



36th SENIOR MANAGEMENT COURSE
Monday, 9th September, 2024 to Friday, 27th December, 2024

GENERAL INFORMATION,
GUIDELINES & INSTRUCTIONS HANDBOOK

Prepared by
TRAINING WING

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CHAPTER-1

GENERAL

1. Introduction

The National Institute of Management (NIM) Peshawar is a constituent unit of National School of Public Policy (NSPP). NSPP is mandated to organize in-service training for Civil Servants from mid-career level at NIM Lahore, Karachi, Peshawar, Quetta & Islamabad to the highest level at National Management College (former Pakistan Administrative Staff College) for BS-20 officers.

NIM Peshawar was preceded by the National Institute of Public Administration (NIPA) Peshawar which was established in April 1983 as a consequence of government decision to expand its middle management training facilities. NIPA Peshawar trained around two thousand & five hundred officers in the fields of Public Administration, Management, Environment, Urban & Metropolitan Management, Hospital Administration, Computer, Health-Planning & Management, Training of Trainers, Sharia Management and 12 days mandatory courses etc, and 41 Advance Courses till 2005. NIPA also trained international participants from Africa, Central Asian states and Palestine for the above courses.

1.1. Aim

The aim of the “**General Information, Guidelines & Instructions Handbook**” is to provide information about modalities of various important training activities, which form part of the Senior Management Course.

CHAPTER-2

TRAINING ASPECTS

2. **Senior Management Course (SMC)**

Senior Management Course is mandatory for the promotion of officers of BS-19 to the next grade. The prime objective for introducing the course was to enhance the capacity of officers at operational and tactical level so that they can perform their role as a public servant in a more effective and efficient manner.

2.1 **Aim and Scope**

Aim:

To enhance the capacity of potential BS-20 officers for effective public service delivery. This is done through development of core competencies.

Expected Core Competencies:

To achieve the course aim, participants are expected to acquire the principal core competencies of evidence-based decision making and problem solving to contribute significantly to the following:

- a) Assisting Evidence Based Policy Formulation
- b) Strategizing Policy Implementation
- c) Analyzing Qualitative and Quantitative data/information
- d) Managing all resources (tangible & intangible including knowledge)
- e) Team Building

Scope:

- a) Familiarize the participants with the national environment so as to understand the interplay of external and internal dynamics and their influence on governance in Pakistan.
- b) Develop participants' understanding of the diversity in Pakistani society (socio-cultural values, beliefs and attitudes) and its relevance to policy implementation and governance.
- c) Provide in-depth knowledge of governance and administrative structures of Pakistan along with relevant policy processes and implementation strategies.
- d) Enable the participants to apply concepts and techniques of management, operational and technical implementation in the Pakistani environment.
- e) Enhance participants' comprehension about operationalizing strategy.
- f) Equip participants with evidence-based research and analytical skills for enhanced performance on the job

- g) Through workshops, seminars and other group activities enhance the capacity of the participants in the use of Information & Communication Technology and making it an effective tool of analysis, interpretation, decision making and monitoring.
- h) Through study tours, expose the participants to issues and practical problems of the Pakistani society and state along with impact of various policies and management practices on the people of Pakistan.
- i) Facilitate participants' good health and introduce variety in their course routine through co-curricular activities and sports.

2.2 Training Modules and Conduct

- a) The curriculum of the Course comprises seven modules spread over three terms as under:

Module –1 National Environment: Internal and External Dynamics (**NEI &ED**)

Module –2 Impact of Diversity and Evolution of Pakistani Society on Administration and Service Delivery (**ID&EPSA&SD**)

Module –3 Economic and Financial Management at Operational Level (**E&FM OL**)

Module –4 Issues of Operational Effectiveness within Governance Framework (**IOE &GF**)

Module –5 Research Methodology & Its Application (**RM&A**)

Module –6 Study Tours: Field Research (**ST: FR**)

Module –7 Information & Communication Technology (**ICT**)

- b) Each module is sponsored by a faculty member, who organizes and conducts it in accordance with the curriculum under the overall guidance of the Director General.
- c) Joint Sessions are generally held in the classroom. Guest speakers, who are expert in their own fields, deliver talks on given topics, followed by question and answer sessions to provide the participants an opportunity to clarify and raise issues relevant to the subject.
- d) Tutorial Discussions provide the participants more conducive environment for candid and meaningful discussion; for this purpose, the course members are divided into syndicates. Syndicate refers to a small group of participants who get together under the guidance of a Directing Staff to hold discussions

on significant issues in syndicate rooms on a given topic as per course syllabus. Syndicate System enables the Directing Staff to develop a close interaction with a small group of participants in a syndicate meeting at regular intervals. This interaction provides sufficient opportunity to the participants for expressing their views more freely. Additionally, the Syndicate meeting may also provide an opportunity to the participants to discuss with the sponsor DS issues that may require immediate attention. In addition, a few short exercises may also form part of the Syndicate activities.

2.3 **Simulation Exercises (SE)**

Simulation Exercises have been included in the course. The aim of these exercises is to offer an opportunity to the participants to apply their knowledge and skills for developing an integrated governance solution on a public issue so as to promote, protect and further our national interests.

The objectives of these simulation exercises are to enable the participants to:

- Identify and analyze governance issues.
- Prioritize issues according to their importance in a given scenario.
- Sift out the essential from the trivial in a given scenario.
- Develop the skills of working as a team and building consensus.
- Develop presentation skills for effective communication.
- Develop out of the box-innovative thinking.
- Main emphasis would be on “HOW” to think and Not “WHAT” to think

2.4 **Synopsis (SNP)**

All participants will be tasked in turn to write synopsis of at least one lecture/panel discussion during the course. The synopsis shall normally consist of about *1000 words*. The participant would focus on the central theme and recommendations of the speaker’s talk and the Question & Answer Session including the discussion on the subject. The participant would submit his write up both in soft form and hard to the Sponsor of Study Modules and DS (T&C) on the next working day.

2.5 **Analysis Paper (AP) and Analysis Paper De-Briefing (APDB)**

In each term, a written assignment is conducted in class, in which analytical ability of the participants is assessed. The topics selected for these Analysis Papers are generally

related to governance and implementation of Public Policy. Progressive and logical development of thought in response to the requirement, brevity, specificity as against generalization, coherence, conciseness and clarity are some of the qualities which participants need to keep in mind to reflect in their performance. Analysis Paper De-Briefing session is held after each AP.

2.6 **Case Study Research (CSR)**

A Case Study Research (CSR) provides the participants an opportunity to go through the problem-solving process. Case Study Research method is a documented study of a specific real-life situation or imagined scenario, used as a training tool. Students (*participants*) or trainees are required to analyze the prescribed cases and present their interpretations or solutions, supported by the line of reasoning employed and assumptions made. The basic aim of case study research (CSR) is to refine the understanding of the participants about the processes and methodology of policy formulation, strategizing and implementation of legal, administrative and judicial mechanisms for improved governance and service delivery.

2.7 **Individual Presentations**

a. **Current Issues Presentations (CIP)**

All the participants will make presentation on a current issue relating to politics, economics, social issues, religion, ethics in public service etc. Each presentation will be of 30 minutes including 10 minutes for Question/Answer Session. The participants will submit three (03) CIP topics. However, the Institute reserves the right to assign any other topic.

b. **Course Review Committee Presentation (CRCP)**

A Course Review Committee is constituted comprising one chairman and 12-15 members. The committee prepares a report about the course curriculum and extra curricular activities by taking views of all the participants of the course. The aim is to seek comments and recommendations on the course by the participants with a view to further improve it. This report is then presented to the course participants in a 2 hours session; 1 hour presentation and 1 hour review by the guest panelists and faculty. The schedule of CRCP will be notified in weekly program.

2.8 **Individual Research Paper (IRP)**

- a) Each participant is required to write one Individual Research Paper (IRP) of 10000 words. Participants will submit three topics for the Individual Research

Paper in order of priority. The Institute reserves the right to assign any other topic to the participants. Selected topics along with the name of the Faculty Advisors will be conveyed to the participants. **The three topics for IRP must be submitted at the time of registration.**

- b) The participants can seek detailed guidance from their faculty advisors and the Chief Instructor about any aspect of the Individual Research Paper.

2.9 **Peer Rating**

In each term, an individual exercise is held in the form of Peer Rating. The aim is to develop a sense in the participants about rating their colleague participants on the basis of three shades of personality i.e. “*As a Friend*”, “*As a Leader*” and “*As a Professional*”.

2.10 **Submission of Papers/Reports**

The participants **must ensure** to submit **03 hard copies along with a soft copy of each report/assignment/task given to them** during the course such as, Synopsis, Individual Research Paper, Simulation Exercises, Case Studies, Current Issues Presentations etc to the Training & Coordination Wing (T&C) through the **NIM E-portal** and email address; smc.nimpsh@gmail.com . *The participants are also required to mail their assignments to the SMC faculty members (Email addresses to be shared).*

2.11 **Guest Nights**

During the course of the program of studies the Institute will invite guest speakers of repute to speak on different national issues as extension lectures. These extension lectures are scheduled in the evening. Attendance on such occasions is mandatory in formal dress.

2.12 **Course Coordinator**

Participants would be assigned the duties of **Course Coordinator** during the course. The Course Coordinator will act as link between faculty and the participants. He/she will be responsible for communicating all the directives/instructions issued from time to time by the Director General, Chief Instructor, Directing Staff (Trg. & Coord) to the participants for compliance.

The course coordinator is to ensure class discipline and punctuality. The course coordinator will submit the daily attendance sheet, marking the absentees and the late comers during each session, to the DS (T&C) 10 minutes after the start of each session, unless indicated otherwise. He/she will also ensure that all participants are present in the classroom (*5 minutes before the start of session*) after every tea and lunch breaks. The names of the Course Coordinator will be indicated in the weekly schedule.

2.13 **Classroom Modalities**

- a) Classes will commence daily with recitation from the *Holy Quran (Tilawat)*
- b) Participants are required to be seated five minutes before the start of every session.
- c) Classroom environment in the SMC is congenial but formal. **Dress code for the classroom is indicated at para 2.18**
- d) **Mobile telephones are not allowed** during the class.
- e) Participants are expected to rise on arrival of Guest speaker(s)/ Panelists as a mark of respect. Clapping is not allowed in the class except at the end of the session as allowed by the DS.
- f) After the Lecture Discussion (LD) or Panel Discussions (PD) the length of question and answer session will approximately be 40% of the duration of the session.
- g) The research periods/days will be utilized for research work on IRP etc. and may also be used for discussions on IRPs, Case Studies Research, interviews of the participants.
- h) The timing for training sessions during each week would be as under. However, the timings may be extended, if required:

Monday through Friday 0900-1700 hours

2.14 **Library**

- a) The Institute has a well-equipped Library containing a vast collection of books & periodicals. Books are classified according to the internationally recognized *Dewey Decimal Classification System Edition 20*.
- b) Books are issued for a maximum period of 15 days at one time. Not more than 5 books can be drawn at one time.
- c) Library maintains a Reference Section that has a reasonable collection of books for reference only. Reference books/ materials are marked with the notation 'REF', and are not issued for use outside the Library premises. Journals or periodicals kept in the periodical room are also placed under the category of reference material.
- d) The Library timings are as under:

Monday to Friday 0900 to 2200 hours
(with breaks for prayers and meals)
- e) Ex-participants of the Institute, officers of government departments, autonomous and semi-autonomous organizations can obtain membership of

Library by submitting an application forwarded through their Head of Department. Ex-government employees who are ex-participants but are not in service can also avail this facility. A sum of Rs.500/- as refundable Library Security will be deposited for the purpose. Such Library members are entitled to draw only one book at a time. Incase members wish to draw two books (which is the maximum permitted under this facility), the deposit required will be Rs.1000/-.

- f) Participants of SMC are not required to deposit the usual security for use of Library during the Course. However, every participant, at the end of the Course, will have to obtain a clearance certificate from the Library and hand it over to the Training Wing.

2.15 **Computer Literacy Program**

- a. Computer Literacy Program will be conducted during the first month “Basic Studies and Computer Literacy Week”. Thereafter, if needed, the IT classes will be run in the afternoons, for which a separate program would be notified.
- b. Each participant is expected to acquire sufficient IT skills to prepare his/her own Power Point slides for presentations, type scripts and to surf the net for information. Participants are expected to have their own laptops and portable internet devices for their respective assignments even in situations when the facility of computers in the IT Lab cannot be availed due to any reason.
- c. During presentations by the participants, **the participants themselves will operate the computer.** Colleagues may assist one another while making presentations.

2.16 **Study Tours**

In order to expose the participants of SMC, the Institute organizes Study Tours i.e. Inland Study Tour (IST) and Local Visits for Field Research, within and outside Peshawar. These tours/visits help in enhancing the understanding of trainee officers about public and private sector organizations.

2.17 **Attendance**

Syndicate sessions, lectures, workshops, presentations, meetings, seminars, conferences, whether scheduled during the day or in the evenings, are integral parts of the course. The participants are required to be punctual and regular in attending various training/ academic activities notified by the Training Wing.

2.18 **Leave Policy**

- a) Leave during class days is only permitted on extreme compassionate grounds.
- b) If at all, leave is solicited for unavoidable reasons, prior permission/sanction must be obtained from the Director General.
- c) The participants should route the application through the Directing Staff (T&C) for obtaining approval of the Chief Instructor.
- d) Leave on personal medical grounds (sickness) can only be availed subject to the recommendation of the Medical Officer.
- e) Leave availed by a participant will be counted against **6-days** leave.
- f) Any participant who misses a total of **6 days of course studies** (whether with permission or otherwise) would be liable to be withdrawn from the course. **Genuineness of the reason cannot compensate for the loss of learning.** Therefore, no exceptions are allowed.
- g) Leave can be availed through written application on plain white paper.

2.19 **Dress Code**

The participants are required to follow the following dress code in classrooms, library, syndicates, IT Labs and Mess:

Monday - Thursday

Smart casual and shoes with socks (boots with laces or moccasins) during week days. However, they are required to be dressed in formal dress i.e. lounge suite or white shalwar qameez with black sherwani on special events as held at NIM, Peshawar from time to time.

Friday

- **White Shalwar Qameez with black Sherwani or buttoned-up closed collar pure black waist-coat or Smart casual as on other days**

Note: Tea shirts, jeans, chappals, shorts and others casuals are not allowed in the classrooms, library, mess, syndicates, IT Labs etc.

CHAPTER-3

ADMINISTRATIVE

ASPECTS

3.1 Registration

On arrival, the participants would receive their Call name badges. Participants are required to wear their name badges at all times to assist the faculty, other participants, as well as Mess Staff to identify them.

3.2 Pay and Allowances

Participants shall draw their Pay and Allowances from their parent departments/organizations according to the stipulated procedure throughout their stay at the Institute.

3.3 Accommodation

- a. Outstation Participants will be provided with accommodation furnished with the basic facilities on double occupancy basis. The Institute provides bedding, linen and dining.
- b. *Spouse, Children, Relatives, Friends and Personal servants/attendants/ guards are not permitted* to stay in the Institute for reasons of security and decorum. **However, there is a baby day care centre on campus for Children from 1-5 years on payment basis. It may be noted that no special facility is available in Baby Day Care Centre for children with chronic diseases. The working hours of Baby Day Care are from 08:30 am till 05:00 pm from Monday-Friday.** Hostel attendants allocated to various participants by the Institute have been trained to take care of basic needs of the participants and maintenance of their rooms. However, these attendants will be shared by the participants and are not expected to provide full time service to any individual.
- c. The participants should be required to obtain prior approval for station leave before leaving the city on quite weekends.
- d. In view of the Security conditions, the hostel doors are closed at 12:00 am.

3.4 Mess

- a. The Institute has mess arrangements for provision of breakfast, and refreshments during breaks, lunch, afternoon tea and dinner for the Participants at the Mess.
- b. Dining halls remain closed when the classes are in progress.
- c. All eatables shall *only* be served *in the dining hall*.
- d. Meals shall *only* be served *at the stipulated timings* on all days.

3.5 IT Center

- a. The IT Centre is equipped with computers, printers, scanners, and Internet facility. These computers are linked with the network through a server and a stand-by server.
- b. Internet facility is available in IT Center, syndicate rooms, library and hostel rooms.
- c. **The IT staff is meant only for assistance/troubleshooting and not for preparing participants assignments.**
- d. The IT Lab timings are as under:

Monday to Friday

0900 to 1700 hours

(with breaks for prayers and meals)

- e. Participants are not allowed to use IT Lab during other training sessions
(IT Lab designated for SMC participant will remain closed during routine training sessions)

3.6 Visitors

Lectures, panel discussions, syndicate and group discussions, workshops, seminars and all other training sessions are restricted to the participants, the faculty and the visiting faculty. Visitors are not permitted to attend these sessions.

- a. No visitors are allowed to meet the participants during the working hours.
- b. Female visitors are not allowed in the hostels except for the female participants.

3.7 Sports

- a. Sports during course are mandatory.
- b. Sports facilities for Lawn Tennis, Basketball, Badminton, Table Tennis, Squash, Jogging/Walking, Cricket and Gymnasium are available at the Institute Campus.
- c. All participants should bring their own sports gear, shoes and equipment for the sports facility that they want to avail. Consumable such as balls, shuttle cocks will be provided by the Institute.
- d. Markers are available for Tennis, Badminton, Squash & Table Tennis.
- e. Competitions are held during the course in following sports:
 - Table Tennis (Singles)
 - Table Tennis (Doubles)
 - Lawn Tennis (Singles)
 - Lawn Tennis (Doubles)
 - Badminton (Singles)

- Badminton (Doubles)
- Walking/Jogging
- Tug of War

3.8 **Dress for Sports**

- Track Suit
- Joggers/Tennis Shoes
- Shorts/Sports T- Shirts (in summers)

3.9 **Walking/Jogging Track**

The Institute has a Walking Track of 1.38 Kilometers. For smooth functioning and convenience of all the users, the Walking Track has been declared one-way i.e. anti-clock wise.

3.10 **Mess Committee**

- a. A Mess Committee will be constituted from amongst the participants in each term during the course which comprises:
 - a) Chairperson
 - b) Secretary
 - c) Member food (Two)
- b. Tasks of the Mess Committee:
 - a) To oversee the quality of meals/food and services
 - b) To monitor hygienic conditions
 - c) Inform Institute's Management (Admin Wing) about any complaints/suggestions through course coordinator during course review meetings.
 - d) Hold fortnightly meetings to ascertain the views of participants about standard of meals, boarding, service arrangements, etc.
 - i. Make recommendations for necessary improvements, if any.
 - ii. Co-ordinate with the cultural committee for food arrangement during the cultural nights.

3.11 **Sports Committee**

- a. Sports Committee will be constituted from amongst the participants in each term during the course with following appointments:
 - a) Chairperson
 - b) Secretary (responsible for organizing all sports events)
 - c) Members (two to four)
- b. **Tasks of the Sports Committee**
 - a) Secure membership from participants for each sport

- b) Maintain record of the attendance during sports hours
- c) Organize sports competitions/tournaments for all the sports in consultation with the Sponsor DS Sports (*proposal to be submitted within three days from start of each term*).

3.12 **Culture Committee**

- a. Culture Committee will be constituted from amongst the participants in each term during the course with following appointments:
 - a) Chairperson
 - b) Secretary (responsible for organizing all sports events)
 - c) Members (two to four)
- b. **Tasks of the Culture Committee**
 - a) Culture Committee would be responsible for organizing cultural events in consultation with the sponsor DS. (*proposal should be submitted within three days from start of each term*).

3.13 **Telephone**

- a. The Institute has PABX telephone exchange, numbers of which are **091-9224455-57**. Telephone sets have been provided in all the hostels. A direct dialing telephone set is also available at NIM Hostel for local calls and local mobiles.
- b. The participants are not allowed to make or receive telephone calls or messages when the classes are in progress.
- c. *Telephone messages shall not be communicated to the participants in the classrooms except in case of emergency with the permission of faculty member incharge. The messages shall be communicated to the participants concerned during break or after the conclusion of the session.*
- d. Mobile Phones are **NOT ALLOWED** in Classroom, Auditorium, Syndicate Rooms, Library and IT Center.

3.14 **Postal Arrangements**

<u>Incoming</u>	<u>Outgoing</u>
1200 hours	0630 hours
	1145 hours
	1630 hours

- a. The incoming post is received by the Admin Block and to be distributed among the participants. The participants may receive mail on the following address:

C/o Deputy Director (Admin),

**National Institute of Management (NIM),
Academy Town, Peshawar. 25120.**

- b. A letter box is installed adjacent to the Institute's Library, which also indicates time for clearance.
- c. The post office is located inside the campus near utility store. (At back side of the dispensary)

3.15 Fax/E-mail

The Institute Fax number is **091- 9224446** which can be utilized for incoming faxes. The email address is **smc.nimpsh@gmail.com**

3.16 Laundry

Laundry services in the Institute can be availed by the participants on payment at the prescribed rates.

3.17 Medical Facilities

- a. The Institute has a dispensary with a Medical Officer. However, the participants are required to pay for the prescribed medicines and get reimbursement from their own departments and organizations.
- b. Serious cases may be referred to the Khyber Teaching, Lady Reading Hospital and CMH. The payment, if any, to be made would be borne by the participants and reimbursement, claimed from the respective department/ organization.

3.18 Masjid

NIM has a mosque within its premises where all five Prayers and Jumma Prayers are offered on notified timings.

3.19 Car Parking

- a. Car Parking areas are located in the front of Hostels and Academic block where the participants and officers park their cars. Parking Lot in front of the new Academic Block (Syndicate rooms) has been allocated for the residential participants.
- b. All the participants are required to collect car park token if they want to avail car parking facility
- c. All concerned are required to observe the speed limit of **25 km/ hour** while driving within the Institute premises.
- d. Car parking facility is available only for the cars driven by the participants themselves.

- e. Participants are strictly advised not to park their vehicles in spaces reserved for faculty.

3.20 **Smoking**

NIM Peshawar has a no-smoking policy. Therefore, smoking is permitted only at the designated places.

CHAPTER-4

NIM FACULTY

&

ADMINISTRATION

1. **Capt. (Retd.) Usman Gul, Director General**

Mr. Usman Gul is a senior Civil Servant of Pakistan Administrative Service Group (1997 Batch) in BS-21 and has 30 years meritorious service to his credit. He joined PSA as Director General in February 2018. Prior to that, he held various important positions in his career including Commissioner Malakand Division, Secretary P&D Department Balochistan, Commissioner Quetta & Sibi Divisions Balochistan, Chief Economist P & D Department Balochistan, Additional Secretary (Budget & Regulations) Finance Department Khyber Pakhtunkhwa, Additional DG Directorate of Projects, FATA Secretariat & many other prominent positions.



Mr. Usman Gul is a graduate of 86th PMA long Course Military Training at PMA Kakul. He retired as Captain from Pakistan Army and joined the Pakistan Administrative Service in 1997. He holds a Master Degree in Public Policy & Management from Potsdam University, Germany, an MBA (Finance) from Institute of Management Studies, University of Peshawar and a Postgraduate Diploma in International Human Rights (Affiliated with University of Oslo), Faculty of Law University of Peshawar. Several of his research papers have also been published. He is also graduate of NS & WC from NDU and SMC from NIM Lahore.

FACULTY MEMBERS

2. **Mr. Tariq Bakhtiar, Chief Instructor**

Mr. Tariq Bakhtiar is from 27th Common, joined Civil Services of Pakistan in 2000 and belongs to Inland Revenue services (IRS). He did his Bachelor's degree in Civil Engineering in Honors' from the University of Engineering and Technology, Peshawar. He has also done MBA in Finance & Accounting, from Preston University



Peshawar in 2004. He has served at various positions in field formations of IRS at various stations. Besides, he has also served in FBR (Hqs) Islamabad, as secretary IR operation for one Year. Before, joining NIM, Peshawar, he was Commissioner IRS, Abbottabad.

Mr. Tariq Bakhtiar has attended several inland and foreign trainings including a training course in Kuala Lumpur, Malaysia, regarding Audit techniques in 2011, a training course in Beijing, China regarding Tax statistics for developing countries in 2016, and a Language course in Beijing, China in 2019.

3. **Miss Nafees Rahim, Directing Staff**

Miss Nafees Rahim, joined Pakistan Audit & Accounts group in 2000 with 22 years experience in Public Financial Management, Administration and Training. She joined National Institute of Management, Peshawar, a constituent unit of the National School of Public Policy in July 2019. Currently, she is working as Directing Staff SMC. Prior to that she held various important positions in her career including;



Chief Finance and Accounts Officer, Ministry of Information Technology, Federal Government of Pakistan, Director District Audit KP and Director Federal Audit in Peshawar, Additional Secretary (Development), Finance Department, Government of KP, Director at Benazir Income Support Programme (Social Safety Net Programme). She has also worked in the World Bank Funded Project for improvement of Financial Reporting and Auditing (PIFRA). Has audited Pakistan Embassy and Consulates General in UK as Special Foreign Assignment in 2018 and audited United Nations Industrial Development Organization (UNIDO) HQ, Vienna, Austria in 2009. She managed Rs. 33 billion Universal Service Fund at MoIT, Islamabad as CFAO. Has been team member in developing 'Conditional Cash Transfer' Programme with the World Bank and DFID under Benazir Income Support Programme. Has been team member in developing guidelines for public debt audit with IDI UN and INTOSIA member countries (2009-11). Miss Nafees Rahim has done MBA Finance from Australia, Masters in Development Studies from the Netherlands and Master in English. She has also done diploma in Public Debt Management Audit and Certification in Information Systems Management Security Audit.

4. **Mr. Shaukat Hayat, Directing Staff**

Mr. Shaukat Hayat is serving as Directing Staff (DS) at NIM, Peshawar. He is master degree holder in Chemistry and Business Administration as well as Bachelor of Laws (LLB). He joined Inland Revenue Service (IRS), the then Income Tax group, in Feb, 2002. He is from 29th Common Training Program (CTP). He did his specialized training (STP) from Directorate of Training and Research (DOT), Lahore in 2003. Mr. Shaukat did 17th Mid Career Management Course and 27th Senior Management Course from National Institute of Management Peshawar in 2014 and 2020 respectively. In addition to these training programs, he also completed various courses and training sessions during his professional career. He remained posted as Assistant Commissioner (IR), Deputy



Commissioner (IR), Additional Commissioner (IR) and Additional Director Internal Audit in various field formations. His last posting before joining NIM as Directing Staff (DS), in August 2023, was Commissioner Corporate Zone, Regional Tax Office, Peshawar.

5. Dr. Abrar Ullah, Directing Staff

Dr. Abrar Ullah has been serving as Directing Staff (SMC) at the National Institute of Management (NIM) since July 2024. Before joining NIM, he spent over 12 years at the University of Swabi as a faculty member, where he made contributions to both teaching and research.



Dr. Abrar Ullah holds a PhD in Management from University Technology Malaysia (UTM), Malaysia and an MS in Management from Brunel University, West London, UK. His academic and research work, particularly in the field of management sciences, has been published.

At the University of Swabi, Dr. Abrar Ullah also held administrative roles. He served as the Director of the Quality Enhancement Cell (QEC), where he was responsible for maintaining and enhancing academic standards. Additionally, he served as Deputy Registrar and Head of the Department of Tourism & Hotel Management, where he played a role in the university's academic and administrative functions.

ADMINISTRATION

2. Syed Jaffar Shah, Deputy Director (Admin & Finance)

Syed Jaffar Shah is the Deputy Director in Administration Section. He joined the institute in August 2005. He obtained his Masters degree in commerce from University of Peshawar in 1986. He has over all 18 years of working experience in the fields of Accounts and Administration in Government Sector.



3. Mr. Nadeem Ahmad Awan, Program Officer

Mr. Nadeem Ahmad Awan, joined this Institute in 2003. During his career, he served in Admin & Accounts and Research Sections and presently posted in Training Section as Program Officer. He did his Masters in International Relations from University of Peshawar. Prior to join this Institute he has served in Pakistan Provincial Services Academy and Sarhad Chamber of Commerce & Industry Peshawar.



CHAPTER-5

Telephone Numbers

LIST OF IMPORTANT TELEPHONES

PABX Nos: **091-9224455-57** Fax No: **091-9224446**
Email ID: **smc.nimpsh@gmail.com** Website: **www.nim.gov.pk**

<u>Name & Designation</u>	<u>Tel.No. (Off)</u>	<u>Ext. (Off)</u>	<u>Mobile Number</u>
Capt. (Retd) Usman Gul, Director General	PS to DG 091-9224444	101 103	-
Mr. Tariq Bakhtiar, Chief Instructor	091-9224449	105	0333-9133208
Ms. Nafees Rahim, Directing Staff	091-9224450		0345-9027077
Mr. Shaukat Hayat, Directing Staff	-	-	346-9041687
Dr. Abrar Ullah, Directing Staff	-	-	0333 9434035
Syed Jaffar Shah, Deputy Director (Admin & Finance)	091-9224447	113	0321-9058838
Incharge Cafeteria	-	153	-
Mr. Nadeem Ahmad Awan, Program Officer	091-9224424	119	0321-9025460
Library	091-9224475	170	-
Quaid-e-Azam Guest House (NIM Guest House)	091-9224429	178	-
Liaqat Ali Khan Hostel (NIM Hostel)	091-9224429	179	-
Mess/ Cafeteria	-	171	-
Main Gate IN	-	172	-
Main Gate OUT	-	173	-
Dispensary (Mr. Arif, Dispenser)		169	0301-8885651
Mr. Nadeem Ahmad Awan, Hostel Incharge	091-9224424	119	0321-9025460
Sir Syed Hostel (PARD Hostel)	-	182	-
National Bank of Pakistan, Town Branch	091-9216308	-	-
