National Institute of Public Administration (NIPA)Karachi

(A Constituent Unit of NSPP)

ACADEMIC GUIDELINES

&

INSTRUCTIONS BOOK

(AGIB)

38ᵗʰSenior Management Course

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

Training & Coordination Section

SeniorManagementWing (SMW)

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CHAPTER – 1
GENERAL INFORMATION

CHAPTER-1: GENERAL INFORMATION

1.1 Aim

The Aim of the Academic Guidelines & Instructions Handbook is to provide information about modalities of various important training activities, which are an integral part of the course curriculum.

Additionally, some administrative aspects are included for the information of the trainee officers.

1.2 Organization

The National Institute of Public Administration (NIPA) Karachi, a constituent unit of the National School of Public Policy (NSPP), plays a pivotal role in training and capacity building of the civil servants of Pakistan.

The National Institute of Public Administration (NIPA), Karachi, has two training wings: **Mid-Career Management Wing (MCMW) and Senior Management Wing (SMW).** The MCMW conducts the Mid-Career Management Course (MCMC) for Grade-18 officers, whereas the SMW conducts the Senior Management Course (SMC) for Grade-19 officers.

The two wings serve as the pivot around which all the training activities of the participants revolve. The Institute is headed by a Director General who oversees all the training and academic functions. Each training wing (i.e. SMW and MCMW) is headed by its Chief Instructor and comprises faculty members designated as Additional Directing Staff (ADS-MCMC) /Directing Staff (DS-SMC) and ADS (T&C MCMC)/ DS(T&C-SMC).

1.3 History

The National Institute of Public Administration (NIPA) Karachi was established in 1961 as an autonomous government organization under the Establishment Division and registered under Societies Registration Act (No. XXI of 1860). Together with its sister institutions at Dacca and Lahore, it was initially set up for mandatory training of senior civil servants belonging to various occupational groups and autonomous bodies in the federal and provincial governments (at the senior level which later came to be known as BPS-19) who were in the eligibility zone for promotion. Over a period of time, other campuses of NIPA were established at Lahore, Peshawar and Quetta. Erstwhile NIPA Karachi conducted 82 Advanced Courses in Public Sector Management (ACPSM) till 2006.

In 2002, the NSPP Ordinance was promulgated, and NSPP was notified on 15th May, 2005. The NSPP Board of Governors (BoG) is headed by the President of Pakistan. The purpose of establishing the NSPP was not only to improve the quality and effectiveness of existing public sector service providers but it was also to empower new entrants in the public sector with world-class teaching, training and research facilities, and thus ultimately improve service delivery and policy outcomes.

The contents of ACPSM were later modified and the Course was re-named as Senior Management Course (SMC). Up till 8th SMC, the course was run only at Senior Management Wing (SMW) of National Management College (NMC), Lahore. However, to facilitate the officers from Sindh and Balouchistan provinces, the government decided to also run the course at NIPA Karachi. As a result, subsequent SMCs (with effect from 9th SMC) have been simultaneously conducted at NIPA Karachi, in parallel to NMC Lahore. In this context, the 38th SMC has been scheduled

to be conducted *from Monday, 14th July to Friday, 31st October, 2025, simultaneously at NIPAs- Karachi, Lahore, Peshawar, and Islamabad.*

1.4 NIPA Vision

"Introducing excellence in public service delivery through capacity building and inculcation of skills and values essential for Good Governance."

1.5 Mission Statement

"To contribute towards improvement of the quality and effectiveness of public service delivery by enhancing the competencies of public servants".

CHAPTER - 2
ACADEMIC ASPECTS

CHAPTER-2: ACADEMIC ASPECTS
(To be read in conjunction with Syllabus Book)

2.1 Training Modules and Conduct

a) The syllabus of the Course comprises seven (07) Study Modules spread over three (03) Terms as under:

Module– 1	National Environment: Internal and External Dynamics
Module– 2	Impact of Diversity & Evolution of Pakistani Society on Administration & Service Delivery
Module– 3	Economic and Financial Management at Operational Level
Module– 4	Issues of Operational Effectiveness within Governance Framework
Module– 5	Research Methodology and its Application
Module– 6	Study Tours: Field Research
Module –7	Information & Communication Technology

b) Each module is sponsored by a faculty member, who is responsible for organizing and conducting it in accordance with the Syllabus in coordination with the DS (T&C), under the supervision of the Chief Instructor (CI), SMC Wing, and overall guidance of the Director General (DG).

c) Sessions are generally held centrally in the SMC Classroom (CR), NIPA Karachi.

Scholars and eminent speakers, who are experts in their specific fields, are invited to deliver talks as Lecture Discussions (LDs) /Panel Discussions (PDs) on given topics, which are followed by Q & A sessions wherein participants have the opportunity to raise queries and clarify confusions on issues of relevance to public policy formulation and implementation. In addition to LDs and PDs, Workshops (W) for skill building and Tutorial Discussions (TDs) for exchange of knowledge and ideas are also included.

d) Aim and Scope of Study of each topic and academic activity is described Modulewise in the Syllabus Book, which is issued separately.

2.2 Classroom Modalities

All course activities are organized as per Weekly Schedule (WS). SMC Class Room (RC) serves the central academic activity center for most course activities – Lecture/Panel Discussions (LDs/PDs), Talks by participants (T), and individual Presentations (P). However, some Workshop (W) activities may be held in the NIPA-Auditorium (A) or IT Lab (Lab) if the Workshop Facilitators so desire. Joint Lectures/Talks (with MCMC or other NIPAs) may also be arranged in online/zoom mode. Sometimes, due to logistical constraint, speakers may deliver their LDs on zoom. Tutorial Discussions (TDs) and group work on Case Study Research (CSR) and Simulation Exercises (SE) is conducted in the Syndicate Rooms (SR).

Flip Class Room method may be used during the course for some Lecture Discussions (LD). Under this method, recorded lecture of a speaker will be shared in advance of the LD to be held, so that the participants come prepared for utilizing sufficient/most time of the LD (in person) for interactive discussion.

Changes in the WS are regularly reflected in the revised WS. Timing of sessions can be sometimes changed at the request of speakers due to unavoidable conditions and health issues at their ends. Sessions can also be extended by CI/DG, on need basis.

Guest Speaker(s) are guided and expected to follow 60:40-time rule (i.e. 60 % for talk by speaker(s) and 40% for interactive Q&A). However, sometimes, the Guest Speakers may vary the format of the session to customize to his/her pedagogical style and to cover the broad syllabus of the LD/PD.

Participants are encouraged to prepare in advance for each class by reading shared material or by making an effort on their own for active learning. The participants may also share reading material with the faculty for circulation amongst the participants in soft copy. These efforts help in generating constructive queries during class sessions. Participants are expected to raise questions and to fill out Questions & Answer (Q&A) Pro forma for every important activity, which are expected to be submitted through the Course Coordinators to the CI Office at the conclusion of the activity.

Participants are expected to turn on button for raising their questions. Faculty/Moderator notes it, from the back, and records it. At the end of each day, the tally of questions asked by each participants is recorded by the T&C Office, which helps the moderator to prioritize questions following day, from those who have minimum number of questions to their credit. Gender balance is also accorded consideration.

Research Day(s) /Session(s) may be utilized for conducting research activities, preparing and finalizing individual/group assignments, organizing policy dialogues and seminars, arranging extension talks by eminent persons/experts/scholars, holding group (RG/SYND) discussions, engaging in committees' and societies' consultations, organizing voluntary/peer talks (briefings about departments and their projects/achievements, talks about unsung heroes and less known heritage & cultural sites, book reviews & talks with authors, language teaching & learning, sports competitions, cultural evenings/nights with/without alumni, social evenings with societal leaders from all walks of life, sharing of personal achievements, etc.)

Timings for daily class activities as described as under:

    <u>**Monday through Thursday:**</u>
- 0800-0855 hours. (Research)
- 0900 -1700 hours. (Tea Break: 30 minutes, Lunch & Prayer Break: 1 hour)

    Friday
- 0800-0855 hours. (Research)
- 0900 -1700 hrs. (Tea Break: 30 minutes, Lunch &Jumma Prayer Break: 1.5 hour)

Saturday & Sunday (Research Day):

Sometimes, weekends may also be included in the Weekly Schedule for conducting SE/CSR, consultations and report writing, IRP/CIP preparation, extension talks/policy discussions and seminars, tests, or any other research activity. The weekend days may also be sometimes used for co-curricular activities. Subject to research & other relevant/required activities (along with timings) to be included in the Weekly Schedule (WS).

Note: Daily Class/Research timings may sometimes be extended as per requirement of the activity/exercise in order to cover the syllabus, and is regularly reflected in the WS.

2.2.1. <u>General Rules to be observed:</u>

The following rules are expected to be followed in letter and spirit. Violations of the same must be avoided during the course as it may affect your personal attributes/personality profile.

I. **Strict Punctuality is expected in all activities, whether held on campus or outside.**

II. Participants are required to be seated five minutes (08:55 hrs.) before the start of every session. The recitation from the Holy Quran (to be followed by Durood-e-Ibrahimi) will start at 09:00 hrs. sharp. **Late arrival is marked if a participant arrives after commencement of the Recitation (i.e. after 09:00 hrs..), which may affect a participant's punctuality profile.**

III. **Late arrival, use or ringing of mobile phone, not being in the dress code, speaking to each other while the class is one, must be avoided during academic activities whether held in CR, Lab, Auditorium, Library, or in the SRs.**

IV. **Nominated participant(s) are required to introduce the guest speaker(s) of session(s).** For this purpose, they are expected to go through their CVs and practice the speaker's short introduction on their own with the help of the peers. Further, before introducing a Guest Speaker, the participant is required to introduce himself/herself.

V. **Participants** <u>must rise on arrival of guest speaker(s)/panelist(s) as amark of respect.</u>**Similar protocol is also expected for all the faculty members, Chief Instructor, and Director General.** Such participants are <u>also required to write a synopsis of the activity and submit the samein time.</u>

VI. **During Question & Answer (Q&A) Sessions, participants are always required to introduce themselves (i.e. by saying his/her Name and that of his/her Service Group/Department).**

VII.	Participants <u>must not make a supplementary question unless it isallowed by the Faculty or the moderator of the session</u>, so that maximum participants may benefit from the Q&A session.

VIII.	At the end of a formal class session, nominated participant(s) are required to <u>share the takeaways of the LD/PD/W and pay a befittingvote of thanks to the Guest Speaker(s) with standing ovation by allparticipants as a mark of respect.</u> **The whole activity must not take more than 03 minutes.**

IX.	Participants must not move in-out of the class during any lecture or activity and try to avoid frequent permissions (i.e. late coming, out goings, early leaving etc)

X.	**Formats for Presentations as well as Write-ups which are required to be submitted, are provided in Chapter No.6 of this Book**

2.3 Simulation Exercise (SE)

This is a major assessment activity.

During the course, two (02) SEs will be conducted. The themes will be shared at the start of the course, and the related methodology **(one in advance mode and the other in traditional mode)** will be briefly explained by the Chief Instructor in his Course Briefing. The general and common aim of the SEs is to enable the participants to apply their rich experience, pooled knowledge, team collaboration, and critical skills for evaluation of existing public policies/strategies and their implementation, with a view to exploring workable solutions to nagging public service delivery challenges, and proposing evidence-based, smart, innovative policy choices/interventions for effective domain-specific decision making and improved public service delivery.

Aim, Scope and Objectives (ASOs) of the SEs are provided in the Syllabus Book. The sponsor Directing Staff (DS)/Chief Instructor (CI) will explain the methodology of the SE in the Class Room, and the participants will then move to their allotted Syndicate Rooms (SRs) where each Syndicate (SYND) and Research Group (RG) will work as per their assigned requirements of the Exercise.

The participants are encouraged to invite domain experts on voluntary basis (in person/via zoom) for interactive discussion and expert guidance so that their quality of work is enhanced. **Before inviting any domain expert, the Leaders are required to consult the concerned Faculty Advisor and the Chief Instructor personally before going ahead.** A group inviting any voluntary expert will, after consultation with the Faculty and the CI, share the details of the speaker and the timing, with other group for their voluntary participation, if they so desire.

SYND/RG Leaders are required to document contribution made by each member of their groups. Participants of each SYND and RG will present the findings of their part of the assignment, in the Class Room (CR), and will suggest workable strategies with relevant Key Performance Indicators (KPIs). **KPIs will cover what action to take, who will take, when will it be taken, how much will it cost (resources), what will be its intended impact, and how it will be monitored.** Participants are expected to deliver quality work as a coherent, effective, hybrid teams.

For preparation of reports, please use NSPP Research Guide.

However, participants are expected to comply with the following steps:

- **SYND/RG# - Daily Activity Report (SE-DAR)**

  DAR (in the prescribed format included at the end of this document/Annexure) will be emailed *by each designated Secretary* by close of each working day.

- **SYND/RG# - Pre-Review Report (Pre-RR)**

  Each SYND/RG Leader himself/herself will email the required Pre-RR which will be shared with the panelist(s) for their expert review.

  ✓ *Format as per NSPP Research Guide*

  ✓ *Max Word Count: 4000-5000 Words for Research Groups* ✓*Max Word Count: 5000-6000 Words for Syndicates*

- **SYND/RG# - Presentation based on Pre-Review Report**

  Each SYND/RG Leader himself/herself will email the presentation based strictly on Pre-RR.

  Format: Suggested at the end of this document /in Annex

  Time allotted for RG Presentation: 30 Min for each RG

  Time allotted for Syndicate Presentation: 40 min for each Syndicate Time allotted for Review of Pre-Review Report/Presentation:

  For each RG & Syndicate for each panelist: 10-20 minutes

- **SYND/RG# - Post-Review Report(Post-RR)**

  Each SYND/RG leader in consultation with the SYND/RG Secretary will revise the Pre-RR in the light of comments/critique offered by the panelist(s), and email the Post-RR.

- **SE# - Consolidated Report of each SE**

  All SYND leaders will jointly convert all the SYND and RG Post-RRs intoa consolidated, concise, focused report *(Max Word Count: 6500-8500 words.) in the format of an IRP using APA style as per NSPP Research Guide.* The joint team may like to co-opt any RG leader or a member of any SYND/RG, in consultation with the Sponsor Faculty Member/CI, for this purpose.

  The Consolidated Report (along with Executive Summary) must be structured summary /paper comprising of essence of all the post review reports and should read like a flowing document, having all critical, innovative, and value additive contributions made by all groups, and shall not be a patchwork of all reports.

  Quality Paper/ Consolidated Reports, if approved, may be shared with NSPP highlighting participants' contribution.

  Special Notes:

  For formatting and preparation of Reports and other related matters, please consult the NSPP Research Guideline, shared with you.

  For formatting and preparation of Group Presentation and other related matters, please consult AGIB as shared with you.

In case of any conflict between the two, NSPP Research Guide will be followed.
However, please do consult the sponsor DS/CI in case any ambiguity after you have fully understood the conflicting guidelines before submission of the same before the deadline.

2.4 Case Study Research (CSR)

This is a major assessment activity.

During the course, three (03) CSRs will be conducted.
Aim, Scope, and Objectives (ASOs) of the CSRs are provided in the Syllabus Book. A case study is a situation, often with disguised scenarios to provide an opportunity to go through the problem-solving process.

The sponsor Directing Staff (DS)/Chief Instructor (CI) will introduce a Case and explain the methodology of the CSR in the Class Room, and the participants will then move to their allotted Syndicate Rooms (SRs) where each Syndicate (SYND)/CSR Group analysis the Case as a Group, and will work as per their assigned requirements of the assigned Case Study within allotted time as per CSR Syllabus, usually not more than a full day of work.

Participants will submit a Group Report/Solution Paper (which contains workable recommendations with KPIs, including an Executive Summary) and deliver a presentation addressing all requirements of the Case Study Research.

A domain expert may be invited subject to availability for review, subject to availability.

SYND/CSR Group Leaders are required to document the contribution made by each member of their groups. Participants of each CSR Group will present the findings of their part of the assignment in the Classroom (CR), and will suggest workable strategies with relevant Key Performance Indicators (KPIs). KPIs will cover what action to take, who will take it, when it will be taken, how much it will cost (resources), what will be its intended impact, and how it will be monitored. Participants are expected to deliver quality work as a coherent, effective, hybrid team.

For preparation of reports, please use NSPP Research Guide.

However, participants are expected to comply with the following steps:

- **CSR-G # - Group Activity Report (CSR-DAR)**

Group Activity Report DAR (in the prescribed format included at the end of this document/Annexure) will be emailed by each designated Secretary by close of each working day.

- CSR-G# - Group Solution Paper/Report (Report) & Presentation

Each SYND/CSR-G Leader himself/herself will email the required Group Solution Paper/Report along with a presentation, which will be shared with the panelist(s) for their expert review.

- ✓ ☐ *Report format as per NSPP Research Guide*
- ✓ ☐ *Max Word Count: 4000-5000 Words for each CSR-Group*
- ✓ ☐ *Presentation will be based on the Group Solution Paper/Report submitted*

Presentation Format: Suggested at the end of this document /in Annex

Time allotted for CSR-G Presentations:

20 Min for each group

Time allotted for Review of Pre-Review Report/Presentation:

10-20 minutes for each panelist

Special Notes:
For formatting and preparation of Reports and other related matters, please consult the NSPP Research Guideline, shared with you.

For formatting and preparation of Group Presentation and other related matters, please consult AGIB as shared with you.

In case of any conflict between the two, NSPP Research Guide will be followed. However, please do consult the sponsor DS/CI in case any ambiguity after you have fully understood the conflicting guidelines before submission of the same before thedeadline.

2.5 Inland Study Tour (IST)

IST is an important course activity that falls under the assessment framework. **All participants will be assessed for their personal attributes, which is a major part of their assessment.**

a) The Inland Study Tour (IST) is organized as part of the course curriculum. IST is of one week's duration and includes visits to government offices, agencies, departments, ministries, assemblies, and private/non-governmental offices, trusts, and foundations, in order to compare and learn from the varying models of management. The IST may also include visits to industries, projects, archeological and heritage sites. The IST is generally expected to include calls on the senior ranking government officials, legislators, Ministers, Chief Ministers, and Governors of provinces.

b) The aim and Objectives of IST are given in the syllabus separately.

c) Participants will be expected to complete their assignments as per detailed instructions, to be issued separately.

d) Participants will be assigned the following tasks:

1. **Lead Coordinator** for each day: S/he or his/her deputy will be expected to pay a vote of thanks at the conclusion of each visit.

2. **Deputy Coordinator** for each visit (in a day)/for each day: S/he will be required to receive a NIPA shield for each planned visit from the DDP, carry NIPA shield and bring back the shields received, and deposit the same to the DDP.

The team of Coordinators, headed by the Lead Coordinator, will ensure all participants are present before and after the visit before the planned time for Departure at each place, and will note the absentees. The joint team is also required to make a presentation (15-30 minutes/day) after the IST. **Suggested format is provided at the end of this document/Annex.**

Guidance will be provided in the IST Booklet.

3. **Synopsis** to be written for each visit conducted

4. **Rapporteur** – the eyes and the ears of the visits – for each day. S/he will be required to submit 1-2-page report after the IST. S/he will make a note of observations. Guidance will be provided to the Rapporteurs before the Departure/or as provided in the IST Booklet.

5. A general discussion/reflection regarding what we learnt from the visit against the overall objectives may be discussed, subject to the availability of time.

For any ambiguity, please consult the sponsor DS.

2.6 Local Visit for Field Research (LV-FR)

a) This important activity falls under the overall assessment framework. **All participants will be assessed for their personal attributes, which is a major part of their assessment.**

b) Local visits to various local organizations for Field Research (LV-FR) will be conducted. Detailed instructions for each visit will be issued separately.

c) Aim and Objectives of LV-FR are provided in the Syllabus separately.

d) Participants will be expected to timely complete their assignments as per detailed instructions, to be issued separately.

e) Participants will be assigned the following tasks:

1. Lead Coordinator for each day: S/he or his/her deputy will be expected to pay a vote of thanks at the conclusion of each visit.

2. Deputy Coordinator for each visit (in a day)/for each day: S/he will be required to receive a NIPA shield for each planned visit from the DDP, carry NIPA shield and bring back the shields received, and deposit the same to the DDP.

The team of Coordinators, headed by Lead Coordinator, will ensure all participants are present before and after the visit before planned time for Departure at each place, and will note the absentees. The joint team is also required to make a presentation (15-30 minutes/day) after the LV. **Suggested format is provided at the end of this document/Annex. Guidance will be provided in the LV Booklet.**

3. **Synopsis to be written for each visit conducted**

4. Rapporteur – the eyes and the ears of the visits – for each day. S/he will be required to submit 1-2-page report after the LV. S/he will make a note of observations. Guidance will be provided to the Rapporteurs before the Departure/or as provided in the IST Booklet.

5. A general discussion/reflection regarding what we learnt from the visit against the overall objectives may be discussed, subject to the availability of time.

For any ambiguity, please consult the sponsor DS.

2.7 **Presentations**

Participants are expected put in their best efforts and to take all (individual/group) activities with seriousness of purpose, and complete them within the allotted time. Participants are also informed about course activities through detailed briefing(s) throughout the course.

a) Public Speaking

This is an important individual activity aimed at encouraging the participants to overcome fear of public speaking.

• Public Speaking is an extempore public speaking exercise for the participants of SMC. During initial days of the course, this exercise will be conducted in Class Room.

• Each participant will pick/choose one topic through balloting and will have 3-5 minutes each for preparation (i.e. gathering of thoughts) and talk on the assigned topic in front of faculty members and class participants.

• **Each participant is expected to take part in both Voluntary and NIPA – Endeavor Talks. Active participation in these talks will hopefully brush up their public speaking skills.**

b) Current Issues Presentations (CrIPs)

This is a very important individual assessment activity.

- Each participant will make a presentation on a current issue having myriad policy implications for Pakistan in particular and the world in general. These issues may have regional, national or international connotations. **It is however important to note that a current issue must not be out of public discussion in the last couple of months.**

- CrIPs cover broad range of issues and includes topics such as politics, economy, leadership and management, socio-economic development, institutional governance, economic and structural reforms, international developments and flashpoints, social and societal issues, regional and national and international developments of significance.

- **The CrIPs are generally scheduled from the third week of the Frist Term of the course.**

- One participant each will be randomly drawn from each Syndicate for CrIPs for scheduling their presentation in sequence till all participants are exhausted.

- **Each presentation will have 30 minutes – of which 20 minutes are reserved for talk based on presentation, followed by a 10-minute interactive session (Q & A session and presentation review).**

- The participants are required to seek detailed guidance from their faculty advisors in the allotted time and/or at their convenience.

- Each Participant will email their final presentation to the Class Assistant (SMC), the concerned Faculty Advisor and the CI, at least one working day before the scheduled presentation.

- NIPA's Class Assistant (CA) will be responsible for printing and distributionof the hard copies as per practice to all faculty members, CI, DG, and forrecord.

- **A concise, focused, and properly formatted CrIP Report, consisting of not more than 05 pages/Max. 3000 words, in IRP format, with an Executive Summary, using APA referencing style, will be emailed**, on the last working day before the presentation is scheduled.

  For formatting and preparation of Reports and other related matters, please consult the NSPP Research Guideline, shared with you.

  For formatting and preparation of Group Presentation and other related matters, please consult AGIB as shared with you.

  In case of any conflict between the two, NSPP Research Guide will be followed. However, please do consult the sponsor DS/CI in case any ambiguity after you have fully understood the conflicting guidelines before submission of the same before the deadline.

c) **Individual Research Paper (IRP) & IRP Presentation**

IRP is one of the critical assessment activities.

- Each participant is required to write an IRP on a topic determined by the NIPA. Participants will however submit three topics of their choice for the IRP to the SMW. The SMW reserves the right to assign any other topics to the participants.

- **An IRP Plan** will be circulated on the day the IRP topics (along the participant's name and Faculty Advisor assigned). IRP Plan will provide timelines for compliance. Participants are required to strictly follow the timelines included therein.

- For the purpose of IRP, all participants are required to adopt American Psychological Association (APA) Referencing Style. For this purpose, SMC Wing will arrange IT session (Word Reference, Zotero) in the Computer Lab.

- The participants can seek detailed guidance from their faculty advisors about any aspect of the IRP.

- Participants will be apprised of methods, tools and techniques for conducting quality research through lecture discussions. In addition, faculty members will be assigned to participants to mentor them through their research assignment.

- Second Draft of IRPs and final submitted versions will be assessed for plagiarism. The status of plagiarism will be shared as feedback with the participants in respect of Second Draft only so that the participants may address the identified issues before the final submission.

- NSPP has very strict plagiarism Policy based on HEC Plagiarism Policy. The details regarding plagiarism policy and penalties, are provided in the Research Manual for the guidance of the participants.

- Each Participant is required to email in time a Research Proposal (Max. 20% of Allowed Word Count), First Draft (Max. 50% of Allowed Word Count), Second Draft (Max. 100% of Allowed Word Count, except Abstract/Executive Summary of the IRP), and Final Paper (100% of Allowed Word Count with Abstract and other formatting requirements), to the designated Focal Person (SMC Wing), with cc to the concerned Faculty Advisor, and C. The IRP Plan will have all the details.

- **Each participant must ensure timely submission of 02 hard copies (final) of IRP duly formatted and structured as per guidance provided in the Research Manual customized to APA Referencing Style, duly certified (with prescribed undertaking) and signed to the designated Focal Person (SMC Wing).**

- Each participant will have 20 minutes for presenting his research work – 15 minutes for presentation followed by 05-minute interactive Q&A. The schedule will be announced after the final submission of the IRPs.

- All Participants will email their presentations, at least one working day before the scheduled presentation, to the Class Assistant (SMC), the concerned Faculty Advisor, and the CI (all three).

- Class Assistant (SMC) will be responsible for printing and distribution of the presentations as per practice to the Faculty, CI, DG and for the record.

For formatting and preparation of Reports and other related matters, please consult the NSPP Research Guideline, shared with you.

For formatting and preparation of the Group Presentation and other related matters, please consult AGIB as shared with you.

In case of any conflict between the two, NSPP Research Guide will be followed. However, please do consult the sponsor DS/CI in case of any ambiguity after you have fully understood the conflicting guidelines before submission of the same before the deadline.

d) **Course Review Committee Presentation (CRCP)**

This is a very important group activity falling under the overall assessment framework.

- The CRC is required to make a 02-hour presentation including 01-hour review by the faculty, the CI and the DG. It takes place in the final week of the course. **The CRC therefore, needs to complete its task in all respects at least one week before the conclusion of the course. However, the Chair and the Secretary will update the DS(T&C) and the CI from time to time about the work in progress.**

- **The CRC is generally notified in the 2nd/3rd week of the course.**

2.8 Syndicate System for Tutorial Discussion (TD)

Performance in assigned (individual /group) activities fall under the overall assessment framework.

All TDs will be conducted in the Syndicate Rooms (SRs). Reading material/ Requirements including Guidelines for each TD will be shared with the participants one/two days in advance by the T&C Wing. Participants are expected to go through the given reading material before the TD session. TDs will be conducted in the following manner:

a) Syndicate (SYND) in the academic sense, refers to a small group of participants who get together under guidance of a Covering DS/CI and/or any other invited facilitator, to help engage the participants in interactive peer discussions on significant angles relating to an identified topic from the course syllabus and/or any other topic identified by a Faculty member/CI.

b) The aim of Tutorial Discussion is 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. Moreover, it enables the Faculty to develop a close interaction with a small group of participants in a TD at regular intervals. While this interaction provides sufficient opportunity to the participants for expressing their views more freely, the primary focus is on generating discussion on important issues within the

spectrum of the course curriculum. In addition, a few short exercises may also form part of the Syndicate activities.

c) Tutorial Discussions are held in designated Syndicate Rooms, located on the first floor of the Campus Building. All participants are generally divided into an optimum number of syndicates at the beginning of the first term, depending on the number of faculty members available and/or on the basis of pedagogical planning.

d) Syndicates are restructured before the start of the second and third terms by the SMC Wing, with a mix of participants from various departments/ occupational groups, to encourage relationship building and knowledge sharing.

e) From among the participants in a designated Syndicate, a Chairperson and a Secretary are selected by the Covering Faculty/CI for each TD. The Chairperson is expected to find relevant material and policy/strategy documents relevant to the TD topic, and share the same with his/her fellow participants in advance for their review, and/or assign each participant a role to prepare for the discussion in advance. On the day of the TD, the Chairperson organizes the thematic discussion on the day, and timely concludes it by ensuring contributions from each participant of the group. **The Chairperson of the TD is required to introduce the topic, its scope at the beginning, and to conclude the session in 2-3 minutes at the end.** The Covering Faculty monitors the proceedings of the TD and acts as a facilitator.

f) **The Secretary is required to take the notes/minutes of the discussion, and later emails a Synopsis (on a prescribed format) based on his notes/minutes, highlighting the salient points of the discussion, key insights, and workable recommendations, latest by 10:00 pm the following working day.** He is also expected to share the names of the participants to the Chairperson/President of the session, so that they may be allowed an opportunity to contribute.

g) Administrative issues, if any, may be shared with the Covering Faculty.

2.9 Synopsis Writing

This is an important assessment activity.

Synopsis is the accurate and concise record of the proceedings of a training activity or event. Synopsis Writing aims at assessing the participants' ability to sift the details, capture the essence of the proceedings and accurately record the same for the purpose of reference, evidence or history. It trains and enables the participants to record the minutes of meetings, relevant details of happenings and effectively communicate with the media and public at large. Guidelines for writing synopsis are as under:

a) Each participant is required to write a synopsis of at least one academic activity/event.

b) Since synopsis is a record of a past and closed transaction, it must be recorded as such in third person and indirect narration.

c) Essence of the proceedings must be captured and the issues should be properly assimilated, organized and presented.

d) Gist of each and every response by the guest speaker / moderator along with identity of the participant who raised the question / enquiry must be included and smooth language, free of spelling, syntax or grammatical errors, should be used.

e) **Times New Roman font with 12 size and 1.5- line spacing is the recommended format.**

f) **Length of the document should be 2-3 pages for LDs /PDs within the rage of 1000-1500 words.**

g) The concerned participant is required to submit the synopsis, on the prescribed template, through E-Portal to the Sponsor DS, and by email to the designated Focal Person (SMC Wing), Sponsor DS, and the CI latest by 2200 hours the following working day.

h) *The format of the Synopsis is provided marked as template for Synopsis at the end of this document/Annex.*

2.10 Analysis Paper (AP) and Analysis Paper De-Brief (AP/APD)

It is the most important individual assessment activity under the assessment framework.

The Aim of Analysis Paper is to provide all the participants an opportunity to demonstrate their writing, critical thinking and analytical skills in response to the requirements (i.e. the questions asked). Brevity, specificity as against generalization, coherence, conciseness, logical development of ideas, organization of thoughts, relevance, and clarity are some of the qualities which participants need to keep in mind while attempting APs. For detailed scope and conduct of APs, participants are expected to go through the relevant section of the Syllabus Book which is issued separately.

All participants will sit for three APs – one AP for each term – besides AP-Zero (i.e. Analytical Writing Test) to be taken at the start of the First Term. Analysis Paper Debrief (APD) is held after each AP just before the next AP is held.

2.11 Term/Comprehensive Test

Term Test is a major assessment activity.

At the end of each term, a Comprehensive Term Test is taken which tests participants' knowledge and comprehension acquired from the LDs, PDs, and Workshops.

Participants need to effectively review the material of LDs/PDs/Ws of each term. The Materials/Presentations provided by the Guest Speakers is shared with the participants by email on regular basis by designated Class Assistant (SMC).

2.12 BCURE Workshop

This is a key assessment activity – Building Capacity to Use Research Evidence (BCURE)- is conducted by Center for Economic Research in Pakistan (CERP), Lahore, affiliated with Harvard University, in the form of a two-day workshop. In this workshop, orientation is provided by the CERP team, followed by a Pre-Test. Afterwards, an actual test is conducted which is an assessment activity. Next day, Debriefing and Post-Test sessions are held.

In this connect, instructions will be provided by the concerned faculty/IT advisor.

2.13 Peer Rating (PrR)

In each term, an individual exercise is held in the form of Peer Rating. The aim of this exercise is to develop a sense in the participants about rating their colleagues on the

basis of three different shades of personality i.e. **"As a Friend"**, **"As a Leader"** and **"As a Professional"**.

Peer Rating exercises will be conducted in each term. Peer Rating is an important activity which needs to be carried out as objectively as possible, by the participants. Peer Rating Briefing is imparted by DS (T&C) / DDP, SMC Wing, as a practice before the peer rating exercise.

2.14 Computer Literacy (CL)

a) **At the time of joining the course, all participant are expected to have basic computer literacy and skill. To assess the level of knowledge and basic skills, an IT Test (Diagnostic/Assessment Test) will be taken at the start of the Course.** However, to refresh their knowledge and enhance their computer skills for effective working, IT sessions will be arranged by the SMC Wing with the active support and assistance of the IT Wing for the participant so that they may enhance their level of computer literacy and skills.

b) Each participant having sufficient proficiency in computer skills will be made buddy of a weak participant. The former will have to attend evening classes till his weak partner also qualifies the test conducted to assess the level of proficiency.

c) Each participant is expected to acquire sufficient computer operating skill to prepare his/her own Power Point Presentation, Report, Synopsis, and IRP, and to surf the net for conducting research.

d) During presentations by the participants, they are required to handle and operatecomputer on their own.**Colleagues may assist one another while making presentations but they will not be assisted at the time of presentation.**

e) For technical support during practice sessions, IT staff will be available for help and guidance in Computer Lab.

2.15 IT Laboratory

a) The IT Laboratory is equipped with computers, printers, duplicating machines, scanners and Internet facility. These computers are linked with the network through a server and a stand-by server.

b) Audio/video facilities include multimedia projection system that is used during presentations/lectures. Internet facility is also available for accessing information for various assignments. Computer literate staff is available in the morning and evening sessions for assistance where required.

2.16 Library

a) The Institute has a well-equipped Library containing books & periodicals relevant to SMC and MCMC/other customized courses. Books have been classified according to the internationally recognized *Dewey decimal. Classification System Edition 21.*

Books, including course books are issued according to a "self-charging system" which means that the participants select books themselves, take out book-cards of the selected books, fill them, sign them, and then handover these cards to the official on duty at the Issuing Counter. Books are issued for a maximum period of two weeks at one time. Not more than 5 books can be drawn at one time.

b) Some books, including books prescribed for, or relevant to, the study of topics/themes allotted to Syndicates, are kept in specified shelves marked "Reserve shelf". These are basically meant for use by the members of respective Syndicates. The material is rotated among Syndicate members in accordance with the procedure determined by the faculty member covering the Syndicate Group.

c) Library maintains a **Reference Section** that has a reasonable collection of books for ready reference. Reference books/ materials are marked with the notation '**REF**', and are not issued for use outside the Library premises. Journals/Periodicals are kept in the Periodical Section. These are also placed under the category of Reference Material.

d) The participant can also access the Digital Library of Higher Education Commission through NIPA-Karachi's network. To access the digital library, the Library staff will be available for guidance and facilitation.

e) All participants are however encouraged to explore and make good use the following open access resources, among many others, for their research:

- http://www.digitallibrary.edu.pk/OAJournals.htm
- https://scholar.google.com/
- https://www.openaccess.nl/en
- https://doaj.org/
- https://core.ac.uk/
- https://www.elsevier.com/open-access/open-access-journals
- https://link.springer.com/
- https://www.elsevier.com/open-access/open-access-journals

f) The Library timings (subject to periodic change) are as under:
   i. Monday to Friday: 08:00 a.m. to 05:00 p.m.
   ii. Simulation & Case Study Research   Special Timings will be announced.

Library timings are subject to change. In case of any change, the same will be shared with the participants.

2.17 Course Coordinator/ Weekly Course Coordinator

Performance in assigned activities (individual/group) are part of overall assessment framework.

Each participant will be assigned a role of the Weekly Course Coordinator, at least once during the course. He/she will be responsible for communicating all the directives/instructions issued from time to time by the Faculty Advisor and Chief Instructor to all the participants for compliance. Administrative problems/requirements of the participants may also be conveyed through the Course Coordinator to the ADS (SMC).

The Weekly Course Coordinators, will jointly prepare and deliver a course review presentation for the week, in the SMC Class, in front of faculty, CI and the DG. The duration of presentation will be 15-20 minutes. The Course Coordinators are expected to email the presentation, one working day in advance of the scheduled presentation, to the designated Class Assistant (SMC) with cc to the concerned Faculty Advisor and the CI (all three together).

2.18 Input from Participants during Weekly Faculty Meeting

Fortnightly faculty meeting, chaired by the Director General, NIPA, is a regular feature. During such meetings, the conduct of the course events in last two weeks is thoroughly discussed. Participants' input obtained through the Course Review Presentations is also discussed in such meetings.

2.19 Attendance & Punctuality

It is a critical part of overall assessment framework.

Morning session starts with recitation of Holy Quran (Tilawat) at 0900 hrs. Participants are required to be seated five minutes before Tilawat. Participants reaching late will be marked which will invoke issuance of an advice.

Attendance during the course is compulsory. Punctuality and attendance is monitored through biometric device installed for this purpose at the reception of NIPA Karachi. Syndicate sessions, lectures, workshops, presentations, meetings, seminars, conferences, whether scheduled during the day or in the evenings, are integral parts of the course. The participants are required to be punctual andregularin attending various training/academic activities notified by theTraining Wing. Onlyin case of serious illness and emergency, prior intimation by SMS/WhatsApp to theDS(T&C)/CI will be acceptable.

2.20 Discipline Policy

Assessment of personal attributes, is a major assessment activity. Compliance with the requirements of NSPP/NIPA Protocols and discipline, is part of the overall assessment framework. Therefore, NIPA accords highest priority to maintenance of strict discipline during the course as any training activity/programme cannot be successfully completed without discipline and cooperation. Accordingly, participants are required to be punctual, courteous, respect all institutional instructions, display sense of responsibility, remain competitive and collaborative throughout all the training activities.

All Participants of Senior Management Course (SMC) are expected to adhere to the disciplinary requirements of the Institute. The administrative and academic instructions need to be followed by all Participants. **Penalties for violation of academic and administrative instructions (including class decorum, cell phone use, dress code, laptop use, timelines, attendance, etc.) will be as under:**

a) On first violation, an **ADVICE** will be issued.

b) On second similar violation, a **CAUTION** will be issued, which will be placed in the dossier of the participant, and 0.5% mark will also be deducted from the overall earned percentage.

c) On third violation, a **WARNING** will be issued and additional 01% mark will be deducted from the overall earned percentage.

d) **Copies of all Advice, Caution and Warning notices will be provided to the respective Syndicate DS.** On every/major violation, the respective Syndicate DS will hold a counseling session with the concerned Participant. The DS will record their response / reply along with their own impressions/observations.

e) On fourth violation, the case may be referred to the Rector NSPP for disciplinary action, which may include surrender from the course.

f) According to the policy of NSPP, a participant surrendered twice from any of the courses conducted by NSPP shall not be allowed to register for that course for a third time.

2.21 Policy on Late Submission of Assignments

Participants are required to adhere to the notified timelines for submission of all assignments during the course. The following penalties will be levied on the late submission of an assignment by a participant:

i. **Late submission for the first time on the part of a participant of any assignment** will be penalized by a deduction of 0.1 percentage marks from the overall percentage earned in the course by him/ her;

ii. **On the second late submission,** an additional 0.3 percentage mark will be deducted from the overall percentage earned in the course.

iii. **And on the third and each of the subsequent late submissions**, an additional 0.5 percentage mark will be deducted from the overall percentage earned in the course, in every case. iv.**In group assignments**, only the Group Leader is responsible for submission of the assignment will be penalized.

2.22 Submission of Assignments & Communications

1. All participants will be allotted their accounts on the E-Portal. As soon as they receive their accounts details, they are expected to change their password to keep the privacy of their account. The participants will use their E-Portal accounts during the course for submission of their assignments. All kinds of communication and correspondence will be done through the E-Portal. **However, participants are required to submit the same by email to all concerned as per the requirements of the activity, in order to avoid late submission due to E-Portal capacity constraints.**

2. All kinds of documents, reading material, weekly programs, assignments, etc. will also be communicated through email, and other dedicated media.

3. Before any major activity is initiated, participants are adequately briefed about the activity so that they know well what is required of them in terms of inputs, process and outputs of the exercise.

4. Each participant will be allotted a Pigeon Box (PBs) at Campus which may also be used for communication. All participants are expected to check their PBs regularly.

5. Templates for various assignments are provided by DS(T&C). Should you need any information or template, please feel free to contact Training & Coordination Office (TCO), Senior Management Wing (SMW).

2.23 Personal Attributes

The personal attributes of the Participants will be observed and assessed by the Faculty, benchmarking the following: - ☐Personal Conduct.

- Attendance/punctuality.
- Quality of question(s) asked during the sessions.
- Intellectual input during discussions: Tutorial Discussion (TD),   Workshops (W), Simulation Exercises (SEs) & Case Study Research (CSR), IST & LVs.
- Participation in co-curricular and voluntary activities.

2.24 Policy of Non-Attribution

All activities held at NIPA Lahore are under the umbrella of non-attribution. Participants are free to use the information received; however, they can neither disclose the identity nor the affiliation of the visiting speaker(s), nor that of any other Participant or faculty member. Non-adherence to this policy may entail disciplinary action. Participants will be required to sign an undertaking in this respect, and disciplinary action will be taken if the policy is violated.

2.25 Leave Policy

The procedure for applying for short, casual, and weekend leave will be as under:

a) On weekends, if a training activity has been planned, the Participant will have to submit his / her request to the Chief Instructor through DS (T&C).

b) On working days, on extreme compassionate grounds/health reasons, the participants will have to apply for casual leave or short leave to the Chief Instructor through DS (T&C). It may please be noted that the short leave is sanctioned by the CI, **whereas casual leave is sanctioned by the Director General.**

c) **Three short leaves will be considered as one casual leave (one short leave for 2 hrs./one session).**

d) **Request for leave or short leave through SMS or on the telephone will not be entertained, except in the case of an emergency.** Leave (short/full day) must be applied for formally on the prescribed pro forma, available at the Reception. Station leave must also be requested, in case needed, on the Casual Leave pro forma.

e) Leave on personal medical grounds can be availed subject to the recommendation of a Medical Officer.

f) Participants desirous to leave Karachi for the weekend should sign the weekend / Leave Register placed in the hostel.

g) According to NIPA Leave Policy "any Participant who misses more than a total of **06 days** of the Course studies (whether with permission or otherwise) would be liable to be withdrawn from the course. <u>Genuineness of the reason cannotcompensate for the loss of learning.</u>Therefore, no exceptions are allowed. In case of any ambiguity, please consult with DS(T&C).

2.26 Sports Policy

Performance in assigned activities (individual/group) are part of overall assessment framework.

a) Sports facilities like tennis, badminton, billiard and Table Tennis are available at the Campus.

b) During SMC, every participant is expected to join one of the sports facility for which attendance on specified days of the week would be compulsory.

c) Well-equipped Gymnasium is also available at NIPA.

d) It is expected of all the participants to engage in games/physical activities. Participants are expected to take part in games for at least three days in aweek. Secretary of the sports committee will regulate all the sports activities, in coordination with the Sponsor DS.

e) All participants should come equipped with sports gear, shoes and equipment for the sports facility that they would like to avail.

f) **Dress for sports:**
   - ➢ Track Suit
   - ➢ Joggers/tennis shoes
   - ➢ Shorts/Sports T-Shirts

h) Markers are available for billiards and tennis.

g) Competitions are held at the end of the course and outstanding performers will be given prizes by a dignitary/faculty members/CI/DG.

   - ➢ Table Tennis (Singles)
   - ➢ Table Tennis (Doubles)
   - ➢ Tennis (Singles)
   - ➢ Tennis (Doubles)
   - ➢ Billiards
   - ➢ Badminton (Singles)
   - ➢ Badminton (Doubles)
   - ➢ Chess

CHAPTER - 3
ADMINISTRATIVE ASPECTS

CHAPTER – 3 ADMINISTRATIVE ASPECTS

3.1 Registration

Upon registration the participants will be allocated name badges. They will be required to display the badges throughout the working hours for the purpose of identification.

During the registration day, participants are required to be formally dressed i.e. in Lounge Suit/ Black Sheerwani with white Qameez Shalwar & Shoes with Socks. A formal photograph of each participant may be taken by the NIPA photographer.

3.2 Pay and allowances

Participants shall draw their pays and allowances from their parent departments / organization according to the stipulated procedure throughout their stay at NIPA – Karachi.

3.3 Residence

(a) Any Participant not having residence in Karachi is provided with single /double occupancy furnished accommodation with the basic facilities, **subject to approval by the Director General.**

(b) **The NIPA provides On Campus residence for the whole duration of the course for out-station participants only.**

(c) Participants are expected to stay in the Institute on the weekends for research, rest & recreation, sports and cultural activities etc. Breaks shall be provided at reasonable intervals during the course to enable the participants to visit their families in their hometowns. **For leave onweekend, prior intimation to theDS(T&C) must be provided.**

(d) Personal servants/attendants are not permitted to stay in the Institute for reasons of security and decorum. Permission for part time attendants may be given only in rare cases of illness or some serious emergency. The room bearers allocated to various participants by the Institute have been trained to take care of basic needs of the participants and maintenance of their rooms.

(e) Spouse/Children are not permitted to stay at the Institute during the course.

3.4 Mess

- The Institute has made adequate arrangements for provision of regular breakfast with morning tea, Class Break Tea with Biscuits (before lunch), lunch with tea, evening tea, and dinner for the trainee officers. Dining halls remain closed when the classes are in progress.
- Tea and Meals shall only be served in the dining hall at the stipulated timings on all days.

3.5 Mess & Hostel Committee

- Sponsor: Faculty Advisor/DD(P)

Performance in assigned (individual/group) activities fall under the overall assessment framework.

A Mess Committee will be constituted from amongst the participants comprising of:
- Chairperson
- Secretary
- Member (3)
- Mess & Hostel Incharge will be ex-Officio member
- A Committee will be notified for each term

Note: A committee will continue to work till a new committee is notified. DDP (SMC) will be the coordination link for the Committee.

Tasks of the Hotel & Mess Committee:
- To recommend changes, if any, in the menu for daily meals, after consultation with all the participants and within the available financial resources.
- To hold weekly/fortnightly meetings to ascertain the views of participants about standard of meals, boarding, service arrangements, etc.
- To convey complaints/suggestions about hostel-related problems;
- To make recommendations for the improvement of hostel and mess affairs. Note: The events will be organized in consultation with the Covering Faculty Advisor, with the prior approval of the CI/Director General.

3.6 Cultural Committee:

- Sponsor: Faculty Advisor/DS(T&C)

Performance in assigned (individual/group) activities fall under the overall assessment framework.

A Cultural Committee will be constituted from amongst the participants. The committee will be composed of:
- Chairperson
- Secretary
- Member (3-5)
- A Committee will be notified for each term.

Task of the Committee:
- To organize cultural, social, and recreational events for the participants;
- To prepare the event program and make befitting arrangements; ☐To suggest ideas for broadening the scope of activities; ☐Any other related task.

Note: The committee will continue to work till a new committee is notified. The events will be organized in consultation with the Covering Faculty Advisor, with the prior approval of the CI/Director General.

3.7 Sports Committee

- Sponsor: Faculty Advisor/DD(P)

Performance in assigned (individual/group) activities fall under the overall assessment framework.

A Sports Committee is constituted from amongst the participants with following appointments:

- Chairperson
- Secretary
- Members (3-5)
- Sports Incharge (ex-officio member) ▪A Committee will be notified for each term.

Tasks of the Sports Committee:

- To monitor the attendance of the participants in the Sports hour.
- To organize sports competitions for all the sports in consultation with the DS in-charge.
- To organize a prize distribution ceremony at the end of the course.▪Any other related task.

Note: The committee will continue to work till a new committee is notified. The events will be organized in consultation with the Covering Faculty Advisor, with the prior approval of the CI/Director General.

3.8 Course Review Committee (CRC)

- Sponsor: DS (T&C)

Performance in assigned (individual/group) activities fall under the overall assessment framework.

A Course Review Committee is constituted from amongst the participants with following appointments:

- Chairperson
- Secretary
- Members (3-5)
- The Committee will be notified for the whole tenure.

Tasks of the CRC:

- To conduct a comprehensive survey about the utility of LDs/PDs/Ws (for all modules), and make specific recommendations for changing the existing scope and/or substitution of the same with an alternative event for the next course;

- To seek feedback from the participants about the Guest Speakers, and other key aspects of course implementation, and make recommendations for improvement of the same for the next course.

- To seek feedback from the participants about mess, hostel, logistics, and other administrative facilities and support, and make recommendations for improvement of the same for the next course;

- To prepare a CRC Report and deliver a detailed presentation (based on the Report), and submit the same to the covering faculty member at least 03 days before the presentation is scheduled;

- Any other related task as guided by the covering faculty member from time to time.

Note: The CRC will be expected to complete all tasks within time in consultation with the Covering faculty member. The CRC is required to make a 02-hour presentation including 01-hour review by the Faculty and the CI/DG. It takes place in the final week of the course. The key objective of this exercise is to seek constructive comments, ideas and workable proposals from the participants for improving the inclusiveness, effectiveness, and relevance of SMC course in future.

3.9 Voluntary Societies

Performance in assigned (individual/group) activities fall under the overall assessment framework.

Participants are expected to take part in voluntary work and join any of the voluntary societies for each term. All Societies will work in consultation with the Chief Instructor(CI). However, other faculty members will guide them.

1. **GREEN Society (GREENS):**
   - **Sponsor: Faculty Advisor/CI**
   A voluntary Green Society will be formed from amongst the willing participants with the following voluntary appointments:
     - President
     - Secretary
     - Members (3)
     - Tenure of Voluntary Society will be 1-2 terms.

   Tasks of the Society:
     - To invite environmental experts and policy makers for web/dinner talks and/or share their influential work/initiatives;
     - To review govt. policy initiatives on climate change, and discuss climate change impact on Pakistan, and make policy recommendations;
     - To raise awareness by arranging workshops in collaboration with stakeholders, and suggest eco-friendly campus activities;
     - To deliver voluntary talks/presentations on unsung local/national heroes and less known cultural/heritage sites; ▪Any other related activity.

2. **Policy & Development Society (P&D S):**
   - **Sponsor: Faculty Advisor/CI**
   A voluntary SDGs Society will be formed from amongst the willing participants with the following voluntary appointments:
     - President
     - Secretary
     - Members (3)
     - Tenure of Voluntary Society will be 1-2 terms.

   Tasks of the Society:
     - To discuss planning and development challenges at all levels of governance;
     - To discuss policy formulation, implementation, and evaluation challenges;

- To raise awareness through policy seminars/dialogues/discussions and make policy recommendations;
- To invite public and private experts, policy makers, and practitioners for web/dinner talks;
- To discuss SDGs progress at provincial and federal levels and raise awareness through SDG workshops in collaboration with key stakeholders;
- To deliver voluntary talks/presentations on unsung local/national heroes and lesser-known cultural/heritage sites; ▪Any other related activity.

3. **ENDEAVOUR Society (ENDEAVOURS):**
   - **Sponsor: Faculty Advisor/CI**

A voluntary Endeavour Society will be formed from amongst the willing participants with the following voluntary appointments:
- Chairperson
- Secretary
- Members (3)
- Tenure of Voluntary Society will be 1-3 terms.

Tasks of the Society:
- To provide support to participants in honing their public speaking skills;
- To invite leaders from all walks of life – who have demonstrated leadership and made influential contributions in their domain - to share and highlight their contributions for society/country;
- To discuss emerging   positive   and   negative   trends /initiatives
  (local/international) impacting governance, development, and/or society;
- To deliver voluntary talks/presentations on unsung local/national heroes and lesser-known cultural/heritage sites;
- To encourage participants to deliver voluntary talks on the topic of their choice;
  - Any other related activity.

4. **LITERARY Society (LITES):**
   - **Sponsor: Faculty Advisor**

A voluntary Literary Society will be formed from amongst the willing participants with the following voluntary appointments:
- President
- Secretary
- Editorial Board & Members (3-5)
- Tenure of the Society will be for the whole course.

Tasks of the Society:
- To invite literati (scholars, authors, poets, etc.) to share the lessons of their literary journey;
- To make a joint effort to publish NIDA-E-NIPA (SMC Activity Mag) on a voluntary basis, if possible, documenting all colors of participants' course activities;
- To arrange creative writing workshops through peer/expert workshops and practice sessions;
- To arrange workshops for creative arts (painting,etc) for willing participants;
  ▪Any other related activity.

Note. 1: All Societies will be expected to deliver performance on the basis of their ToRs in each term/tenure.

Note. 2: Additional members (1-2) can be co-opted in consultation with the DS (T&C) to work with a society if the Society so desires.

3.10 Telephones

a) Telephone facility is available in all hostel rooms. Local calls can be made directly by dialing "9". Nation-wide calls are not permitted. Telephone messages received during the sessions will be delivered to the participants during the break or after the session. Unless otherwise specified, fax messages will be placed in the mailboxes. Please ensure that fax messages are clearly marked with your name, otherwise delivery could be delayed.

b) The participants are not allowed to make or receive telephone calls or messages when the classes are in session.

c) Telephone messages shall not be communicated to the participants in the classrooms exception rare cases of emergency with the permission of faculty member in-charge. The messages shall be noted by the Receptionist and promptly communicated to the participants concerned during break or after the conclusion of the session.

d) **Mobile Phones are <u>STRICTLY NOT ALLOWED</u> in Classroom,** Auditorium, Syndicate Rooms, IT-Lab, Library.

e) Mobile phones must be turned off or on silent mode whiling visiting the faculty members/CI and the DG in their offices for discussion/interview.

3.11 Internet and E-mail Facilities

The Institute has 24-hours Internet access facility through DSL 4 MB connectivity. The Following facilities are available for all the participants.

1. Internet/e-mail facility.
2. Individual user accounts on local servers.

3.12 Fax/Email/Website

The NIPA Fax numbers are 99244050 which can be utilized for incoming faxes. The NIPA email address is info@nim-khi.edu.pk.
Website of NIPA iswww.nim-khi.edu.pk

3.13 Postal arrangements/Mail Box

A mail-box facility is available in the corridor adjacent to class room at ground floor. Each participant will be allotted a mail-box for collection of their mails. Outgoing private mails will be facilitated by the Institute at the official charges.
The participants may receive mail on the following address: C/o Deputy Director (Program), National Institute of Public Administration (NIPA), Block-11, Gulshane-Iqbal, University Road, Karachi-75300, Pakistan.

3.14 Laundry

The Institute has laundry services available for the participants on payment. The hostel reception may be contacted for details.

3.15 Medical facilities

NIPA Karachi has OPD services available in NIPA premises. The Medical Officer is available from 09:00 a.m. to 01:00 p.m. daily from Monday to Friday and Dispenser available till 05:00 p.m. daily.

Medical officer of NIPA Karachi is expected to examine each participant at least twice during the course, and maintain individual medical history Card. Participants are advised to visit the NIPA Clinic and see the Medical Officer. The participants should consult their personal doctors /medical officer at NIPA Karachi, to seek advice in respect of their diets issues in view of their medical history & treatment. **All participants are required to get them examined by the Institute's Medical Officer as per program to be issued by him later.**

3.16 Mosque

A beautiful mosque is situated within NIPA premises to facilitate the residents, employees and participants of the Institute for all five prayers including Jumma prayer.

3.17 Private Use of Institute Vehicles

> Institute has limited vehicles. However, these shall be made available only to the SMC Participants for departure/ arrival and emergency purpose.

3.18 Smoking

> Smoking is strictly prohibited in official premises. **Violations will be noted by the faculty.** Any participant violating the Refreshment areas in the academic block and dining room of the hostel are also declared as "no-smoking" zones.

3.19 Car Parking

i. Limited Parking facility is available near main gate and in front of the Auditorium for cars with NIPA Stickers. NIPA stickers will be issued on first come first served basis only to the participants without driver. The vehicles driven by any person other than the participant will not be allowed to be parked within NIPA Premises.

ii. All concerned are required to observe the speed limit of **05 km/ hour** while driving within the Institute premises: they are also requested to advise their guests to observe the speed limit.

iii. **No participant is allowed to be dropped in front of the Entrance to the Campus Building Gate. Violations will be noted.** This facility isreserved for the Faculty, the CI and the DG only.

3.20 Dress Code

- **Dress Code for Special Events/Formal Occasions:**
  Follow dress code shall be followed for all Special Events/Formal Occasions, including Extension Talks, Registration and Graduation days, Presentation days for any individual or group activity), Interview (by CI/DG), Field Visits (LSVs, IST, or any other visit), Endeavour/other Talks, and any other special event as notified.
- **Registration Day, Graduation Day, Local Field Visits, Inland Study Tour, Extension Talks, Power Point Presentation Days, Calls-on, including any other events as communicated from time to time be treated as Formal/Special Events.**

For Gentlemen:
- Lounge Suit without combination with mandatory tie /
- National Dress (Black Sherwani with white QameezShalwar& Shoes with Socks)

Ladies:
- Appropriate Dress befitting to the occasion.

Friday   –   Saturday

For Gentlemen:
- National Dress (Black Sherwani or a buttoned-up Black Waist-Coat with White QameezShalwar& Shoe with Socks – Boots with laces or moccasins)

Ladies:
- Appropriate Dress befitting the occasion.

Dress Code for Regular Classes (excluding for Special Events/Formal Events as listed above)

Following dress code shall be followed for regular classes including during CSR/SE sessions (other than presentation days), and Tutorial Discussions.

Monday – Thursday

For Gentlemen:
- Lounge Suit with/without combination with tie as optional /
- National Dress (Black Sherwani with white QameezShalwar& Shoes with Socks)

Ladies:
- Appropriate Dress befitting the occasion.

Friday – Saturday

Follow dress code shall be followed for regular classes including during CSR/SE sessions (other than presentation days), and Tutorial Discussions.

For Gentlemen:
- National Dress (Black Sherwani or a buttoned-up Black Waist-Coat with White QameezShalwar& Shoe with Socks – Boots with laces or moccasins)

Ladies:
- Appropriate Dress befitting to the occasion.

☐   Dress Code for Culture Nights/Dinner Talks

Gentlemen:
- National Dress (Black Sherwani or a buttoned-up Black Waist-Coat with White/Cultural Dress/other QameezShalwar or Lounge Suit /Blazer with/without combination.
- (Shoe with Socks – Boots with laces or moccasins)

Ladies:

- Appropriate dress befitting the occasion.

□ **Dress Code for the Mess (during regular breakfasts & dinners)**

Gentlemen:

- Dress Pants with full/half sleeve shirt or ShalwarQameez with/without Black Waist Coat Boots with appropriate comfortable shoes/sandals)

Ladies:

- Appropriate Formal Dress

□**Dress Code for Sports:**

Gentlemen:

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

Ladies:
- Appropriate Sports Wear

3.21 Photographs:

On Registration & Orientation Day (Day-1 of the SMC), all participants are required to be dressed formally as per formal dress code for Formal/Special occasions, as provided here-above (Ref. 3.20), as individual photograph of each participant will be taken to be used for various official documents.

3.22 Visitors

Lectures, panel discussions, tutorial discussions, syndicate and group discussions, workshops and seminars are all restricted to the participants, the faculty and the visiting faculty. Visitors are normally not permitted to attend these sessions except with the prior permission of the CI/DG. The participants are not allowed to meet personal visitors during the class/study hours.

CHAPTER -4
FACULTY &
ADMINISTRATIVE STAFF

Dr. Syed Saif Ur Rehman, PAS, TI, Director General

Dr. Syed SaifurRehman an officer of Pakistan Administrative Service holds a Ph.D. from the University of Karachi, Research Associate in Global Health Program, Duke University, North Carolina, USA, Master in Public Administration (MPA) from

Columbia University New York, USA, Master of Public Health (MPH) from Baqai Medical University. He also has MSc. In Health Policy and Management from The Aga Khan University and an MBBS from Rawalpindi Medical College, University of The Punjab.

He has held various significant positions in the Government of Sindh and Balochistan, including Provincial Coordinator Polio Eradication EPI, Balochistan, Administrator Karachi, Principal Secretary to Governor Sindh, Secretary Services, Director General Karachi Development Authority and Commissioner Zhob Division. His roles have involved extensive project management, policy development, and public administration.

Dr. Syed SaifurRehman is skilled in organizational management, finance, project implementation, and human resource management. He has a strong background in policy development, negotiations, and capacity building.

He has participated in numerous training programs and conferences worldwide, including the National Management Course in Lahore, the Mayors Conference in Houston, and the Regional Environmental Sustainable Transportation Forum in Mongolia.

He has been actively involved in community service, including volunteering at medical camps, participating in polio eradication initiatives, and leading health committees. He has also published research papers on public health and polio eradication. On his meritorious services in public civil service he had been awarded The Tamgha-e-Imtiaz by the President of Pakistan in 2023.

SMC Wing

Mr. Jawed Zia
Chief Instructor – SMC

Mr Jawed Zia has over 23 years of experience in Government service. He joined Pakistan Audit and Accounts Service in 27 CTP and has served in various field formations of Audit and Accounts Department besides having served in the Ministry of Housing and Works, Ministry of Information and Broadcasting and Ministry of Planning and Development and Employees Old Age Benefit Institution. He has a Masters degree in Accounting from Glasgow University, United Kingdom, Fellow of Pakistan Institute of Public Finance Accountants, Certified in SAP Fi module. He has a certification of Trainers of Trainer from Washington USA, and did a course in Financial Management from Skema Business School, Paris, France. He has a keen interest in Investment, Public Finance and Public Policy.

Mr. Muhammad Ibrahim Ansari
(Additional Directing Staff, SMC)

Mr. Muhammad Ibrahim Ansari is a distinguished faculty member at the National Institute of Public Administration (NIPA), Karachi. A highly accomplished professional who brings expertise and academic excellence to the institute.

He began his academic journey at Cadet College Larkana and graduated with a Master of Science in Psychology from the University of Sindh, Jamshoro, earning distinctions. He was awarded the prestigious USAID scholarship to pursue a Master of Science in Public Health (Specialized in Administration Services) from the Health Services Academy, Islamabad. This degree, equivalent to an M.Phil. His academic contributions include numerous publications in national and international journals, addressing diverse fields such as mental health, immunization, education services, and health management.

Currently pursuing a Doctor of Philosophy (Ph.D.) at the Institute of Public Health, Lahore, he has completed his coursework and passed the comprehensive examination as per HEC guidelines. With over six years of experience in the Health Department and seven years as a Lecturer and Assistant Professor at SMBB Medical University Larkana, where he performed various additional tasks such as Program, Examination, Academic Coordinator, and anti Sexual Harassment Committee, he has demonstrated exemplary leadership and teaching skills. He is the author of over 30 research publications and is a certified peer reviewer for more than 15 renowned research journals.

He has participated in over 20 international online short courses and 10 national workshops and seminars, further enriching his expertise. His dedication to academic excellence and professional growth positions him as a key asset to NIPA, inspiring future leaders in public administration and health management.

1

Shafqat Hussain Shah
Deputy Director Program (DDP) – SMC

Mr. Shafqat Hussain Shah serving as Deputy Director(Program)-SMC at the National Institute of Public Administration, Karachi. He joined the NIPA, Karachi, in 2001, as a Research Associate (IT). He holds MS degree in Computer System Engineering, a Masters in Computer Science, and a Master in Economics. Currently, he is pursuing a PhD in Computer System Engineering.

He has attended various training programs and courses including ASP Programmer from XPEDIENT Technologies, Karachi, Cisco Router Configuration from Computer Training & Testing Centre (PVT) LTD, Karachi, Executive Programme on Policy Analysis organized at National Institute of Public Administration, Lahore, Capacity Building Training Course on Public Financial Management, EDI, National School of Public Policy, Lahore, Government Innovation Using Digital Technologies in the Post-COVID-19 Era from National Information Society Agency, South Korea. He has vast experience in IT teaching and application design.

He also contributed to a research project completed by the National Institute of Management Karachi, named Regional Technical Assistance (RETA). Funded by the Asian Development Bank (ADB), this project aimed to provide sanitation, supply clean drinking water, and increase school enrollment rates for children in the community of Distt. Matiari, Sindh.

MCMC Wing

Mr. Fouz Khalid Khan
Chief Instructor – MCMC

Mr. Fouz Khalid Khan is presently working as Chief Instructor (MCMC). Fouz Khalid Khan joined the civil service in 27th CTP (OMG) and later on in the Inland Revenue Service. He has obtained degrees in Electrical Engineering (NED); Post Graduate Diploma in Public Administration & Masters in Administrative Science (University of Karachi) and MBA (IBA, Karachi). He was awarded the Global Masters Scholarship at the Korea Development Institute School of Public Policy & Management, Seoul for a Masters in Public Policy (specializing in Public Finance) program (HEC equivalence of M.Phil) where he authored a thesis on taxation of informal economy in Pakistan. He has attended in service trainings at various national universities and federal government institutes. His international training exposure includes Tax Policy Seminar at OECD Korea Policy Centre, Seoul and VAT Taxation at the Multilateral Tax Centre in China. He has also remained a visiting faculty of MBA at the Iqra University and at Directorate General of Training & Research (IR).

He has served in the Ministry of Industries & Production, Textile Commissioner's Organization, Export Processing Zones Authority, and various field formations of Inland Revenue including the Directorate of Intelligence & Investigation (IR). Before joining the National Institute of Management, he was posted as Additional Commissioner in the Large Taxpayers Office, Karachi.

His interests in research include Policy Design, Revenue Administration, Informal Economy, and HR Training & Development. He is an avid reader, an enthusiast photographer, coffee addict and loves western classical music.

Mr. Ghous Ali Shah
(Additional Directing Staff, MCMC)

Mr. Ghous Ali Shah has over 13 years of experience in the service sector. He has served as a permanent faculty member in the Management Sciences department at SZABIST University, as well as in the Sindh Government. Currently, he is serving as Additional Directing Staff at the MCMC, NIPA Karachi.

He holds a BBA from IBA Karachi and an MBA from the Institute of Business Management, Karachi. Currently, he is working on his PhD thesis in Management Sciences. He has participated in various training programs and conferences. He has also served as a civilian instructor for the Sindh Police SSU, a faculty member at Dow University of Health Sciences Karachi in the Institute of Business and Health Management (IBHM) and a faculty member at SMIU University Karachi in the Business Administration Department. His research interests include Public Policy, Strategic Management and Planning, Leadership and Motivation, Economics, and HR.

Mr. Munawar Ali Mahar
(Additional Director, Research)

Mr. Munawar Ali Mahar is serving as an Additional Dorector, Research. His professional experience includes serving as a Faculty Member in the Department of International Relations the National University of Modern Languages (NUML) from 2020 to 2024. Prior to this, he worked as a Research Officer at the Inter-Services Public Relations (ISPR), GHQ Rawalpindi (2014-18). Currently, Mr. Mahar is pursuing a PhD in International Relations at NUML University, Islamabad.

His academic credentials include an MPhil in International Relations from the National Defence University (NDU), Islamabad (2015), where he received the HEC Indigenous Merit Scholarship, and an MSc in History from Quaid-i-Azam University (QAU), Islamabad (2008), where he earned a Departmental Merit Scholarship. In 2019, Mr. Mahar was accepted as a PhD Research Fellow at the University of Ottawa, Canada, at the School of International Development and Global Studies. Mr. Mahar has contributed to both theoretical and policy-oriented research. His research interests encompass human security, Sustainable Development Goals (SDGs), public policy, non-traditional security, international relations, environmental security, and history. He has worked as a Research Associate on the National Research Program for Universities (NRPU), funded by the Higher Education Commission (HEC), focusing on Pakistan's foreign policy and economic agenda. To his credit, he has also three research papers in HEC-recognized academic journals. Additionally, Mr. Mahar has been an active media commentator, providing analysis on national and international affairs in English dailies. He has appeared on national television channels, offering insights on global and regional issues in Urdu, Sindhi, and English, bridging the gap between academic research and policy discourse.

IT Section& Other Staff

Mr. Muhammad Aqil Kamil
Additional Directing Staff (IT/AVO)

Mr. Muhammad Aqil Kamil is currently working as ADS (IT/AVO), National Institute Public Administration (NIPA), Karachi. He has more than 20 years' experience of IP Network Industry with multiple highest levels of certification from world's leading organizations. He has a tremendous hands-on working skill set in IT which includes Microsoft Family/Cisco Network Infrastructure/Wireless & Security with firm grip on Network Infrastructure & Security Technologies. He has regularly taken ICT sessions in both MCMC and SMC, held at NIPA Karachi. He has attended various short & long courses in the field of Information Technology and Office Management.

Mr. Sohail Anjum

He is a Network Administrator (BS-17), at the National Institute of Public Administration, Karachi. He joined the erstwhile NIPA as Special Library

Assistant. He has more than 24 years' experience in the field of Computer & Network. He holds Bachelor's. He maintains IT network including hardware, software and network services. He also looks after the NIPA website. He reports to Assistant Director (IT/AVO).

Medical Clinic Dr. Khan Pervez Hadi
Medical Officer

Dr. Khan Pervez Hadi is an experienced Medical Officer (MO) at the Medical Clinic of the National Institute Public Administration, Karachi. He holds MBBS from Dow Medical College and is highly experienced Medical Practitioner. He has vast experience in the field of medicine. He efficiently provides the medical facilities to NIPA Employees and the participants of SMC, MCMC and other customized courses.
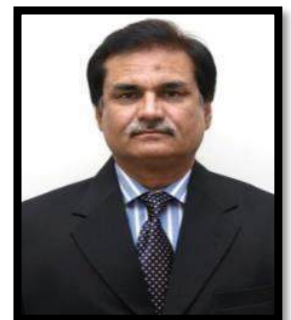
Mr. Aurangzeb
## Assistant Director (Admin)

Mr. Aurangzeb is currently working as Assistant Director (Admin) at National Institute Public Administration Karachi. He originally joined IT Section, NIPA Karachi, in 2008. He holds M.Phil. degree in Political Science, Masters in Public Administration and Masters in Public Policy with distinction. He has attended various trainings and courses such as Art of Negotiation, University of California, Irvine, USA, Public Policy Challenges for 21st Century, University of Virginia, USA, Project Management, University of California, Irvine, USA, Communicating Strategically, From Purdue University, Indiana, USA, Community Engagement and Citizenship Education Program, British Council & Higher Education Commission, Pakistan, Technical Support Fundamentals, Google Inc., USA, Microsoft Certified System Engineer (MCSE), FAST University, Karachi, Introduction to Cyber Security, Cisco Networking Academy.

Mr. Khalid Baloch
PS to Director General

Mr. Khalid Baloch is working as PS to Director General, NIPA Karachi since 2021. His Qualification is B.A. from Karachi.
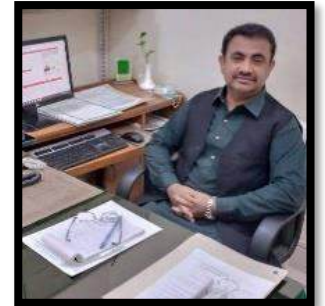
CHAPTER-5
Contact Numbers

Program Support Team(SMC)		
Mr. Nadeem Nizami, **Deputy Director (A & F)/PRO** Mobile: 0333-2103105 Off No. 021-99244000 Email: nadeemnizami@gmail.com		
Mr. Shajaan Effendi, **AD (Finance)** Mobile: 0334-3470138 Email: shajaanaly@nim-khi.edu.pk		
Mr. Aurangzeb **AD (Admin)** Mobile: 03452771122 Email: aurangzeb@nipakarachi.gov.pk		
Mr. Sajid Khan Jadoon, **Sports In-Charge** Mobile**:** 0300-2380608		
Mr. Muhammad Nadeem Khan, **Hostel Caretaker** Mobile: 03131215381		

Personal Assistants (SMC Wing)

Mr. Muhammad Farid Siddiqui
PA to CI – SMC
Mobile: 0300 2134043
Email: farid_sirjee@hotmail.com

Mr. Armughan Afzal
PA to DS (T&C) – SMC
Mobile: 0345-3448635
Email: armughanafzall414@gmail.com

Mr. Imran Razzaque
Stenotypist, Coordination Section (SMC)
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Mr. Muhammad Khurrum
PA to DDP (SMC)
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Mr. Ghayas Ahmed Khan
SMC Class Assistant (/UDC)
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Mr. Amir Raza
Receptionist Office
Mobile: 0336-3358061
Email: amirnimkarachi@gmail.com

Contact Numbers

Director General	Faculty
Dr. Syed Saif Ur Rehman, PAS, TI, **Director General** Direct: 021-99244070 PABX: 021-99244061-5 Ext. 108 Email:dg@nipakarachi.gov.pk	**Mr. Jawed Zia** **Chief Instructor (SMC)** Direct: 021-99244052 PABX: 021-99244061-5 Ext-140 Mobile: 0333-8877025 Email: jawedzia@nim-khi.edu.pk
Mr. Muhammad Ibrahim Ansari **(Add: Directing Staff, SMC)** Direct: 02199244049 Mobile: 03013461167 Email: m.ibrahim@nipakarachi.gov.pk	**Mr. Munawar Ali Mahar** **(Additional Director, Research)** Direct: 02199244047 Mobile: 03275001015 Email: munawar.ali@nipakarachi.gov.pk
Coordination	**Administration**
Mr. Shafqat Hussain Shah, **Deputy Director (Program) SMC** Direct: 021-99244502 PABX: 021-99244061-5 Ext-149 Mobile: 03002388535 Email: shafqat.sha@nim-khi.edu.pk	**Mr. Nadeem Nizami** **Protocol Officer (PRO)** Direct: 021-99244000 PABX: 021-99244061-5 Ext-111 Mobile: 0333-2103105 Email: nadeemnizami@gmail.com
Mr. Shajaan Effendi, **IT Officer, MCMC Wing** Mobile: 0334-3470138 Email:shajaanali@gmail.com	**Mr. Aurangzeb** **AD (Admin)** Direct: 021-99244055 PABX: 021-99244061-5 Ext-151 Mobile: 0345-2771122 Email: aurangzeb@nim-khi.edu.pk

CHAPTER 6
ASSIGNMENT TEMPLATES

National Institute of Public Administration (NIPA)Karachi

38thSenior Management Course

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

<u>SYNOPSIS</u>

Topic	:	----------------------------------
Ref #	:	----------------------------------
Guest Speaker	:	----------------------------------
Sponsor DS	:	----------------------------------
Submitted by	:	----------------------------------
Service Group	:	----------------------------------
Date of Submission	:	----------------------------------

National Institute of Public Administration (NIPA)Karachi

38thSenior Management Course

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

Current Issue Presentation (CrIP)

"Topic"

Presenter:
Service Group:
Date of Submission of
Presentation:
Date of Presentation:
Faculty Adviser:

SEQUENCE OF PRESENTATION

1. Acknowledgement
2. Currency of Topic
3. Introduction with background
4. Problem Statement (with research question)
5. Significance & Scope
6. Methods
7. Data/Facts
8. Critical Analysis
9. Conclusion
10. Recommendation / KPIs
11. Bibliography/References
12. Q&A

National Institute of Public Administration (NIPA)Karachi

38thSenior Management Course

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

Current Issue Presentation

''TOPIC''

Submitted by: _____

Service Group: _____

Date of Submission of Presentation: _____

Date of CrIP Presentation: _____

Faculty Advisor: _____

Instructions for formatting of CrIP Write-up to be submitted by each Participant/Presenter :

The paper will be written using APA Referencing Style. It will follow the IRP guidelines for format and structure. It must contain the following:

Format for CrIP Write-up:

The Write-up will be written using APA Referencing Style. It will follow the IRP format and structure. It must contain the following:

Title Page (as provided here-above)

Glossary of Terms

Acknowledgement

Abstract/Executive Summary

Introduction

Problem Statement (including research questions)

Significance and Scope

Methods

Section 1.1 Overview/Background of the Issue (i.e. Research Problem with facts/data)

Section 1.2 Examination of the Issue (Critical Analysis)

Section 1.3 Findings (i.e. Examination of Findings & Implications)

Conclusion (including Recommendations)

References

National Institute of Public Administration (NIPA)Karachi

38th Senior Management Course
(Monday,14th July to Friday 31st October 2025)

Simulation Exercise (SE) – I/II

"Topic"

S.NO.	Name	Service Group	Role
1			Group Leader
2			Group Deputy Leader/Secretary
3			Sub-Group Leader
4			Member
5			Member

Date of Submission of Presentation: _____

Date of Presentation: _____

Faculty Adviser: _____

SEQUENCE OF PRESENTATION

1. Acknowledgement
2. TORs of the SYND./RG
3. Roles assigned to Group/Subgroup Members
4. Introduction (inclusive of background)
5. Significance & Scope
6. Methods
7. Examination of each TOR/Question (with facts/data)
8. Critical Analysis of each TOR/Question (Examination, Discussion & Findings)
9. Conclusion
10. Recommendation with KPIs (Action Plan)
11. Bibliography/References
12. Q&A

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National Institute of Public Administration (NIPA)Karachi

38thSenior Management Course

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

Simulation Exercise – I/II Case Study Research – I/II/III

"SYND./RG Topic/CSR-Group"
Daily Progress Report (DPR)

SYND./RG/CSR-Group Composition
Faculty Adviser:

Sr. No.	Name	Group/Service	Role/Assignment

Submitted by: _____
Service Group: _____ **Date of
Submission of Write-up:** _____

Instructions for formatting of SE Daily Activity Report to be emailed by Secretary/Deputy Leaderof each SYND./RG/CSR-Group by email.

Daily Progress Report will include the following:

1.   **Progress on Sub-Group Assignments:**

S.No.	Sub Group Members & Leader	Assignment	Progress Summary

2. **Field/Data Collection Visits conducted and meetings/discussions held :**

S.No.	Organization, Expert, Designation, Contacts	Date & Time
Theme	Summary of Learning	

. 3 **Intra-Group Discussions held with SYND./RG:**

S.No.	SYND/RG	Date & Time	Summary ofLearning

4. **Interactive Discussion with Experts (voluntary via zoom/in person) invited:**

S.No.	Expert	Date & Time	Theme	Summary ofLearning

National Institute of Public Administration (NIPA)Karachi

38thSenior Management Course

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

Case Study Research (CSR) – I/II/III

"Topic"

Syndicate-A/B/C

Group Report Submission on: _____
Date of Submission of Presentation: _____
Date of Presentation: _____
Faculty Adviser: _____

SEQUENCE OF PRESENTATION

1. Acknowledgement
2. TORs of the SYND./RG
3. Syndicate/Group Composition & Roles assigned
4. Introduction (inclusive of background)
5. Significance & Scope
6. Methods
7. Examination of each TOR/Question (with facts/data)
8. Critical Analysis of each TOR/Question (Examination, Discussion & Findings)
9. Conclusion
10. Recommendation with KPIs (Action Plan)
11. Bibliography/References
12. Q&A

Template for Local Visit & Inland Study Tour Presentation

Institute of Public Administration (NIPA)Karachi

38th Senior Management Course
(Monday,14th July to Friday 31st October 2025)

Local Study Visit (LSV) – I/II/III

"PLACE/ORGANIZATION VISITED"

Syndicate-A/B/C

Date of Visit: _____
Date of Submission of Presentation: _____
Date of Presentation: _____
Faculty Adviser: _____

SEQUENCE OF PRESENTATION

1. Acknowledgement
2. SYND./Group & Roles assigned
3. Introduction (inclusive of background)
4. History and Objectives of the Organization
5. Mandate, Performance & Achievements (& Comparison with similar Organ.)
6. SWOT Analysis, Discussion, and Findings/Implications
7. Conclusion
8. Way Forward/Recommendations
9. Bibliography/References
10. Q&A

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Institute of Public Administration (NIPA)Karachi38ᵗʰSenior Management Course

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

Inland Study Tour (IST)

"PLACE/ORGANIZATION VISITED"

Syndicate-A/B/C

Date of Visit: _____
Date of Submission of Presentation: _____
Date of Presentation: _____
Faculty Adviser: _____

SEQUENCE OF PRESENTATION

1. Acknowledgement
2. Group & Roles assigned
3. Introduction (inclusive of background)
4. Objectives of the Organization
5. Mandate, Performance & Achievements (/& Comparison with similar Organ.)
6. SWOT Analysis, Discussion, and Findings/Implications
7. Conclusion
8. Way Forward/Recommendations
9. Bibliography/References
10. Q&A

Institute of Public Administration (NIPA)Karachi

38ᵗʰSenior Management Course

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

Individual Research Paper (IRP)

"IRP Topic"

Researcher & Presenter:

Name & Service Group

Date of Submission of Presentation: _____

Date of Presentation: _____

Date of IRP Submission: _____

Faculty Adviser/Sponsor DS: _____

SEQUENCE OF PRESENTATION

1. Acknowledgement
2. Introduction with Background
3. Significance and Scope
4. Literature Review
5. Problem Statement with Research Questions/Hypothesis
6. Methods
7. Outline of the IRP
8. Overview of the Research Problem
9. Examination of the Research Problem
10. Discussion, Findings, & Policy Implications (i.e. Critical Analysis)
11. Conclusion
12. Recommendations
13. Scope for further research in this area
14. References
15. Q& A

<u>Template for Voluntary Talks/Presentations (Unsung Heroes/Less Known Places) and Endeavour Talks</u>

Institute of Public Administration (NIPA)Karachi

38thSenior Management Course

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

<u>Voluntary Talk (VT)</u>

"VT Topic"

Researcher & Presenter:

Name & Service Group

Date of Submission of Presentation: _____
Date of Presentation: _____
Faculty Adviser/Sponsor DS: _____
Chief Instructor: _____

SEQUENCE OF PRESENTATION

1. Acknowledgement
2. Society Platform used:
3. Introduction of the Person/Place with Photos/Video
4. Background Story/History (i.e. interview/visit and research)
5. Impact Coverage
6. Influence /Policy Implications
7. Conclusion/Wrap up (with Personal Reflections)
8. Suggestions/Personal or Community Plan of Action
9. Thanks
10. Q&A

Institute of Public Administration (NIPA)Karachi

38ᵗʰSenior Management Course

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

NIM Endeavour Talk (NET)

"NET Topic"

Researcher & Presenter:

Name & Service Group

Date of Submission of Presentation: _____

Date of Presentation: _____

Faculty Adviser/Sponsor DS: _____

Chief Instructor: _____

SEQUENCE OF THE PRESENTATION

1. Acknowledgement
2. Society Platform used:
3. Introduction
4. Significance of the Talk
5. Major Talking Points by the Speaker
6. Highlights of Struggle/Challenges & their resolution
7. Impact/Influence & Policy Implication
8. Conclusion/Wrap up
9. Lessons Learnt/Recommendations
10. Q&A