



National School of Public Policy
National Institute of Public Administration
Peshawar

Course Guidelines & Joining Instructions

42nd MCMC

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Issued by
Training & Coordination Section

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Introduction

The National School of Public Policy was created through an Act of Parliament in 2002. It comprises the National Management College (NMC) as an integral unit and five National Institutes of Public Administration (NIPAs) as constituent units. The NMC is responsible for conducting the National Management Course for BS-20 officers on the verge of their promotion to the next grades. Similarly, at NIPAs in Lahore, Karachi, Islamabad, Quetta, and Peshawar, the Senior Management Course is conducted, while all NIPAs across Pakistan are mandated to conduct the Mid-Career Management Course for BS-18 officers.

The aim of the "Course Guidelines & Instructions Handbook" is to provide information about the modalities of various important training activities that are part of the Mid-Career Management Course.

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1. Training Aspects

Mid Career Management Course is mandatory training for the promotion of officers in BS-18 to the next grade. The main reason for introducing the course was to build the capacity of officers at operational and tactical level so that they can perform their role in an effective and efficient manner.

1.1 Aim of MCMC

The Mid-Career Management Course (MCMC) is aimed at enhancing participants' knowledge and skills in practically relevant and job-specific core functional areas for officers at the operational level across various service groups and organizations/departments. The goal is to develop their leadership potential to optimize efficiency and achieve effectiveness and economy in public service processes, ultimately creating public value and winning public trust. NIPA utilizes the KASH model of training during MCMC.



Fig-2: KASH Model of Training

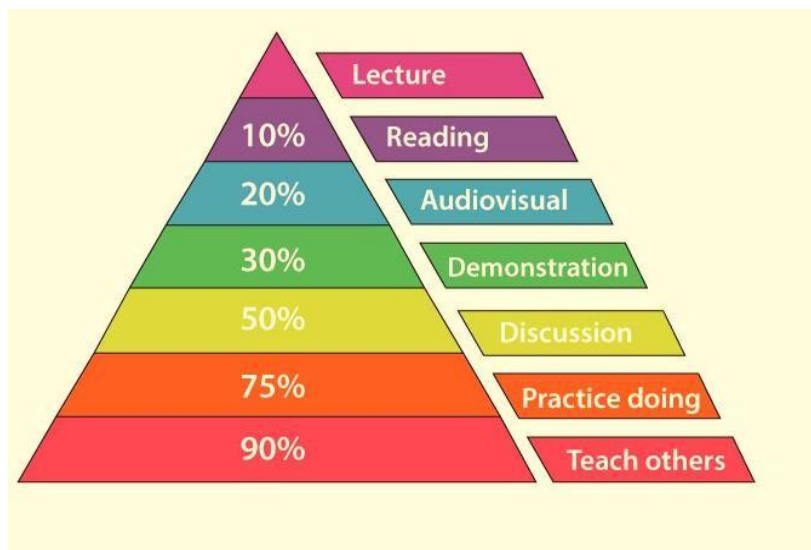


Fig-2: Learning Pyramid- Retention Time after one week

1.2 Scope of MCMC

- a) To provide an understanding of the theoretical framework and orientation of public policy.
- b) To develop and hone participants' leadership and management skills to enable them to effectively perform as public sector leaders.
- c) To enhance participants' understanding of Human Resource Management, Financial Management, Procurement, and Project Management to optimize efficiency and economy.
- d) To enhance participants' understanding of national and international standards of public service ethics and their impact on governance.
- e) To create awareness among participants regarding the importance of stakeholders and the nature of their interaction with them.
- f) To sensitize participants about social, economic, and administrative challenges that are currently in public debate.
- g) To equip participants with essential IT skills and develop their understanding of e-governance and the importance of effective ICT interventions in evidence-based decision-making and problem-solving.
- h) To facilitate participants in conducting research, evaluation, and analysis required for policy planning and implementation at the operational level.

1.3 Training Modules and Conduct

The curriculum of the Course comprises ten modules spread over two terms as under:

Module – I: Foundation Lectures & Tutorial Discussions

Module – II: Leadership and Management Skills

Module – III: Human Resource Management

Module – IV: Public Financial Management

Module – V: Public Procurement & Disposal of Public Assets

Module – VI: Project Development and Management

Module – VII: Public Service Ethics in Governance

Module – VIII: ICT, AI and E-Governance

Module – IX: Research and Research Methodology

- a) Each module is sponsored by a faculty member who organizes and conducts it in accordance with the curriculum under the overall guidance of the Chief Instructor. Participants are advised to submit their synopses to the concerned module DS through the E-portal within the stipulated time as mentioned in the instructions. In case of any technical issues with the portal, participants may submit their assignments through email, i.e., nipa.psh@gmail.com.
- b) Sessions in a conventional on-campus training mode are generally held in the MCMC classroom. Guest speakers, who are experts 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.

1.4 Policy Atelier

Policy Atelier provide participants with an opportunity for candid and meaningful discussion. For this purpose, participants are divided into syndicates.

- During the first week, field of the interest of the participants would be sought amongst the options like governance, economics & finance, foreign policy, revenue generation, local government etc.
- Discussion during policy atelier would be conducted by the mentor (the specialist/senior civil servant: retired or serving). Faculty will monitor and evaluate the participants during the activity.
- Total three sessions of two hours each would be carried out.
- Sponsor DS will select Chairman & Secretary amongst the participants for writing a discussion report.
- Each group will present their outcome in the collective session for 20 minutes

1.5 Simulation Exercise

A simulation exercise has been included in the course. The aim of this exercise is to provide participants with an opportunity to apply their knowledge and skills in developing an integrated governance solution for a public issue, thereby promoting, protecting, and advancing the country's national interests.

The objectives of the Simulation Exercise are as follows:

- a) Identify and analyze governance issues.
- b) Prioritize issues according to their importance in a given scenario.
- c) Distinguish between the essential and the trivial in a given scenario.
- d) Develop teamwork skills and the ability to build consensus.
- e) Enhance presentation skills for effective communication.
- f) Foster out-of-the-box innovative thinking.
- g) Place primary emphasis on "how" to think rather than "what" to think.

1.6 Analysis Papers (AP)

In each term, a written assignment/test is conducted in class to assess the analytical ability of the participants. The topics selected for these Analysis Papers are generally related to governance issues and the implementation of public policy. All Analysis Papers, after being marked, will be followed by debriefing in syndicates to apprise the participants of their strengths and weaknesses as depicted in the analysis paper. To facilitate participants and enhance their operational understanding of conducting Analysis Papers, an extra analysis paper is conducted in the first term for demonstration purposes, called AP-0, which has no impact on the overall assessment and grading.

1.7 Individual Presentations

a) Current Issues Presentations (CrIPs)

All participants will make presentations on current issues related to politics, economics, social issues, religion, ethics in public service, regional and global environment, etc. Each presentation will last for 30 minutes, including a 10-minute Question/Answer Session. Participants are required to submit three (03) CrIP topics through the NIPA E-Portal. However, the Institute reserves the right to modify these topics or assign any other topic.

Note: Each participant is required to submit the first draft of their CrIP to their respective syndicate DS for guidance and feedback before submitting the final draft.

b) Policy Paper (PP)

- a. Each participant is required to write one Policy Paper (PP) of 4000 words (an increase or decrease of 10% is admissible). Participants will submit three (03) topics for the Policy Paper through the NIPA E-portal. Policy paper's topics should be pertinent and connected to your professional domain and academic interest. However, the Institute reserves the right to modify the given topics or assign any other topic.
- b. PP presentations will be scheduled during the 2nd Term.
- c. Participants can seek guidance from their faculty advisors and the Chief Instructor regarding any aspect of the Individual Research Paper.
- d. Timelines for different drafts of the PP will be issued separately after the topics for the PP are allotted.

1.8 Course Review Committee (CRC)

A Course Review Committee is constituted, comprising one chairperson and 12-15 members. The committee prepares a report about the course curriculum and extra-curricular activities by seeking the views of all the course participants. The aim is to gather comments and recommendations from the participants to further improve it. This report is then presented to the course participants in a 2-hour session: 1 hour for presentation and 1 hour for review by the guest panelists and faculty. The schedule of the CRC will be notified in the weekly program. In this context, the Course Review Committee (CRC) is required to function under the following Terms of Reference (TORs):

- a) Collect copies of the existing syllabus/modules/lectures/other details from the DS(T&C).
- b) Review the objectives and focus of the MCMC with the aim of refining the skills, knowledge, and attitude of the officers to enhance their capability, capacity, and competencies required for functioning as an officer of BS-19 for effective and efficient service delivery.
- c) Conduct a critical appraisal of all modules, including lectures, case studies, simulation exercises, study visits, workshops, and tools/techniques in line with the analysis required for functioning as an officer of BS-19 for effective and efficient service delivery.
- d) List and prioritize areas of gaps between the existing and required training design/system with regard to their significance, benchmarking in light of the analysis carried out in points (b) & (c).
- e) Suggest changes in the existing syllabus/modules/lectures in light of the gap analysis carried out in point (d), along with logical justifications.
- f) Create a graphical analysis based on the evaluation forms of the guest speakers and seek additional feedback from the participants about each guest speaker if needed.
- g) Suggest/provide a substitute/alternate list of names of the guest speakers/topics for each training element, including workshops/lectures/simulation exercises/IST/LFV/Policy Praxes/case studies, etc.

- h) Conduct a critical analysis of the existing training facilities/ environment/operational design; propose pragmatic suggestions for improvement with objectivity wherever necessary.
- i) Develop appropriate/comprehensive performance evaluations, seek opinions of the participants, and carry out statistical & graphical analysis with the help of qualitative and quantitative survey tools (i.e., Google forms, etc.).
- j) Seek opinions/feedback from previous participants about the pros & cons/quality/delivery/contents/focus/impact of the domain-specific component of the training and propose better alternatives/amendments.
- k) Develop a written report of professional grade (approximately 10 pages in total) and a comprehensive/attractive presentation containing graphics, depicting the core elements of the analysis carried out during points (a) to (j).
- l) The Course Review Committee will provide weekly updates to the Sponsoring DS.
- m) The First Term CRC will transfer/share all research/survey/material/presentation/report with the Second Term Course Review Committee (CRC).
- n) Consult the sponsor DS for any issues, if needed.
- o) The Committee will submit a draft of the report/presentation of the 1st Term Course Review of the MCMC at the end of the first term and the final report & presentation to the Sponsoring DS, as mentioned in the weekly schedule through the portal/email.

1.9 Synopsis (Synp)

All participants will be assigned the task of writing a synopsis of at least one lecture/panel discussion during the course. The synopsis should typically consist of approximately 1000-1200 words for LD/PD and 1500-1800 words for a workshop. Participants should emphasize the key points of the speaker's talk and the Question & Answer Session. Participants are expected to submit their synopses on the e-portal within the next 48 hours after the session.

1.10 Submission of Papers/Reports

The participants must ensure the submission of 01 hard copy, along with a soft copy, of each report/assignment/task assigned to them during the course, such as Synopsis, Policy Paper, Simulation Exercises, Case Studies, Current Issues Presentations, etc., to the Training & Coordination Wing (T&C) through the NIPA E-portal and the email address nipa.psh@gmail.com. The participants are also required to email their assignments to the MCMC faculty members (Email addresses and contact numbers of the faculty are available on Page-39 below).

1.11 Guest Nights/Extension Lectures

During the course of the program of studies, the Institute will invite eminent guest speakers of repute to deliver extension lectures on various national issues. Extension lectures are scheduled in the evening. Attendance on such occasions is mandatory, and formal dress is required.

1.12 Course Coordinator

- a) Participants will be assigned the duties of a Course Coordinator during the course. The Course Coordinator will act as a link between the 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, and faculty members to the participants for compliance. The names of the Course Coordinators will be indicated in the weekly schedule. The Course Coordinator has the following responsibilities:
- b) Communicating all the directives/instructions issued from time to time by NIPA, Peshawar, to the participants for compliance.
- c) Conveying logistic problems/requirements of the participants to the DS (T&C) or any other Faculty Member designated for the purpose by the management.
- d) Maintaining class discipline and punctuality. This includes ensuring that participants are present in the class **FIVE MINUTES BEFORE THE START OF EACH SESSION**, especially the sessions following Tea and Lunch/Prayer breaks or any other short breaks that may be allowed by the faculty from time to time.
- e) Keeping track of daily attendance of participants and submitting the attendance sheet, marking the absentees, the latecomers, and those leaving the class during each session to the DS (T&C) or any other DS designated for the task, daily after the last training session unless indicated otherwise.

- f) Submitting the participants' leave applications to the DS (T&C) for the perusal of the Chief Instructor MCMC & approval of the Director-General.
- g) Collecting written queries/applications from the participants and submitting them to DS (T&C) for the perusal of the Chief Instructor.

1.13 Classroom Modalities

- a) Classes will commence daily with the recitation from the Holy Quran (Tilawat) at 0830 (unless indicated otherwise), followed by the thought of the day. The thought of the day will be delivered by each participant in turn, for which guidelines will be issued separately.
- b) Participants are required to be seated five minutes before the start of every session.
- c) The classroom environment in the MCMC is congenial but formal. The dress code for the classroom is formal, as indicated in para 1.19. Advice/cautions will be issued for each instance of late arrival to class and dress code violations, and marks will be deducted from the overall grades of the participants.
- d) Mobile phones are not allowed during class. Advice/cautions will be issued for mobile phone ringing violations, and marks will be deducted from the overall score of the participants.
- e) Participants are expected to rise upon the arrival of the Director General and Guest Speaker(s)/Panelists as a mark of respect. Clapping is not allowed in the class except at the end of the session, which will be allowed by the faculty.
- f) After the Lecture Discussion (LD) or Panel Discussions (PD), the length of the question-and-answer session will approximately be 40% of the duration of the session. The Q&A session will be regulated/moderated by the respective module DS only, and a participant cannot ask questions unless allowed by the module DS/guest speaker. A participant in one session cannot ask more than one question. **No question can be asked once the red light in the class is switched on.** No participant is supposed to engage in arguments with the guest speaker.
- g) The participants are supposed to submit the guest speaker Appraisal forms through NIPA E-portal by the end of the day.
- h) The timing for training sessions during each week would be as follows. However, the timings may be extended/revised if required:

Monday-Friday

0830-1630 hours

1.14 Library

- a) The Institute has a well-equipped Library containing a vast collection of books and 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 borrowed at one time.
- c) The 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 available for use outside the library premises. Journals or periodicals kept in the periodical room are also categorized as reference material.
- d) The library timings are as follows: Monday to Friday: 0800 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 the Library by submitting an application forwarded through their Head of the Department. Ex-government employees who are ex-participants but are not in service can also avail of this facility. A sum of Rs. 2000/- as a refundable Library Security will be deposited for this purpose. Such Library members are entitled to borrow only one book at a time. In case members wish to borrow two books (which is the maximum permitted under this facility), the required deposit will be Rs. 4000/-.
- f) Participants of MCMC are not required to deposit the usual security for the use of the 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.

1.15 Computer Usage

- a) Each participant is expected to acquire sufficient IT skills to prepare their own PowerPoint slides for presentations, type scripts, surf the internet for information, and carry out various training activities.
- b) During presentations by the participants, they will operate the computer themselves. Colleagues may assist one another while making presentations.
- c) Laptops are often required by the participants during MCMC for various individual and group activities in the class and syndicates. Participants should keep their laptops with them on-campus during the duration of the training.

1.16 Inland Study Tour (IST)

In order to provide exposure to the field and institutional dynamics to the participants of MCMC, the Institute organizes study tours within and outside Peshawar. These tours/visits help enhance the understanding of trainee officers about the functioning and design of public and private sector organizations. The presence and inquisitive involvement of all participants are highly desirable and will be evaluated accordingly. One IST will be conducted during the training program.

1.17 Policy Praxis

Policy Praxis refers the observation and analysis of the practices and procedures of public sector organizations culminating in implementation of public policy. In order to provide exposure to the field and institutional dynamics to the participants of MCMC, the Institute organizes local field visits within Peshawar.

- 5 to 6 government or private organizations will be selected for policy praxis activity.
- CI/faculty will make a briefing on the format procedure and protocol of the policy praxis (Sample presentation will be provided).
- Participants will visit the organization for formal and informal collection of information, service delivery mechanism, overall culture of the organization through interaction with the officials and the clientele of the organization.
- Each group will present their outcome in 20 minutes and submit collective report on the given format.

1.18 Attendance

Syndicate sessions, lectures, workshops, presentations, meetings, seminars, conferences, whether scheduled during the day or in the evenings, sports, and other co-curricular activities are all integral parts of the course. Participants are required to be punctual and regular in attending all academic and co-curricular activities.

Biometric Attendance:

Participants are required to mark their biometric attendance daily and ensure their presence in the classroom before 8:30 am. They should also re-mark their biometric attendance at the end of the last session of the day. For sessions other than the morning session, participants are to ensure their presence 5 minutes prior to the start of each session.

1.19 Leave Policy

- a) The Institute generally discourages participants from taking leave during the course because the genuineness of the reason for absence cannot compensate for the loss of learning.
- b) If, at all, leave is solicited for unavoidable reasons, prior permission/sanction must be obtained from the Director-General.
- c) Participants should route their applications through Directing Staff (T&C) to obtain approval from the Director-General.
- d) Only four days of casual leave are allowed during the entire course under extreme emergency requirements. Any participant who exceeds the permissible leave limit of four days will be withdrawn from the course.
- e) However, a participant missing the course for even a single day without permission will render themselves liable for instant withdrawal from the course.
- f) Those withdrawn from the course due to absence without permission will need to repeat the course at their own cost.

1.20 Dress Code

The following dress code will be observed for various activities. The dress code for the classroom/syndicate rooms, library, computer lab, as well as formal occasions will be as follows:

Monday – Thursday	Smart Casual and shoes with socks (boots with laces or Moccasins). However, participants to be dressed in formal dress i.e. lounge suit or white shalwar qameez with black sherwani on special events as held at NIPA from time to time. Smart Casual i. Formal pants/ shirt (full sleeves). ii. Lounge suit without a tie. iii. Formal coat/pants (combination)
Friday	White Shalwar Qameez with black Sherwani or buttoned-up closed collar pure black waist-coat or smart casual as on other days
Cafeteria and Mess	Smart casual (Shalwar-Qameez with waist- coat/ dress pant and formal shirt. Track suits, T-shirts, jeans and joggers are not allowed
Female: Appropriate dress & shoes (No joggers)	
Note: Track suits, T-shirts, jeans, chappals, shorts and other casuals are not allowed	

1.21 Penalties for Violating Administrative Instructions

1. On the first violation, an **ADVICE** will be issued.
2. On the second **similar** violation (of the same nature), a **CAUTION** will be issued, which will be placed in the dossier of the participant, and **0.5% (half percent)** will also be deducted from the overall earned percentage.
3. On the third similar violation (of the same nature), a **WARNING** will be issued, and an additional **1% (one percent)** will be deducted from the overall earned percentage.
4. On the fourth similar violation (of the same nature), the case may be referred to the Rector NSPP for disciplinary action, which may include surrender/withdrawal from the course.

1.22 Late Submission

1. On late submission of any assignment for the first time, **0.1%** marks will be deducted from the overall earned percentage.
2. On the second late submission, **0.3%** marks will be deducted from the overall earned percentage.
3. On the 3rd and each subsequent late submission, **0.5%** marks will be deducted from the overall earned percentage.
4. In group assignments, only the Group Leader responsible for the submission of the assignment will be penalized accordingly.

1.23 Thought of the day (SoPs)

1. Each participant will deliver an extempore and well-articulated speech for **3-4** minutes.
2. The topic will be selected by the participant themselves.
3. The speech should be based on an ayat, hadith, poetry, quote, or incident (reference should be provided), linking it to practical, personal, policy, or social lessons/advice for participants.
4. The schedule of presentations will be included in the weekly schedule.
5. Questions will not be asked by any participants or DSs (Directing Staff).
6. Strict adherence to the duration (**3-4** minutes) is required.
7. The use of the English language is highly recommended.
8. Paper reading is not allowed.

1.24 Introduction of the Guest Speakers (SoPs)

1. The participant responsible for the synopsis will also introduce the guest speaker.
2. Collect the CV of the guest speaker one day prior to the event from the T&C section.
3. The introduction should neither be too long nor too short.
4. Do not read the entire CV.
5. Rearrange his/her credentials.

6. After the welcoming sentence, please mention the topic and scope of the lecture (from the syllabus, which is available on the E-portal). Please include the following:
 - a) Name
 - b) Academic Background
 - c) Key Postings or Assignments
 - d) Areas of Expertise
 - e) Research Papers, if any
 - f) Awards, if any
 - g) Mention if he/she delivers training in any prominent places like NIPA.
 - h) Request/invite him/her to deliver the lecture.

1.25 Vote of Thanks to the Guest Speaker (SoPs)

1. The participant who introduces the guest speaker and drafts/notes the synopsis will also deliver the vote of thanks to the guest speaker.
2. Participants, while presenting the vote of thanks to the guest speakers/resource persons at the end of the session, must observe the following SOPs:
3. He/she should highlight the significance of the topic in the context of public service delivery in no more than five sentences.
4. Participants should acknowledge that the session has added to the knowledge and better understanding of the topic among the participants.
5. At the end, the participant should thank the guest speaker on behalf of the worthy DG NIPA Peshawar, Chief Instructor MCMC, faculty members, and the participants of the 42nd MCMC.
6. Request the class to extend a standing ovation to the guest speaker.
7. The concerned participant should go to the rostrum after the faculty announces his/her name at the end of the session.
8. The vote of thanks must be presented in 2 to 3 minutes.

2. ADMINISTRATIVE ASPECTS

2.1 NIPA ID Card & National Flag Badge

On arrival, participants will receive their NIPA ID Card & National Flag badge. It is mandatory for participants to wear these ID Cards and Flag badges during training activities on the campus and during visits to other organizations and places. Non-compliance will be considered a violation of the training discipline. On the joining date, a flag badge is provided free of cost; however, if participants need additional badge, it is available at a cost of Rs. 50 through class attendant.

2.2 Pay and Allowances

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

2.3 Residence

- a) Outstation participants will be provided with accommodation furnished with basic facilities on a double occupancy basis. The Institute provides bedding and linen.
- b) Participants posted in Peshawar or those with residences in Peshawar will not be considered for room allotment in the hostel. However, two rooms will be jointly reserved for all day scholars for occasional use, etc. In case of providing false information, the Institute reserves the right to cancel room allotment, which may result in disciplinary action.
- c) Spouses, children, relatives, friends, and personal servants/attendants/guards are not permitted to stay in the Institute premises due to security and decorum reasons. Nevertheless, there is a baby day care center on campus for children aged 1-5 years, available on a payment basis. It should be noted that the Baby Day Care Center does not provide special facilities for children with chronic diseases. The working hours of the Baby Day Care are from 08:00 am to 04:00 pm, Monday through Friday. Hostel attendants assigned to various participants by the Institute have been trained to attend to the basic needs of the participants and to maintain their rooms. However, these attendants will be shared by the participants and are not expected to provide full-time service to any individual.
- d) Participants are required to obtain prior approval for station leave before leaving the city on weekends. The proforma for this purpose is available with the T&C Section.
- e) For security reasons, the hostel doors will be closed at 11:00 pm.
- f) During training activities, air conditioning is not allowed in the hostel rooms. Violation of this rule will result in action taken as per the penalties mentioned in paragraph 1.21.

2.4 Mess

- a) The Institute has mess arrangements for the provision of breakfast, refreshments during session breaks, lunch, afternoon tea, and dinner for the participants at the Mess.
- b) Dining halls remain closed when classes are in progress.
- c) All edibles shall only be served in the dining hall.
- d) Meals shall only be served at the **stipulated timings** on all days.
- e) On weekends, all hostelite participants are advised to inform their stay or travel plans in advance so that necessary food arrangements can be made accordingly. Moreover, a proforma for station leave is also required to be signed before traveling during weekends. The proforma is placed outside the class on Friday or one day before any gazzetted holidays.

Mess Committee

A Mess Committee will be constituted from among the participants in each term during the course, which comprises:

- a) Chairperson
- b) Secretary
- c) Members

ToRs of the Mess Committee:

- a) Consult all the participants and suggest an appropriate menu for tea break, lunch, dinner, and breakfast for approval through the Sponsor DS Mess Committee.
- b) To consult/coordinate with the mess committees of other courses (SMC, etc.) to ensure a consensus-based menu.
- c) Oversee the quality of meals/food and services and share suggestions with the Incharge Cafeteria for improvement through the Sponsor DS.
- d) Coordinate with the cultural committee for food arrangements during the cultural nights.
- e) Coordinate with the Sports Committee for refreshments during sports events/activities.
- f) Coordinate with the Incharge Cafeteria regarding evening tea outside the classroom in case of prolonged sessions.
- g) Hold fortnightly meetings to ascertain the views of participants about the standard of meals, service arrangements, etc., and share the same with the Sponsor DS Mess Committee.
- h) Inform the Institute's Management about any complaints through the Sponsor DS Mess Committee.
- i) Provide feedback and make recommendations for improvements, if any, during course review meetings.

2.5 Culture Committee

The Culture Committee will be constituted from among the participants in each term during the course with the following appointments:

- a) Chairperson
- b) Secretary
- c) Members

ToRs of the Culture Committee

- a) To organize cultural events in consultation with the sponsor DS Culture Committee.
- b) To submit proposals for cultural events to the concerned DS Culture Committee, including date, time, and all the details of planned activities.

2.6 Literary Committee

A Literary Committee will be constituted from among the participants in each term during the course, which comprises:

- a) Chairperson
- b) Secretary
- c) Members

ToRs of the Literary Committee

- a) Develop a magazine titled "Masha'al" as a memoir for the participants.
- b) The magazine will contain a mix of content in both English and Urdu, so contributions by the participants may be in both mediums. All participants of the course, including the members of the committee, are encouraged to submit contributions/content. (Copies of the previous magazines will be provided as samples. The chairperson of the committee should obtain a copy of the magazine from the sponsor DS Culture Committee.)
- c) Develop and innovate the overall design/structure of the magazine by ensuring consultation with the participants and the sponsor DS.
- d) Collect material, including high-quality pictures and text, for publication from the participants, the faculty, CI, and the DG.
- e) Ensure linguistic and textual accuracy in both Urdu and English and scrutinize to avoid the inclusion of any objectionable material concerning the religious sentiments of any community, national integrity and solidarity of the state, reputation of any institution of the state, or anything that contradicts the spirit of the law of the land and the policy of the NSPP/NIPA.
- f) Ensure timely printing of the magazine, i.e., three days prior to the date of the graduation ceremony.
- g) Keep the sponsor DS updated from time to time on the progress of the assignment.
- h) Consult the sponsor DS in case of any issues regarding the smooth functioning of the committee.

2.7 Sports

- a) Sports during the course are mandatory.
- b) Sports facilities for tennis, basketball, volleyball, badminton, table tennis, squash, jogging/walking, cricket, and a gymnasium are available on the campus.
- c) All participants should bring their own track suits, shoes, and equipment for the sports facility they wish to use. Only consumables such as balls and shuttlecocks will be provided by the Institute.
- d) Ball boys are available for tennis and squash.
- e) Competitions are held during the course in the following sports:
 - Table Tennis (Singles)
 - Table Tennis (Doubles)
 - Tennis (Singles)
 - Tennis (Doubles)
 - Badminton (Singles)
 - Badminton (Doubles)
 - Basket Ball
 - Volley Ball
 - Cricket
 - Tug of War
 - Walking/Jogging (The institute has a walking track of 1.38 kilometers. For the smooth functioning and convenience of all users, the walking track has been declared one-way, i.e., anticlockwise.)

Dress for Sports

- Track Suit
- Joggers/Tennis Shoes
- Sports T- Shirts
- Sports Shorts/trunks are not allowed while using jogging track and sports facilities.

Sports Committee

Sports Committee will be constituted from amongst the participants in each term during the course having the following composition:

- a) Chairperson
- b) Secretary
- c) Members

ToRs of the Sports Committee

- a) To organize sports competitions/tournaments for all sports in consultation with the Sponsor DS.
- b) The Sports committee will inform the Sponsor DS about the requirements for consumables.
- c) To ensure that all participants are in sports attire/gear before entering sports events/activities.
- d) To ensure the participation of all participants in sports of their choice.
- e) To maintain a record of the participants' attendance in sports.
- f) To maintain a record of the position holders during sports activities.

2.8 IT Center

- a) These computers are linked to the network through a server and a standby server.
- b) Internet facilities are available in the IT Center, syndicate rooms, library, and hostel rooms.
- c) The IT staff is meant only for assistance and troubleshooting, not for preparing participants' assignments.
- d) The IT Lab timings are as follows:
Monday to Friday: 0830 to 2200 hours (unless indicated otherwise) (with breaks for prayers and meals).
- e) Participants are not allowed to use the IT Lab during other training sessions.
(The IT Lab designated for MCMC participants will remain closed during routine training sessions).

2.9 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 working hours.
- b) Female visitors are not allowed in the hostels, except for female participants.

2.10 Telephone

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

2.11 Postal Arrangements

Incoming	Outgoing
1200 hours	0630 hours
	1145 hours
	1630 hours

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

C/o Deputy Director (Admin),
National Institute of Public Administration (NIPA),
University Town, Peshawar. 25120.

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

2.12 Fax

The Institute's Fax number is 091- 9224446 which can be utilized for essential incoming faxes.

2.13 Laundry

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

2.14 Medical Facilities

- a) The institute has a dispensary with a Medical Officer, Dr. Sanaullah (Cell no. 0343-9803453), and dispensers, Mr. Mujahid (0333-9377818) & Mr. Habib Ullah (0321-9119136). However, participants are required to pay for prescribed medicines and seek reimbursement from their own departments and organizations.
- b) Serious cases may be referred to the Khyber Teaching Hospital (KTH, adjacent to NIPA), Lady Reading Hospital, and CMH. The payment to be made would be borne by the participants, and reimbursement should be claimed from the respective departments/organizations. In case of any transport related help Syed Arshid Ali Shah (0334-8885340 & 0300-8885340) Transport Incharge may be contacted.

Dispensary timings: 0830 - 1630 hours Consultation with Doctor: 1400 - 1600 hours

2.15 Masjid

NIPA has a masjid within its premises where all five prayers and Jumma prayers are offered at announced timings. A separate enclave for ladies attached with the masjid is available.

2.16 Car Parking

- a) Car parking areas are conveniently situated in front of the hostels, along the road opposite the academic block. This designated space serves as a convenient parking spot for participants and officers, accommodating their vehicles with ease.
- b) All participants are required to collect car parking stickers if they want to avail of the car parking facility.
- c) All concerned are required to observe the speed limit of 25 km/hour while driving within the Institute's premises.
- d) Car parking facility is available only for cars driven by the participants themselves (drivers/armed guards are not allowed to stay with the cars on campus).

2.17 Smoking

NIPA Peshawar has a no-smoking policy. Therefore, smoking is strictly prohibited at all places in the institute, including the mess, except for a few designated areas.

3. FACULTY & ADMINISTRATION

Dr. Ijaz Munir, Rector NSPP



Dr. Ijaz Munir is the Rector of the National School of Public Policy in Lahore, Pakistan, the country's premier institute for training and capacity building of senior-ranking public servants. He is a senior civil servant who joined the Pakistan Administrative Service in 1988. During his more than 32 years of career in public service, he has held several key administrative and leadership positions, including Federal Secretary of the Establishment Division and the Aviation Division, Chief Secretary of the Government of Azad Jammu & Kashmir, and Additional Secretary in the Prime Minister's Office. Earlier, he had headed six provincial departments as Secretary to the Government of Punjab, including Services and General Administration, Health, Agriculture, Higher Education, Labour, and Population Welfare. He has also served as Commissioner of Faisalabad Division. Dr. Munir has been instrumental in initiating, finalizing, and implementing several important policy reforms concerning Human Resource Management, Training, and Capacity Building.

Dr. Munir holds a Master's degree in Business Administration (MBA) from Imperial College of Science, Technology, and Medicine in London, along with an MBBS degree from King Edward Medical College in Lahore.

Capt. (Retd.) Usman Gul, Director General



Capt. Usman Gul is a BS-21 officer of Pakistan Administrative Service with more than 30 years meritorious military and civil service to his credit. He has served on various important positions such as Commissioner Malakand, Quetta and Sibbi Divisions, Secretary Planning & Development Department, Govt. of Balochistan, Chief Economist, Chief Foreign Aide, Additional Secretary Budget, Regulations, PFC Finance Department, Deputy Commissioner Peshawar and Additional DG Projects FATA to name a few. His academic achievements include National Security Course from National Defence University, Masters in Public Policy & Management from Germany, MBA (Finance) from Peshawar University and Post Graduate diploma in International Human Rights from University of Oslo. Since more than three years, DG sahib is leading three premier training Institutions NIPA, PPSA and PARD which share the same campus.

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

Dr. Muqem ul Islam Suharwardy PhD (Public Policy & Govt) – Chief Instructor



Dr. Muqem holds a PhD degree in the field of Public Policy and Government from the National Defense University (NDU). He completed his MPhil in Economic Development. He joined as a faculty member at the National School of Public Policy, erstwhile NIPA, in 1999. He possesses more than 25 years of versatile experience and is a government servant, economist, professional trainer, researcher, and public policy expert. His areas of expertise include public policy design and implementation, institutional development, development economics, strategic planning and management, project design & management, economic development policy, Islamic banking, central banking management, exchange rate and price stability policies design and implementation, monetary and fiscal policy development and implementation, and more. He has delivered training on Leadership, Human Resource, and Performance management as well.

His PhD dissertation on "Impact of Institutional Quality and Governance on Economic Development: Cross-Country Analysis" pertains to areas of Good Governance, Institutional Economics, Comparative Economic Systems, Civil services reforms, Quality management practices, Economic Developments, and Econometrics.

Prior to his current posting, Dr. Muqem served as the Chief Executive Officer (CEO) of the National Accreditation Council for TVET Streams (NAC-TVS). He also served as the Director-General in the National Vocational and Technical Commission, Government of Pakistan, Islamabad. While serving in NAVTTC, he performed duties as DG (Planning & Development), DG (Skills & Standards). While serving as DG (P&D) NAVTTC, he remained involved in designing, approving, and implementing a Project costing Rs. 9.8 billion for the TEVET Sector Reform.

While serving as DG (International Cooperation and Accreditation) in NAVTTC, he participated in negotiations of several international cooperation deals which include (1) with the State of Qatar (for sending one lakh Pakistanis to Qatar) and signed an MoU with Qatar in Doha (2) Negotiated MoU with Singapore for cooperation in TVET (3) Negotiated MoU with Finland for cooperation in TVET (4) Negotiated MoU with Saudi Arabia for cooperation in TVET (5) Negotiated cooperation with the Philippines in TVET (6) Negotiated cooperation with Australia in TVET (7) Negotiated cooperation with Germany in TVET. He also developed a comprehensive document for enhancing cooperation among OIC member countries in TVET and led consultations with representatives of 30 countries in Istanbul.

He also served as the Chief Instructor in NIPA, Islamabad. He was an Assistant Professor of Economics in the School of Economics, IIU, Islamabad. Prior to joining erstwhile NIPA, presently (NIPA/NSPP) in 1999, he served as a Researcher/Economist in the Policy Department of the State Bank of Pakistan (Central Bank). He authored a concept paper for the creation of the National School of Public Policy (NSPP) in 2001 and remained involved in the initial development of the NSPP structure.

Dr. Muqem has published more than six research papers and co-authored a book. He has supervised more than 100 research endeavors in a variety of fields and delivered several dozen training modules and other training forums in NIPA, NIPA, NBP, PTCL, etc. He has been part of the team for training delivery of more than 12 NIPA advance Courses and around more than 15 MCMCs and SMCs.

Shabidullah Wazir, Directing Staff



Mr. Shabid Ullah joined NIPA, Peshawar as Additional Directing Staff in January 2019 on a deputation basis. He holds an M.Phil. degree in Political Science from the University of Peshawar. Additionally, he holds an IT certification from Pakistan Computer Bureau, Islamabad. He has served as an Information Officer at the Press Information Department, Peshawar, Public Relations Officer to the Governor of KP, and Director of Information at FATA Secretariat. He has also worked as Deputy Director Special Assignments (Admn/Budget and Accounts/Advertisements and Publicity) at the Press Information Department, Peshawar. Furthermore, he has served as the Regional Press Registrar in Peshawar for the Ministry of Information & Broadcasting. Before joining NIPA, Peshawar, he contributed to the institute as a guest speaker in MCMCs, Junior Command Courses of K.P. Police, and courses for officers of the Revenue Departments of Gilgit Baltistan and Baluchistan conducted by PPSA.

Jehanzeb Khan, Directing Staff (IT) / (T&C)



Mr. Jehanzeb Khan Orakzai joined NIPA Peshawar as a Faculty Member in March 2006. He is regular BS-19 officer of NSPP. He earned his Master's degree in Computer Science from the University of Peshawar and an MS-IT from the Institute of Management Science Peshawar. He also obtained an Executive diploma and various certificates in advanced computer sciences/IT subjects, as well as a degree in education from the University of Peshawar. Before joining this institute, he served as a Lecturer at Islamia College Peshawar. He taught various computer science/IT subjects to graduate and postgraduate students at different universities, including ABASYN University, Sarhad University, Center of Applied Epistemic, and the University of Peshawar. He has authored a research thesis on "Urdu OCR" (Optical Character Recognition) and a few research papers on "Urdu Optical Character Recognition".

Dr. Muhammad Riaz Khan, Addl. Directing Staff



Dr. Muhammad Riaz Khan has been working as a faculty member since July 2024. He holds a Ph.D. degree in Management from IMSciences, Peshawar. Prior to joining NIPA, Dr. Riaz served as a faculty member at COMSATS University for 12 years. His professional journey extends beyond academia, encompassing roles in both the corporate and social sectors.

Dr. Khan has served as a consultant to the Research and Policy Unit (RPU) of the Department of Local Government, Elections, and Rural Development. He has been engaged as a Master Trainer with various institutions, including the Youth Directorate, Directorate of Colleges, Higher Education Academy for Research and Training (HEART), COMSATS' Faculty Development Academy (FDA), and prominent corporate entities.

He is a certified Project Management Professional and Data Analytics Professional by Google. He has been awarded fellowships and grants to present his research at esteemed platforms such as the INSPIRE conference in Dubai (2014), the International Association for Conflict Management (IACM) in Florida (2015), Columbia University in New York (2016), and the virtual IACM Conference (2021). He has published more than 10 research papers in the national & international prestigious journals.

Muhammad Nadeem Khan, Program Officer



Mr. Muhammad Nadeem Khan joined NSPP in August 2005 as a Documentation Officer, and currently, he is working in the Training & Coordination Wing as a Program Officer at the National Institute of Public Administration, Peshawar, since February 2015. He earned his Master's degree in Political Science from University of Peshawar. He has served in various private enterprises and accumulated 17 years of overall experience to his credit.

Mr. Nadeem Ahmed Awan, Incharge Hostel



Mr. Nadeem Ahmad Awan joined this Institute in 2003. During his career, he served in the Admin & Accounts and Research Sections, and he is presently posted in the Training Section as a Program Officer. He earned his Master's in International Relations from the University of Peshawar. Prior to joining this Institute, he served at the Pakistan Provincial Services Academy and the Sarhad Chamber of Commerce & Industry in Peshawar.

ADMINISTRATION

Mr. Asad Zia Siddiqui, Directing Staff (Admin)



Mr. Asad Zia Siddiqui joined NIPA Peshawar in 2006 and currently works as Directing Staff (Administration). He is pursuing a PhD in Malaysia. He holds an MS degree in Management Sciences and an MBA degree from Peshawar University. In addition to his M.S. degree, he also holds a Master's degree in Computer Sciences from the University of Peshawar. Furthermore, he has completed a one-year diploma in IT and holds various IT certificates such as CCNA, MCP, MCSE, Linux Administration, Wireless Basics, VOIP Infrastructure, CIW, CNT, OCP DBA, CLA, CHT, and AOA. He has more than twenty-three years of working experience, with nineteen years in the government sector. He has taught various computer science/IT subjects to graduate and postgraduate students in different institutions and has also served as a visiting faculty member at NIPA Islamabad. He completed the 30th MCMC from Quetta, topping the batch

Syed Jaffar Shah, Deputy Director (Admin & Finance)



Syed Jaffar Shah is the Deputy Director of Administration & Finance. He joined the institute in August 2005. He completed his Master's in Commerce from the University of Peshawar in 1986. He has over 20 years of working experience in the fields of Accounts and Administration in the Government Sector

Asghar Ali, Assistant Research Librarian



Mr. Asghar Ali is Assistant Research Librarian. He joined the institute in December 2006. He has done his MS in Library Science. He has over 16 years of working experience in the field of Library.

Muhammad Shahid, Assistant Director (Admin)



Mr. Muhammad Shahid is an Assistant Director of Administration who joined the institute in 2009. He earned his Master's in Business Administration from the University of Hazara in 2006. He has over 12 years of working experience in the fields of Accounts and Administration

LIST OF IMPORTANT TELEPHONES

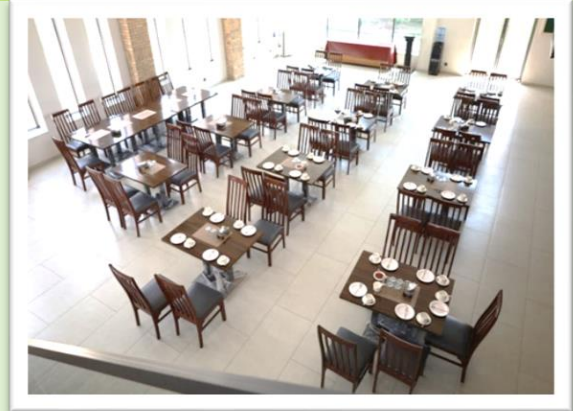
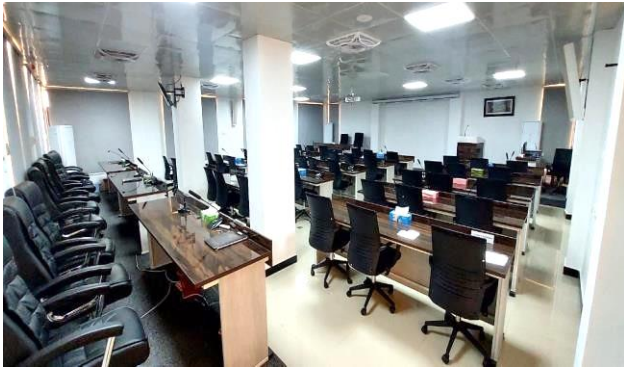
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Fax No: 091-9224446

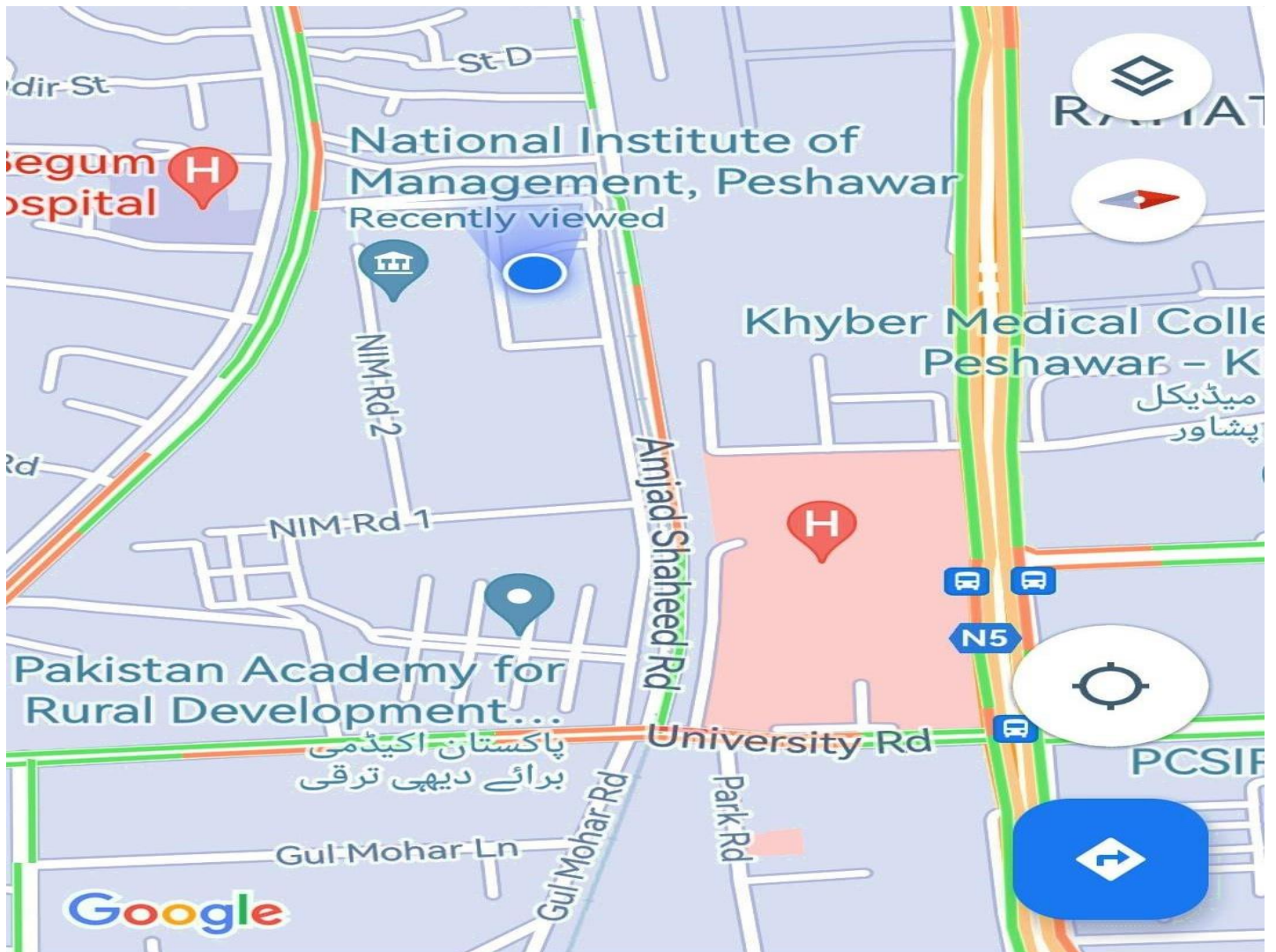
Email ID: nipa.psh@gmail.com Website: www.nipa.gov.pk

Name & Designation	Tel. No. Off)	Ext. (Off)	Mobile Number	Email ID
Capt (Retd.) Usman Gul, Director General	PS to DG 091-9224444	103 (PS)	-	-
Dr. Muqeem ul Islam Soharwardy, Chief Instructor	091-9224479	127	-	muqeemz@gmail.com
Mr. Shabidullah Wazir, Directing Staff	091-9224480	109	0334-9089249	shabidullahpid@gmail.com
Mr. Jehanzeb Khan Orakzai, Directing Staff (IT/AV)	091-9224451	111	0334-9157978	janzeb@gmail.com
Dr. Muhammad Riaz Khan, Addl. Directing Staff	0345-9198388	-	0345-9198388	mkriaz83@gmail.com
Mr. Asad Zia Siddiqui, Directing Staff (Admin)	091-9224431	115	0300-5957823	asadsq@yahoo.com
Syed Jaffar Shah, Dy. Director (Admin & Finance)	091-9224443	114	0321-9058838	-
Mr. Muhammad Nadeem Khan, Program Officer	091-9224424	119	0333-4347479	mnkhang@gmail.com
Mr. Nadeem Ahmad Awan, Incharge Hostel	091-9224424	182	0321-9025460	nadeemsa@hotmail.com
Library	091-9224475	170	-	
Quaid-e-Azam Guest House (NIPA Guest House)	091-9224429	178	-	
Mr. Liaqat Ali Khan Hostel (NIPA Hostel)	091-9224429	179	-	
Mr. Umar Usman Awan, Mess officer	-	153	0312-7955739	
Main Gate IN	-	172	-	
Main Gate OUT	-	173	-	
Dispensary		169	-	
Sir Syed Hostel (PARD Hostel)	-	182	-	
National Bank of Pakistan, Town Branch	091-9216308	-	-	

Picture Gallery









National Institute of Public Administration

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