NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION, KARACHI

38th SENIOR MANAGEMENT COURSE

(Monday,14th July– Friday, 31st October, 2025)

SYLLABUS

Issued by:
Senior Management Wing

CONTENTS

INTRODUCTION

38thSMC is scheduled from Monday, 14thJuly- Friday, 31st October, 2025.This syllabus document covers all aspects of the Course, including its Aim, Scope, Block Study Hours, Allocation of Time for Studies and Events, Course Schedule, Block Program, General Events, all Study Modules, Presentations, Miscellaneous Events. Conduct of these activities has been explained in the Academic Guidelines and Administrative Instructions issued separately. Aim of this handout is to familiarize the participants with the whole range of activities planned for them at the Institute. It is hoped that the participants will go through the Syllabus document carefully and will keep consulting it through the entire duration of the Course. Generally, the instructional part (LDs and PDs) during 38th SMC would be conducted according to the timings given below:

S#	Day	Timing		Event	Study Hours
1.	**Monday**to**Thursday**	0900-1700Hours	Tea Break-30 minutes Prayer & Lunch Break- 01 hour	Class Activity	6.5 Hours
2.	**Friday**	0900-1700Hours	Tea Break-30 minutes Jumma Prayer& Lunch Break- 1.5 hour	Class Activity	6.0Hours
3.	**Saturday& Sunday**	Holiday/ Research Day or as indicated otherwise			

Note: The above timings may not be applicable in case of other training activities including SEs, some Workshops, etc.

38thSENIOR MANAGEMENT COURSE

Aim

To enhance the capacity of potential BS-20 officers for effective public service delivery

Expected Core Competencies

Participants are expected to acquire the principal core competencies of evidence-based decision making and problem solving to contribute significantly to the following:

- Assisting Evidence Based Policy Formulation
- Strategizing Policy Implementation
- Analyzing Qualitative and Quantitative Data/Information
- Managing all Resources (Tangible & Intangible)
- Team Building

Scope

- 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
- Develop participants' understanding of the **diversity in Pakistani society** (socio-cultural values, beliefs and attitudes) and its relevance to policy implementation and governance
- Provide in-depth knowledge of **governance and administrative structures** of Pakistan along with relevant **policy processes and implementation strategies**
- Enable the participants to apply concepts and techniques of **management, operational and technical**implementation in the Pakistani environment
- Enhance participants' comprehension about operationalizing strategy
- Equip participants with evidence based **research and analytical skills** for enhanced performance on the job
- Through workshops, seminars and other group activities, enhance capacity of the participants in the use of **Information& CommunicationTechnology** and making it an effective tool of analysis, interpretation, decision making and monitoring
- 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
- Facilitate participants' good health and introduce variety in their course routine through **co-curricular activities and sports**

LIST OF ABBREVIATIONS (Alphabetical)

Term	Abbreviation	Term	Abbreviation
Analysis Paper	AP	Lecture Discussion	LD
Analysis Paper De-Briefing	APDB	National School of Public Policy	NSPP
Directing Staff	DS	National Institute of Public Administration	NIPA
Chief Instructor	CI	Presentation	P
Certificate Award Ceremony	CAC	Peer Rating	PrR
Course Review Committee	CRC	Panel Discussion	PD
Current Issue Presentation	CrIP	Research	R
Course Review Presentation	CRP	Research Group	RG
Communication Skills	CSk	Simulation Exercise	SE
Case Study Research	CSR	Syndicate Rooms	SRs
Computer Literacy	CL	Syndicate	Synd.
Computer	Cptr	Synopsis	Synp.
General Event	GE	Sunday	S
Gazetted Holiday	GH	Senior Management Wing	SMW
Guest Speaker	GS	Tutorial Discussion	TD
Individual Research Paper	IRP	Term Test	TT
IRP Presentation	IRPP	Workshop	W

NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION
38th SMC: Monday 14thJulyto Friday 31st October, 2025
BLOCK STUDY HOURS

S. #	Working	Dates / Weeks / Days / Hrs.
1	Registration of Participants	Friday11thJuly, 2025
2	**Total Weeks**	**16 Weeks**
3	**Total Days**	**110 Days**
	Daily Timings	**Monday to Friday: 0900-1700**
	Daily Working Hours	**Monday to Thursday: 6.5 hours** **Friday: 06 hours**
4	**Days Not Available (Holidays/Breaks)**	
	a. Sundays (15 days)	**13 (Two Sundays for two Simulation Exercises)**
	b. Saturday (15 days)	**13 (Two Saturdays for two Simulation Exercises)**
	c. Gazetted Holidays (02days)	• Independence Day, Thursday14th August, 2025 • Eid Milad-un-Nabi, Friday5thSeptember, 2025(depending on moon sighting)
5	**Total Days Not Available = 28**	**28 = (13 Sundays + 13 Saturdays + 02 Gazette Holidays)**
6	**Working Days Available**	**82(110 –28)**
7	**Hours Available:**	
	a. Fridays = 15	**15 x 06 = 90** (Tea Break 30 minutes)+(1.5 hours Jumma Prayer & Lunch Break)
	b. Other Days =67	**67x 6.5= 435** (Tea Break 30 minutes)+(1 hour Lunch Break)
8	**Total Available Hrs.**	**(90 + 435) = 525hours**

ALLOCATION OF TIME FOR STUDIES & EVENTS

S#	Activities / Studies / Subjects	LD	PD	TD	W/S	Total	Act/ (Hrs)
	Study Events / Hours						
	Training Activities (General/Miscellaneous)						
1.	i. Inaugural Session	-	-	-	-	01/01	30/44.5
	ii. Briefings by the CI/DS T&C	-	-	-	-	02/01	
	iii. DS Introductions/Briefings on Study Modules	-	-	-	-	01 /01	
	iv. TNA (0.5 hrs each)					02/01	
	v. General Knowledge Test	-	-	-	-	01/01	
	vi. Analytical Writing Test	-	-	-	-	01/01	
	vii. Term Test (01 hrs each)					03/03	
	viii. Analysis Paper {AP-1 (1.5 hrs) AP-2 (2.5 hrs) AP-3 (03 hrs)}}	-	-	-	-	03 /07	
	ix. Analysis Paper De-briefings (0.5 hr each)	-	-	-	-	03 /1.5	
	x. Peer Rating (1.0 hr each))	-	-	-	-	03/03	
	xi. Interviews with Faculty Advisors (02 hrs. in each Term)	-	-	-	-	03/06	
	xii. Group Photograph					01/1	
	xiii. Certificate Award Ceremony	-	-	-	-	01/06	
	xiv. How to ask a Smart Question	01	-	-	-	01/1	
	xv. Nutrition and Life Style Modification for a Healthy Life	01	-	-	-	01/1.5	
	xvi. Stress Management	-	-	-	01	01/4.5	
	xvii. Gender Responsive Policy & Planning for Institutional Excellence and Inclusive Workplaces	-	-	-	01	01/03	
	xviii. Price Control Mechanism -TD	-	-	01		01/01	
2.	**Module – 1:** National Environment: Internal and External Dynamics **(NEI&ED)**	11 /17	03/6	-	01/02	15 / 25	75/143
3.	**Module – 2:** Impact of Diversity and Evolution of Pakistani Society on Administration and Service Delivery **(ID&EPSA&SD)**	11/16.5	04/08	01/01	-	16/ 25.5	
4.	**Module – 3:** Economics and Financial Management at Operational Level- **(E&FM OL)**	18/27	01/02	02/02	01/ 04	22 / 35	
5.	**Module – 4:** Issues of Operational Effectiveness within Governance Framework **(IOE &GF)**	02/3	03 /06	01/01	06 /24	12 / 34	
6.	**Module – 5:** Research Methodology and its Application	07/10.5	-	01/3.5	02/9.5	10 / 23.5	

S#	Activities / Studies / Subjects	Study Events / Hours					Act/ (Hrs)
		LD	PD	TD	W/S	Total	
7.	**Module – 6: Study Tours: Field Research**						9/52.5
	a. Inland Study Tour (IST)	-	-	-	-	01 / 32	
	b. Local Visit (LV - FR)	-	-	-	-	02 / 13	
	c. PVPs (LV) 02 hrs. + PVPs (IST) 04 hrs. = 06 Hrs	-	-	-	-	03 / 06	
	d. Briefings LV / FR & IST	-	-	-	-	03 / 1.5	
8.	**Module – 7: Information Technology Program**	03/5.5	-	01/01	03 / 19.5	07 /26	07 /26
9.	**Simulation Exercises (SE)**						04/118
	SE– 1	-	-	-	-	01 / 58	
	SE – 2	-	-	-	-	01 / 58	
	Briefing Simulation Exercises	-	-	-	-	02 / 02	
10.	**Case Studies Research (CSR2**						03/19.5
	CSR – 1	-	-	-		01 / 6.5	
	CSR – 2	-	-	-		01 / 6.5	
	CSR – 3	-	-	-		01 / 6.5	
11.	Public Policy Atelier Activity (5+1)					06/8.0	06/08
12.	**Presentation and Miscellaneous Events**						
	A. Presentations						
	• CrIPs (each 30 min). Total 48 will be conducted in Class Room	-	-	-	-	48 / 24	
	• IRPP's (each 20 minutes)	-	-	-	-	48 / 16	
	• IRP Consultation 1st & 2nd draft					06 /20	106/77
	• SDG's Workshop (01 day)	-	-	-	01/6.5	01/6.5	
	• Islamic Finance Workshop (01 day)				01/6.5	01/6.5	
	• CRCP (2 hrs.) + CRC Discussion (02 hrs.)	-	-	-	-	02 / 04	
	B. Miscellaneous events						
	• **Extension/Key Note Sessions (03 Events-02 hrs each)**					27/18	27/18
	• **Heritage Talks (24 Events- 30 mins each)**						
					Total Hours		267/506.5
	Available Hours						**525 (+18.5)**

S#	Activities / Studies / Subjects	Study Events / Hours					Act/ (Hrs)
		LD	PD	TD	W/S	Total	

COURSE SCHEDULE

Breakup				
S. #	Term	From	To	Duration
1.	Arrival / Registration	11th July, 2025		0900-1600 hours
2.	First Term	14th July, 2025	24th August, 2025	06 Weeks
3.	Second Term	25th August, 2025	28th September, 2025	05 Weeks
4.	Third Term	29th September, 2025	31st October, 2025	05 Weeks
			Total	16 Weeks

Gazetted Holidays			
S.No.	Event	Date	Total
1.	Independence Day	14th August, 2025	01 (Thursday)
2.	Eid Milad-un-Nabi (depend on moon sighting)	5th September, 2025	01 (Friday)
		Total	(02 Working days)

<u>GENERAL EVENTS</u>

GENERAL EVENTS

Summary of Events

	EVENT	NUMBER	HOURS
1.	Lecture Discussion (LD)	02	2.5
2.	Workshop (W)	02	7.5
	Total	**04**	**10**

General Events

Ref #	Topic and Scope	Mode	Duration
GE-1	**How to ask a Smart Question** • Ethic of Participating in Public discourse by raising questions • Importance of questions as a means to further debate in a policy discourse • Design of a smart question from prequestion intent to post question reflection • Analysis of various types of questions along with examples from previous training courses • Protocols and ethics of asking questions in NSPP training courses • Hands-on exercises as regards asking smart questions	LD	01 hour
GE-2	**Nutrition and Life Style Modification for a Healthy Life** • Food & Nutrition • Balanced Diet • Healthy Lifestyle • Healthy Work Style	LD	1.5 hours
GE-3	**Stress Management** • Definition and TheoreticalFramework of Stress • Causes & Impact of Stress • How to deal with personal and job related stress • Significance of work life balance • Importance of Psycho - Social Health as a Key Element of Leadership and Change Management • Emotional Intelligence and Conflict Management • Anger Management • Personality Development &Behaviour Modification	W	4.5 hours 3 parts (1.5 hours each)
GE-4	**Gender Responsive Policy & Planning for Institutional Excellence and Inclusive Workplaces** • Understanding Gender Dynamics: - - Concepts, approaches, and challenges of gender mainstreaming in institutions • **Understanding workplace Inclusivity:** - Analysis of the changing nature of the workplace environment encompassing all marginalized groups of society and their needs - Impact on workplace culture and evolving roles; - Social barriers and societal biases, diverse needs, and legal frameworks.	W	3 hours

• **Comparative Analysis & Empowerment of Social Change:** - Comparison of labor force participation in Pakistan with regional and international standards - Impact of gender empowerment on social change within organizations and society at large. • **Stakeholder Engagement & Monitoring and Evaluation:** - Mapping the role of all relevant stakeholders, including the media - Shaping of policies, and establishment mechanisms for measuring progress towards gender equality, using SDG-aligned indicators. • **Policy Dialogue & International best practices:** - Existing gender policy/legislative frameworks - Identification of gaps therein, and formulation of SDGs-aligned, targeted future policy options and project interventions, based on international best practices, for achieving gender equality. • **Hands-on Group Exercises:** - Application of learned concepts in real-world scenarios, enhancing learning outcomes.		

MODULE – 1

NATIONAL ENVIRONMENT: INTERNAL AND EXTERNAL DYNAMICS

MODULE – 1

NATIONAL ENVIRONMENT: INTERNAL AND EXTERNAL DYNAMICS

AIM

To enhance participants' understanding of prevailing National, regional and global environment and its impact on internal and external dynamics, policy implementation and governance in Pakistan

SCOPE

- Statecraft and Public policy formulation in the light of National purpose, interests, aims and objectives
- Relationship between state institutions as given in the Constitution and their role in policy formulation and implementation
- Interplay of internal and external factors and their impact on public policy formulation and implementation

Summary of Events

	EVENT	NUMBER	HOURS
1.	Lecture Discussion (LD)	11	17
2.	Panel Discussion (PD)	03	06
4.	Workshop (W)	01	02
	Total	**15**	**25**

MODULE – 1
NATIONAL ENVIRONMENT: INTERNAL AND EXTERNAL DYNAMICS

Ref. #	Topic and Scope	Mode	Duration
1.01	**Public Policy – Formulation & Implementation** • Understanding the Government structure and public policy • Understanding the Public policy process: agenda setting; policy formulation; decision-making; policy implementation; and policy evaluation • Complexities involved in the process of formulation and implementation of public policy (discuss a case of recent public policy decision; how it was formulated and implemented)	LD	1.5 Hours
1.02	**National Security of Pakistan-Internal and External Dynamics** • Concept and Elements of National Security • Internal and External challenges to National Security • State Response to National Security Challenges • NationalSecurity Policy • Future Threats and Preparedness. • Hybrid warfare; trends and challenges • Cross border terrorism	LD/PD	02 Hours
1.03	**Mutual Legal Assistance (MLA)** • Introduction to the MLA, international framework and legal framework pertaining to MLA. • Critical analysis of the provisions and gaps of the legal framework pertaining to MLA • Current practices on executing MLA requests and areas of critical importance. • Elaboration through presentation of case studies/ Practical examples	W	02 Hours
1.04	**Foreign Policy of Pakistan** • Determinants of foreign policy • Salient features of Pakistan 's Foreign Policy • Foreign policy options in the changing regional and international scenario • Issues and Challenges of Pakistan's Foreign Policy	LD	1.5 Hours
1.05	**Pakistan: State and Society** • Concept of State in modern discourse • Relationship between State and Society – responsibilities and obligations • Islamic perspective of State and its obligations • Factors affecting societal change in Pakistan and future direction • Issues and Challenges in evolution of state and society in Pakistan	LD	1.5 Hours

Ref. #	Topic and Scope	Mode	Duration
1.06	**Constitutional Framework Governing Pakistan** • Salient features of 1973 constitution • Role of Legislature, Executive & Judiciary in the Constitution • Interpretation of the Constitution • Judicial activism and its impact on governance • Relationship amongst different Institutions of the State • Major constitutional issues confronting Pakistan • Post 18thAmendment Trends, Challenges and Prospects	LD	02 Hours
1.07	**Terrorism, Violent Extremism and State Response** • Radicalization of Pakistani society and state measures to de-radicalize • Sectarianism, nationalist movements and insurgencies • Regional and international influences exploiting the fault lines • Digital terrorism and the state response • Counter terrorism /extremism strategies and role of NACTA • Growing polarization and its implications for State and Society • Revised National Action Plan 2021 • Anti-Terrorism Laws in Pakistan	PD	02 Hours
1.08	**Pak-India Relations** • Indo-Pak relations: A Historical Perspective • Legal and governance frameworks of AJ&K and Indian held Kashmir (IHK), and UN resolutions • Repeal of Article 35A and 370 of Indian Constitution • Rise of religious intolerance in India during BJP regime and impact on Pak-India relations • Bilateral Trade relations, including transit trade and SAFTA • Global Dimensions to Pakistan-India Relations • Recent Cross-Border Clashes: Strategic Consequences for Regional Stability and Diplomatic Re-engagement	PD	02 Hours
1.09	**Water Issues of Pakistan** • Water Resources of Pakistan – Supply & Demand Side Issues. • Water Resource Management, water resource development and Inter-Provincial Water issues- legal and operational • International best practices in Water management • A brief mention of Indus Water Treaty & Pak-Afghan Water issues • National Water Policy, 2018 and provincial policies.	LD	1.5 Hours

Ref. #	Topic and Scope	Mode	Duration
1.10	**Overview of Pakistan's Relations with USA and the Changing Dynamics** • An appraisal of Pakistan's relations with USA since independence • Changing scenario in the region and the role of USA • The current status of Pak-US relations – options for Pakistan • Impact of increasing strategic and economic cooperation between India and US on Pakistan • Impact on Pakistan's security and economy due to increasing geo-political-economic rivalry between China and the US	LD	1.5 Hours
1.11	**Overview of Pakistan's Relations with China** • An appraisal of Pakistan's relations with China since independence • Changing scenario in the region and role of China as an emerging global power • Role of CPEC in Economic Development of Pakistan • China's political and diplomatic support for Pakistan • Role of SCO and expanding BRICS in changing global dynamics and its impact on the regional alignments • Security challenges faced by Chinese nationals in Pakistan and their possible consequences	LD	1.5 Hours
1.12	**Pakistan's Relations with Afghanistan** • Current Afghanistan scenario and options for Pakistan • Issues of Pak-Afghan border management and cross-border safe havens of terrorists • Indian role in the region and its impact on Pakistan • Regional Trade with specific emphasis on Pak-Afghan Transit Trade • Latest developments and their impact on Pakistan-Afghanistan Relations • Pak-Afghan relations and regional connectivity with CARs	LD	1.5 Hours
1.13	**Pakistan's Relations with Iran** • Overview of Pakistan's relations with Iran • Historical perspective of Pak-Iran-relations • Prospects of IP Gas Pipeline • Impact of USA withdrawal from nuclear deal between Iran and the West on our relations • Prospects of Regional & Transit Trade • Challenges and opportunities of the emerging regional and global power realignment for Pak-Iran relations • Pak-Iran relations and regional connectivity with CARs • The recent Iran-Israel conflict: strategic implications for Pakistan.	LD	1.5 Hours

Ref. #	Topic and Scope	Mode	Duration
1.14	**Pakistan' s Foreign Policy towards Middle East** • Pakistan's relation with major Muslim Countries • Latest Developments in the Middle East & Implications for Pakistan • Trade and economic relations among Muslim Countries – Role of OIC • Future prospects of employment of Pakistani Labour in the Middle East • Pakistan's Relations with Turkey - Economic Cooperation and Strategic Alliance • Impact of increasing influence of Israel in the Middle East on Pakistan	LD	1.5 Hours
1.15	**Food Security in Pakistan** • Definition and Concept of Food Security • State of Food Security in Pakistan (Analyzing reasons of food shortages and availability for a common man) • Examining the relevant policies at National and Provincial Level and their implementation status • Linking the discourse with the Agriculture Sector Policies (including livestock policies, Climate Change and Population Growth) • Analysis of the multi-dimensional nature of the Food Security challenge such as lack of Investment and Research/technological innovation etc. • Agriculture Support Price as a tool to ensure national food security • Zero Hunger Program Initiatives • Any Other dimension deemed important by the Speaker • Changes in support price and policies regarding export and procurement of Wheat and Sugar.	LD	1.5 Hours

MODULE – 2

IMPACT OF DIVERSITY AND EVOLUTION OF PAKISTANI SOCIETY ON ADMINISTRATION AND SERVICE DELIVERY

MODULE – 2
IMPACT OF DIVERSITY AND EVOLUTION OF PAKISTANI SOCIETY ON ADMINISTRATION AND SERVICE DELIVERY

AIM

To enhance participants' understanding of socio-cultural values, beliefs and attitudes of Pakistani society and their relevance to public administration and policy implementation

SCOPE

- Sensitize participants about the diverse composition of Pakistani society & its influence on public service
- Create awareness about the internal dynamics of the four provinces, AJ&K and GB, and their impact onnationalharmony & service delivery
- Build capacity of the participants to implement plans and programs with reference to marginalized sections of the society
- Develop an understanding of social issues confronting the state and society

Summary of Events

	Event	Number	Hours
1.	Lecture Discussion (LD)	11	16.5
2.	Panel Discussion (PD)	04	08
3.	Tutorial Discussion (TD)	01	01
	Total	**16**	**25.5**

MODULE – 2

IMPACT OF DIVERSITY AND EVOLUTION OF PAKISTANI SOCIETY ON ADMINISTRATION AND SERVICE DELIVERY

Ref. #	Topic and Scope	Mode	Duration
2.01	**Public Service: Ethics and Governance** • Public Service Ethics and Values in Pakistan and their Impact on Governance and Service Delivery • Ethics and Governance – definitions and concept • Adequacy of Civil Servants Act and Conduct Rules in Promoting Ethical Behavior among the Civil Servants • Promoting Ethics in Public Service – National and International perspectives and examples of a few countries	LD	1.5 Hours
2.02	**Socio-Cultural Diversities within Punjab Province and their impact on Public Service Management** • Understanding the nature of diversities in Punjab province • Issues emerging out of such diversities and their impact on governance • How to address these issues with possible strategic options	LD	1.5 Hours
2.03	**Socio-Cultural Diversities within Khyber Pakhtunkhwa and their impact on Public Service Management** • Diversities in KP, erstwhile FATA and PATA • Efficacy of the proposed legal frameworks and development strategies • Issues and challenges in formulation and setting up of legal, economic and administrative infrastructures of governance and service delivery in KP/FATA with special reference to the post-merger scenario • Resource allocation out of NFC for the merged tribal districts	LD	1.5 Hours
2.04	**Socio-Cultural Diversities within Sindh Province and their impact on Public Service Management** • Understandingthe nature of diversities in Sind province • Issues emerging out of such diversities and their impact on ethnic harmony and governance • How to address these issues with possible strategic options?	LD	1.5 Hours
2.05	**Socio-Cultural Diversities within Balochistan Province and their impact on Public Service Management** • Understanding the nature of diversities in Balochistan province • Issues emerging from such diversities and their impact on ethnic harmony and governance • How to address these issues with possible strategic options	LD	1.5 Hours

Ref. #	Topic and Scope	Mode	Duration
2.06	**Peculiarities of Politico-Administrative Arrangements & Governance in Gilgit - Baltistan** • Historical background of Political and Administrative institution building in GB • Recent Political and Administrative reforms introduced in GB with special reference to GB Order 2018 and their impact on governance and Service delivery • Political & economic peculiarities in GB & their impact on public service and development • Sectarian fault lines: Its Impact and Management	LD	1.5 Hours
2.07	**Socio-Cultural Diversities within AJ&K and their impact on Public Service Management** • Understanding the nature of diversities in AJ &K • Perceived or real sense of deprivation and discrimination • Issues emerging from socio-cultural diversities and their impact on governance • How to address these issues with possible strategic options?	LD	1.5 Hours
2.08	**Development of Arts & Literature and their Impact on Pakistani Society** • Evolution of Arts and literature in Pakistan • Contemporary Pakistani Art and Literature and its impact on promoting national identity and harmony • Challenges, efforts and policies for promotion of Arts and Literature at national, sub-national and district level • Heritage of Gandhara, Harappa, MehrGarh and MohenjoDaro	PD	02 Hours
2.09	**Human Rights in Pakistan** • Basic concepts of HR, Origin & historical development • Role of Commission for HR under NCHR Act, 2012 • State of Human Rights in Pakistan • Constitutional & Legal Framework and institutional mechanism for protection and promotion of Human Rights • International Human Rights Conventions and their compliance • Emerging Human Rights Issues • Strategies for Human Rights Protection and Promotion	LD	1.5 Hours
2.10	**Issues and Welfare of Children in Pakistan** • Rights of children in Pakistan • Constitutional, legal and institutional arrangements for welfare and protection of children • Child labour in Pakistan, its incidence and measures for control • Child abuse: Growing menace in the society • Malnutrition, stunting and infant mortality rate their current prevalence and policies to address them • Rights and care of Children with Disability • Pakistan's International commitments and national legislation for welfare of children	LD	1.5 Hours

Ref. #	Topic and Scope	Mode	Duration
	• Future policy options		
2.11	**<u>Sustainable Urban Development and Eco Cities</u>** • Cities as engine of growth and development • Challenges and issues in urban governance and urban management • Past policies and their implementation • Patterns of urbanization and their impact • Smart & safe cities • Sustainable Urban Planning /Green Cities with climate mitigation and adaptation measures • Policy options and implementation strategy in line with international best practices and mutual agreements.	PD	02 Hours
2.12	**<u>Population Dynamics of Pakistan</u>** • Size, structure & distribution of population • Reasons for population growth • Impact of demographic change • Population growth: Demographic dividend or disaster • Internal migration: causes, features, patterns, implications and Government's response • Future Policy Options • Post 18th amendment scenario and future policy options • Lessons learned from other developing countries • Policy Interventions for Population Management	PD	02 Hours
2.13	**<u>The 7th Population and Housing Census 2024</u>** To have threadbare discussion on the contents of Ref # 2.12 PD	TD	01 Hours
2.14	**<u>Environmental Management</u>** • Understanding the concepts of Environmental Management, Protection, sustainable development, ecology, biodiversity, pollution of natural elements and biological communities. • Understanding the issues relating to environmental impact analysis (EIA) and environmental safeguard procedures (ESP) • Provincial regulatory regimes • Recent Govt. initiatives to control environmental degradation • International and National Legal & Institutional Framework on Environmental Protection	LD	1.5 Hours
2.15	**<u>Climate Change</u>** • Definition, concept and history of Climate Change • Assessment of international Conventions on Climate Change to which Pakistan is a signatory • Adequacy of institutional arrangements and policy provisions dealing with Climate Change in Pakistan	PD	02 Hours

Ref. #	Topic and Scope	Mode	Duration
	• Relationship of Climate Change to social and economic development • Ways & means to bridle climate change in Pakistan • National Progress • Role of COPs • Leveraging domestic and international climate Finance in Pakistan • Building Climate Resilience through Adaptive Governance and Sustainability		
2.16	**Issues and Welfare of Marginalized Communities in Pakistan** • Overview of marginalized communities in Pakistan. • Legal & institutional framework (national & international) for their protection & welfare. • Challenges of inclusion & mainstreaming • Issues, such as forced marriages, forced conversions, gender harassment, abductions, etc., faced by adversely affected members of minorities.	LD	1.5 Hours

MODULE -3

ECONOMIC AND FINANCIAL MANAGEMENT AT OPERATIONAL LEVEL

Module – 3

ECONOMIC AND FINANCIAL MANAGEMENT AT OPERATIONAL LEVEL

AIM

To enhance comprehension of economic governance, concepts and issues, and enable the participants to use economic and financial instruments in analysis, interpretation and the implementation of policy

SCOPE

- Understanding broad micro and macro-economic concepts
- Examining macro-economic frame work and processes for growth and development with special focus on Government interventions, and understanding the role of private sector in economic growth and development
- Understanding the rationale and performance of Public Sector enterprises
- Strategic appraisal of sectoral policies such as agricultural and industrial policies for economic growth
- Understand the Public Financial Management objectives and principles, instruments and methods
- Examining the role of markets in influencing the policy making and its implementation

	EVENT	NUMBER	HOURS
1.	Lecture Discussion (LD)	18	27
2.	Panel Discussion (PD)	01	02
3.	Tutorial Discussion (TD)	02	02
4.	Workshop (W)	01	04
	Total	**22**	**35**

Module – 3
ECONOMIC AND FINANCIAL MANAGEMENT AT OPERATIONAL LEVEL

Ref. #	Topic and Scope	Mode	Duration
3.01	**Basic Concepts of Microeconomics for Decision – Making** • Understanding concepts of consumers and producers, (aggregate) demand and supply, and consumer demand • Understanding the theory of production, cost of production, opportunity and transaction cost • Understanding market structure • **Data sources for microeconomic parameters,practical examples**	LD	1.5 Hours
3.02	**Basic Concepts of Macroeconomics for Decision – Making** • Understanding concept of GDP, GNP & its application in economic governance • Understanding the economic system and economic analysis, with emphasis on total national income and output, employment, the price level and inflation • Understanding the government budget, the national debt, and interest rates • Open economy and closed economy macroeconomic frameworks • Monetary Policy and Exchange Rate Determination	LD	1.5 Hours
3.03	**Economic Planning in Pakistan** • History of Economic Planning • Planning Frameworks • Planning Agencies – ECNEC, CDWP, PDWP, DDWP. • Phases of the Planning Process • Strengths and Weakness of the Planning Structures and Processes • International Best Practices	LD	1.5 Hours
3.04	**Economic Development in Pakistan** • Economic Development – Concept and Theories • Economic Growth versus Economic Development • Key Determinants of Economic Development • Structural Impediments to Sustainable Economic Development • International Best Practices	LD	1.5 Hours

Ref. #	Topic and Scope	Mode	Duration
3.05	**Federal Taxation Structure in Pakistan** • Present Taxation Structure at the Federal level • Comparison between direct and indirect taxation and respective impact on society • Tax Reforms introduced so far to bridge tax gap and broaden tax base • Promoting Tax Culture and documentation in Pakistan **through digitalization**	LD	1.5 Hours
3.06	**Provincial & Local Taxation** • Present Taxation Structure at the provincial and district levels • Capacity and other operational level issues • Local resource generation • Agricultural income tax potential and issues in its realization • **Digitization of provincial and local taxation to improve the efficiency of current structure**	LD	1.5 Hours
3.07	**Public Finance Management** • Overview of public finance in Pakistan • Expenditure Budget and the basis of its allocation • Prioritizing expenditure and re-allocation within the budget grant • Challenges and strategies for improving the financial system • Local Resource Generation • Public Debt Management • Fiscal federalism, NFC Award and post 18th amendment issues between federation and provinces	LD	1.5 Hours
3.07 A	**The Role and Regulation of Cryptocurrency in Pakistan's Economy** To have threadbare discussion on the contents of Ref # 3.07 LD	TD	01 Hours
3.08	**Role of Foreign Economic Assistance in Pakistan's Economy** • Understanding Foreign Economic Assistance (FEA) • Trends in FEA to Pakistan • Implications of Donors' Assistance for Pakistan's Economic Growth and Development • Issues and challenges in negotiations/interactions with multilateral organizations (World Bank. IFIs, IMF etc) • Political Economy of FEA	LD	1.5 Hours
3.09	**Challenges to Agriculture in Pakistan** • Brief Overview of agriculture sector and its Policies and Institutional Framework • Issues and Challenges faced by Agriculture including sub-sectors of forestry, horticulture, livestock and fisheries • Remedies and Recommendations to address issues and challenges including impact of climate change, in the agriculture sector	LD	1.5 Hours

Ref. #	Topic and Scope	Mode	Duration
	• New Technologies & innovations: lessons from global success stories • Agro-based Industries and related value change • Role of farmers organizations		
3.10	**Industrial Development in Pakistan** • Evolution of Industrial Policy of Pakistan • Structure of industry (large scale and SMEs) in Pakistan & its export potential • **Performance of large-scale Industries in Pakistan** • **Transforming SME through digital transformation-issues and challenges** • Implementation strategy for industrial growth in the present policy environment • Issues of industrial competitiveness in Pakistan • Special Economic Zones in the context of CPEC • Global Trade Dynamics and the Industrial Sector • Role of SIFC in bringing Investment & Economic Development through a Whole of Government Approach	LD	1.5 Hours
3.11	**Trade Policy and Diplomacy: Challenges and Prospects** • Nature and importance of Trade Diplomacy • Trade partners and agreements • Trade Promotion and Facilitation strategies • Issues and Challenges in Pakistan's Trade Diplomacy • Reforming Pakistan's Trade Diplomacy on more efficient lines • Linkage between Trade Policy and Macroeconomic Fundamentals • Critical appraisal of existing Trade Policy Regime and ongoing Trade Policies including National Tariff Policy (NTF), Strategic Trade Policy Framework (STPF), Trade Related Investment Policy Framework (TRIPF), and their interface with WTO & GSP • Significance of Regional and Bilateral Trade Agreements • Challenges and opportunities for Pakistan's FTAs and PTAs	PD	02 Hours
3.12	**The Dynamics of Energy Sector in Pakistan** • Overview of energy sector in Pakistan • Power Generation, Distribution, and Pricing Dynamics in the Context of IPP • Role of regulators (NEPRA, OGRA) & Provincial Governments • Energy efficiency/conservation and alternative sources • Solarization and its Economic Impact	LD	1.5 Hours

3.13	**Understanding Financial Statements (Public & Commercial Sectors)** **Part-I: Theoretical:** • An overview of International Accounting Standards & their impact • Financial Statements and related SECP/legal requirements and compliance • Role of Financial information in effective Decision-making **Part-II-Practicum:** • Hands on exercise on Financial Statements Analysis (case studies) • Hands on exercise on Budget Books and application of New Accounting Model (NAM)	W	04 Hours
3.14	**State-Market Relationship in Pakistan** • Historical Development of state and market ideas • State Institutions and Frameworks for managing/regulating state and market relationship • Study of some model State & Market relationship for Policy making in Pakistan • Disconnect between Policy & Implementation • Policy issues and challenges in ensuring free and competitive markets	LD	1.5 Hours
3.15	**State Owned Entities & Privatization Process in Pakistan** • Rationale of SOEs in Pakistan – Their performance as economic entities; issues, challenges and strategies for improving their regulatory regimes • Privatization - a measure of revenue generation • Does privatization lead to better management, in the greater public interest • Pakistan's privatization experience • SOE Act and Rules- potential impact on SOEs governance • Lessons from success stories of SOEs in peer/regional economies	LD	1.5 Hours
3.16	**Tourism Industry** • Overview of tourism industry in Pakistan • Impact of Domestic Tourism on the economy, culture and environment • Governments' efforts to promote and develop domestic (Rural, Urban, Religious) and foreign tourism • Lessons learnt, trends and way forward • Exploring Sustainable Tourism Practices and Ecotourism Opportunities in Pakistan	LD	1.5 Hours

3.17	**CPEC as a Harbinger of Regional Connectivity: Its Strategic and Economic Ramifications** • Political Economy of BRI/CPEC in the Regional/Global Context • CPEC as a Harbinger of Regional Connectivity: Its Strategic and Economic Ramifications • Costs and benefits to China and Pakistan • Importance for trade and economic development • Development of SEZs/ Industrial clusters along CPEC Route • Level of ownership of Provincial govts./ regions • The present status and Issues faced by CPEC • Clash of Corridors- CPEC versus IMEC -proposed by G-20	LD	1.5 Hours
3.18	**Services Sector Development in Pakistan** • Overview of the domestic Services Sector in Pakistan • Opportunities and challenges for the major service sectors • Regulatory framework for social, civic and IT services • Incorporating best practices from successful regional models in the services sector	LD	1.5 Hours
3.19	**Public Private Partnership** • Definitions and Types of PPP • Institutional, legal and Policy Framework at Federal and Provincial Levels • Procurements in PPPs • Lessons learnt from national and international practices • Future agenda /Way forward	LD	1.5 Hours
3.20	**Public Private Partnership** To have threadbare discussion on the contents of Ref # 3.20 LD	TD	01 Hour
3.21	**Social Protection and Poverty Alleviation** • Definitions of Poverty, measurement models, and their application in Pakistan • Stakeholder Analysis & role of Microfinance Organisations / Non-Profit Organisations and other such initiatives • Challenges in poverty reduction strategy including data integration challenges & implications • Successful case studies: Local & International • Poverty Reduction Policy & State interventions with special reference to BISP, and way forward.	LD	1.5 Hours

MODULE – 4

ISSUES OF OPERATIONAL EFFECTIVENESS WITHIN GOVERNANCE FRAMEWORK

MODULE – 4

ISSUES OF OPERATIONAL EFFECTIVENESS WITHIN GOVERNANCE FRAMEWORK

AIM

To equip the participants with tools in the critical areas of operational management so as to develop their capacity for effective public service delivery within the governance framework

SCOPE

- Capacity building through skill enhancement to implement evidence based policy, and measure its outcomes
- Familiarize the participants with the role of the Government and the private sector in the process of Policy Implementation
- Sensitize the participants with the need for integration of institutional effort for effective operational management
- Role of civil servant as a leader/manager for decision making and problem solving

	EVENT	NUMBER	HOURS
1.	Lecture Discussion (LD)	02	03
2.	Panel Discussion (PD)	03	06
3.	Workshop (W)	06	24
4.	Tutorial Discussion (TD)	01	01
	Total	**12**	**34**

MODULE – 4
ISSUES OF OPERATIONAL EFFECTIVENESS WITHIN GOVERNANCE FRAMEWORK

Ref #	Topic and Scope	Mode	Duration
4.01	**Strategy Formulation and Implementation** • Strategic management – conceptual framework • Defining goals, reviewing gaps, identifying strategic alternatives and defining strategic options • KPIs (Key Performance Indicators) • Devising Quantitative statements and qualitative measurement parameters keeping in view the mission, vision and goals • Formulating different implementation strategy options for various sectors • Adoption of a pragmatic strategy plan for implementation • Monitoring and evaluation of implementation process and taking corrective measures against any deviations • Hands-on exercises (KPIs, goals, vison etc.) regarding strategy formulation and implementation	W	04Hours
4.02	**Public Sector Project Management** • Project Management in the context of requirements of the Planning Commission/P&D Departments • Project identification, appraisal, negotiation & approval, Implementation & monitoring, Completion & evaluation • Project management framework to optimize the allocation and integration of inputs-outputs- outcomes project management • Public Sector Project Management Cycle • Midterm review & corrective measures. Project Conclusion • Project risk analysis and stakeholders' management • Midterm review & corrective measures. Project Conclusion. Process of PC-III, IV &V • Project Risk Analysis • Portfolio management • Case Study of a Public Sector Project • Hands on Exercises: One project may be selected by the Workshop Facilitator and SMC participants will map the steps involved in project management (Planning to Evaluation stage) for real life learning experience	W	04 Hours
4.03	**Handling Court Cases and Litigation** • Preparing response / para wise comments on court cases • Interaction with law officers and offices of the concerned governments • Preparation & Presentation of Cases (including filing of appeals, review petitions, etc.) on behalf of the Government before the courts	W	03Hours

Ref #	Topic and Scope	Mode	Duration
	• Capacity building of civil servants for interaction with judiciary • Courtetiquettes and mannerism • Typical para-wise comments on typical court case scenarios (preparation formats may be added) • Landmark judgements in typical public sector cases		
4.04	**Interaction with Media-Persons and Use of Social Media in Governance** • Increasing public awareness due to role of media, Right to Information & Right to Services Laws, etc. • Rising trend of Media highlighting inefficiencies in Public Service delivery • The concept of Spokesperson in Public Sector organizations • Legal Framework governing media handling by Civil Servants • Proactive and Reactive approaches to media handling • Issues and Challenges in Media Interaction and in use of social media • Response to challenges within existing framework • Hands-on exercises (including mock) by the Ministry of Information	W	04Hours
4.05	**Leadership in Public Sector Organizations** • Conceptual Framework of Leadership, Change Management & Team Dynamics • Roles, responsibilities and nature of challenges of leadership in Public and Private Sectors • Leadership & Management Success Stories • Contemporary Leadership Models • Challenges of Leadership in Civil Service • Leadership styles and impact on performance	LD	1.5 Hours
4.06	**Accountability Framework for Civil Servants** • Accountability system in Pakistan • Efficacy of Existing Accountability Framework in Pakistan • Critical Appraisal of Accountability laws • Impact of accountability regime on civil servants and public service delivery • Linkage of internal and external accountability • Strategy/measures to improve accountability	LD/PD	02 Hours
4.07	**Accountability Framework for Civil Servants** To have threadbare discussion on the contents of Ref # 4.07 LD/PD	TD	01 Hour
4.08	**Public Procurement and Contract Management** **Part-I Public Procurement Management** • Federal & Provincial Public Procurement Regulatory Frameworks and reforms in Pakistan • Issues and challenges in implementation of PP Rules, 2004 • Latest amendments of critical nature in PPRA Law. • Case study(ies) in public procurement issues	W	04 Hours

Ref #	Topic and Scope	Mode	Duration
	Part-II Contract Management • Introduction to Contract Administration and Contract Management within the PPRA Framework • Issues in contract management with Local & International organizations and case studies • Case Studies and Hands-on Exercises on Public Sector Contract Management Issues		
4.09	**Institutional Development and Reforms in Pakistan** • Overview of Institutional Development reforms • Significance / Implications for Improved Public Service Delivery and Economic Development • Public sector HR Management in context of Institutional reforms • Change management for the career progression within Private and Public Sectors • Civil Service Reforms in Pakistan	LD	1.5 Hours
4.10	**Business Startup & Role of Innovation / Technology in Knowledge Economy and Gig Economy** • Innovative entrepreneurship and business startup planning • Growth & development of knowledge economy -Issues & Challenge • Role of civil servants in comprehending and applying the mechanism of knowledge economy • Gig economy, opportunities and future options for Pakistan	PD	02 Hours
4.11	**Negotiation Skills and Conflict Management** **Part-I:** • Negotiation in Public Sector: concept, theory and objectives • Process, types and tactics • Developing skills as effective negotiator • Mock exercises in negotiation techniques /process relevant to different public sector organizations **Part-II:** • Conflict management in public sector: concept, theory and objectives • Approaches to conflict management • Conflict resolution models of application • Mock exercises relevant to different public sector organizations	W	05 Hours
4.12	**Impact of Governance on Service Delivery at the Federal, Provincial and Local Level** • Setting standards and service delivery at the Federal Government • Post 18th amendment: Assessment of Governance and service delivery. • Inter-provincial coordination challenges • Current local government systems in Pakistan – a comparative study • Service delivery at the local level and paradoxes associated with 18th Amendment • Interaction with private sector and NGOs for improved service delivery • Appraisal of current inter and intra coordination at three tiers of government	PD	02 Hours

MODULE – 5

Research Methodology and its Application

MODULE – 5
Research Methodology and its Application

AIM

To introduce Research Methodology to participants with a view to enable them to undertake research related to public policy issues and their implementation

SCOPE

- To equip participants with research and analytical skills for public policy implementation and review
- To inculcate and enhance the knowledge and ability of participants to analyze and interpret contemporary issues, enabling them to suggest public policy options in an organized manner
- Comprehend the methodology of analyzing and prioritizing public policy options for effective implementation

	EVENT	NUMBER	HOURS
1.	Lecture Discussion (LD)	07	10.5
2.	Tutorial Discussion(TD)	01	3.5
3.	Workshop (W)	02	9.5
	Total	**10**	**23.5**

MODULE – 5
RESEARCH METHODOLOGY AND ITS APPLICATION

Ref #	Topic and Scope	Mode	Duration
5.01 To 5.04	**Introduction to Research Methodology** • **To provide comprehensive guidelines, including topic, problem statement, study type identification through available recourse, finalization of hypothesis / research questions and methodology, data collection tools, review, synthesis and interpretation of findings and finalization of IRP with recommendations as given in NSPP Research Guideline, on conducting research & analysis** • To create awareness among participants about plagiarism & educating them on how to avoid it	LD	04x 1.5=6 Hours
5.05	**Communication Skills** • Importance of effective communication for leaders • Useful presentation skills: persuasion, negotiation, consensus-building • How to ensure effective communication within Organizations	LD	1.5 Hours
5.06	**Critical Thinking** • To inculcate in participants, the art of critical thinking, i.e. presenting and assessing arguments / theories, on the basis of credible and relevant evidence • Develop capacity to quickly evaluate the evidence • Developing open-mindedness and active listening skills • Barriers to critical thinking • Problem Solving and Critical Thinking	LD	1.5 Hours
5.07	**Analytical and Professional Writing** • To inculcate and promote effective analytical writing skills amongst participants so as to enable them to analyze and present public policy issues in an organized and rational manner • To impart the skill of 'Summary Writing' for putting up to different government functionaries • To instill the skill of writing a policy paper, concept paper, working paper, and analysis paper. • Hands-on exercises on analytical and professional writing	W	03 Hours
5.08	**Introduction to Daftri Urdu** • Need and significance of understanding a bi-lingual medium (Urdu) of instructions / communication • Basic tips for writing Official Correspondence (draft, note, office memorandum, official summary etc.) in Urdu language	LD	1.5 Hours

Ref #	Topic and Scope	Mode	Duration
	• Policy Framework: Urdu as Official Language in Public Sector • Hands-on exercise regarding writing note sheet		
5.09	**Public Speaking** • An extempore public speaking exercise to provide basic instructions in Public Speaking • To help participants improve their presentation skills while facing an audience	TD	3.5 Hours
5.10	**Building Capacity for Using Research Evidence (BCURE)** • Digital Modules (Systematic Approaches to Decisions Making, Impact Evaluation, etc.) • In– Class Discussion	W	6.5Hours

MODULE -6

STUDY TOURS: FIELD RESEARCH

INLAND STUDY TOUR

&

LOCAL VISIT

MODULE – 6

STUDY TOURS: FIELD RESEARCH

INLAND STUDY TOUR & LOCAL VISIT

AIM:

To enhance the knowledge of participants about the functioning and performance of public service organizations and private institutions working in diversified socio-cultural environment

SCOPE:

- To visit Federal ministries, Provincial institutions and other organizations to gain knowledge about their functioning
- To interact with provincial leaders to benefit from their knowledge / experience and to have insight into their strategies / difficulties
- To visit different parts of the province(s) to gain insight into peculiar socio-cultural environment
- To understand impact of diverse socio-cultural environment on governance / service delivery
- To visit public / private sector enterprises to familiarize the participants with diverse management techniques and to draw comparisons
- To travel and stay together in smaller groups to develop friendly relationships for enhanced mutual understanding

	EVENTS	NUMBER OF EVENTS	HOURS
1.	Inland Study Tour (IST)	01	32
2.	Local Visit – Field Research (LV-FR)	02	13
3.	Post Visit Presentations (IST & LV -FRs)	03	6
4.	Briefing IST & LV-FR	03	1.5
	Total	**09**	**52.5**

MODULE – 7

Information and Communication Technology (ICT)

MODULE_7

Information & Communication Technology

AIM

To acquaint the participants with a working knowledge of MS Office and equip them to utilize IT tools for efficient decision making and effective monitoring performance.

SCOPE:

•   Basic IT skills like MS-Word,Excel and Power Point
•   Role of ICT for effective policy implementation through better monitoring and decision making
•   IT Governance and Cyber Security
•   Artificial Intelligence, Big Data, Blockchain, and other new technologies

	EVENT	NUMBER	HOURS
1.	Lecture Discussion (LD)	03	5.5
2.	Workshop (W)	03	19.5
3.	Tutorial Discussion (TD)	01	01
	Total	**07**	**26**

Information and Communication Technology (ICT)

Ref #	Topic and Scope	Mode	Duration
7.01	**Basic ICT Orientation** • Proficiency in MS Office: MS Word, MS Excel and PowerPoint • Introduction to Outlook • Managing Multiple E-mail Accounts • Online Calendar Management expertise • Introduction to Collaborative Working • Creating and hosting Online Meetings/ Webinars • Designing, conducting & collecting survey information using online tools such as Google forms • Cloud-Storage and document management (Google Drive) **Others:** • Documents Password Protection • Computer Screen Capturing • Use of Internet for academic research • Installing & configuring basic software • Computer hardware and other features: Scanning, Printing with different options, using a camera, blue tooth devices, etc. • Understanding basic IT security skills (threat identification & avoidance etc.) • Any Reference /Research Management software **Note:** • The Basic ICT Orientation sessions will be mandatory for participants having secured less than 80% marks but will be optional for participants having secured 80% and above marks in the Pre-Course IT Diagnostic Test. • The contents included in special IT classes (for participants more proficient in ICT) have been included in the main module.	W	11.5 hours
7.02	**Use of IT for Effective Policy Implementation Service Delivery & Monitoring** • Concept of evidence-based e-governance and its utility in decision-making, policy implementation, service delivery & monitoring • Concept of Big DATA, DATA Analytics, IOTs and emerging trends • Best practices about the use of ICT in public sector	LD	1.5 Hours

7.03	**E-Governance and Public Service Delivery** • Policy framework for e-governance • Best practices in Data integration and Digital archiving • Practical application of e-governance in critical service delivery sectors (Police, Revenue, etc.) • Real-life application of e-governance in organizations (Safe City Authority, LRMIS, NADRA, Excise & Taxation Dept. etc.)	W	05 Hours
7.04	**Artificial Intelligence:Transforming Governance and Public Sector Management** • AI policy and institutional framework • AI applications for public service delivery • AI for citizen engagement and experience • Machine learning and deep learning • AI ethics and responsible AI • AI and Ethical and Regulatory Challenges	LD	02 Hours
7.05	**Data Governance and Cyber Security** • Data classification, Access, Control and protection • Data Sharing between Government organizations • Policy framework for cyber security • Issues in Data protection, digital rights enforcement • Protection of critical infrastructures • Role of National Cyber Emergency Response Pak CERT	W	03 Hours
7.06	**Data Governance and Cyber Security** To have threadbare discussion on the contents of Ref # 7.05W	TD	01 Hour
7.07	**Blockchain Technology** • Overview: Introduction and types • Block chain Applications in Various Sectors • Regulatory Framework for Block chain Technology • Block chain Skills and Workforce Development • Block chain Adoption Challenges and Opportunities in the Public Sector	LD	02 Hours

PRESENTATIONS

AND

MISCELLANEOUS EVENTS

Event		Duration
PRESENTATIONS		
Current Issue Presentation (CrIP)		
• CrIP-1 to 48 (30 minutes each)		24 Hours
Individual Research Paper (IRP)		
• IRP Consultation (1st & 2nd drafts)		20 Hours
• IRPPs 1-48 (20 minutes)		16 Hours
Course Review Committee Presentation CRCP & CRC Discussion		04 Hours

Event		Duration
MISCELLANEOUS EVENTS		
Analysis Paper (AP) and Analysis Paper De-Briefing (APDB)		
• AP – 1	See details on next pages	1.5 Hours
• AP – 2	See details on next pages	2.5 Hours
• AP – 3	See details on next pages	03 Hours
• APDB - 1 to 3	0.5 hour each	1.5 Hours
Peer Rating (PrR)		
• PrR-1 to 3	See details on next pages	03Hours
• Interviews with Faculty Advisors 02 hours in each term)		06 Hours
• Certificate Award Ceremony		06 Hours
Term Test – 1 to 3	At the end of each term, a Term Test based on contents of course modules will be conducted to asses Participants' understanding of these subjects	03 Hours

PRESENTATIONS

CURRENT ISSUE PRESENTATION (CrIP)

Aim

To encourage the participants to analyze a current issue impinging upon the socio-cultural, economic, political or any other facet of life in Pakistan which has serious policy implications with a view to promote their understanding about the strategizing the implementation of public Policy

Conduct
- Current Issue presentations are made by all participants
- Topics relate to Pakistan and to policy issues in current public debate, and preferably based on the participant's past work experience
- Three options are invited from each participant and one of the topics is finalized by CI/DG.
- Perspective of the selected current issue topic is required to be discussed by the participant with the faculty advisor
- **A current issue selected by one participant is not allowed to another participant under any pretext**

No. of Presentations

Ref.	CrIP	Duration
CrIP-1 to 48	Each CrIP will be of 30 minutes; 20 minutes for the presentation and 10 minutes for Review/ Q & A	24 Hours
Date, Time and Venue will be reflected in the Weekly Programme.		

COURSE REVIEW COMMITTEE PRESENTATION (CRCP)

Aim

To seek comments and recommendations on the Course by the participants with a view to further improve it for the benefit of future participants

Course Review Committee (CRC)

A CRC, comprising a Chairman and 8-9 members of the Committee will be constituted from amongst the course participants in the eight week of the Course. The CRC so constituted will critically analyze aim and objectives of the course, all segments of the course curriculum and co-curricular activities and would seek comments / recommendations from colleague participants. It will submit the report to DS (T&C) SMC in the beginning of the 16th Week of the Course.

Course Review Committee Presentation (CRCP)

CRC will make a Presentation of 02 hours (01 hr for Presentation and 01 hr for Review/Q & A) to the entire class in the last week of the Course. Date and Time will be reflected in the Weekly Programme.

MISCELLANEOUS EVENTS

TUTORIAL DISCUSSION (TD)

Aim

To provide enabling environment to participants for discussions in smaller groups with a view to afford them better opportunities of expressing their views on core issues vis-à-vis public policy and implementation process

Conduct

- In each term, the participants will be divided into a number of syndicates and each syndicate will have a Syndicate DS
- Each TD will be a structured one and on a specific topic, sponsored by a Faculty Member / DS
- All TDs will be held in designated Syndicate Room under the supervision / guidance of the respective Syndicate DS
- Reading Material and detailed guidelines for conduct of each TD will be issued separately at least 03 days in advance

ANALYSIS PAPER (AP) AND ANALYSIS PAPER DE - BRIEFING (APDB)

Aim

To provide the participants an opportunity to demonstrate their analytical skills. Progressive and logical development of thought in response to the requirements (the questions asked), brevity, specificity as against generalizations, coherence, conciseness and clarity are some of the qualities against which the participants' output is evaluated

Scope

The scope of AP is as broad-based as Statecraft and Public Policy itself. Following are included in the scope of AP:

- An analysis of relevant extracts from the literature on Statecraft
- A review of any important domestic issue and its implications for Public Policy
- A constitutional or governance issue with far-reaching implications on Pakistan's national interest, aim and objectives
- A global event and its impact on Pakistan's Public Policy formulation and implementation
- An International Treaty or Agreement having an impact on Pakistan's Public Policy

Conduct

- APs are generally impromptu requirements. Participants will have to give policy input/options in writing.
- Reading material, requirements and guidelines for conduct of each AP will be issued separately

Analysis Paper De-Briefing (APDB)

- After every AP, a de-briefing session will be conducted by the respective DS
- Answer sheets with observations of DS will be shown to respective participants for their information to discuss the requirements and the answers (possible policy options) offered by them
- The participants can give their input and recommendations on the conduct of AP
- After the de-briefing session, the marked APs will be returned to the DS conducting APDB

No. of APs and APDBs

Ref	Event	Duration
AP-1	Analysis Paper-1	1.5 hrs
APDB-1	Analysis Paper De-Briefing-1	0.5 hrs
AP-2	Analysis Paper-2	2.5 hrs
APDB-2	Analysis Paper De-Briefing-2	0.5 hrs
AP-3	Analysis Paper-3	03 hrs
APDB-3	Analysis Paper De-Briefing-3	0.5 hrs
	Total	**8.5 hrs**

PEER RATING (PrR)

Aim

To develop a sense in the participants about rating their colleague participants in three different shades of personality i.e.
As a Friend", "As a Leader" and "As a Professional"

Conduct

- At the end of each term, the participants will be asked to rate their colleague participants "As a Friend", "As a Leader" and
- "As a Professional"
- A list of all the participants will be issued to the participants, who will rate their colleague participants under the above-mentioned personality shades. The participant will not fill in the columns against his / her own name

NO. of PrR:

Ref	Peer Rating (PrR) Event	Duration
PrR-1	Peer Rating - 1st Term (Course Level)	01 hr
PrR-2	Peer Rating - 2nd Term (Course Level)	01 hr
PrR-3	Peer Rating - 3rd Term (Course Level)	01 hr
	Total	**03 hours**