



29th MID CAREER MANAGEMENT COURSE

Monday, 3rd February to Friday, 8th May, 2020

COURSE GUIDELINES & JOINING INSTRUCTIONS

Prepared by
TRAINING WING

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1. GENERAL

1. Introduction

The National Institute of Management (NIM) Peshawar is a constituent unit of the National School of Public Policy (NSPP). NSPP is mandated to organize in-service training for Civil Servants from mid-career level (BS-18) at National Institutes of Management, Peshawar, Lahore, Karachi, Quetta & Islamabad to the highest level at National Management College, Lahore (former Pakistan Administrative Staff College) for BS-20 officers.

1.1. Aim

Aim of the “Course Guidelines & Instructions Handbook” is to provide information about modalities of various important training activities, which form part of the Mid-Career Management Course.

2. TRAINING ASPECTS

2. Mid Career Management Course (MCMC)

Mid Career Management Course is mandatory 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.

2.1. Aim of MCMC

“To develop and enhance participants’ knowledge, skills and leadership potential so as 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”.

2.2. Scope of MCMC

- To equip participants with higher skills of ICT for better evidence based decision making and problem solving.
- To create understanding of internal and external environment affecting planning and execution of public policy at the operational level.
- To enhance understanding of administrative structures & challenges of governance for better service delivery at operational level.
- To 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 at operational level.
- To familiarize participants with the concept, skills and tools of Performance Management including performance measurement for better public service delivery at operational level.
- To familiarize participants with economics and public finance concepts as applicable at the operational and tactical level.
- To facilitate the participants in conducting research, evaluation and analysis required in public policy at the operational level.

2.3. Training Modules and Conduct

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

Module – I A (BCL) Basic Computer Literacy-Concepts, Skills, Tools for Effective Management

Module – I B (ICT) Role of ICT in Evidence Based Decision Making for Effective Service Delivery

Module – II Institutional Framework of Public Management and Important National Issues

Module – III Administrative Structures and Governance Issues

Module – IV Management Skills for Effective Public Service

Module – V Economic Development & Public Finance

Module – VI Research and Research Methodology, Local Visits & Inland Study Tours

- 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 Chief Instructor.
- c) Sessions are generally held in the MCMC classroom. Guest speakers, who are experts in their own fields, deliver talk on given topics, followed by question and answer sessions to provide the participants an opportunity to clarify and raise issues relevant to the subject.

2.4. Tutorial Discussions

Tutorial discussions provide the participants, an opportunity for candid and meaningful discussion; for this purpose the participants 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 syndicate discussions at regular intervals. This interaction provides sufficient opportunity to the participants for expressing their views freely. Additionally, the Syndicate discussions 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.

2.5. Simulation Exercises

Two 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

2.6. Analysis Papers

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.

2.7. Individual Presentations

a. Current Issues Presentations (CIPs)

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

b. Individual Research Paper (IRP)

a) Each participant is required to write one Individual Research Paper (IRP) of 6000 words. **The Participants will submit three (03) topics for the Individual Research Paper through email at nim.psh@gmail.com.** However, the Institute reserves the right to assign any other topic.

- b) Presentations on a few selected IRPs may be scheduled during the 3rd Term.
- c) The participants can seek guidance from their faculty advisors and the Chief Instructor about any aspect of the Individual Research Paper.

2.8. Synopsis (SNP)

All participants would be tasked in turn to write synopsis of at least one lecture/panel discussion during the course. The synopsis shall normally consist of about *1000-1500 words*. The participant should focus on the central theme of the speaker's talk and the Question & Answer Session.

2.9. 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 **T&C Locker** and email address; ***nim.psh@gmail.com*** . *The participants are also required to mail their assignments to the MCMC faculty members (Email addresses to be shared).*

2.10. 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. Extension lectures are scheduled in the evening. Attendance on such occasions is mandatory in formal dress.

2.11. 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, and faculty members to the participants for compliance.

The course coordinator is to ensure class discipline and punctuality. The course coordinator will submit the daily attendance proforma, marking the absentees and the late comers during each session, to the ADS (T&C) or any other ADS designated for the task, daily after the last training sessions, 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.

2.12. Classroom Modalities

- a) Classes will commence daily with recitation from the Holy Quran (Tilawat) at 0850 (unless indicated otherwise)
- b) Participants are required to be seated five minutes before the start of every session.
- c) Classroom environment in the MCMC is congenial but formal. **Dress code for the classroom is formal as indicated at para 2.18**
- d) Mobile telephones are not allowed during the class.
- e) Participants are expected to rise on 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 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 timing for training sessions during each week would be as under. However, the timings may be extended/revised, if required:

Monday through Friday 0850-1700 hours

2.13. 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.2000/- as refundable Library Security will be deposited for the purpose. Such Library members are entitled to draw only one book at a time. In case members wish to draw two books (which is the maximum permitted under this facility), the deposit required will be Rs.4000/-.

- f) Participants of MCMC 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.

2.14. Computer Literacy Program

- a. Computer Literacy Program will be conducted during the (1st week) “Basic Studies and Computer Literacy Week”. Thereafter, if needed, the IT classes will be run in the evenings, 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, surf the net for information and carry out various training activities.
- c. During presentations by the participants, **the participants will operate the computer themselves**. Colleagues may assist one another while making presentations.

2.15. Study Tours

In order to provide exposure to the participants of MCMC, the Institute organizes Study Tours within and outside Peshawar. These tours/visits help in enhancing the understanding of trainee officers about public and private sector organizations.

2.16. 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 part of the course. The participants are required to be punctual and regular in attending all academic and co-curricular activities.

Biometric Attendance

Participants are required to daily mark their bio metric attendance at the start of the first session in the morning and at the end of the last session.

2.17. Leave Policy

- a) The Institute generally discourages the participants taking leave during the course because 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) The participants should route the application through Additional Directing Staff (T&C) for obtaining approval of the Director General.
- d) Only **four days casual leave** is allowed during the whole course under extreme emergency requirements. Any participant who exceeds the permissible leave limit of 04 days would be withdrawn from the course.
- e) However, a participant missing the course even for one single day without permission would render himself/herself liable for instant withdrawal from the course.
- f) Those withdrawn from the course because of absence without permission would repeat the course at their own cost.

2.18. Dress Code. Following Dress Code will be observed for various activities:

Dress Code for Class Room/Syndicate Rooms, Library, Computer Lab, as well as formal occasions would be as under:

Monday - Thursday

- **Lounge Suit** or **White Shalwar Qameez with black Sherwani** and Shoes with Socks (Boots with laces or moccasins)

Friday

- **Lounge Suit** or **White Shalwar Qameez with black Sherwani** or **buttoned-up closed collar pure black waist-coat**

2.19. Penalties

- For first violation of Attendance Policy and Administrative Instructions, an **ADVICE** will be issued
- On second similar violation, a **CAUTION** will be issued
- An **EXPLANATION** call will be served on the third violation
- Finally, a **WARNING** will be issued.
- For every caution, 0.5% marks will be deducted from the overall earned marks.
- For every warning 1% marks will be deducted from the overall earned marks. (Every penalty will be incorporated in the Evaluation Report)

3. ADMINISTRATIVE ASPECTS

3.1. NIM ID Badges

On arrival, the participants will receive their NIM ID badges. It is **mandatory** for the participants to wear these badges during the training activities at the campus and during visits to other organizations and places.

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. Residence

- a. Outstation Participants will be provided with accommodation furnished with the basic facilities on double occupancy basis. The Institute provides bedding and linen.
- 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, 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.

3.7. Sports

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

3.8. Dress for Sports

- Track Suit
- Joggers/Tennis Shoes
- Sports T- Shirts

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

- a) Chairperson
- b) Secretary

- c) Members

Tasks of the Mess Committee:

- a) To oversee the quality of meals/food and services
- b) To monitor hygiene conditions
- c) Inform Institute's Management about any complaints/suggestions through the Sponsor DS for the Mess Committee and 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. Coordinate with the cultural committee for food arrangement during the cultural nights.

3.11. Sports Committee

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

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

Tasks of the Sports Committee

- a) Secure membership from participants for sports of their choice
- b) Maintain Record of the attendance during sports hours
- c) Organize sports competitions/tournaments for all the sports in consultation with the Sponsor DS during 2nd and 3rd Terms of the Course.

3.12. Culture Committee

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

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

Tasks of the Culture Committee

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

3.13. Telephone

- a. The Institute has PABX telephone exchange **(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 cell phones.
- 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. Lockers Facility

Locker Facility is available for the participants. Lockers are located outside the classroom. These lockers will be used to deliver incoming mail, reading/ reference material and notices from the Institute. The participants should check their lockers at least twice a day; once at the start of the session and then in the afternoon.

3.15. Postal Arrangements

Incoming

1200 hours

Outgoing

0630 hours

1145 hours

1630 hours

- a. 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 Management (NIM),
University 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)

3.16. Fax

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

3.17. Laundry

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

3.18. Medical Facilities

- a. The Institute has a dispensary with a Medical Officer (Cell no. 0336-9860811). 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 to be made would be borne by the participants and reimbursement, claimed from the respective departments/ organizations.

Dispensary timings: 0900 -1700 hours

3.19. Mosque

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

3.20. 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 (***drivers are not allowed to stay with the cars at the campus***).

3.21. Smoking

NIM Peshawar has a no-smoking policy. Smoking is, therefore, strictly prohibited at all places in the institute, including the mess, **except for a few designated places**.

4. NIM FACULTY & ADMINISTRATION

1. Mrs. Farah Hamid Khan, Director General

Mrs. Farah Hamid Khan joined civil service of Pakistan in 1991 and carries a 28 years' experience of field and desk assignments in the public sector. For the past ten years, she has been in senior management positions and remained closely involved with public policy formulation. She joined as Director General, National Institute of Management, Peshawar, a constituent unit of the National School of Public Policy in April 2019. Prior to that she held various important positions in her career including; Additional Secretary, Ministry of Interior, Government of Pakistan, Secretary, Higher Education, Archives and Library Department, Government of Khyber Pakhtunkhwa, Secretary, Science and Technology and Information Technology Department, Government of Khyber Pakhtunkhwa, Secretary, Industries, Commerce, & Technical Education, Government of Khyber Pakhtunkhwa.

Mrs. Farah Hamid Khan has done diploma in National Security from National Defence University, Islamabad and recently participated in a workshop of Evidence for Policy Design (EPoD) from Harvard Kennedy School, Cambridge.

2. Mr. Abdul Sattar, Chief Instructor

Mr. Abdul Sattar has joined NIM Peshawar as Additional Directing Staff on deputation from Pakistan Academy for Rural Development (PARD) Peshawar. He joined PARD in 1990 and had worked on different assignments as a researcher and trainer. He has successfully conducted training programs for various stakeholders in the social development process and has also remained the editor of prestigious PARD Research Journal, 'JORDA'. He carries vast experience as a trainer and has worked as Addl. Directing Staff at NIM Peshawar previously for about five years. He has a diverse academic background with Masters in Geographic Information Management from the Netherlands and M.Sc in Geology & Masters in Political Science from the University of Peshawar. He has attended national & international training courses on themes of Development Planning, Governance, Local Government, Project Management, Participatory Development, Geographic Information Systems, etc. He has authored quite a few research reports and publications. He has also worked on various assignments as consultant with national & international organizations like UNICEF.

3. Mr. Muhammad Tayyab, Additional Directing Staff

Mr. Muhammad Tayyab has joined NIM Peshawar as Additional Directing Staff on deputation from Ministry of Railways in April, 2019. Mr. Tayyab is a BS -19 officer of Railways (Traffic & Commercial) Group from 30th Common Training Program of CSS. Before joining the civil services, he remained as Lecturer at Islamia College Peshawar, University of Peshawar and Government Colleges in Education Department of Govt. of Khyber Pakhtunkhwa from 1997 to 2002. In 2002, after qualifying Provincial Civil Service (PCS), he worked as Section Officer at Civil Secretariat in KP. He has worked on different positions in Railways including Commercial and Personnel Officer, Director Operations, Director Vigilance and Deputy Chief Planning from 2004 to 2019. He has also served as Deputy Secretary and Additional Secretary in FATA Secretariat for two years. He has vast experience in administrative structures and governance, human resource management, office management, project management, transportation & logistics, revenue generation and general administration. He attended various trainings in different administrative systems within the country and abroad in China, Japan, UK and India. Mr. Tayyab has a Masters in Political Science from University of Peshawar and a Masters in Governance & Policy from University of Southampton, UK under the Chevening Scholarships Programme, 2012.

4. Syed Khizar Ali Shah, Additional Directing Staff

Syed Khizar Ali Shah has joined NIM Peshawar as Additional Directing Staff on deputation from Ministry of Information & Broadcasting. He is a BS -19 officer of Information Group from 31st Common Training Program of CSS. He has worked in different departments of the Ministry of Information & Broadcasting, Ministry of Human Rights and National Commission for Human Rights. He has experience in media management, administration of media laws, media regulatory affairs, drafting of media and human rights laws, advocacy and trainings of human rights laws and juvenile justice. He has also served as the Project Manager of the project "Rehabilitation of Juvenile Prisoners in Central Jail Haripur" and "Police Child Protection Centre Peshawar". Syed Khizar Ali Shah has a Masters in Public Administration from University of Peshawar and a Masters in Development Studies from University of Melbourne under Australian Development Awards scholarships.

5. Mr. Shabid Ullah, Additional Directing Staff

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

6. Mr. Jehanzeb Khan Orakzai, Additional Directing Staff (IT)/ ADS T&C

Mr. Jehanzeb Khan Orakzai joined NIM Peshawar as Faculty Member in March 2006. He got his Masters degree in Computer Science from the University of Peshawar and MS-IT from Institute of Management Science Peshawar. He also got an Executive diploma and different certificates in advance computer sciences/IT subjects and a degree in education from the University of Peshawar. Before joining this institute he served as Lecturer at Islamia College Peshawar. He taught different computer science / IT subjects to the graduate and post graduate students at different universities including ABASYN University, SARHAD University, Center of Applied Epistemic and 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".

7. Ms. Nafees Rahim, Directing Staff (Research)

Miss Nafees Rahim, joined civil service of Pakistan in 2001 and carries an 18 years' experience in Pakistan Audit and Accounts Service as Public Financial Manager. She joined as Directing Staff (Administration), National Institute of Management, Peshawar, a constituent unit of the National School of Public Policy in July 2019. 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 \$137 million World Bank Funded Project. Has audited Pakistan Embassy, UK and Consulates in UK as Special Foreign Assignment and audited United Nations Industrial Development Organization (UNIDO) HQ, Vienna, Austria. She was managing Rs. 33 billion Universal Service Fund and Company under Ministry of IT, Government of Pakistan. Has been team member in developing 'Conditional Cash Transfer' Programme with the World Bank and DFID under Benazir Income Support Programme.

Miss Nafees Rahim has done MBA Finance from Australia, Masters in Development Studies from Netherlands and Master in English. She has also done diploma in Public Debt Management Audit and Certification in Information Systems Management Security Audit.

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

Syed Jaffar Shah is the Deputy Director Administration & Finance. He joined the institute in August 2005. He has done his Masters in Commerce from University of Peshawar in 1986. He has over 18 years of working experience in the fields of Accounts and Administration in Government Sector.

9. Mr. Asad Zia Siddiqui, Additional Director (Research)

Mr. Asad Zia Siddiqui is the Additional Director (Research). He has joined this Institute as Assistant Director IT/AV in 2006. Before joining NIM, he worked as Instructor cum Network Administrator in STI Peshawar. He has done his MS/M.Phil in Management Sciences. He has also done his Masters in Computer Sciences and Masters in Business Administration with specialization in Human Resource from University of Peshawar. He has a one year diploma in IT & different IT certificates like CCNA, MCP, MCSE, Linux Administration, Wireless Basics, VOIP Infrastructure, CIW, CNT, OCP DBA, CLA, CHT, AOA. He has over twenty years of working experience including 16 years in Govt. sector & 04 years in private sector.

5. TELEPHONE NUMBERS

LIST OF IMPORTANT TELEPHONES

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

<u>Name & Designation</u>	<u>Tel.No. (Off)</u>	<u>Ext. (Off)</u>	<u>Mobile Number</u>
Mrs. Farah Hamid Khan, Director General	PS to DG 091-9224444	101 103 (PS)	-
Mr. Abdul Sattar, Chief Instructor	091-9224438	135	0300-5952311
Syed Khizar Ali Shah, Addl. Directing Staff	091-9224435	106	0331-2238877
Mr. Muhammad Tayyab, Addl. Directing Staff	091-9224442	127	0333-9210700
Mr. Shabid Ullah, Addl. Directing Staff	091-9224480	109	0334-9089249
Mr. Jehanzeb Khan Orakzai, Addl. Directing Staff (IT/T&C)	091-9224451	111	0334-9157978
Ms. Nafees Rahim, Directing Staff (Research)	091-9224443	110	-
Syed Jaffar Shah, Deputy Director (Admin & Finance)	091-9224443	113	0321-9058838
Mr. Asad Zia Siddiqui, Addl. Director (Research)	091-9224441	115	0300-5957823
Mr. Nadeem Ahmad Awan, Reproduction Supervisor (T&C)	091-9224424	119	0321-9025460
Mr. Muhammad Nadeem Khan, Protocol Officer (T&C)	091-9224424	119	0333-4347479
Mr. Nisar Ahmed, Hostel Caretaker	-	182	0313-5575203
Library	091-9224475	170	-
Quaid-e-Azam Guest House (NIM Guest Hose)	091-9224429	178	-
Mr. Liaqat Ali Khan Hostel (NIM Hostel)	091-9224429	179	-
Mr. Mukhtiar Afridi, Cafeteria Manager	-	153	0333-9371567
Mess/ Cafeteria	-	171	-
Main Gate IN	-	172	-
Main Gate OUT	-	173	-
Dispensary (Mr. Arif, Dispensar)		169	0301-8885651
Sir Syed Hostel (PARD Hostel)	-	182	-
National Bank of Pakistan, Town Branch	091-9216308	-	-