ask a Smart Question

3. Mr. Tariq Najeeb Najmi, Former Federal Secretary
Topic: Issues Faced By Civil Servants: Way Forward

4. Mr. Mohsin Mushtaq Chandna, Director General (Debt), Ministry of Finance
Topic: Role of Foreign Economic Assistance in Pakistan's Economy

5. Mr. Hifzur Rehman, Former Secretary Local Government, Government of Khyber Pakhtunkhwa
Topic: Impact of Governance on Service Delivery at Provincial/Local Level

6. Mr. Shoaib Mir, Former Federal Secretary
Topic: Impact of Governance on Service Delivery at Federal, Level

7. Dr. Safdar A. Sohail, Executive Director, Social Policy Resource Centre, Islamabad
Topic: Services Sector Development in Pakistan

8. Mr. Ejaz Ahmad Qureshi, Wafaqi Mohtasib (Ombudsman), Islamabad
Topic: Public Service: Ethics and Governance

9. Dr. Maleeha Lodhi, Former Pakistan's Ambassador and Permanent Representative to the United Nations in New York
Topic: Overview of Pakistan's Relations with USA and the Changing Dynamics

10. Dr. Muhammad Amjad Saqib, Founder and Chairman of Akhuwat
Topic: Social Protection and Poverty Alleviation & Issues and Welfare of Marginalized Communities in Pakistan

11. Mr. Ihsan Ghani, Former Inspector General Of Police, Khyber Pakhtunkhwa Peshawar
Topic: Terrorism, Violent Extremism and State Response

12. Dr. Mohammad Jehanzeb Khan, Secretary to Apex Committee, Special Investment Facilitation Center
Topic: Changing Mindsets to Realize the 2030 SDG Agenda in Pakistan

13. Mr. Muhammad Ali Khan Babakhel, Additional Inspector General of Police, Operations, Khyber Pakhtunkhwa
Topic: National Security of Pakistan-Internal and External Dynamics

14. Mr. Kamran Lashari, Director General, Walled City, Lahore, Former Federal Secretary
Topic: Socio-Cultural Diversities within Punjab Province and their impact
on Public Service Management

15. Mr. Abdul Wajid Rana, Former Federal Secretary, Finance Division
Topic: Economic Planning in Pakistan

16. Dr. Kaiser Bengali, Professor of Economics at the Shaheed Zulfiqar Ali Bhutto Institute of Science and technology
Topic: State Owned Entities & Privatization Process in Pakistan

17. Dr. Umar Saif, served as Pakistan's Federal Minister for IT & Telecom (MoITT), and Science and Technology (MoST), from 2023-2024.
Founder and CEO, SurveyAuto.com
Topic: Artificial Intelligence: Transforming Governance and Public Sector Management

18. Mr. Farhan Aziz Khawaja, Director General Civil Services academy, Lahore
Topic: Leadership in Public Sector Organizations

19. Ambassador (R) Muhammad Ayaz Wazir
Topic: Pakistan’s Relation with Afghanistan

Mid-Career Management Course

During the year under review, several eminent guests were invited. The following paragraphs will highlight the Keynote Speakers who were invited to address the participants of MCMC. The information provided herein under is categorized campus-wise.

42nd, 43rd and 44th MCMC NIPA, Lahore

During the year, NIPA Lahore invited many guests as Keynote Speakers to address the participants of the courses. These included Mr. Zulfiqar Cheema, Senator (R) Javed Jabbar, H.E. Natalie Baker, Mr. Hanif Gul and Mr. Azim Arshad.

MCMC NIPA, Islamabad

1. Dr. Maleeha Lodhi, Former Permanent Representative of Pakistan to the United Nations
Topic: Internal and External Determinants of National Security

2. Mr. Mohsin Mushtaq Chandna, Addl. Secretary (In Charge) Ministry of Information Technology & Telecom
Topic: Economy of Pakistan: Challenges and Prospects

3. Mr. Tariq Najeeb Najmi, Former Federal Secretary
Topic: Socio-Cultural dynamics of Pakistan Society

4. Syed Talat Hussain, Senior Journalist/ Anchor person
Topic: Digital and social media

5. Ambassador (R) Zamir Akram, Permanent Representative to the UN
Topic: Foreign Policy and Trade Diplomacy

6. Mr. Shoaib Ahmed Siddiqui, Chief Information Commissioner Pakistan Information Commission
Topic: Interface with Citizens: Understanding of RTI Laws and Responsibilities of Public Officials

7. Mr. Nadeem Irshad Kayani, Federal Secretary
Topic: Human Resource Management in Public Sector

8. Mr. Muhammad Tanvir Butt, Former Additional Finance Secretary Budget
Topic: Management Finance (Finance for Public Managers)

9. Mr. Tariq Bajwa Former Governor, State Bank of Pakistan
Topic: Administrative discretion

10. Mr. Zahir Shah, Member (Admin) Prime Minister's Inspection Commission Prime Minister's Office
Topic: Accountability & Performance

11. Mr. Shoaib Mir, Former CS Balochistan, Former. Member FPSC
Topic: Performance Management in Public Sector

42nd, 43rd, 44th and 45th MCMC NIPA, Karachi

Keynote speakers, MCMC NIPA, Karachi

1. Senator (R) Javed Jabbar
Socio Culture Dynamics of Pakistani Society

2. Barrister Shahida Nighat Jamil, Former Federal Minister of Law, Justice and Human Rights and Parliamentary Affairs.
Topic: Interaction with Judiciary and Administrative Response

3. Mr. Mohsin Chandna, Addl. Secretary (In Charge) Ministry of Information Technology & Telecom
Topic: Negotiations Skills and Decision Making & Problem Solving

4. Dr. Saad S. Khan, President, Eco Cultural Institute, Tehran, Iran
Topic: Administrative Discretion & Interface with Parliament

5. Mr. Asif Ikram, Secretary, College Education Department Government of Sindh.
Topic: Interface with Citizens: Developing a Complaint Management System

6. HE Yang Yundong, Consul General, Consulate of the People's Republic China, Karachi.
Topic: China's Economic Transformation and The Lessons for Pakistan

7. Mr. Shoaib Mir, Ex Member, Federal Public Service Commission
Topic: Engaging Media for Effective Service Delivery & Public Service Ethics: Conceptual Understating & Best Practices

8. Mr. Aizaz Ahmad Chaudhry, Former Foreign Secretary, Govt. of Pakistan
Topic: Foreign Policy and Trade Diplomacy

9. Mr. Akram Ali Khowaja, Secretary, Minorities Affairs Department, Government of Sindh
Topic: Public Procurement in Pakistan

10. Mr. Nadeem Irshad Kayani, Former Federal Secretary, Federal Service Tribunal
Topic: Interaction with Judiciary and Administrative Response

11. Mr. Farhan Aziz Khawaja, Director General, Civil Service Academy.

12. Dr. Khalil-ur-Rahman Shaikh, Former Member Sindh Service Tribunal (Karachi)
Topic: Federal and Provincial Rules of Business

13. Dr. Qaiser Bengali, Renowned Economist
Topic: Economy of Pakistan: Challenges and Prospects

14. Mr. Rana Shehzad Qaiser, Director General–II, Information Science & Technology Department, Government of Sindh
Topic: Cyber Security

15. Dr. Zulfiqar Ali Memon, Professor & Director, National University of Computer & Emerging Sciences (NUCES-FAST)
Topic: Data Analytics and Blockchain & Future Technologies

16. Prof. Dr. Jamil Hassan Kazmi, Meritorious Professor, University of Karachi and Executive Director of Fatimiyah Higher Education System (FHES)
Topic: Geographic Information System (GIS) as a Decision-Making Tool

17. Mr. Azad Khan, Additional Inspector General of Police
Topic: Internal & External Determination of National Security

42nd,43rd, 44th and 45th MCMC NIPA, Quetta.

1. Mr. Shoaib Mir, Retired Federal Secretary

2. Mr. Dostain Khan Jamaldini, Ex-Secretary/Member Technical

3. Dr. Irfan Ahmad, Principal Institute of Tender Management

4. Dr. Atiq-ur-Rehman, Consultant / Senior Director Training, PPMI Islamabad

5. Mr. Mahfooz Ali Khan, Ex-DG NIPA Quetta

6. Mr. Abdullah Khan, Secretary Population

7. Dr. Beenish Malik, Professor

8. Dr. Uzma Jabeen, Professor, Department of Chemistry SBKWUQ

9. Mr. Muhammad Hamza Shafqaat, Commissioner Quetta Division

10. Mr. Abdur Rahman Buzdar, Ex-Secretary Government of Balochistan

11. Dr. Tahir Rasheed, CEO, BRSP

12. Mr. Amjad Ali Siddiqui, Ex-Vice President, Chamber of Commerce Balochistan, Quetta.

13. Mr. Uxi Mufti, Founder of Lok Virsa, National Heritage Museum, Islamabad

14. Mr. Nazar Muhammad Kakar, Advisor Balochistan Judicial Academy Quetta.

42nd, 43rd, 44th and 45th MCMC NIPA, Peshawar

During the 42nd, 43rd, 44th and 45th MCMC a number of guests were invited as keynotes speakers. These included: Rector NSPP Dr. Muhammad Jamil Afaqi, Maj. Gen. (Retd) Dr. Samreez Salik HI (M) & Ambassador Sardar Masood Khan, Prof. Dr. Mohyyudin Hashmi, Mr. Tariq Najeeb Najmi, Mr. Tariq Mehmood Butt, Ambassador Syed Sajjad Haider.

42nd, 43rd, 44th and 45th MCMC

1. Muhammad Kashif Mushtaq Kanju, Deputy Inspector General Police, PSP
Topic: Performance Management in Public Sector

2. Ms. Saima R. Shaikh, Former Additional Director General, PITB
Topic: ICT Interventions for Improved Service Delivery

3. Mr. Nadeem Irshad Kayani, Federal Secretary, M/o Inter-Provincial Coordination
Topic: Human Resource Management in Public Sector

4. Dr. M. Akhtar Abbas, Additional Inspector General of Training KP Police,
Topic: Administrative Discretion

5. Mr. Ahmad Nazir Warriach, Dean Executive Development Institute (EDI)
Topic: Change Management

6. Dr. Umar Saif, Founder and CEO, Aisight.ai, Ex Federal Minister for IT
Topic: Artificial Intelligence: Conceptual Understanding, Potential and Application

7. Mr. Ijaz Khokhar, Former Post Master General Islamabad
Topic: Public Procurement in Pakistan

8. Dr. Atiq-ur-Rehman, Consultant / Senior Director Training, PPMI Islamabad
Topic: Introduction of Project Management

9. Dr. Akif Khan, Director Technical, Khyber Pakhtunkhwa, Information Technology Board
Topic: Development and Use of IT Applications

10. Mr. Amjad Mehmood, Former Federal Secretary
Topic: Efficiency & Discipline

11. Ms. Humaira Ahmed, Secretary, Ministry of Parliamentary Affairs, Islamabad.
Topic: Interface with Parliament

12. Barrister Shahida Jameel, Former, Federal Minister, Law and Justice of Pakistan
Topic: Interaction with Judiciary and Administrative Response

43rd MCMC

1. Mr. Umar Zafar Shaikh, Additional Secretary, Ministry of Maritime Affairs
Topic: Communication & Presentation Skills

2. Mr. Mohsin Mushtaq Chandna, Director General (Debt), Ministry of Finance
Topic: Economy of Pakistan: Challenges and Prospects

3. Mr. Shoaib Mir, Federal Secretary, Member, Federal Public Service Commission
Topic: Socio-Cultural Dynamics of Pakistani Society

4. Mr. Aizaz Ahmad Chaudhry, Former Ambassador
Topic: Internal and External Determinants of National Security

5. Dr. Sajid Iqbal, Trainer, Pakistan Industrial Technical Assistance Centre
Topic: Effective Time Management Skills

6. Mr. Muhammad Ishfaq Khattak, Former Chairman Railways
Topic: Framework of Public Policy

7. Dr. Syed Muhammad Ilyas, Chief Executive, Paraplegic Centre
Topic: Nutrition and Life Style Modification for A Healthy Life

8. Ambassador Abdul Basit, Former Ambassador
Topic: Foreign Policy and Trade Diplomacy

9. Mr. Mukarram Jah Ansari, Member, Customs-Legal & Accounting FBR, Islamabad
Topic: Investment and Business Facilitation

10. Dr. Rafi us Shan, CEO/Chief Technical Officer, UAE
Topic: Cyber Security

11. Mr. Ahmad Bilal Mehboob, President, Pakistan Institute of Legislative Development and Transparency, Islamabad
Topic: Interface with Citizens: Understanding of RTI laws and responsibilities of Public Officials

12. Dr. Hafeez A. Pasha, Federal Minister for Finance/Chairman, Advisory Panel of Economist, Planning Commission
Topic: Fundamentals of Micro Economics for Public Policy

13. Syed Muhammad Mohsin, Chairman, Hybrid Techniques Pvt Ltd
Topic: Public Private Partnership

14. Muhammad Kashif Mushtaq Kanju, Deputy Inspector General Police PSP
Topic: Performance Management in Public Sector

15. Mr. Nadeem Irshad Kayani, Federal Secretary, M/o Inter-Provincial Coordination
Topic: Human Resource Management in Public Sector

16. Mr. Muhammad Faheem, Former Accountant General KP
Topic: Roles and Responsibilities of the Drawing & Disbursing Officer

17. Prof. Nasser Aziz
Topic: Decision Making & Problem Solving

18. Dr. Jamal Yousuf, Former Federal Secretary
Topic: Climate Change and Environmental Policy

19. Syed Abu Ahmed Akif, Former Federal Secretary
Topic: Public Service Ethics: Conceptual understating and Best Practices

20. Ms. Saima Shaikh, Former Additional Director General, PITB
Topic: Artificial Intelligence: Conceptual Understanding, Potential and Application

21. Mr. Abdul Sattar, Chief Instructor, PPSA Peshawar
Topic: Geographic Information System (GIS) as a Decision-Making Tool

22. Dr. M. Akhtar Abbas, Additional Inspector General of Training KP Police,
Topic: Administrative Discretion

23. Mr. Shah Mahmood Khan, Director General Audit, Gilgit-Baltistan
Topic: Budget Formulation Process

24. Mr. Rehan Saleem, Joint Secretary, Ministry of Defense Production
Topic: Management Finance (Finance for Public Managers)

25. Mr. Riaz Riazuddin, Former Deputy Governor State Bank of Pakistan
Topic: Fundamentals of Macro Economics for Public Policy

26. Dr. Aneel Salman, Chairman Economic Security
Topic: Evaluation of Impact Assessments Using Control and Target Groups and Techniques for Public Policy Evaluation: Cost-Benefit and Cost-Effectiveness Analyses

27. Ms. Humaira Ahmed Secretary, Ministry of Parliamentary Affairs, Islamabad
Topic: Interface with Parliament, and executive accountability to Parliament.

28. Barrister Shahida Jamil, Former, Federal Minister, Law and Justice of Pakistan
Topic: Interaction with Judiciary and Administrative Response

29. Dr. Muhammad Jehanzeb Khan, Former Deputy Chairman, Planning Development & Special Initiatives
Topic: Significance and importance of SDGs in Socio Economic Development Planning of Pakistan

30. Mr. Amjad Mehmood, Former Federal Secretary
Topic: Federal and Provincial Rules of Business

44th MCMC

1. Dr. Muhammad Jamil Afaqi, Rector, National School of Public Policy (NSPP)
Topic: How to Ask a Smart Question?

2. Mr. Ahmad Nazir Warriach, Dean, Executive Development Institute (EDI), NSPP
Topic: Change Management

3. Mr. Umar Zafar Shaikh, Additional Secretary, Ministry of Maritime Affairs
Topic: Communication & Presentation Skills

4. Mr. Mohsin Mushtaq Chandna, Director General (Debt), Ministry of Finance
Topic: Economy of Pakistan: Challenges and Prospects

5. Mr. Shoaib Mir, Federal Secretary | Member, Federal Public Service Commission
Topic: Socio-Cultural Dynamics of Pakistani Society

6. Mr. Aizaz Ahmed Chaudhry, Former Ambassador
Topic: Internal and External Determinants of National Security

7. Dr. Sajid Iqbal, Trainer, Pakistan Industrial Technical Assistance Centre
Topic: Effective Time Management Skills

8. Mr. Muhammad Ishfaq Khattak, Former Chairman Railways
Topic: Framework of Public Policy

9. Dr. Syed Muhammad Ilyas, Chief Executive, Paraplegic Centre
Topic: Nutrition and Lifestyle Modification for a Healthy Life

10. Ambassador Abdul Basit, Former Ambassador
Topic: Foreign Policy and Trade Diplomacy

11. Mr. Mukarram Jah Ansari, Member, Customs (Legal & Accounting), FBR, Islamabad
Topic: Investment and Business Facilitation

12. Dr. Rafi us Shan, CEO / Chief Technical Officer, UAE
Topic: Cyber Security

13. Mr. Azmat Hanif Orakzai, Former Chief Commissioner, RTIC, KP
Topic: Interface with Citizens – Understanding RTI Laws

14. Dr. Hafeez A. Pasha, Federal Minister for Finance / Chairman, Advisory Panel of Economists
Topic: Fundamentals of Micro Economics for Public Policy

15. Syed Muhammad Mohsin, Chairman, Hybrid Techniques Pvt. Ltd.
Topic: Public Private Partnership

16. Muhammad Kashif Mushtaq Kanju, Deputy Inspector General Police (PSP)
Topic: Performance Management in Public Sector

17. Mr. Nadeem Irshad Kayani, Federal Secretary, Ministry of Inter-Provincial Coordination
Topic: Human Resource Management in Public Sector

18. Mr. Muhammad Faheem, Former Accountant General KP
Topic: Roles and Responsibilities of the Drawing & Disbursing Officer

19. Mr. Naeem Aslam, Former Dean NMC, NSPP Lahore
Topic: Decision Making & Problem Solving

20. Mr. Ahmad Rafay Alam, Advisor to Air Quality Asia
Topic: Climate Change and Environmental Policy

21. Syed Abu Ahmed Akif, Former Federal Secretary
Topic: Public Service Ethics

22. Dr. Ahmad Hasan Afridi, Program Director – BS Artificial Intelligence, IM Sciences Peshawar
Topic: Artificial Intelligence: Conceptual Understanding, Potential and Application

23. Dr. Atta-Ur-Rahman, Chairman & Associate Professor, University of Peshawar
Topic: Geographic Information System (GIS) as a Decision-Making Tool

24. Mr. Ejaz Ahmad Qureshi, Wafaqi Mohtasib (Ombudsman), Islamabad
Topic: Administrative Discretion

25. Mr. Shah Mahmood Khan, Director General Audit, Gilgit-Baltistan
Topic: Budget Formulation Process

26. Mr. Rehan Saleem, Joint Secretary, Ministry of Defence Production
Topic: Management Finance (Finance for Public Managers)

27. Dr. Waqar Masood Khan, Former Federal Secretary for Finance Division
Topic: Fundamentals of Macro Economics for Public Policy

28. Mr. Hayat Khan, Director (IT), Board of Revenue KP
Topic: IT Governance Landscape

29. Ms. Humaira Ahmed, Secretary, Ministry of Parliamentary Affairs, Islamabad
Topic: Interface with Parliament

30. Barrister Shahida Jamil, Former Federal Minister, Law and Justice of Pakistan
Topic: Interaction with Judiciary and Administrative Response

31. Dr. Muhammad Jehanzeb Khan, Former Deputy Chairman, Planning Development & Special Initiatives
Topic: Pakistan's Development Paradigm and SDGs

32. Mr. Amjad Mehmood, Former Federal Secretary
Topic: Federal and Provincial Rules of Business

33. Dr. Akif Khan, Director Technical, KP Information Technology Board
Topic: ICT Interventions for Improved Service Delivery

34. Sheikh Afzaal Raza, Director, Office of the Controller General of Accounts, Islamabad
Topic: Public Procurement in Pakistan

35. Dr. Atiq-ur-Rehman, Consultant / Senior Director Training, PPMI Islamabad
Topic: Introduction of Project Management

36. Dr. Muhammad Awais Adnan, Professor, Institute of Management Sciences
Topic: Project Management Tools & MS Project

37. Dr. Syed Muhammad Asim, Associate Professor, University of Peshawar
Topic: Quantitative Tools for Decision Making

38. Dr. Muqeem ul Islam, Director General, Kashmir Institute of Management
Topic: Leadership & Team Building

39. Mr. Yasir Masood Afaq, Managing Director & Consultant, House of Wellness
Topic: Stress & Anger Management and Emotional Intelligence

40. Dr. Syed Kaleem Imam, Former IGP
Topic: Negotiation Skills

41. Dr. Karam Elahi, Director, Directorate of Intelligence & Investigation (Customs)
Topic: Research Methods: Research Processes, Style and Form

42. Dr. Nasir Javed, Institutional Development Specialist, Government of Punjab
Topic: Urban Planning and Development

45th MCMC
1. Dr. Muhammad Jamil Afaqi, Dean, Pakistan Administrative Staff College (PASC)
Topic: How to Ask a Smart Question?

2. Dr. Muhammad Jehanzeb Khan, Former Deputy Chairman, Planning Development & Special Initiatives
Topic: Pakistan's Development Paradigm and SDGs

3. Mr. Shoaib Mir, Federal Secretary Member, Federal Public Service Commission
Topic: Performance Management in Public Sector

4. Syed Abu Ahmed Akif, Former Federal Secretary
Topic: Public Service Ethics: Conceptual Understanding and Best Practices

5. Mr. Aizaz Ahmad Chaudhry, Former Ambassador
Topic: Internal and External Determinants of National Security

6. Syed Muhammad Mohsin, Chairman, Hybrid Techniques Pvt. Ltd.
Topic: Public Private Partnership

7. Ambassador Abdul Basit, Former Ambassador
Topic: Foreign Policy and Trade Diplomacy

8. Dr. Rafi us Shan, CEO / Chief Technical Officer, UAE
Topic: Cyber Security

9. Mr. Azmat Hanif Orakzai, Former Chief Commissioner, Right to Information Commission (RTIC), Khyber Pakhtunkhwa, Peshawar
Topic: Interface with Citizens: Understanding of RTI Laws and Responsibilities of Public Officials

10. Mr. Mukarram Jah Ansari, Member, Customs-Legal & Accounting FBR, Islamabad
Topic: Investment and Business Facilitation

11. Mr. Mohsin Mushtaq Chandna, Director General (Debt), Ministry of Finance
Topic: Economy of Pakistan: Challenges and Prospects

12. Prof. Ali Sajid, Adviser, Planning Commission of Pakistan
Topic: Effective Time Management Skills

13. Mr. Muhammad Faheem, Former Accountant General KP
Topic: Roles and Responsibilities of the Drawing & Disbursing Officer

14. Mr. Naeem Aslam, Former Dean NMC, NSPP Lahore
Topic: Decision Making & Problem Solving

15. Mr. Muhammad Ishfaq Khattak, Former Chairman Railways
Topic: Framework of Public Policy

16. Dr. Syed Muhammad Asim, Associate Professor, Department of Statistics, University of Peshawar
Topic: Quantitative Tools for Decision Making

17. Mr. Nadeem Irshad Kayani, Federal Secretary, Ministry of Inter-Provincial Coordination
Topic: Human Resource Management in Public Sector

18. Prof. Dr. Nasir Jamal Khattak, Vice Chancellor, University of Swabi
Topic: Analytical Writing

19. Dr. Atta-Ur-Rahman, Chairman & Associate Professor, Department of Geography and Geomatics, University of Peshawar
Topic: Geographic Information System (GIS) as a Decision-Making Tool

20. Dr. Nasir Javed, CEO, Punjab Urban Unit
Topic: Urban Planning and Development

21. Barrister Shahida Jamil, Former Federal Minister for Law and Justice, Pakistan
Topic: Interaction with Judiciary and Administrative Response

22. Dr. Aneel Salman, Chair, Economic Security, Islamabad Policy Research Institute (IPRI)
Topic: Leadership & Team Building

23. Mr. Muhammad Jan, Former Deputy Auditor General, Auditor General of Pakistan
Topic: Budget Formulation Process

24. Mr. Rehan Saleem, Joint Secretary, Ministry of Defense Production
Topic: Management Finance (Finance for Public Managers)

25. Ms. Humaira Ahmed, Secretary, Ministry of Parliamentary Affairs, Islamabad
Topic: Interface with Parliament

26. Dr. Ahmad Hasan Afridi, Program Director – BS Artificial Intelligence, Institute of Management Sciences (IM Sciences), Peshawar
Topic: Artificial Intelligence: Conceptual Understanding, Potential and Application

LECTURE DISCUSSION – 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.

National Management Course

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

1. Essential Insights of Economics for Public Policy Formulation
2. Pakistan's Heritage – Sub-Continental Context
3. Perception of a Civil Servant in the Eyes of Common Man
4. Ethics in Public Service Management
5. Principles and Methodology of Public Policy Formulation
6. Legal & Constitutional Framework for Bureaucracy
7. Critical Evaluation of Healthcare System
8. Pakistan's Economic Management: Institutional Efficacy and Reforms Imperatives
9. Critical Analysis of Education Policies and System
10. Grounding Public Policy in the Reality of the Socio - Economic Environment
11. Stress Management
12. Change Management
13. Diplomacy: Concepts and Practices
14. Critical Issues in Pakistan's Fiscal and Monetary Policies' Management
15. Domestic Commerce
16. Behavioral Economics
17. Rule of Law
18. CPEC and Pakistan: Where do we stand?
19. Ambassadors' Talks
20. Historical Review of Pakistan's Foreign Policy
21. Pakistan's Foreign Policy: Current Perspective
22. Climate Change: Mitigation and Adaptation
23. Strategic Policy Dialogue Series
24. Leveraging Culture
25. Making Federalism Work: Constitutional Mechanisms and Role of Civil Service
26. Re-setting Pakistan's Foreign Policy for Future Challenges
27. Policy Formulation in a Modern Islamic/Muslim State
28. Human Organ Transplant
29. Public Management and Process of Change in Pakistan
30. Human Rights Situation in Pakistan
31. Exercising Leadership in Bureaucratic contexts
32. Diplomacy in a World in Disorder: Strategic Lessons for Pakistan
33. Adapting Economic Governance to the Age of AI
34. From IT to x Tech: An Invisible Revolution in the Making

35. Legal & Constitutional Framework for Bureaucracy
36. Data Analytics
37. Rules of Business and Institutional Mechanism for Facilitating the Process and Methodology of Public Policy Formulation in Pakistan
38. Strategic Management and Planning
39. Industrialization and Trade: Domestic and External Perspectives
40. Pakistan's Heritage: Sub-Continental Context
41. Culture as a Partner of Development: Case Study of Japan and Pakistan
42. Conspicuous Trends in Islamic Thought

37th and 38th SMC NIPA, Lahore

In total, 108 LDs were held in 37th and 38th SMC at NIPA Lahore, including the following;

1. Economic Planning and Development in Pakistan
2. Accountability Framework for Civil Servant
3. Overview of Pakistan's Relations with China
4. Pakistan's relations with Afghanistan
5. Socio-Cultural Diversities within Sindh province and their Impact on Public Service Management
6. Issues and Welfare of Children in Pakistan
7. Public Policy: Formulation and Implementation
8. Socio-Cultural Diversities within Sindh Province and their Impact on Public Service Management
9. Industrial Development in Pakistan

37th SMC NIPA, Peshawar

1. Communication Skills
2. Pakistan: State and Society
3. Introduction to Research Methodology
4. Use of IT for Effective Policy Implementation Service Delivery & Monitoring
5. Healthy Life Style for Civil Servants
6. Impact of Governance on Service Delivery at Provincial/Local Level
7. Public Policy – Formulation & Implementation
8. Public Service: Ethics and Governance
9. Provincial & Local Taxation
10. Critical Thinking
11. Pakistan's Relations with Iran
12. Pakistan' s Foreign Policy towards Middle East
13. Peculiarities of Politico-Administrative Arrangements & Governance in Gilgit – Baltistan
14. Federal Taxation Structure in Pakistan
15. Industrial Development in Pakistan
16. Business Startup & Role of Innovation / Technology in Knowledge Economy and Gig Economy
17. Socio-Cultural Diversities within Sindh Province and their impact on Public Service Management
18. Basic Concepts of Microeconomics for Decision – Making

19. CPEC as a Harbinger of Regional Connectivity: Its Strategic and Economic Ramifications
20. Foreign Policy of Pakistan
21. Socio -Cultural Diversities within KP Province and their impact on Public Service Management
22. Terrorism, Violent Extremism and State Response
23. Role of Foreign Economic Assistance in Pakistan's Economy
24. Introduction to Daftri Urdu
25. Services Sector Development in Pakistan
26. Block chain Technology
27. Socio-Cultural Diversities within AJ&K and their impact on Public Service Management
28. Impact of Governance on Service Delivery at Federal by Level by
29. Water Issues in Pakistan
30. National Security of Pakistan-Internal and External Dynamics
31. The Dynamics of Energy Sector in Pakistan
32. Pak-India Relations
33. Human Rights in Pakistan
34. Economic Planning in Pakistan
35. Economic Development in Pakistan
36. Population Dynamics of Pakistan
37. Environmental Management
38. Development of Arts & Literature and their Impact on Pakistani Society
39. State Owned Entities & Privatization Process in Pakistan
40. Socio-Cultural Diversities within Balochistan Province and their impact on Public Service Management
41. Public Private Partnership
42. Challenges to Agriculture in Pakistan
43. Issues and Welfare of Children in Pakistan
44. Food Security in Pakistan
45. Leadership in Public Sector Organizations
46. Overview of Pakistan's Relations with USA and the Changing Dynamics
47. Trade Policy and Diplomacy: Challenges and Prospects
48. Sustainable Urban Development and Eco Cities
49. State-Market Relationship in Pakistan
50. Social Protection and Poverty Alleviation
51. Socio-Cultural Diversities within Punjab Province and their impact on Public Service Management
52. Institutional Development and Reforms in Pakistan
53. Artificial Intelligence (AI)
54. Public Finance Management
55. Overview of Pakistan's Relations with China
56. Climate Change
57. Constitutional Framework Governing Pakistan
58. Accountability Framework for Civil Servants
59. Tourism Industry

38th SMC NIPA, Peshawar

1. Use of IT for Effective Policy Implementation Service Delivery & Monitoring
2. How to Ask a Smart Question

3. Nutrition and Life Style Modification for a Healthy Life
4. Public Policy- Formulation and Implementation
5. National Security of Pakistan-Internal and External Dynamics
6. Foreign Policy of Pakistan
7. Pakistan: State and Society
8. Constitutional Framework Governing Pakistan
9. Water Issues in Pakistan
10. Overview of Pakistan's Relations with USA and the Changing Dynamics
11. Overview of Pakistan's Relations with China
12. Pakistan's Relations with Afghanistan
13. Pakistan's Relations with Iran
14. Pakistan' s Foreign Policy towards Middle East
15. Food Security in Pakistan
16. Public Service: Ethics and Governance
17. Socio–Cultural Diversities within Punjab Province and their impact on Public Service Management
18. Socio-Cultural Diversities within KP Province and their impact on Public Service Management
19. Socio-Cultural Diversities within Sindh Province and their impact on Public Service Management
20. Socio-Cultural Diversities within Balochistan Province and their impact on Public Service Management
21. Peculiarities of Politico-Administrative Arrangements & Governance in Gilgit Baltistan
22. Socio-Cultural Diversities within AJ&K and their impact on Public Service Management
23. Development of Arts & Literature and their Impact on Pakistan Society
24. Human Rights in Pakistan
25. Issues and Welfare of Children in Pakistan
26. Sustainable Urban Development and Eco Cities
27. Population Dynamics of Pakistan
28. Environmental Management
29. Climate Change
30. Issues and Welfare of Marginalized Communities in Pakistan
31. Basic Concepts of Microeconomics for Decision – Making
32. Economic Planning in Pakistan
33. Economic Development in Pakistan
34. Federal Taxation Structure in Pakistan
35. Provincial & Local Taxation
36. Public Finance Management
37. Role of Foreign Economic Assistance in Pakistan's
38. Challenges to Agriculture in Pakistan
39. Industrial Development in Pakistan
40. Trade Policy and Diplomacy: Challenges and Prospects
41. The Dynamics of Energy Sector in Pakistan
42. State - Market Relationship in Pakistan
43. State Owned Entities & Privatization Process in Pakistan
44. Tourism Industry
45. CPEC as a Harbinger of Regional Connectivity: Its Strategic and Economic Ramifications
46. Service Sector Development in Pakistan
47. Public Private Partnership

48. Social Protection and Poverty Alleviation
49. Strategy Formulation and Implementation
50. Leadership in Public Sector Organizations
51. Accountability Framework for Civil Servants
52. Institutional Development and Reforms in Pakistan
53. Business Startup & Role of Innovation / Technology in Knowledge Economy and Gig Economy
54. Impact of Governance on Service Delivery at Provincial and Local Levels
55. Impact of Governance on Service Delivery at Federal Level
56. Introduction to Research Methodology
57. Communication Skills
58. Critical Thinking
59. Introduction to Daftri Urdu
60. Artificial Intelligence: Transforming Governance and Public Sector Management
61. Blockchain Technology
62. Terrorism-Violent Extremism and State Response
63. Pak-India Relations

Lecture Discussions NIPA, Quetta

During the year under review, several LDs were held in both courses. Their details are provided herein:

1. Framework of Public Policy
1. Fundamentals of Micro Economics for Public Policy
2. Fundamentals of Macro Economics for Public Policy
3. Foreign Policy and Trade Diplomacy
4. Economy of Pakistan: Challenges and Prospects
5. Socio-Cultural Dynamics of Pakistani Society by Senator Javed Jabbar
6. Climate Change and Environmental Policy
7. Interface with Citizens: Understanding of RTI Laws and Responsibilities of Public Official
8. Change Management
9. Public Speaking
10. Interface With Citizens: Developing a Complaint Management System
11. Human Resource Management in Public Sector
12. Management Finance
13. Cyber Security
14. Human Rights in Pakistan
15. Introduction of Project Management
16. Project Appraisal
17. IT Governance Landscape
18. Federal and Provincial Rules of Business
19. ICT Interventions for Improved Service Delivery
20. Administrative Discretion by Mr. Asif Ikram
21. Internal and External Determinants of National Security
22. Investment and Business Facilitation

42nd, 43rd and 44th MCMC NIPA, Lahore

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

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

42nd, 43rd, 44th and 45th MCMC NIPA, Karachi

1. Framework of Public Policy by Asif Ikram
2. Fundamentals of Micro Economics for Public Policy by Dr. Zeeshan Atiq
3. Fundamentals of Macro Economics for Public Policy by Dr. Zeeshan Atiq
4. Foreign Policy and Trade Diplomacy by Mr. Aizaz Chaudhry
5. Economy of Pakistan: Challenges and Prospects by Dr. Kaiser Bengali
6. Socio-Cultural Dynamics of Pakistani Society by Senator Javed Jabbar
7. Climate Change and Environmental Policy by Dr. Moazzam Ali Khan
8. Interface with Citizens: Understanding of RTI Laws and Responsibilities of Public Official by Mr. Muhammad Ali Shaikh
9. Change Management by Mr. Irfan Qamar
10. Public Speaking by Prof. Sajida Zaki
11. Interface With Citizens: Developing a Complaint Management System by Mr. Asif Ikram
12. Human Resource Management in Public Sector by Dr. Hina Mubeen
13. Management Finance by Dr. Wasif Ali Memon
14. Cyber Security by Mr. Rana Shehzad Kaiser
15. Human Rights in Pakistan by Mr . Iqbal Detho
16. Introduction of Project Management by Mr. Akram Ali Khowaja
17. Project Appraisal by Mr. Akram Ali Khowaja
18. IT Governance Landscape by Dr. Nadeem Mahmood

19. Federal and Provincial Rules of Business by Dr. Khalil-ur-Rehman Shaikh
20. ICT Interventions for Improved Service Delivery by Dr. Zulfiqar Ali Memon
21. Administrative Discretion by Mr. Asif Ikram
22. Internal and External Determinants of National Security by Mr. Azad Khan
23. Investment and Business Facilitation by Dr. Muhammad Khurram

42nd MCMC- NIPA, Peshawar

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

1. Framework of Public Policy
2. Economy of Pakistan: Challenges and Prospects
3. Investment and Business Facilitation
4. Internal and External Determinants of National Security
5. Socio-Cultural Dynamics of Pakistani Society
6. Foreign Policy and Trade Diplomacy
7. Interface with Citizens: Understanding of RTL aws and Responsibilities of Public Officials
8. Interface with Parliament
9. Climate Change and Environmental Policy
10. Fundamentals of Micro Economics for Public Policy
11. Fundamentals of Macro Economics for Public Policy
12. Change Management
13. Human Resource Management in Public Sector
14. Federal and Provincial Rules of Business
15. Management Finance (Finance for Public Managers)
16. Introduction of Project Management
17. Administrative Discretion
18. Accountability & Performance
19. ICT Interventions for improved Service Delivery
20. IT Governance Landscape
21. Artificial Intelligence: Conceptual Understanding, Potential and Application
22. Cyber Security
23. Blockchain and Future Technologies

43rd MCMC-NIPA, Peshawar

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

1. Framework of Public Policy
2. Economy of Pakistan: Challenges and Prospects
3. Investment and Business Facilitation
4. Internal and External Determinants of National Security
5. Socio-Cultural Dynamics of Pakistani Society
6. Foreign Policy and Trade Diplomacy
7. Interface with Citizens: Understanding of RTI laws and responsibilities of Public Officials
8. Interface with Parliament
9. Climate Change and Environmental Policy

10. Fundamentals of Micro Economics for Public Policy
11. Fundamentals of Macro Economics for Public Policy
12. Pakistan's Development Paradigm and SDGs
13. Nutrition and Life Style Modification for A Healthy Life
14. Change Management
15. Human Resource Management in Public Sector
16. Federal and Provincial Rules of Business
17. Management Finance (Finance for Public Managers)
18. Introduction of Project Management
19. Administrative Discretion
20. Accountability & Performance
21. ICT Interventions for improved Service Delivery
22. IT Governance Landscape
23. Artificial Intelligence: Conceptual Understanding, Potential and Application
24. Cyber Security
25. Blockchain and Future Technologies
26. How to Ask Smart Questions
27. Perception of Civil Servants in the Eyes of the Common Man
28. Historical Political and Cultural Background of Kashmir and Recent Crises ... An Analytical View

44th MCMC- NIPA, Peshawar

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

1. How to Ask a Smart Question
2. Perception of Civil Servants in the Eye of the Common Man
3. Urban Planning and Development
4. Framework of Public Policy
5. Economy of Pakistan: Challenges and Prospects
6. Investment and Business Facilitation
7. Internal and External Determinants of National Security
8. Socio-Cultural Dynamics of Pakistani Society
9. Foreign Policy and Trade Diplomacy
10. Interface with Citizens: Developing A Complaint Management System
11. Interface with Citizens: Understanding of RTI laws and responsibilities of Public Officials
12. Interface with Parliament
13. Climate Change and Environmental Policy
14. Fundamentals of Micro Economics for Public Policy
15. Fundamentals of Macro Economics for Public Policy
16. Nutrition and Life Style Modification for A Healthy Life
17. Change Management
18. Human Resource Management in Public Sector
19. Federal and Provincial Rules of Business
20. Management Finance (Finance for Public Managers)
21. Introduction of Project Management
22. Administrative Discretion
23. Accountability & Performance
24. ICT Interventions for Improved Service Delivery
25. IT Governance Landscape
26. Artificial Intelligence: Conceptual Understanding, Potential and Application

27. Cyber Security
28. Blockchain and Future Technologies

45th MCMC- NIPA, Peshawar

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

1. How to Ask a Smart Question
2. Perception of Civil Servants in the Eyes of the Common Man
3. Urban Planning and Development
4. Framework of Public Policy
5. Economy of Pakistan: Challenges and Prospects
6. Investment and Business Facilitation
7. Internal and External Determinants of National Security
8. Socio-Cultural Dynamics of Pakistani Society
9. Foreign Policy and Trade Diplomacy
10. Interface with Citizens: Developing A Complaint Management System
11. Interface with Citizens: Understanding of RTI laws and responsibilities of Public Officials
12. Interface with Parliament
13. Climate Change and Environmental Policy
14. Fundamentals of Micro Economics for Public Policy
15. Fundamentals of Macro Economics for Public Policy
16. Nutrition and Lifestyle Modification for A Healthy Life
17. Change Management
18. Human Resource Management in Public Sector
19. Federal and Provincial Rules of Business
20. Management Finance (Finance for Public Managers)
21. Introduction of Project Management
22. Administrative Discretion
23. Accountability & Performance
24. ICT Interventions for Improved Service Delivery
25. IT Governance Landscape
26. Artificial Intelligence: Conceptual Understanding, Potential and Application
27. Cyber Security
28. Blockchain & Cryptocurrency: Regulation and Future In Pakistan
29. Pakistan-India Relations - Issues & Prospects
30. The Afghanistan – Pakistan Conundrum Issues and Way forward
31. Pak-India Recent Conflict and the Emerging Strategic Realignments in the Region: Way Forward for Pakistan

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 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.

National Management Course

Workshops were conducted on the following topics:-

1. Strategic Communication and Media Management in Crisis Situation
2. How to read a Balance Sheet
3. Leveraging Artificial Intelligence

37th and 38th SMC NIPA, Lahore

In total 30 workshops were conducted in 37th and 38th SMC at NIPA Lahore. Few of the topics are provided herein;

1. Stress management
2. Understanding Financial Statements (Public & Commercial Sectors)
3. Sustainable Development Goals
4. Public Sector Project Management
5. Interaction with Media-Persons and Use of social media in Governance
6. Islamic Banking and Finance

Workshops NIPA, Karachi

1. Research Methods: Research Process, Style and Form – I by Dr. Farhan Ahmed Shaikh
2. Engaging Media for Effective Service Delivery & Digital and Social Media & Public Service Ethics: Conceptual Understanding and Best Practices by Mr. Shoaib Mir
3. Public Procurement in Pakistan by Mr. Akram Ali Khowaja
4. Public Private Partnership by Mr. Akram Ali Khowaja
5. Leadership & Team Building by Prof. Aamir Firoz Shamsi
6. Performance Management In Public Sector by Dr. Hina Mubeen
7. Communication & Presentation Skills by Mr. Abbas Hussain
8. Budget Formulation Process by Mr. Rana Asif Mehmood
9. Roles and Responsibilities of the Drawing & Disbursing Officer by Mr. Rana Asif Mehmood
10. Artificial Intelligence: Conceptual Understanding Potential and Application by Dr. Zulfiqar Ali Memon
11. Interaction with Judiciary and Administrative Response by Mr. Nadeem Kiyani
12. Efficiency & Discipline by Mr. Nadeem Kiyani

13. Development and Use of IT Application by Dr. Zulfiqar Ali Memon
14. Effective Time Management Skills by Mr. Irfan Qamar
15. Analytical Writing by Mr. Abdul Malik Abbasi
16. Geographic Information System (GIS) as a Decision-Making Tool by Prof. Dr. Jamil Hassan Kazmi
17. Pakistan's Development Paradigm and SDG's by Mr. Muhammad Tufail
18. Negotiations Skills & Decision Making & Problem Solving by Mr. Mohsin Chandna
19. Stress & Anger Management, and Emotional Intelligence by Mr. Muhammad Iqbal Afridi
20. Preparation of PC-I to V & Project Appraisal by Mr. Akram Ali Khowaja
21. Project Management Tools & MS Project by Syed Aijazullah Shah
22. Data Analytics by Dr. Zulfiqar Ali Memon
23. Quantitative Tools for Decision Making by Dr. Tauqeer Hashmi

37th SMC NIPA, Peshawar

1. Analytical and Professional Writing
2. Strategy Formulation and Implementation
3. Handling Court Cases and Litigation
4. Understanding Financial Statements (Public & Commercial Sectors)
5. Mutual Legal Assistance (MLA)
6. Gender Responsive Policy & Planning for Institutional Excellence and Inclusive Workplaces
7. Public Sector Project Management
8. Interaction with Media-Persons and Use of Social Media in Governance
9. Negotiation Skills and Conflict Management –I
10. Public Procurement and Contract Management
11. Stress Management
12. E-Governance and Public Service Delivery
13. Data Governance and Cyber Security
14. Changing Mindsets to Realize the 2030 SDG Agenda in Pakistan

38th SMC NIPA, Peshawar

1. Mutual Legal Assistance (MLA)
2. Stress Management
3. Gender Responsive Policy & Planning for Institutional Excellence and Inclusive Workplaces
4. Mutual Legal Assistance (MLA)
5. Understanding Financial Statements (Commercial & Public Sector)
6. Public Sector Project Management
7. Handing Court Cases and Litigation
8. Interaction with Media-Person and Use of Social Media in Governance
9. Public Procurement and Contract Management
10. Negotiation Skills and Conflict Management
11. Analytical and Professional Writing
12. E-Governance and Public Service Delivery
13. Data Governance and Cyber Security
14. Changing Mindsets to Realize the 2030 SDG Agenda in Pakistan

42nd, 43rd and 44th MCMC NIPA, Lahore

During the year under review undermentioned 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
8. Development and Use of IT Applications
9. Public Service Ethics: Conceptual Understanding and Best Practices
10. Project Management Tools and MS Project
11. Quantitative Tools for decision making
12. Roles & Responsibilities of the Drawing & Disbursing Officer
13. Budget Formulation Process
14. Handling Audit Observations

42nd MCMC NIPA, Peshawar

During the year Under Review, Workshops on the following areas were Conducted:

1. Engaging Media for Effective Service Delivery
2. Leadership & Team Building
3. Communication & Presentation Skills
4. Negotiations Skills
5. Effective Time Management Skills
6. Decision Making & Problem Solving
7. Stress & Anger Management, and Emotional Intelligence
8. Analytical Writing
9. Performance Management in Public Sector
10. Efficiency & Discipline
11. Budget Formulation Process
12. Roles and Responsibilities of the Drawing & Disbursing Officer
13. Handling of Audit Observations
14. Public Procurement in Pakistan
15. Evaluation Criteria
16. Bidding Documents / Request for Proposals Documents
17. Award of Contract and Contract Management
18. Alternative Methods of Procurement
19. Public Private Partnership
20. Preparation of PC-I & PC-II
21. Preparation of PC-III, PC-IV & PC-V
22. Project Appraisal
23. Project Management Tools & MS Project
24. Public Service Ethics: Conceptual Understanding and Best Practices
25. Geographic Information System (GIS) as a Decision-Making Tool
26. Development and Use of IT Applications
27. Data Analytics
28. Research Methods: Research Processes, Style and Form

29. Quantitative Tools for Decision Making
30. Evaluation of Impact Assessments Using Control and Target Groups
31. Techniques for Public Policy Evaluation: Cost-Benefit and Cost-Effectiveness Analyses

43rd MCMC NIPA, Peshawar

During the year Under Review, Workshops on the following areas were conducted:

1. Significance and importance of SDGs in Socio-Economic Development Planning of Pakistan
2. Engaging Media for Effective Service Delivery
3. Interaction With Judiciary and Administrative Response
4. Leadership & Team Building
5. Communication & Presentation Skills
6. Negotiations Skills
7. Effective Time Management Skills
8. Decision Making & Problem Solving
9. Stress & Anger Management, and Emotional Intelligence
10. Analytical Writing
11. Performance Management in the Public Sector
12. Efficiency & Discipline
13. Budget Formulation Process
14. Roles and Responsibilities of the Drawing & Disbursing Officer
15. Handling of Audit Observations
16. Public Procurement in Pakistan
17. Evaluation Criteria
18. Bidding Documents / Request for Proposals Documents
19. Award of Contract and Contract Management
20. Alternative Methods of Procurement
21. Public Private Partnership
22. Preparation of PC-I & PC-II
23. Preparation of PC-III, PC-IV & PC-V
24. Project Appraisal
25. Project Management Tools & MS Project
26. Public Service Ethics: Conceptual understanding and Best Practices
27. Basic ICT Orientation: Microsoft Power Point
28. Basic ICT Orientation: Microsoft Word
29. Basic ICT Orientation: Microsoft Excel
30. Geographic Information System (GIS) as a Decision-Making Tool
31. Data Analytics
32. Research Methods: Research Processes
33. Research Methods: Style and Format
34. Quantitative Tools for Decision Making and Research Analysis
35. Evaluation of Impact Assessments Using Control and Target Groups
36. Techniques for Public Policy Evaluation: Cost-Benefit and Cost-Effectiveness Analyses

44th MCMC NIPA, Peshawar

During the year Under Review, Workshops on the following areas were conducted:

1. Interaction with Judiciary and Administrative Response
2. Engaging Media for Effective Service Delivery
3. Pakistan's Development Paradigm and SDGs
4. Leadership & Team Building
5. Communication & Presentation Skills
6. Negotiations Skills
7. Effective Time Management Skills
8. Decision Making & Problem Solving
9. Stress & Anger Management, and Emotional Intelligence
10. Analytical Writing
11. Performance Management in Public Sector
12. Efficiency & Discipline
13. Budget Formulation Process
14. Roles and Responsibilities of the Drawing & Disbursing Officer
15. Handling of Audit Observations
16. Public Procurement in Pakistan
17. Evaluation Criteria
18. Bidding Documents / Request for Proposals Documents
19. Award of Contract and Contract Management
20. Alternative Methods of Procurement
21. Public Private Partnership
22. Preparation of PC-I & PC-II
23. Preparation of PC-III, PC-IV & PC-V
24. Project Appraisal
25. Project Management Tools & MS Project
26. Public Service Ethics: Conceptual understanding and Best Practices
27. Basic ICT Orientation: Microsoft Power Point
28. Basic ICT Orientation: Microsoft Word
29. Basic ICT Orientation: Microsoft Excel
30. Geographic Information System (GIS) as a Decision-Making Tool
31. Data Analytics
32. Research Methods: Research Processes
33. Research Methods: Style and Format
34. Quantitative Tools for Decision Making and Research Analysis
35. GovTech: Fundamentals and Key Concepts

45th MCMC NIPA, Peshawar

During the year Under Review, Workshops on the following areas were conducted:

1. Engaging Media for Effective Service Delivery
2. Interaction with Judiciary and Administrative Response
3. Pakistan's Development Paradigm and SDGs
4. Leadership & Team Building
5. Communication & Presentation Skills
6. Negotiations Skills
7. Effective Time Management Skills
8. Decision Making & Problem Solving

9. Stress & Anger Management, and Emotional Intelligence
10. Analytical Writing
11. Performance Management in Public Sector
12. Efficiency & Discipline
13. Budget Formulation Process
14. Roles and Responsibilities of the Drawing & Disbursing Officer
15. Handling of Audit Observations
16. Public Procurement in Pakistan
17. Evaluation Criteria
18. Bidding Documents / Request for Proposals Documents
19. Award of Contract and Contract Management
20. Alternative Methods of Procurement
21. Public Private Partnership
22. Preparation of PC-I & PC-II
23. Preparation of PC-III, PC-IV & PC-V
24. Project Appraisal
25. Project Management Tools & MS Project
26. Public Service Ethics: Conceptual Understanding and Best Practices
27. Basic ICT Orientation: Microsoft Power Point
28. Basic ICT Orientation: Microsoft Word
29. Basic ICT Orientation: Microsoft Excel
30. Geographic Information System (GIS) as a Decision-Making Tool
31. Data Analytics
32. Research Methods: Research Processes
33. Research Methods: Style and Format
34. Quantitative Tools for Decision Making and Research Analysis
35. GovTech: Fundamentals and Key Concepts

PANEL DISCUSSIONS – AN OVERVIEW

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

National Management Course

NMC-122 and NMC-123

1. Critical Issues besetting Pakistan's Economy
2. Imperatives of National Security
3. Regulatory Role of the Government
4. Overcoming Challenges of Policy Formulation and Implementation in Pakistan
5. Parliamentary Oversight in Public Policy Domain
6. Agriculture Policy

37th and 38th SMC NIPA, Lahore

During the year under review, 22 PDs were held, some topics are mentioned below;

1. National Security of Pakistan –Internal and External Dynamics
2. Development of Arts & Literature & their impact on Pakistani Society
3. Business Startups and Role of Innovations / Technology in the Knowledge Economy

42nd, 43rd and 44th MCMC NIPA, Lahore

One panel discussion on the topic of Foreign Policy and Trade Diplomacy was conducted in each course in which Dr. Manzoor Ahmad and Amb. (R) Aizaz Ahmad Ch. gave detailed insights related to the topic and the 2nd panel discussion was on the topic of Internal and External Determinants of National Security, in which Mr. Shaukat Javed, Malik Khuda Bakhsh Awan, Lt. Gen. (R) Khalid Maqbool, Mr. Ihsan Ghani and Lt. Gen. (R) Haroon Aslam gave detailed insights on the subject.

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.

37th and 38th SMC NIPA, Lahore

In total, 14 TDs were held, including;

1. Accountability Framework for Civil Servants
2. Trade Policy & Diplomacy: Challenges & prospects
3. Data Analytics & Public Policy
4. Human Rights in Pakistan
5. Current IMF Package and URRAN Pakistan Plan
6. The 7th Population and Housing Census 2023
7. The Role and Regulation of Cryptocurrency in Pakistan's Economy
8. Public-Private Partnerships
9. Price Control Mechanisms
10. Data Governance and Cyber Security
11. Accountability Framework for Civil Servants

37th and 38th SMC NIPA, Islamabad

1. IMF Package & URAAN Plan; Human Rights; Accountability; Data Analytics
2. PPP; Crypto Regulation; Price Control; 7th Census

NIPA, Karachi

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.

37th SMC NIPA, Peshawar

1. Public Speaking
2. Data Analytics & Public Policy
3. Current IMF Package and URRAN Pakistan Plan
4. Human Rights in Pakistan
5. Trade Policy and Diplomacy: Challenges and Prospects
6. Accountability Framework for Civil Servants
7. Data Governance and Cyber Security

38th SMC NIPA, Peshawar

1. Public Speaking
2. Price Control Mechanism in Pakistan
3. Public Private Partnership
4. The 7th Population and Housing Census 2024
5. The Role and Regulation of Cryptocurrency in Pakistan's Economy

42nd, 43rd and44th MCMC NIPA, Lahore

1. Public Speaking
2. Research Methodology
3. Gender Mainstreaming
4. Artificial Intelligence

42nd, 43rd, 44th and 45th MCMC NIPA, Karachi

The following TDs were conducted:

1. Public Speaking
2. Gender Mainstreaming
3. Artificial Intelligence
4. Research Methodology
5. Water Resources Management in Pakistan
6. Operations Management and Planning
7. Interdepartmental Coordination Mechanisms: Challenges and Solutions

43rd, 44th and 45th MCMC NIPA, Quetta

The following TDs were conducted:

1. Public Speaking
2. Gender Mainstreaming
3. Artificial Intelligence
4. Research Methodology

42nd, 43rd 44th and 45th MCMC NIPA, Peshawar

During the year, the following TDs were held. The details are provided here as under.

1. Fasahat /Public Speaking
2. Research Methodology
3. Gender Mainstreaming
4. Climate Change
5. Public Service Delivery: Health & Education
6. Water Resource Management in Pakistan

SPECIALIZED DOMAIN EXERCISES – AN OVERVIEW

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

NMC-122

During NMC-122 the SDE was conducted on the following topics:

i. Rule of Law
ii. Climate Change
iii. Balochistan
iv. SDGs
v. Trade and Investment

NMC-123

During NMC-123 the SDE was conducted on the following topics:

i. Unpacking the Litigant's Breech of Dignity in Pursuit of Justice
ii. Departure Hurdles and Diaspora Struggles: Mapping the Migrant's Chain of Experiences
iii. Identifying Humiliations Experienced by Small Businesses in the Regulatory and Facilitation Process
iv. Tracing Humiliations Embedded in the Teacher's Institutional Experience

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.

Book Reviews

Each Group studies a Book to develop and present its Review.

Mock Cabinet Exercise

The Mock Cabinet Exercise is a simulation designed for our participants, providing them with a unique opportunity to engage in real-world policy-making scenarios. Participants will step into the roles of cabinet members, collaborating to tackle issues, negotiate differing perspectives, and refine their decision-making skills.

Policy Critique

This exercise is designed in a way to enable participants to critically examine a particular policy document assigned to them. Over a period of a few weeks, participants are required to study the policy document in detail and identify any areas that require a rethink. 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.

Directors Training Program (DTP) Directors Training Program (03 Days)	
Topic	**Scope & Mode**
SOEs Corporate Governance, Legal Framework & Its Key Players	1. Principles of Corporate Governance, SOE Act, Policy and Legal Framework 2. Cyber security Risks, Countermeasures & Digitalization in the Public Sector 3. Anti – Money Laundering for Governance 4. Islamic Finance and Financial Risk Governance
Director Duties & Functions	1. Directors' Selection and Performance Review: Understanding Duties, Roles, and Liabilities 2. Public Service Obligations (PSOs) and Competitive Neutrality 3. Developing a Business Plan
Financial Stewardship	1. Code of Conduct and Conflict of Interest 2. Reporting and Disclosure 3. Board Composition and Structure 4. Board Simulations or Case Study

Public Policy Atelier Activity

37th and 38th SMC NIPA, Lahore

The Public Policy Atelier exercise was conducted during both the courses in the light of decision of the NSPP's Academic Council. In 37th SMC Five groups were formed that covered themes pertaining to Governance, Revenue, Local Government, Internal Security and Foreign Policy and six groups were formed in 38th SMC that covered themes of Governance, Revenue, National Prevention of Violent Extremism, Internal Security, Foreign Policy & SOEs. Each Public Policy Atelier group was mentored by a former senior civil servant who guided and supported his/her respective group in doing research on the assigned subject theme. All the atelier groups made their presentations to the entire batch.

Online Course

SMC

During **37th SMC,** NIPA Lahore undertook a pilot project for a free online self-paced course with informal assessment and certificate generation in order to share the experience with NSPP/NIPAs. United Nations Office on Drugs and Crime course on Human Trafficking with three modules 'Human trafficking process', 'Identifying and dealing with victims' and 'Understand human trafficking', for the 42 participants of the 37th SMC commenced with an initial session on 2nd May, 2025. It was facilitated by Ms. Mariam Najeeb, Provincial Coordinator Punjab for UN Resident Coordinators Office (RCO) (in person), and United Nations Office on Drugs and Crime (UNODC) representative Mr. Saad Ayub at Islamabad (online).

NIPA Lahore made provision of a dedicated time slot of one hour concentrated over 5 days (reflected in weekly schedule) for the completion of the said course (three modules). The completion rate was 100% for all 3 modules of this online course and all participants were able to generate certificates as well (separate certificate for each module).

Also, for 38th SMC, a free online self-paced course titled "Managing Disasters in Fragile and Conflict-Affected Settings Foundational Course" was conducted. This course, offered by the World Bank Group, was conducted to acquaint the participants with internationally current subjects, to increase their knowledge and improve their IT skills. One hour session was held daily, over a period of three consecutive days and all participants were able to complete the course with 100% certificate generation.

MCMC

As part of the 44th Mid-Career Management Course (MCMC), all 43 participants successfully completed the **"**GovTech: Fundamentals and Key Concepts**"** course offered by the World Bank Group's Open Learning Campus. This intensive 6-hour program provided a comprehensive exploration of the digital transformation landscape, ranging from the evolution of public sector reforms to the practical application of the GovTech Maturity Index (GTMI). Participants engaged with specialized modules covering the four GovTech focal areas, identifying modern digital investment strategies and navigating the complex challenges inherent in public sector innovation. The cohort demonstrated exceptional academic rigor, with every participant achieving a 100% completion rate and scoring 80% or above across all assessments. By mastering these global benchmarks, the officers are now better equipped to implement data-driven solutions and lead digital-first initiatives within their respective departments. This training underscores a collective commitment to modernizing governance through the integration of cutting-edge technological frameworks and citizen-centric service delivery.

37th and 38th SMC NIPA, Peshawar

Policy Atelier

During the year the following Atelier workshops were conducted:

37th SMC

1. Revenue: **Mentor: Dr. Farooq Jamil**
2. Local Government: **Mentor: Mr. Hifz Ur Rehman**
3. Internal Security: **Mentor: Rai Ijaz**
4. Governance Framework: **Mentor: Dr. Muhammad Akif**

38th SMC

1. Internal Security: **Mr. Muhammad Usman**
2. Local Government: **Mr. Abdul Basit**
3. Foreign Policy in the Perspective of Future Challenges: **Amb. (R) Manzoor Ul Haq**
4. Economy & Finance: **Dr. Farooq Jamil**

Presentations on Heroes and Historical Places in 37th SMC & 38th SMC

S.No	Name of Heroes & Historical Places	S.No	Name of Heroes & Historical Places
1.	Mr. Gohar Zaman (Educationist)	12	Ghanta Ghar Peshawar
2.	Mr. Sifwat Ghayur (Police Officer)	13	Mr. Khan Roshan Khan (Historian)
3.	Mr. Ismail Shahid (Actor)	14	Professor H. M. Close
4.	Mr. Nawabzada Abdul Ghafoor Khan Hoti	15	Akhund Darweza
5.	Sardar Ali Takkar (Pashto Classic Singer)	16	Mr. Zakir Khan (Cricketer)
6.	Torkham	17	Ilam Mountain
7.	Abaseen – River	18	Mr. Abdullah (Civil Servant)
8.	Peer Gali of Swabi	19	Chail (Swabi Shawl)
9.	Peshawar Museum	20	Mr. Ajab Khan (Painter)
10.	Shahbaz Ghari Rocks	21	Prof. Pareshan Khattak (Poet/writer)
11.	Malik Muhammad Saad Khan (PSP)	-	-

Special Assignment Report

S. No	SPECIAL ASSIGNMENT REPORT	Course
1.	The Role of SCO in Shaping a Resilient Multipolar Order: Strategic Recalibration through Partnerships	38th SMC

42nd and 43rd MCMC NIPA, Peshawar
Policy Atelier

Governance: Mentor- Syed Abu Akif

Foreign Policy: Mentor-ambassador (Retd.) Manzoor ul Haq

Economics & Finance: **Mentor-Mr. Muhammad Faheem**

CONTEMPORARY ISSUE SERIES – AN OVERVIEW

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-122

During NMC-122, 42 CIS topics were assigned.

NMC-123

During NMC-123, 46 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-122

FST did not take place in NMC-122

NMC-123

The participants of NMC-123 visited following countries. With regard to each destination they were assigned, a specific theme to study. Following matrix provides details:

Group A: Vietnam & China

Group B: UAE & Austria

Group C: Turkiye & Norway

Group D: Romania & Russia

Study Tours – NIPA, Islamabad

Field exposure constituted another critical pillar of the training framework. Participants undertook local visits to key public and private sector organizations, regulatory bodies, and development institutions to gain firsthand insight into operational dynamics and service delivery mechanisms. Inland study tours across major cities facilitated interaction with provincial administrations, industrial hubs, and social welfare institutions, thereby broadening participants' appreciation of regional diversity, governance complexities, and best practices.

Through this integrated approach combining classroom discourse, applied research, institutional visits, and structured study tours, the Institute ensured that learning extended beyond theoretical instruction. The structured exposure to diverse sectors and regions not only enhanced professional competence but also fostered inter-service collaboration, national cohesion, and a deeper understanding of Pakistan's socioeconomic landscape. The following table provides a consolidated overview of study visits conducted during the year.

Course	Local Visits	Inland Study Tour Destinations
37th SMC	NASTP; NDMA; BISP; Nayatel; Zong; PRCS	Sialkot, Lahore; Muzaffarabad, Abbottabad; Faisalabad, Sargodha
38th SMC	PTCL & Ufone; MOL; SIFC; NSTP; OGDCL; Telenor	Sialkot, Lahore; Peshawar, Abbottabad; Multan, Faisalabad
42nd MCMC	IPO; Ignite; NAP; MPCL;	Gujranwala, Lahore; Muzaffarabad,

	OGRA; Telenor	Abbottabad; Multan, Faisalabad
43rd MCMC	BISP; PSH; IRSA; PPAF; Safe City; SOS Village	Gujranwala, Lahore; Faisalabad, Multan; Peshawar, Abbottabad
44th MCMC	OGRA; PRCS; DRAP; Jazz HQ; Nayatel; PEMRA	Gujranwala, Lahore; Faisalabad, Sargodha; Peshawar, Abbottabad
45th MCMC	Senate of Pakistan; SECP; Ignite; BISP HQ; Huawei	Faisalabad, Lahore; Multan, Sargodha; Abbottabad, Haripur

Inland Study Tour – NIPA, Karachi

The Inland Study Tour (1ST), conducted over several days, provides participants of each course with the opportunity to visit the Federal Capital and selected districts of major cities across Pakistan.

42nd, 43rd, 44th and 45th MCMC NIPA, Karachi

During the 42nd MCMC at NIPA Karachi, the participants visited Balochistan, the delegation met to Minister, Population Welfare Department, Additional Chief Secretary, Home Department, I.G. Police Balochistan, Commissioner, Quetta Division and DC Quetta, Secretary, Culture & Tourism Department, Secretary, Climate Change & Environment, DG, Balochistan Civil Service Academy, Dy. Commissioner, Chaman, Chief Minister, Baluchistan, D.G. PDMA, Balochistan, Commander XII Corps, Quetta, IG Frontier Corps.

During the 43rd MCMC at NIPA Karachi, the participants visited Islamabad & KPK they met to the DG Galiyat, Development Authority (GDA), Commissioner Hazara Division and DC Abbottabad, Commandant, PMA Kakul, Deputy Commissioner Mansehra, Kaghan Development Authority (KDA), Honourable Federal Minister, (NHSRC), Honourable Federal Minister, (P&D and Special Initiatives). During the 44th MCMC at NIPA Karachi, the participants visited Islamabad & Peshawar they met to the Chairman Senate Islamabad, Chairman, FBR Islamabad, MD/CEO, OGDCL Islamabad, Federal Minister for Interior and Narcotics Control Islamabad, IG Frontier Corps Qila Bala Hissar Peshawar, Chief Minister KPK, DG, PDA and Visit to Rose Garden, Governor KPK, Chairman POF, Wah Cantt, Speaker National Assembly, HE Ambassador of Saudi Arabia, Controller General of Accounts.

During the 45th MCMC at NIPA Karachi, the participants visited Islamabad & AJ&K they met to the Hon'ble Federal Minister for Interior and Narcotics Control, Hon'ble Federal Minister Planning Development & Special Initiatives, Islamabad, Hon'ble Chairman, Senate of Pakistan, Islamabad, Hon'ble Chief Justice Supreme Court of AJ&K, Hon'ble Minister Food, AJK TEVTA & KDA, Hon'ble Prime Minister of the Azad Jammu & Kashmir, Hon'ble Chief Justice, Supreme Court of Pakistan, Director General, Bureau of Immigration and Overseas Employment, Chairman FBR, Hon'ble Speaker National Assembly, Hon'ble Minister Climate Change & Environmental Coordination.

Local Visit – 42nd, 43rd, 44th and 45th MCMC NIPA, Karachi

During Local Visits, the participants visited Alamgir Welfare Trust, Karachi, Saylani Welfare Trust, Karachi, The Dawood Foundation & Urban Forest, Karachi, Kidney Hill Park, Karachi,

Central Prison & Correctional Facility, Karachi, Meezan Bank Head Office, Karachi & Chinese Consulate General, Karachi.

Inland Study Tour & Local Field Visits – NIPA, Peshawar

During the 37th SMC Inland Study Tour, one group of the participants got the opportunity to visited various departments/entities in Faisalabad & Jehlum i.e. Commissioner office Faisalabad Division, Faisalabad Chamber of Commerce & Industry, FIEDMC Industrial City, RPO Faisalabad, Agriculture University Faisalabad, Ayub Agricultural Research Institute, Jhang, Faisalabad Development Authority, Crescent Textile Mills Faisalabad, Faisalabad Dry Port, Faisalabad Airport, All Pakistan Textile Processing Mills Association (APTPMA), Faisalabad, Lyallpur Galleria, Faisalabad Parks & Horticulture Authority, Chenab Group Nishtarabad Faisalabad, M/S Sadaqat Group Limited Khurrianwala, Khewra Salt Mines. The Second group of participants visited various departments of Azad Jammu & Kashmir i.e. Visit & Briefing at KIM, Chief Secretary AJ&K, Prime Minster AJ&K, PDO, Upper Chattar, Inspector General of Police AJ&K, Muzaffarabad Physical Rehabilitation Center, Departure for University of AJ&K, University of Azad Jammu & Kashmir, Muzaffarabad, Chief Conservator of Forest AJ&K, Site visit of Forest Conservation Pir Chanasi AJ&K, Chakothi (LoC), Tourism Department at Red Fort Muzaffarabad, Neelum Jhelum Hydropower Project, Chatter, Visit/Briefing at Patikka Wildlife Fisheries Park, Pakistan Military Academy Kakul.

During 38th SMC participants visited to various departments/entities in Taxila, Islamabad & Murree i.e. Inspector General of Police Islamabad, Visit to Ministry of Commerce & Trade /TDAP, National Assembly Secretariat Islamabad, GPO Mall Road, Murree, Golra Railway Station Museum Islamabad, National Disaster Management Authority Islamabad, Taxila Museum, HQrs: 12th Division Murree, DFO Office, Murree, Chairman CDA/ Chief Commissioner, Lawrence College, Murree, University of Engineering & Technology, Taxila

Local Visits

37th 38th SMC NIPA, Peshawar

The participants of the 37th 38th SMC visited Cantonment Board, Peshawar, Sarhad Chamber of Commerce & Industry, Peshawar, Central Jail Peshawar, Peshawar Museum, Peshawar Development Authority, Provincial Food Testing Laboratory & Center for Research, Bus Rapid Transit (BRT), Peshawar, Provincial Disaster Management Authority, KP Provincial Housing Authority.

Inland Study Tour NIPA, Peshawar

42nd-45th MCMCs

During the **42nd MCMC**, participants undertook study visits to Islamabad and Faisalabad and were organized into two groups. Visit to the Chief Commissioner Office, Islamabad**,** Visit to the National Vocational & Technical Training Commission Islamabad**,** Visit to National University of Sciences & Technology (NUST), Islamabad**,** Visit to National Disaster Management Authority (NDMA), Islamabad, Visit to Centre for Agriculture and Bioscience International (CABI), Islamabad, Visit to Pakistan Safe Cities, Islamabad, Visit to Drug

Regulatory Authority of Pakistan (DRAP), Islamabad, Pakistan Council of Scientific & Industrial Research (PCSIR), Islamabad, Visit to Securities & Exchange Commission of Pakistan, Islamabad, Visit to Special Investment Facilitation Council (SIFC) and Faisalabad group, Meeting with Deputy Commissioner, Faisalabad, Visit to Faisalabad Development Authority, Faisalabad, Visit to Faisalabad Dry Port, Visit on Faisalabad Chamber of Commerce & Industry (FCCI), Visit to National Textile University (NTU), Faisalabad, Visit to Masood Textile Mills, Visit to Faisalabad Waste Management Company (FWMC), Visit to Interloop Limited

During the **43rd MCMC**, study visits were conducted to Islamabad and Murree, with participants divided into two separate groups. Islamabad-Murree, Visit to Lawrence College, Visit to Forest Department of Murree/ Punjab, Call on Commissioner Office, Islamabad, Visit to Pakistan Safe Cities, Islamabad, Visit to National Agricultural Research Centre (NARC), Islamabad , Visit to National Vocational and Technical Training Commission (NAVTTC), Call on Professor Ahsan Iqbal, Federal Minister, Planning, Visit to National Electric Power Regulatory Authority, Islamabad, Visit to Institute of Space Technology (IST), Islamabad, Visit to National Institute of Health (NIH), Islamabad

During the **44th MCMC**, participants visited Azad Jammu and Kashmir as a single group. Visit & Briefing at Line of Control (LoC), Chakothi, Call on the Chief Secretary, GoAJ&K, Call on Director General, Kashmir Institute of Management, Visit and Meeting with Chief Conservator of Forest, AJ&K, Visit & Briefing TEVTA, Muzaffarabad, Visit & Briefing – P&D Department, GoAJK, Visit & Briefing Central Board of Revenue, AJ&K

During the 45th MCMC, all participants, in one group, visited various organizations in Islamabad. Visit to Chief Commissioner Islamabad office for briefing on issues and challenges of management in Islamabad & CDA, Islamabad. Visit to National Disaster Management Authority (NDMA), Islamabad, Visit to Economic Affairs Division (EAD), Islamabad, Visit to Ministry of Interior & Narcotics Control, Islamabad, Visit to Benazir Income Support Program (BISP), Islamabad, Visit to Senate of Pakistan, Islamabad, Visit to Pakistan Safe Cities, Islamabad

42nd, 43rd, 44th and 45th MCMC Policy Praxis (Local Field Visits)

Three Policy Praxis in the shape of local visits for the participants of the 42nd , 43rd, 44th and 45th MCMC were arranged to various organizations. The participants visited Central Prison, Peshawar, Rehman Medical Institute, Peshawar, Peshawar Institute of Cardiology, Peshawar, Social Welfare Deptt KP, Zamong Kor, Alkhidmat & Aghosh Foundation, Regional Transport Office, Peshawar, Bus Rapid Transit, Peshawar, Qila Balahisar, Peshawar

Inland Study Tour (1ST) – NIPA, Quetta

The Inland Study Tour (1ST), conducted over several days, provides participants of each course with the opportunity to visit the Federal Capital and selected districts of major cities across Pakistan.

43rd, 44th and 45th MCMC NIPA, Quetta

Inland Study Tour 43rd IST	
Schedule	**Islamabad, Rawalpindi from (18th May to 22nd May, 2025)**
Destinations / Offices Visited:	1. NUST Business School Islamabad 2. PEMRA Islamabad 3. Lok Virsa Museum 4. Pakistan Monuments 5. National Assembly 6. PIPS 7. Senate of Pakistan 8. PARC 9. Attock Refinery Limited 10. Pakistan Sweet Home

Inland Study Tour 44th IST	
Schedule	**Peshawar, Wah Cantt., Taxila** **14th September, 2025 to 18th September, 2025**
Destinations / Offices Visited:	1. University of Agriculture, Peshawar 2. Islamia College, Peshawar 3. Secretary Auqaf 4. Masjid Mahabat Khan 5. Qila Bala Hasar 6. Deputy Commissioner Office, Peshawar 7. Bus Rapid Transit System 8. DG NIPA Peshawar 9. Pakistan Ordinance Factory 10. Taxila Museum

Inland Study Tour 45th IST	
Schedule	**Karachi – Hub – Gadani** **(04th January, 26 to 08th January, 2026)**
Destinations / Offices Visited:	1. DG Khan Cement Gadani/Hub 2. Catron Industries Limited Hub 3. NED University Karachi 4. Port Qasim Authority Bin Qasim 5. Pakistan Maritime Museum 6. Sui Southern Gas Company (SSGC) Head Quarter 7. Pakistan Bureau of Statistics Karachi Office

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.

37th and 38th SMC — NIPA, 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. NIPA 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, laws 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.

42nd, 43rd, and 44th MCMC — NIPA, Lahore

The course participants hail from diverse demographic, educational and professional backgrounds. NIPA 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 which include table tennis, laws 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.

37th, 38th SMC and 42nd–45th MCMC — NIPA, Islamabad

As part of the co-curricular, cultural, and environmental initiatives, and alongside the successful conduct of the 37th and 38th Senior Management Courses (SMC) and the 42nd, 43rd, 44th, and 45th Mid-Career Management Courses (MCMC), NIPA Islamabad organized a wide range of supplementary activities. These included mushairas, cultural nights, sports events, visits to charity homes, movie nights, and tree plantation drives. These initiatives were designed not only to sensitize participants to environmental and social issues but also to foster creativity, team spirit, and holistic personal development.

Cultural Nights and Mushairas: The Cultural Committee of each course organised cultural evenings at which participants demonstrated their co-curricular talents and celebrated Pakistan's regional diversity. The events created enduring memories for both participants and faculty.

Movie Screenings: The Cultural Committees of the 37th and 38th SMC arranged movie nights for course participants. The film "12 Angry Men" was screened for participants of the 37th SMC, serving as both an engaging cultural event and a prompt for reflection on deliberation and justice.

Tree Plantation Drives: NIPA Islamabad continued its institutional commitment to environmental sustainability by facilitating tree plantation drives for both courses. Management, faculty, and Cultural Committee members participated actively, with plantation carried out both within the NIPA premises and at external sites.

Course Publications: Participants channelled their intellectual and creative energies into the production of course magazines. The 37th and 38th SMC participants published "Aurora," while MCMC participants produced "Zephyr," "Equinox," and "Inkspire." Each Editorial Board dedicated considerable effort to documenting the journey, learning, and perspectives of their cohort, resulting in publications that reflect the analytical depth and cultural breadth of the officers in training.

Book Reviews and Voluntary Presentations: Book reviews are a regular feature of the NIPA Islamabad programme, requiring participants to deliver structured presentations on selected texts followed by question-and-answer sessions. Voluntary presentation committees were also constituted to highlight Pakistan's lesser-known cultural, geographic, and historical treasures and to honour the contributions of unsung national figures.

42nd–45th MCMC — NIPA, Karachi

NIPA Karachi facilitated a vibrant programme of cultural, environmental, and sporting activities during the 42nd, 43rd, 44th, and 45th Mid-Career Management Courses.

Cultural and Qawali Nights: The Institute supported Cultural Committees in organising memorable cultural evenings, including a Qawali Night and a Mushaira featuring renowned poet Mr. Sahar Ansari. Participants showcased their co-curricular talents, celebrating Pakistan's cultural heritage and forging lasting bonds with peers and faculty.

Tree Plantation Drive: NIPA Karachi continued its commitment to environmental stewardship by facilitating tree plantation drives across all four cohorts. With the support of management, faculty, and participants, the Tree Plantation Committees carried out large-scale planting in and around the NIPA Karachi campus, reinforcing a culture of sustainability among serving officers.

Sports Day: Sports Committees across all four courses organised inter-course athletic competitions that drew enthusiastic participation. The highlight of each Sports Day was a cricket match between participants and faculty — a keenly contested fixture. The prize distribution ceremonies were honoured by the presence of Pakistan cricket legends Mr. Younus Khan and Mr. Shahid Khan Afridi, who presented awards to the winning teams.

37th and 38th SMC and 42nd–45th MCMC — NIPA, Peshawar

NIPA Peshawar facilitated a rich programme of cultural, environmental, and athletic activities across both the Senior Management and Mid-Career Management Courses, complemented by significant institutional development during the reporting period.

Cultural Nights and Bait Bazi Competitions: The Cultural Committees of the 37th, 38th SMC and the 42nd through 45th MCMC cohorts organised well-coordinated Cultural Nights and Bait Bazi Competitions. The events featured poetry recitations, musical performances, traditional dances, and dramatic presentations, collectively celebrating the cultural diversity of Pakistan. These occasions served as platforms for talent, camaraderie, and cultural exchange among participants and faculty, leaving a lasting impression on all who attended.

Tree Plantation Drive: NIPA Peshawar reaffirmed its commitment to environmental sustainability through a tree plantation campaign held on 7th March 2025. Led by Director General Captain (Retd.) Usman Gul, the drive involved active participation from faculty, officers, and trainees. With 4,500 trees already established on the NIPA campus and 1,000 planted over the preceding three years, an additional 300 trees were added during the current cycle, reflecting the Institute's sustained dedication to afforestation.

Institutional Achievements: The reporting period witnessed substantial infrastructural and programmatic development at NIPA Peshawar, including the renovation of officers' offices and faculty lounges, the groundbreaking ceremony for a new auditorium, the inauguration of dedicated facilities for female participants in the mosque, the construction of a solar tubewell and overhead water tank, installation of parking sheds, inauguration of a gymnasium, revamping of the NIPA Peshawar and Khyber Journal of Public Policy websites, construction of a campus boundary wall and security checkpost, and renovation of participant and faculty washrooms. The Institute also published its course magazine, "Mashaal," organised a sports gala spanning five disciplines, and extended professional assistance to sister organisations — including the Pakistan Academy of Rural Development, the Pakistan Provincial Services Academy, and 24 District Gazetteer projects authored by PMS Trainee Officers.

43rd, 44th, and 45th MCMC — NIPA, Quetta

NIPA Quetta facilitated a structured programme of cultural, environmental, and sporting activities during the 43rd, 44th, and 45th Mid-Career Management Courses, providing participants with meaningful opportunities for creative expression, civic engagement, and professional bonding.

Cultural and Literary Nights: The Institute provided full institutional support to Cultural Committees in organising Cultural Nights and a Literary Night across the three cohorts. Events featured classical and contemporary musical performances, mushairas with invited poets, regional cultural presentations, and performances by course participants. These evenings served as platforms for celebrating Pakistan's diverse cultural heritage while strengthening professional relationships among officers from varied backgrounds. The events left a lasting impression on participants, faculty, and staff alike.

Tree Plantation Drive: NIPA Quetta continued its environmental stewardship mandate by facilitating tree plantation drives across all three cohorts. Supported by management, faculty, and participants, the Tree Plantation Committees carried out large-scale planting within and beyond the NIPA Quetta campus, contributing to a broader institutional culture of sustainability.

Sports Day: The Sports Committees of the 43rd, 44th, and 45th MCMC courses organised inter-course athletic competitions that generated strong participant engagement. The highlight of each Sports Day was a cricket match between course participants and faculty — a closely contested fixture that concluded in a spirited finish, building camaraderie across ranks. Service group presentations were also held, with four sessions conducted across the reporting period.

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 Ms. Saira Imdad Ali, Director Publications, Ms. Bushra Bashir, Senior Research Associate, Dr. Saif Ullah Khalid, Research Associate, Dr. Ali Abbas, Research Associate, Ms. Faryal Maaz, Research Associate, Ms. Naeema Naeem, Additional Director, Library, Mr. Jahanzeb Waheed, Research Associate, Ms. Sadia Pirzada, Senior Research Associate, Dr. Sumreen Khalil, Research Fellow, Mr. Muhammad Abdullah, Research Fellow, Ms. Sabina Babar, Research Fellow, and Mr. Sajid Sultan, Statistical Analyst

Conference

3rd NSPP Conference on Artificial Intelligence in Public Policy and Governance – 25th-26th August, 2025



The conference convened leading policymakers, scholars, and practitioners to explore how Artificial Intelligence can be strategically integrated into governance systems in Pakistan. 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.

Roundtable Discussions

The Indus Waters Dilemma: War, Woes & Way Forward – 3rd June, 2025



India's unilateral suspension of the Indus Waters Treaty — widely regarded as a violation of international law — was examined by senior diplomats, policy experts, and legal and environmental specialists. The discussion recommended pursuit of diplomatic redress at international forums, including the UN Security Council, alongside strengthening Pakistan's national water management framework and expanding reservoir capacity.

Quest for Regional Peace: Sour Pakistan-Afghanistan Relations and the Way Forward
10th October, 2025



Pakistan-Afghanistan bilateral relations and their regional implications were deliberated from diplomatic, security, and communications perspectives by policymakers, academics, and media experts. The discussion underscored the importance of Track-II diplomacy, people-to-people engagement, and sustained confidence-building measures, concluding that durable peace requires non-coercive, inclusive engagement with the Afghan people built on long-term trust.

National Housing Policy 2025: On the Anvil – 18th November, 2025



Priorities and implementation strategies for Pakistan's forthcoming National Housing Policy were examined by policymakers, urban planners, architects, and academics. Deliberations covered affordable and rental housing, land reform, urban planning, public-private financing, green infrastructure, and technology-driven solutions. The discussion concluded that effective housing reform requires coordinated, evidence-based policymaking, robust implementation capacity, and sustained cross-sector collaboration.

Webinar

Recent Floods in Pakistan: Is It an Impact of Climate Change? A Way Forward – 30th October, 2025



The increasing frequency and severity of floods in Pakistan, in the context of climate change, was examined at a high-level webinar. Speakers included Federal Minister for Climate Change Dr. Musadik Masood Malik, Pakistan Climate Change Council Member Mr. Ali Tauqeer Sheikh, and BBC Senior Reporter Mr. Umer Draz Nangiana. The discussion emphasized improved inter-agency coordination, data-driven planning, early warning systems, and long-term climate adaptation strategies to strengthen national resilience.

Annual Report 2024



The Annual Report of the National School of Public Policy (NSPP) is being prepared in accordance with Section 15 of the NSPP Ordinance 2022. The National Institute of Public Policy (NIPP) followed a rigorous process for compiling and refining data from NSPP's integral and constituent units for the Annual Report 2024 with rigorous quality checks. The printed copy is available and distributed.

Book Talks

Dekha Jinhein Palat Ke by Dr. Farooq Adil – 10th October, 2025



The book talk hosted a panel discussion featuring Mr. Mujeeb-ur-Rehman Shami, Mr. Atta-ul-Haq Qasmi, and Rector NSPP Dr. Muhammad Jamil Afaqi. Dr. Adil highlighted the book's insights on Pakistan's social and political landscape and the role of literature in preserving collective memory. Dean NIPP Dr. Naveed Elahi emphasized the institute's commitment to fostering dialogue between scholars and policymakers, noting that cultural narratives can inform inclusive public policy debates.

Mujh Se Jo Ho Saka by Mr. Hussain Naqi – 4th December, 2025



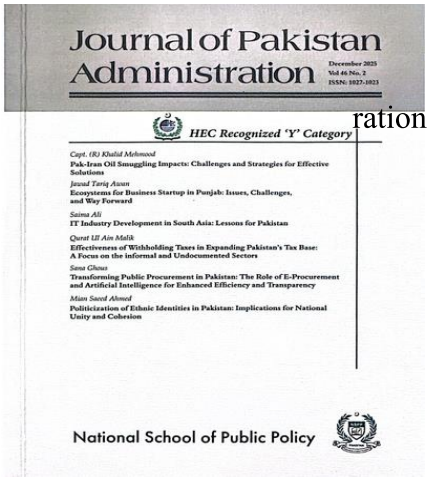
The session featured reflections from a panel including Mr. Farrukh Sohail Goindi and Mr. Salman Ghani on Mr. Naqi's journalistic and human rights contributions, followed by his personal insights. Dean NIPP Dr. Naveed Elahi and Rector NSPP Dr. Muhammad Jamil Afaqi opened the session, and a book fair facilitated academic engagement. The event underscored NIPP's commitment to promoting informed dialogue on Pakistan's socio-political history and public discourse.

A Tribute to the Legendary Author Bapsi Sidhwa



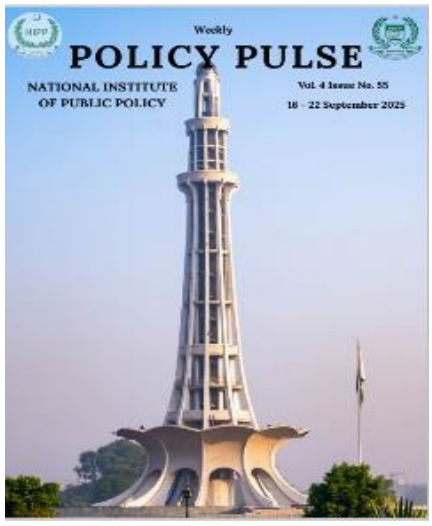
The NIPP arranged a special gathering to pay tribute to the legendary author and masterful storyteller of Pakistan, Bapsi Sidhwa, at NSPP campus. The event was attended by civil servants, academicians, intellectuals, and National Management Course participants. Dean NIPP Dr. Naveed Elahi welcomed the guests and hailed Sidhwa as a globally acclaimed Pakistani novelist and quintessential Lahori. Speakers Muneeza Hashmi, Perin Boga, and Naveed Shahzad shared personal memories, highlighting her humor, wisdom, and enduring contributions to literature, noting that her legacy continues to resonate with readers worldwide.

Recognition of Journal of Pakistan Administration (JPA) by HEC



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.

Policy Pulse



NIPP launched online Weekly Policy Pulse' offering insights and recommendations on key successfully published.

Internship Programs



Three internship cycles were conducted in January–February, April–May, and July–September 2025, and a fourth started in December 2025, offering selected participants structured exposure to public policy research, analysis, and governance. Interns contributed to policy papers, attended expert-led sessions, and participated in roundtable discussions on topics including social media regulation. Departmental visits to institutions such as the National Institute of Public Administration, Central Police Office, and Excise, Taxation and Narcotics Control Department were arranged by NIPP, providing practical insight into institutional operations. Each cycle concluded with a performance review and certificate distribution ceremony.





Library

The well-equipped library serves the faculty, participants and researchers at National School of Public Policy (NSPP). It has an extensive collection of books, journals, government documents and reports accumulating to around 51,000 in number. Recently, the latest books





on biographies, international relations, national security, public policy, and classics in literature have been added. In addition, the in-house research studies conducted by Pakistan Administrative Staff College (PASC), National Institute of Public Policy (NIPP) and Executive Development Institute (EDI) are also available with the Library for quick reference.

A separate section has been established where the literary work written by civil servants is displayed. A separate section on National Security has also been set up containing books on crime, intelligence, extremism, militancy, and terrorism. Furthermore, an online catalogue of the library is available for faculty and participants. Access to HEC Digital Library Resources including JSTOR, SpringerLink, Taylor & Francis, and Wiley-Blackwell are also made available to all. Access to Pakistan Law Site is also available.

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 institution 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 facilitate Webinars on issues of public importance

EDI Core Team

The EDI is headed by Dr. Naveed Elahi as Dean, other staff of EDI include Mr. Kamran Ahmad, Director, Mr. Qaiser Iqbal as Additional Director (Program & Publications), Mr. Zulfiqar Ali, Deputy Director (Coordination), Mr. Qaisar Mehmood, Deputy Director (Publication & Reproduction), Mr. Muhammad Irfan, Protocol Officer, Mr. Nadeem Adnan Shah, Reproduction Officer and Mr. Waseem Ahmed as PS to Dean EDI.

Accreditation as a Recognized Institute of Training on Corporate Governance

The EDI at NSPP is currently conducting a series of Directors' Training Programs for State-Owned Enterprises (DTP–SOEs) as a mandatory requirement, in line with its accreditation by

the Securities and Exchange Commission of Pakistan (SECP) as a recognized institute for corporate governance training.

In this context, Pakistan's first-ever three-day "Directors' Training Program (DTP) for State-Owned Enterprises" was conducted from 10th to 12th February 2025, followed by the successful hosting of the 2nd and 3rd DTP–SOEs series at EDI, NSPP from 18th to 20th August 2025 and 17th to 19th December 2025, respectively.

Details of Activities at a Glance Conducted at EDI

SECP 1st Directors Training Program (DTP) for State-Owned Enterprises (SOEs)
(10th to 12th February, 2025)

One-Day Training Workshop on "Negotiation Skills"
(07th May, 2025)

Training Workshop on "Project Management-IV"
(02nd—03rd July, 2025)

SECP 2nd Directors Training Program (DTP) for State-Owned Enterprises (SOEs)
(18th to 20th August, 2025)

Public Financial Management (PFM-VII)
(11th to 12th September, 2025)

Two-Days Leadership Development Program
(16th—17th October, 2025)

1st SNGPL Management Development Program (MDP)
(03rd —14th November, 2025)

One-Day Training Workshop on "Negotiation Skills"
(21st November, 2025)

2nd SNGPL Management Development Program (MDP)
(01st —12th December, 2025)

SECP 3rd Directors Training Program (DTP) for State-Owned Enterprises (SOEs)
(17th to 19th December, 2025)

Partnerships with Public Sector Entities

On May 16, 2025, the National School of Public Policy (NSPP) and Sui Northern Gas Pipelines Limited (SNGPL) signed a Memorandum of Understanding (MoU) to establish a customized mid-career training program for SNGPL officers. The program aims to enhance participants' skills in leadership, finance, management and technology. Key figures at the signing ceremony included Mr. Muhammad Ismael Qureshi, Chairman SNGPL and Dr. Ijaz Munir, Rector NSPP alongwith senior officials from both organizations. This partnership aims to foster professional growth and prepare SNGPL officers for industry challenges. So far EDI has successfully trained two dedicated cohorts of 30 SNGPL executives each from 3rd-14th November, 2025 and 1st-12th December, 2025.

Short Trainings

1). On May 7, 2025, EDI conducted a one-day "Negotiation Skills-II" workshop to strengthen leadership and decision-making in complex governance contexts. The event attracted **49** participants from diverse public and private organizations—including the Pakistan Stock Exchange and NESPAK—fostering cross-sector collaboration on advanced negotiation strategies. Dr. Naveed Elahi, Dean EDI, reaffirmed the institute's commitment to equipping professionals for effective public policy solutions, while guest speakers stressed the importance of communication and strategic negotiation. The workshop concluded with certificate distribution, underscoring the value of negotiation skills in professional leadership. A detailed report is available on the NSPP website's EDI Publications Portal.

2). On July 2–3, 2025, EDI conducted a two-day "Project Management-IV" workshop to address national and regional challenges, focusing on agility, accountability and strategic principles. About **30** professionals from public and private sectors—including HEC and the Ministry of Defence Production—participated. Eminent guest speakers covered advanced project management techniques, legalities and technology in management. Dr. Naveed Elahi, Dean EDI, and Mr. Kamran Ahmad, Director EDI, underscored the importance of strengthening project management skills in today's development landscape. Participants actively engaged, appreciated the workshop's quality and received certificates upon completion. A detailed report is available on the NSPP website's EDI Publications Portal.

3). On September 11–12, 2025, EDI conducted the Public Financial Management (PFM-VII) Training Initiative to enhance understanding of budgeting, accounting and fiscal literacy. A total of **41** participants—including civil servants and private sector executives from across Pakistan—attended. Dr. Naveed Elahi, Dean EDI, welcomed participants and highlighted the program's role in strengthening fiscal governance. The course blended theory and practice to address Pakistan's fiscal challenges and develop reform-oriented solutions. Notable speakers included Dr. Ishrat Hussain and Mr. Sibtain Fazal Halim, while Day-2 sessions on fiscal federalism and financial transparency were led by Mr. Tariq Bajwa and Mr. Waqar Masood Khan. The initiative concluded with certificate distribution by the Rector NSPP and Dean EDI. A detailed PFM-VII report is available on the NSPP website's EDI Publications Portal.

4). On October 16–17, 2025, EDI hosted a two-day Executive Course on the "Leadership Development Program" for senior public and private sector decision-makers, attracting **50** participants nationwide, including civil servants and academic and corporate executives. Dr. Naveed Elahi, Dean EDI, highlighted the program's aim to strengthen leadership capacity and public service excellence through themes such as team dynamics and emotional intelligence. Dr. Muhammad Jamil Afaqi, Rector NSPP, welcomed participants and stressed ethical integrity in leadership. Eminent guest speakers covered leadership and innovation, while Day-2 workshops on conflict management and leadership styles were led by experts from LUMS and Quaid-e-Azam Foundation. The Rector concluded by emphasizing vision and collaboration for national development. The program ended with certificate distribution. A detailed report is available on the NSPP website's EDI Publications Portal.

5). On November 21, 2025, EDI held the 3rd "Negotiation Skills Training Workshop" under the theme "Managing Conflicts through Negotiations." The bespoke program equipped an elite group comprising **21** participants from public and private sector leaders from across Pakistan with advanced techniques to convert conflicts into opportunities through effective communication, decision-making and leadership. Dr. Naveed Elahi, Dean EDI, emphasized practical strategies for win-win outcomes, while Mr. Kamran Ahmad, Director EDI, linked the workshop to EDI's broader mission and its strong record of attracting high-caliber cohorts. Expert facilitators led interactive sessions on negotiation strategies, conflict resolution models and ethical dialogue. The workshop concluded with certificate distribution, recognizing participants' enhanced capacity to manage complex negotiations. The full report is available on the NSPP website via the EDI Publications Portal.

EDI Publications in 2025

The Reports of following Programs have been published on NSPP website at EDI Publications' portal:

- Report on "2nd Directors' Training Program (DTP) for State-Owned Enterprises (SOEs)" held on 18th to 20th August, 2025
- Report on "Public Financial Management (PFM-VII)" held on 11th to 12th September, 2025
- Report on "Negotiation Skills-III" Training Workshop held on 21st November, 2025
- Report on "3rd Directors' Training Program (DTP) for State-Owned Enterprises (SOEs)" held on 17th to 19th December, 2025

Executive Development Institute: A Pictorial Record of Trainings & Events



















NATIONAL SCHOOL OF PUBLIC POLICY
EXECUTIVE DEVELOPMENT INSTITUTE
Director Training Program For State Owned Enterprises (SOEs)
18th - 20th August 2025



1st Row: L to R — Mr. Zulfiqar Ali, Dy. Dir. EDI | Mr. Faisal Ur Rehman, Dy. Dir. EDI | Mr. Muhammad Anwar Sheikh, Guest Speaker | Dr. Naveed Elahi, Dean EDI | Dr. Muhammad Jamil Afaqi, Rector NSPP | Mr. Kamran Ahmad, Director EDI

2nd Row: Mr. Abdul Rehman Warraich, Guest Speaker | Mr. Qaisar Iqbal, Addl. Dir. EDI | Mr. Qaisar Mehmood, Dy. Dir. EDI

3rd Row: Mr. Iqtidar Haider | Dr. Shafiq Ahmed Awan | Mr. Siddiq Ahmed | Mr. Atique Sultan Raja | Lt. Col Izhar Ahmad | Asia Gul | Syedah Ramallah Ali

4th Row: Ms. Saira Iftikhar | Ms. Faiza Muzaffar | Dr. Zahid Pervaiz | Dr. Ali Razaque | Mr. Asif Salam | Mr. Abid Raza

5th Row: Mr. Ahmed Ali | Lt. Col. (R) Shehzad Khalid | Mr. Farrukh Ameer Khan | Mr. Tariq Naeem Awan | Dr. Rashid Ahmad Bhatti | Mr. Mansoor Azam

6th Row: Mr. Qazi Abdul Quddus | Mr. Muhamamd Basit Siddiqui | Mr. Umair Anwar | Prof. Muhammad Hussain Baloch | Engr. Muhammad Naeem Jan

7th Row: Engr. Inayat Ullah Tareen | Mr. Waseem Akram | Mr. Tehseen Ahmed | Syed Kamal Haider | Mr. Sharafat Ali | Mr. Muhammad Riaz | Brig. Retd. Musharraf Rasul | Mr. Nadeem Faisal

8th Row: Mr. Muhammad Waqas Mushtaq Qureshi | Mr. Iqbal Hassan | Hafiz M. Saad Nawaz Qasrani | Mr. Irfan Hussain | Mr. Arshad Illahi Diyal

9th Row: Syed Anwar Ali | Lt. Col. (Retd.) Shahid Abbas Khan | Mr. Muhammad Hassan Ahsan | Mr. Aamir Latif | Mr. Hammad Khan | Mr. Omer Kauser Malik

10th Row: Mr. Usman Azam Shahzad | Dr. Said Rahman | Mr. Atta Mohmmad Khakwani

NATIONAL SCHOOL OF PUBLIC POLICY
EXECUTIVE DEVELOPMENT INSTITUTE
Executive Training Course on "Leadership Development Programme"
16th - 17th October 2025



1st Row: L to R — Mr. Qaiser Iqbal, Addl. Dir (EDI) | Mr. Muhammad Shoaib, District & Session Judge | Dr. Allah Baksh Malik, Guest Speaker | Dr. Muhammad Jamil Afaqi, Rector NSPP | Dr. Naveed Elahi, Dean EDI | Mr. Kamran Ahmad, Director EDI | Mr. Muhammad Ikram Barkat, Director General (PEMRA)

2nd Row: Mr. Zulfiqar Ali, Mr. Qaiser Mehmood, Mr. Muhammad Naeem Bazai | Ms. Sumaira Ayub, Syed Kashif Ahmad, Prof. Dr. Muhammad Ali Nasir | Barrister Maimuna Ranjha, Engr. Muhammad Kashif Ali, Mr. Omar Kauser Malik, Mr. Nadeem Adnan Shah, Mr. Aitesam ul Haq Mughal, Mr. Nasir Saeed Akhtar Warraich, Mr. Iftikhar-ul-Hassan | Ms. Rabeea Anwar, Engr. Ikram Ullah, Mr. Khalid Javed, Mr. Fahad Shahbaz, Mr. Abdul Haseeb Asghar, Mr. Muhammad Azam | Ms. Sharaf Jehan Qasmi, Mr. Taimur Javed, Mr. Amir Muhammad Khan Niazi, Mr. Sohaib Islam, Mr. Owais Javed, Mr. Muhammad Asif, Mr. Muneed-ul-Hassan | Prof. Dr. Rizwana Bashir, Mr. Muhammad Aurangzed, Mr. Arshad Ali Khan, Mr. Muhammad Shakeel, Mr. Nashad Khan, Mr. Mukesh Kotak, Dr. Saif Ullah Khalid | Mr. Muhammad Junaid Khan, Dr. Muhammad Akram Shakir, Mr. Assad Khan, Syed Asif Ali, Mr. Muhammad Irfan | Mr. Hamid Ali Khan, Mr. Muhammad Adnan Mukhtar, Mr. Haris Bin Maqsood, Mr. Sayyed Ahmad Ovais, Mr. Faiz Chohan | Mr. Muhammad Yar, Mr. Maratab Ali, Mr. Muhammad Ammar Naveed, Mr. Hassan Rashid, Mr. Niamat Ali Baig, Mr. Muhammad Ali Malik | Mr. Baber Hussain, Mr. Naeem Shahzad, Mr. Usman Azam

NATIONAL SCHOOL OF PUBLIC POLICY
EXECUTIVE DEVELOPMENT INSTITUTE
Executive Training Course "Public Financial Management (PFM)-IV"
11th - 12th September 2025



1st Row: L to R — Mr. Qaiser Iqbal, Addl. Dir (EDI) | Mr. Kamran Ahmad, Director EDI | Dr. Ishrat Hussain, Guest Speaker | Dr. Naveed Elahi, Dean EDI | Mr. Muhammad Ikram Barkat, Director General (PEMRA) | Mr. Zulfiqar Ali, Dy.Dir Coord (EDI) | Mr. Qaiser Mehmood, Dy.Dir (P&R) EDI

2nd Row: Mr. Salman Jah, Air Cdr. Nazia Mascom, Mr. Faisal Imran Khan, Dr. Nisar Ahmad Bazmi, Ms. Samina Durrani, Mr. Naveed ul Haq, Mr. Ghulam Muhammad Phul, Flt. LT. (R.) Muhammad Ashraf Chaudhary, Mr. Mughees Ahmad Sheikh, Dr. Ghulam Ali Mallah, Mr. Abdur Rab Khan, Ms. Madiha Ashraf, Mr. Asim Mushtaq, Ms. Javairia Bano,

3rd Row: Ms. Faiza Jabeen, Mr. Irfan Ullah, Mr. Khaliq Hussain, Mr. Muhammad Raheel Akram, Mr. Ali Asghar Bhutto, Gp Capt. Wasiq Ali, Mr. Abbas Raza Nasir, Mr. Zubair Hussain Kharal, Mr. Shahzad Amjab Bukhari, Mr. Asim Shahzad, Mr. Muhammad Amir, Mr. Muhammad Faraz Alvi, Mr. Mohsan Tanveer,

4th Row: Mr. Muhammad Sajjad, Mr. Riaz Khan, Mr. Nadeem Adnan Shah (ROED), Mr. Hasan Masud, Sqd. Ldr. Muhammad Imran, Flt. Lt. M Tahir Manzoor, Mr. Muhammad Irfan, Mr. Muhammad Abu Bakar Siddique, Mr. Muhammad Shahid Latif, Mr.Muhammad Abrar, Mr. Faisal ur Rehman, Mr. Muhammad Shoaib, Mr. Faisal Zaman, Mr. Adnan Ali, Mr. Iftikhar Ahmad,

NATIONAL SCHOOL OF PUBLIC POLICY
EXECUTIVE DEVELOPMENT INSTITUTE
"Management Development Programme" Executives of SNGPL
1st - 12th December 2025



1st Row: L to R — Mr. Qaisar Iqbal, Addl. Dir. EDI | Mr. Shahzad Ahmed Malik, Resource Person | Mr. Kamran Ahmad, Director EDI | Dr. Naveed Elahi, Dean EDI | Dr. Muhammad Jamil Afaqi, Rector NSPP | Mr. Miraj A Arif, Resource Person

2nd Row: Mr. Hussain Anwar, Resource Person | Mr. Faisal Ur Rehman, Dy. Dir. EDI | Mr. Qaisar Mehmood, Dy. Dir. EDI

3rd Row: Mr. Muhammad Rizwan Mushtaq, Mr. Shahzad Ahmad Awan | Mr. Kashif Javed, Mr. Asif Naeem | Mr. Rehmat Ullah Khan, Mr. Binyameen Shahid | Mr. Akif A Noor, Mr. Faheem Baig | Mr. Masam Ibrar, Mr. Sajid Raza Syed | Mr. Riast Ali | Mr. Shahzad Ahmad

4th Row: Mr. Alla Ud Din, Mr. Muhammad Shaid Javed | Mr. Saeed Akbar Sumra, Mr. Rumman Omar | Mr. Fraz Ejaz, Mr. Sohail Anwar | Mr. Muhammad Abaid Azim, Mr. M. Imran Ayaz Khan | Mr. Mian Muhammad Qaisar Yaqoob, Mr. M. Nadeem Zafarullah | Hafiz Hamid Mehboob Rana, Mr. Muhammad Sohail

5th Row: Syed M. Abdul Ghafoor | Mr. Imran Ahmad Khan | Mr. Mian Abid Nawaz | Mr. Imran Safdar Virk | Mr. Muhammad Khalid Mahmood | Mr. Rashid Ishaq

SECTION–VI

Pictorial Overview

43RD MID CAREER MANAGEMENT COURSE NIPA PESHAWAR



43RD MID CAREER MANAGEMENT COURSE NIPA QUETTA



44TH MID CAREER MANAGEMENT COURSE NIPA PESHAWAR



44TH MID CAREER MANAGEMENT COURSE NIPA QUETTA



38TH SENIOR MANAGEMENT COURSE NIPA ISLAMABAD



44TH MID CAREER MANAGEMENT COURSE NIPA ISLAMABAD



SECTION – VII

International Collaborations and Memorandums of Understanding (MoUs)

Status of MoUs Signed by NSPP with Foreign Countries/International Organizations

Sr. No.	Country	Institution	Signing date and duration
1.	China	China National School of Administration (CNSA), Beijing, China	MOU was signed with CNSA on November 10, 2009, in Beijing, P.R. China Duration is 5 years and is **renewed automatically** **(Articles 6 & 9)**
2.	Turkey	Public Administration Institute for Turkey and the Middle East (TODAIE), Ankara	MOU was signed with TODAIE on May 5, 2010, in Ankara, Turkey Duration is 5 years and is extendable **by consent of parties in writing (Article IV)**
3.	Russia	Russian Academy of Public Administration under the President of the Russian Federation (RAPA), Moscow, Russia	MOU was signed with RAPA on May 13, 2010, in Moscow, Russia Duration is 5 years and is **extended for a further 5 years (Article 8)**
4.	France	Ecole Nationale D' Administration (ENA)/ L'Institut national du service public (INSP), Paris, France	MOU was signed with ENA on May 30, 2011, in Paris, France. Duration is 5 years and **is renewed automatically (Articles 6 & 9)**
5.	Italy	National School of Public Administration (Scuola Superiore Della Pubblica Amministrazione - SSPA), Rome, Italy	MOU was signed with SSPA on December 05, 2011, in Rome, Italy. Duration is 3 years and is **successively renewed** on a yearly basis **(Article 6)**
6.	Japan	National Graduate Institute of Policy Studies (GRIPS), Tokyo, Japan	MOU was signed with GRIPS on February 25, 2016 and March 28, 2016, at Tokyo and Lahore respectively. Duration is 3 years and **is renewed automatically**

Sr. No.	Country	Institution	Signing date and duration
7.	Maldives	The Civil Service Commission, Maldives	MOU was signed with Maldives on July 25, 2017 at Male', Maldives Duration is 5 years and **is renewed automatically for the same duration (Article 8 (1) & (2))**
8.	Sri Lanka	Sri Lanka Institute of Development Administration (SLIDA)	MOU was signed with SLIDA on March 23, 2018 at Islamabad, Pakistan Duration is 3 years and **will be renewed automatically for another 3 years (Article 8)**
9.	Singapore	Civil Service College of the Republic of Singapore	MoU was signed Civil Service College on 20th June 2023, virtually Duration is 3 years and may be renewed on mutual agreement **(Article 10)**
10.	United Nations	United Nations Development Program	Signed on December 16, 2024 As it is a Statement of Intent, there is no sunset or automatic renewal clause.

SECTION – VIII

Development Activities

Construction of New Auditorium NIPA Peshawar





Construction of New Hostel (In Progress) NIPA Peshawar



Construction Boundary Wall NIPA Peshawar



Renovation of MCMC Faculty Lounge, NIPA Peshawar



Construction of New Tubewell at Family Park, NIPA Peshawar



SECTION – IX

Fiscal Profile

Actual Expenditure during the Financial Year 2024-25

Sr. No	Unit	Pay & Allowances	Operating Expenses	Employee Retirement Benefits	Loan & Advances	Physical Assets	Repair & Maintenance	Total
1	**National School of Public Policy**	372,025,141	116,026,857	12,777,740	68,115,827	0	597,238,375	**1,166,183,940**
2	**Pakistan Administrative Staff College**	192,965,979	61,473,429	101,459,201	62,662,079	4,904,968	20,334,344	**443,800,000**
3	**National Institute of Public Administration (NIPA) Lahore**	221,912,470	33,664,222	99,297,901	3,928,072	0	35,860,778	**394,663,443**
4	**National Institute of Public Administration (NIPA) Islamabad**	54,948,496	56,083,785	4,550,000	0		4,003,215	**119,585,496**
5	**National Institute of Public Administration (NIPA) Karachi**	175,336,970	66,713,980	120,169,751	17,263,400	36,937,000	16,155,020	**432,576,121**
6	**National Institute of Public Administration (NIPA) Peshawar**	162,190,198	30,938,745	54,260,262	16,076,540	401,000	16,260,255	**280,127,000**
7	**National Institute of Public Administration (NIPA) Quetta**	141,125,301	28,278,075	10,870,496	17,315,334	0	32,988,794	**230,578,000**
	Total	**1,320,504,555**	**393,179,093**	**403,385,351**	**185,361,252**	**42,242,968**	**722,840,781**	**3,067,514,000**

Institutional Strengthening and Augmentation of Training and Research Functions of National School of Public Policy							
Project Expenditure upto 30-06-2025							
Sr.No	**Description**	**Total Outlay (Rs. Million)**	**Actual Expenditure**				
			2021-22	**2022-23**	**2023-24**	**2024-25**	**Total**
1	Hiring of Research Staff	111.169	-	14,218,710	28,433,324	37,394,046	80,046,080
2	Training (Foreign) (Online)	13.535	105,847	1,390,299	1,760,644	892,496	4,149,286
3	Training (Local)	7.574	132,000	809,500	2,568,060	600,000	4,109,560
4	Consultancy	6.683	640,000	1,043,098	497,298	-	2,180,396
5	Research Grants	3.744	94,595	295,000	740,966	-	1,130,561
6	International Scholarships	125.450	1,957,905	4,343,327	17,373,605	220,000	23,894,837
7	Linkages with Counterpart Institutions	6.000	-	-	-	-	-
8	Conference/Seminars/ Workshop	23.020	498,980	4,610,219	410,680	5,754,132	11,274,011
9	Communication, Printing and Publication	6.011	647,500	1,363,100	1,111,250	1,277,400	4,399,250
10	IT Infrastructure	88.453	16,416,629	14,694,763	2,585,024	34,188,045	67,884,461
11	Physical Infrastructure	458.053	139,435,000	102,141,000	152,938,805	80,099,989	474,614,794
12	Procurement of Course Material from International Universities	2.262	762,220	-	-	-	762,220
13	Accreditation of Research Journal	3.000	-	-	1,455,000	1,455,000	2,910,000
14	Miscellaneous Expenditure	6.121	1,524,890	439,250	1,668,534	-	3,632,674
Total		**861.075**	**162,215,566**	**145,348,266**	**211,543,190**	**161,881,108**	**680,988,130**
			162.216	**145.348**	**211.543**	**161.881**	**680.988**

National School of Public Policy came into being on March 15, 2005, under Special Legislation Ordinance No XCIX 2002, that replace 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 Public Administration (NIPA) 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 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 of those engaged in public service. The institution also seeks progressive personality development to foster an attitudinal change that motivates to work for the public interest, which would catalyze socio-economic development, create and deliver public value, and win public's trust."

NATIONAL SCHOOL OF PUBLIC POLICY
Shahrah-e-Quaid-e-Azam Lahore-Pakistan
PABX No. 042 9920 2943 - 44
www.nspp.gov.pk