

# **NATIONAL INSTITUTE OF MANAGEMENT KARACHI**



## **28<sup>th</sup> SENIOR MANAGEMENT COURSE**

**(Monday 26<sup>th</sup> Oct, 2020 to Friday 29<sup>th</sup> Jan, 2021)**

## **SYLLABUS**

**Prepared by:**  
Coordination Wing, NSPP

**Issued by:**  
Training & Coordination Wing, NIM – Karachi

## CONTENTS

<u>S.#</u>	<u>Content</u>	<u>Page #</u>
1.	Introduction	1
2.	Aim and Scope of Senior Management Course	2
3.	List of Abbreviations	3
4.	Block Study Hours	4
5.	Allocation of Time for Studies and Events	5
6.	Course Schedule	7
7.	Block Programme	8
8.	<b><u>General Events</u></b>	9
9.	<b><u>Module - 1</u>: National Environment: Internal and External Dynamics (NE: I &amp; ED)</b>	12
10.	<b><u>Module - 2</u>: Impact of Diversity and Evolution of Pakistani Society on Administration and Service Delivery (ID&amp;EPSA&amp;SD)</b>	18
11.	<b><u>Module - 3</u>: Economic and Financial Management at Operational Level (E&amp;FM OL)</b>	26
12.	<b><u>Module - 4</u>: Issues of Operational Effectiveness within Governance Framework (IOE &amp;GF)</b>	33
13.	<b><u>Module - 5</u>: Research Methodology &amp; Its Application (RM&amp;A)</b>	39
14.	<b><u>Module - 6</u>: Study Tours: Field Research (ST : FR) (Dropped for 28<sup>th</sup> SMC)</b>	-
15.	<b><u>Module - 7</u>: Information &amp; Communication Technology (ICT)</b>	43
16.	Simulation Exercises	47
17.	Case Study Research	48
18.	Presentations & Miscellaneous Events	50



## INTRODUCTION

28<sup>th</sup> SMC has been scheduled from Monday 26<sup>th</sup> Oct, 2020 to Friday 29<sup>th</sup> Jan, 2021. In view of COVID-19 epidemic, 28<sup>th</sup> SMC will be predominantly conducted on - line except Current Issue Presentations & Simulation Exercise-1 Presentations. For these two activities, all participants will be required to be present on campus on the day of their presentation. In the following pages, the Syllabus of the **28<sup>th</sup> Senior Management Course** has been outlined. It covers all aspects of the Course, including its Aim, Scope, Block Study Hours, Allocation of Time for Studies and Events, Course Schedule, Block Programme, General Events, all Study Modules, Presentations, Miscellaneous Events. Conduct of these activities has been explained in the Academic Guidelines and Administrative Instructions issued separately. Aim of this handout is to familiarize the participants with the whole range of activities planned for them at the Institute. It is hoped that the participants will go through the Syllabus handout carefully and will keep consulting it through the entire duration of the Course. Generally, the instructional part (LDs and PDs) during 28<sup>th</sup> SMC would be conducted according to the timings given below:

<u>S#</u>	<u>Day</u>	<u>Timing</u>		<u>Event</u>	<u>Study Hours</u>
1.	<b>Monday to Thursday</b>	0900-1400 hrs (05 hrs)	Tea Break 30 minutes	Class Activity	4.5 hrs
2.	<b>Friday</b>	0900-1300 hrs (04 hrs)	Tea Break 30 minutes	Class Activity	3.5 hrs
3.	<b>Saturday</b>	Holiday / Research Day or as otherwise indicated			

However, the above timings will not be applicable in case of other training activities including SEs, some Workshops, etc.

## **28<sup>th</sup> SENIOR MANAGEMENT COURSE**

### **Aim**

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

### **Expected Core Competencies**

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

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

### **Scope**

- Familiarize the participants with the **national environment** so as to understand the interplay of external and internal dynamics and their influence on governance in Pakistan
- Develop participants' understanding of the **diversity in Pakistani society** (socio-cultural values, beliefs and attitudes) and its relevance to policy implementation and governance
- Provide in-depth knowledge of **governance and administrative structures** of Pakistan along with relevant **policy processes and implementation strategies**
- Enable the participants to apply concepts and techniques of **management, operational and technical** implementation in the Pakistani environment
- Enhance participants' comprehension about operationalizing strategy
- Equip participants with evidence based **research and analytical skills** for enhanced performance on the job
- Through workshops, seminars and other group activities, enhance capacity of the participants in the use of **Information & Communication Technology** and making it an effective tool of analysis, interpretation, decision making and monitoring
- Through **study tours**, expose the participants to issues and practical problems of the Pakistani society and state along with impact of various policies and management practices on the people of Pakistan (**Dropped for 28<sup>th</sup> SMC**)
- Facilitate participants' good health and introduce variety in their course routine through **co-curricular activities and sports**

### LIST OF ABBREVIATIONS

<u>S#</u>	<u>Term</u>	<u>Abbreviation</u>	<u>S#</u>	<u>Term</u>	<u>Abbreviation</u>
1.	Analysis Paper	AP	23.	Lecture Discussion	LD
2.	Analysis Paper De-Briefing	APDB	24.	Virtual Central Discussion Hall	VCDH
3.	Certificate Award Ceremony	CAC	25.	National Institute of Management	NIM
4.	Chief Instructor	CI	26.	National Management Hall	NMH
5.	Computer Literacy	CL	27.	National Management Wing	NMW
6.	Computer	Cptr	28.	National School of Public Policy	NSPP
7.	Course Review Committee	CRC	29.	Presentation	P
8.	Current Issue	CrI	30.	Panel Discussion	PD
9.	Course Review Presentation	CRP	31.	Peer Rating	PrR
10.	Communication Skills	CSk	32.	Virtual Syndicate Room	VSR
11.	Case Study Research	CSR	33.	Research	R
12.	Term Test	TT	34.	Research & Analysis Group	RAG
13.	Directing Staff	DS	35.	Sunday	S
14.	DS (Training & Coordination)	DS (T&C)	36.	Simulation Exercise	SE
15.	General Event	GE	37.	Syndicate Meeting	SM
16.	Gazette Holiday	GH	38.	Lecture/Talk	L/T
17.	Guest Speaker	GS	39.	Senior Management Wing	SMW
18.	Individual Research Paper	IRP	40.	Syndicate Room	SR
19.	IRP Presentation	IRPP	41.	Syndicate	Synd
20.	Main Class Room	MCR	42.	Synopsis	Synp
21.	Joint Session	JS	43.	Tutorial Discussion	TD
22.	Workshop	W			

**28<sup>th</sup> SMC STUDY HOURS**

S. #	Working	Dates / Weeks / Days / Hours
1	Registration of Participants	Friday 23rd October to Sunday, 25 <sup>th</sup> October, 2020
2	<b>Total Weeks</b>	<b>14 Weeks</b>
3	<b>Total Days</b>	<b>96 Days ( Last Saturday and Sunday not included)</b>
4	<b>Daily Timing</b>	<b>Monday to Thursday: 0900-1400 Friday: 0900-1300</b>
5	<b>Daily Working Hours</b>	<b>Monday to Thursday: 4.5 hours Friday: 3.5 hours</b>
6	<b><u>Days Not Available (Holidays/Breaks)</u></b>	
	a. Sundays	<b>11 (Two working Sundays for Simulation Exercises)</b>
	b. Saturdays	<b>11 (Two working Saturdays for Simulation Exercises)</b>
	c. Gazette Holidays	<b>02 = Eid Milad-ud-Nabi (30<sup>th</sup> October, 2020); Quaid-e-Azam Day (25<sup>th</sup> Dec, 2020)</b>
	d. Course Break	<b>01 = One Working Day + Saturday &amp; Sunday</b>
7	<b>Total Days Not Available</b>	<b>25 = (11 Sundays + 11 Saturdays + 02 Gazette Holidays + 01 Course Break)</b>
8	<b>Working Days Available for Training Activities</b>	<b>71 (96 – 25)</b>
9	<b>Less: 18 Days allocated for 2 SEs</b>	<b>53 (71 - 18)</b>
9	<b>Daily Working Hours Available:</b>	
	a. 10 Fridays (Two holidays falling on Fridays)	<b>10 x 3.5 = 35 (4 hours -0.5 hour for tea break)</b>
	b. Remaining 43 days	<b>43 x 4.5= 193.5 (5 hours – 0.5 hour for tea break)</b>
10	<b>Total Available Hrs.</b>	<b>(35 + 193.5) = 228.5 hrs.</b>

## ALLOCATION OF TIME FOR STUDIES & EVENTS

S#	Activity / Subject	No. of Events / Hours					Broad Total Hours
		LD	PD	TD	W / Smnr	Total Events/Hrs	
	<b>General Events</b>						
1.	a. Inaugural Address	-	-	-	-	01 / 01	20
	b. Welcome Speech by DG NIM	-	-	-	-	01 / 01	
	c. Briefing by the CI, SMW	-	-	-	-	01/01	
	d. Introduction of Faculty & Participants	-	-	-	-	01 / 02	
	e. Presentation on Study Modules by respective Sponsor DS	-	-	-	-	01 / 01	
	f. General Knowledge Test	-	-	-	-	01 / 01	
	g. Analytical Writing Test	-	-	-	-	01 / 01	
	h. Term Test	-	-	-	-	03 / 02	
	i. LD on How to ask a Smart Question	-	-	-	-	01 / 1.5	
	j. LD on Nutrition and Life Style Modification for a Healthy Life					01/1.5	
	k. Workshop on Stress Management					01/04	
	l. LD on Shared Learning Environment					01/1.5	
	m. LD on Prime Minister's Performance Delivery Unit & Pakistan Citizen's Portal: Awareness and Capacity Building					01/1.5	
	2.	<b>Module – 1:</b> National Environment: Internal and External Dynamics	10 /15	03/06	01/01	-	
3.	<b>Module – 2:</b> Impact of Diversity and Evolution of Pakistani Society on Administration and Service Delivery	13/19.5	03/06	03/03	-	19 / 28.5	
4.	<b>Module – 3:</b> Economics and Financial Management at Operational Level	18/27	01/02	-	01/ 04	20 / 33	
5.	<b>Module – 4:</b> Issues of Operational Effectiveness within Governance Framework	03/4.5	03 / 06	-	06 /24	12 / 34.5	
6.	<b>Module – 5:</b> Research Methodology and its Application	05/7.5	-	01/3.5(Fasahat)	03 / 10	9 / 21	
7.	<b>Module – 7: Information &amp; Communication Technology (ICT)</b>	1/1.5	-		03/12	04/13.5	
		Computer Orientation Sessions will be conducted in participants' own time in zero hours.					13.5



8.	<b>Case Study Research (CSR)</b>						12
	CSR – 1	-	-	-	-	01 / 04	
	CSR – 2	-	-	-	-	01 / 04	
	CSR – 3	-	-	-	-	01 / 04	
9.	<b>Presentations and Miscellaneous Events</b>						31
	<b>A. Presentations</b>						
	• CrIPs (30 minutes each).	-	-	-	-	45 / 22.5	
	• IRPPs (50 minutes each)					05/4.5	
	• CRC Discussion & CRC Presentation (2 hrs. each)					02/04	
• IRP Consultation - 1 <sup>st</sup> & 2 <sup>nd</sup> draft ( own time)	-	-	-	-	00		
<b>B. Miscellaneous</b>						10.5	
• Analysis Papers (1x1.5 hrs+1x 2.5 hrs. +1x3 hrs.)					03 / 07		
• Analysis Paper De-briefing (3 x 0.5 hrs.)					03 / 1.5		
• Peer Rating (own time)					00		
• Interviews with Faculty Advisors. in each Term (own time)					00		
• Certificate Award Ceremony					01 / 02		
<b>Total Hours</b>						<b>226</b>	
<b>Available Hours</b>						<b>228.5</b>	
<b>Hours Saved</b>						<b>2.5 hours</b>	

***Note:** Current Issue presentations are planned assuming 45 Participants in 28<sup>th</sup> SMC.*

*IRP Presentations are planned for 5 Participants only.*

## COURSE SCHEDULE

<b><u>Breakup</u></b>				
<b><u>S. #</u></b>	<b><u>Term</u></b>	<b><u>From</u></b>	<b><u>To</u></b>	<b><u>Duration</u></b>
1.	Registration	Friday, 23 <sup>rd</sup> October, 2020	Sunday, 25 <sup>th</sup> October, 2020	On - line
2.	First Term	Monday 26 <sup>th</sup> October, 2020	Sunday 22 <sup>nd</sup> Nov, 2020	04 Weeks
3.	Second Term	Monday 23 <sup>rd</sup> Nov, 2020	Sunday 27 <sup>th</sup> Dec, 2020	05 Weeks
4.	Third Term	Monday 28 <sup>th</sup> Dec, 2020	Friday 29 <sup>th</sup> Jan, 2021	05 Weeks
<b>Total</b>				14 Weeks

<b><u>Gazette Holidays</u></b>			
<b><u>S.No.</u></b>	<b><u>Event</u></b>	<b><u>Date</u></b>	<b><u>Total</u></b>
1.	Eid Milad-un-Nabi	Friday 30 <sup>th</sup> October, 2020	01
2.	Quaid-i-Azam Day	Friday 25 <sup>th</sup> Dec, 2020	01
<b>Total</b>			02

<b><u>From</u></b>	<b><u>To</u></b>	<b><u>Total</u></b>
Friday 25 <sup>th</sup> Dec, 2020	Monday 28 <sup>th</sup> Dec, 2020	04 Days (01 Working Day + 01 Gazette Holiday+ Saturday + Sunday)

## **BLOCK PROGRAMME**

## **GENERAL EVENTS**

# **GENERAL EVENTS**

## **Summary of Events**

<b><u>EVENT</u></b>		<b><u>NUMBER</u></b>	<b><u>HOURS</u></b>
1.	Lecture Discussion (LD)	04	06
2.	Workshop (W)	01	04
<b>Total</b>		<b>05</b>	<b>10</b>

## General Events

Ref #	Topic and Scope	Mode	Duration
GE-1	<p><b><u>How to ask a Smart Question</u></b></p> <ul style="list-style-type: none"> <li>• Ethic of Participating in Public discourse by raising questions</li> <li>• Importance of questions as a means to further debate in a policy discourse</li> <li>• Design of a smart question from pre question intent to post question reflection</li> <li>• Analysis of various types of questions along with examples from previous training courses</li> <li>• Protocols and ethics of asking questions in NSPP training courses</li> </ul>	LD	1.5 hours
GE-2	<p><b><u>Nutrition and Life Style Modification for a Healthy Life</u></b></p> <ul style="list-style-type: none"> <li>• Food &amp; Nutrition</li> <li>• Balanced Diet</li> <li>• Healthy Lifestyle</li> </ul>	LD	1.5 hours
GE-3	<p><b><u>Stress Management</u></b></p> <ul style="list-style-type: none"> <li>• Definition and Theoretical Framework of Stress</li> <li>• Causes &amp; Impact of Stress</li> <li>• How to deal with personal and job related stress</li> <li>• Significance of work life balance</li> <li>• Importance of Psycho - Social Health as a Key Element of Leadership and Change Management</li> </ul>	Workshop	04 hours
GE-4	<p><b><u>Shared Learning Environment</u></b></p> <ul style="list-style-type: none"> <li>• Increased participation of women and changing nature of workplace</li> <li>• Positives and Prejudices in Society</li> <li>• Lessons to be learned from the developed world</li> <li>• Gender Sensitization and norms of behavior (Do's and Don'ts of behavior in a participatory environment)</li> <li>• Legal and Institutional Framework for Redressal of Complaints</li> </ul>	LD	1.5 hours
GE-5	<p><b><u>Prime Minister's Performance Delivery Unit &amp; Pakistan Citizen's Portal: Awareness and Capacity Building</u></b></p> <ul style="list-style-type: none"> <li>• Introduction to PMDU and its functions</li> <li>• Orientation of Two Flagship Initiatives of PMDU, i.e. Pakistan Citizen's Portal &amp; Task Management System</li> <li>• PCP User's Guidelines Manual</li> <li>• Pakistan Citizen's Portal as an Initiatives for Promotion for Promotion of Citizen-Centric Participatory Governance</li> <li>• Mechanism of Employing these Initiatives as tools to Evaluate Performance of the Government Entities</li> <li>• Impact of PMDU on Performance Delivery of Government Entities</li> <li>• Replication of PMDU for the Provincial Governments at Chief Ministers' Level</li> </ul>	LD	1.5 hours

## **MODULE – 1**

# **NATIONAL ENVIRONMENT: INTERNAL AND EXTERNAL DYNAMICS**

## **MODULE – 1**

### **NATIONAL ENVIRONMENT: INTERNAL AND EXTERNAL DYNAMICS**

#### **AIM**

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

#### **SCOPE**

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

#### **Summary of Events**

<b><u>EVENT</u></b>		<b><u>NUMBER</u></b>	<b><u>HOURS</u></b>
1.	Lecture Discussion (LD)	10	15
2.	Panel Discussion (PD)	03	06
3.	Tutorial Discussion (TD)	01	01
<b>Total</b>		<b>14</b>	<b>22</b>



**MODULE – 1**  
**NATIONAL ENVIRONMENT: INTERNAL AND EXTERNAL DYNAMICS**

Ref #	Topic and Scope	Mode	Duration
1.01	<p><b><u>Public Policy – Formulation &amp; Implementation</u></b></p> <ul style="list-style-type: none"> <li>• Understanding the Government structure and public policy</li> <li>• Understanding the Public policy process: agenda setting; policy formulation; decision-making; policy implementation; and policy evaluation</li> <li>• Complexities involved in the process of formulation and implementation of public policy (discuss a case of recent public policy decision; how it was formulated and implemented)</li> </ul>	LD	1.5 Hours
1.02	<p><b><u>National Security of Pakistan-Internal and External Dynamics</u></b></p> <ul style="list-style-type: none"> <li>• Security of Pakistan – issues and challenges / elements of national security</li> <li>• Regional and international factors affecting National Security</li> <li>• State Response to external security challenges, including border management and state of preparedness</li> <li>• Internal security challenges with special emphasis on post 9 / 11 period</li> <li>• Impact of sectarianism, extremism and terrorism on Pakistani society and economy</li> <li>• State response to internal security challenges</li> </ul>	LD/PD	02 Hours
1.03	<p><b><u>Foreign Policy of Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Determinants of foreign policy</li> <li>• Salient features of Pakistan ‘s Foreign Policy</li> <li>• Foreign policy options in the changing regional and international scenario</li> </ul>	LD	1.5 Hours
1.04	<p><b><u>Pakistan: State and Society</u></b></p> <ul style="list-style-type: none"> <li>• Concept of State in modern discourse</li> <li>• Relationship between State and Society – responsibilities and obligations</li> <li>• Nature and direction of argumentation, deliberation and negotiation for managing State –citizen relationship in Pakistan and the implications thereof</li> <li>• Islamic perspective of State and its obligations</li> <li>• Factors affecting societal change in Pakistan and future direction</li> </ul>	LD	1.5 Hours

Ref #	Topic and Scope	Mode	Duration
1.05	<p><b><u>Constitutional Framework Governing Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Role of Legislature, Executive &amp; Judiciary in the Constitution</li> <li>• Interpretation of the Constitution</li> <li>• Judicial activism and its impact on governance</li> <li>• Relationship amongst different Institutions of the State</li> <li>• Major constitutional issues confronting Pakistan</li> </ul>	LD	1.5 Hours
1.06	<p><b><u>FATF and Issues of Compliance</u></b></p> <ul style="list-style-type: none"> <li>• Organization &amp; functions of FATF</li> <li>• Pakistan's status of compliance with FATF requirements</li> <li>• Implications for Pakistan in case of non-compliance</li> </ul>	TD	01 Hours
1.07	<p><b><u>Terrorism, Violent Extremism and State Response</u></b></p> <ul style="list-style-type: none"> <li>• Radicalization of Pakistani society and state measures to de-radicalize</li> <li>• Sectarianism, nationalist movements and insurgencies</li> <li>• Regional and international influences exploiting the fault lines</li> <li>• Narrative of terrorists and counter narrative of the state</li> <li>• Counter terrorism /extremism strategies and role of NACTA</li> <li>• Impact of terrorism on society and economy</li> <li>• Mainstreaming of Madaris or 'Madrassah Reforms'</li> </ul>	PD	02 Hours
1.08	<p><b><u>Pak-India Relations</u></b></p> <ul style="list-style-type: none"> <li>• Indo-Pak relations: A Historical Perspective</li> <li>• Legal and governance frameworks of AJ&amp;K and Indian held Kashmir (IHK), and UN resolutions</li> <li>• Repeal of Article 35A and 370 of Indian Constitution</li> <li>• Rise of religious intolerance in India during BJP regime and impact on Pak-India relations</li> <li>• Indus Water Treaty and emerging water disputes</li> <li>• Bilateral Trade relations, including transit trade and SAFTA</li> <li>• Repercussion of India-Pak relationship for South Asia in general and for SAARC in particular</li> <li>• Increasing Indian Role in the Region and options for Pakistan</li> </ul>	PD	02 Hours

Ref #	Topic and Scope	Mode	Duration
1.09	<p><b><u>Water Issues of Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Water disputes between India &amp; Pakistan and Indus Basin Water Treaty</li> <li>• Issues of Water scarcity &amp; climate change</li> <li>• Water politics - issues of large and small dams</li> <li>• Water Policy, Water Accord &amp; Inter-provincial issues</li> <li>• Water Resource Management issues – legal, operational and political</li> <li>• International best practices in Water management – conservation, pricing, desalination, etc.</li> <li>• Pak-Afghan perspectives on river Kabul: Dynamics and Future Implications</li> </ul>	LD	1.5 Hours
1.10	<p><b><u>Overview of Pakistan's Relations with USA and the Changing Dynamics</u></b></p> <ul style="list-style-type: none"> <li>• An appraisal of Pakistan's relations with USA since independence</li> <li>• Changing scenario in the region and the role of USA</li> <li>• Economic development in Pakistan and the role of USA</li> <li>• The current status of Pak-US relations – options for Pakistan</li> <li>• CPEC: A new bone of contention in Pak-US Relations</li> <li>• Impact of increasing strategic and economic cooperation between India and US on Pakistan</li> </ul>	LD	1.5 Hours
1.11	<p><b><u>Overview of Pakistan's Relations with China</u></b></p> <ul style="list-style-type: none"> <li>• An appraisal of Pakistan's relations with China since independence</li> <li>• Changing scenario in the region and role of China as an emerging global power</li> <li>• Role of CPEC in Economic Development of Pakistan</li> <li>• China's political and diplomatic support for Pakistan</li> <li>• Role of SCO in current scenario</li> </ul>	LD	1.5 Hours
1.12	<p><b><u>Pakistan's Relations with Afghanistan</u></b></p> <ul style="list-style-type: none"> <li>• Current Afghanistan scenario and options for Pakistan</li> <li>• Issues of Pak-Afghan border management and cross-border safe havens of terrorists</li> <li>• Increasing Indian role in the region and its impact on Pakistan</li> <li>• Regional Trade with specific emphasis on Pak-Afghan Transit Trade</li> <li>• Afghan Peace Process – Role of Pakistan and implications</li> </ul>	LD	1.5 Hours
1.13	<p><b><u>Pakistan's Relations with Iran &amp; CARs</u></b></p> <ul style="list-style-type: none"> <li>• Overview of Pakistan's relations with Iran and CARs</li> <li>• Historical perspective of Pak-Iran-CARs relations.</li> </ul>	LD	1.5 Hours

Ref #	Topic and Scope	Mode	Duration
	<ul style="list-style-type: none"> <li>• Prospects of IP and TAPI pipelines and their political / economic implications for Pakistan</li> <li>• Impact of recent nuclear deal between Iran and the West on our relations</li> <li>• Prospects of Regional &amp; Transit Trade</li> </ul>		
1.14	<p><b><u>Situation in the Middle East and its Impact on Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Pakistan’s relation with major Muslim Countries</li> <li>• Latest Developments in the Middle East- Israel-UAE Agreement</li> <li>• Dynamics of Pakistan’s relations with Saudi Arabia, UAE &amp; Iran</li> <li>• Trade and economic relations among Muslim Countries – Role of OIC</li> <li>• Future prospects of employment of Pakistani Labour in the Middle East</li> <li>• Pakistan’s Relations with Turkey - Economic Cooperation and Strategic Alliance</li> </ul>	LD	1.5 Hours

## **MODULE – 2**

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

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

**AIM**

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

**SCOPE**

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

**Summary of Events**

<b><u>Event</u></b>		<b><u>Number</u></b>	<b><u>Hours</u></b>
1.	Lecture Discussion (LD)	13	19.5
2.	Panel Discussion (PD)	03	06
3.	Tutorial Discussion (TD)	03	03
<b>Total</b>		<b>19</b>	<b>28.5</b>

## MODULE – 2

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

Ref #	Topic and Scope	Mode	Duration
2.01	<p><b><u>Public Service: Ethics and Governance</u></b></p> <ul style="list-style-type: none"> <li>• Public Service Ethics and Values in Pakistan and their Impact on Governance and Service Delivery</li> <li>• Ethics – definition and concept</li> <li>• Adequacy of Civil Servants Act and Conduct Rules in Promoting Ethical Behavior among the Civil Servants</li> <li>• Ethical values and practices – National and International perspectives</li> <li>• Promoting ethics in the public service / examples of a few countries</li> </ul>	LD	1.5 Hours
2.02	<p><b><u>Socio - Cultural Diversities and their impact on Governance and Service Delivery in Punjab &amp; Sindh</u></b></p> <p>To have threadbare discussion on the contents of Ref # 2.03 &amp; 2.06 LDs</p>	TD	01 Hour
2.03	<p><b><u>Socio-Cultural Diversities within Punjab Province and their impact on Public Service Management</u></b></p> <ul style="list-style-type: none"> <li>• Enhance understanding of the nature of diversities in Punjab province</li> <li>• Issues emerging out of such diversities and their impact on governance</li> <li>• How to address these issues with possible strategic options</li> </ul>	LD	1.5 Hours
2.04	<p><b><u>Socio - Cultural Diversities and their impact on Governance and Service Delivery in KP &amp; Balochistan</u></b></p> <p>To have threadbare discussion on the contents of Ref # 2.05 &amp; 2.09 LDs</p>	TD	01 Hour
2.05	<p><b><u>Socio-Cultural Diversities within Khyber Pakhtunkhwa and their impact on Public Service Management</u></b></p> <ul style="list-style-type: none"> <li>• Diversities in KP, erstwhile FATA and PATA</li> <li>• Deprivation and destruction leading to rise of sub nationalist movements</li> <li>• Efficacy of the proposed legal frameworks and development strategies</li> </ul>	LD	1.5 Hours

Ref #	Topic and Scope	Mode	Duration
	<ul style="list-style-type: none"> <li>• Issues and challenges in formulation and setting up of legal, economic and administrative infrastructures of governance and service delivery in KP/FATA with special reference to the post-merger scenario</li> <li>• Resource allocation out of NFC for the merged tribal districts</li> </ul>		
2.06	<p><b><u>Socio-Cultural Diversities within Sindh Province and their impact on Public Service Management</u></b></p> <ul style="list-style-type: none"> <li>• Enhance understanding of the nature of diversities in Sindh province</li> <li>• Issues emerging out of such diversities and their impact on ethnic harmony and governance</li> <li>• How to address these issues with possible strategic options?</li> <li>• Issues pertaining to rural urban divide in Sindh and its political and economic implications</li> </ul>	LD	1.5 Hours
2.07	<p><b><u>Socio-Cultural Diversities within Balochistan Province and their impact on Public Service Management</u></b></p> <ul style="list-style-type: none"> <li>• Enhance understanding of the nature of diversities in Balochistan province</li> <li>• Issues emerging from such diversities and their impact on ethnic harmony and governance</li> <li>• How to address these issues with possible strategic options</li> </ul>	LD	1.5 Hours
2.08	<p><b><u>Socio Cultural Diversities and Peculiarities of Politico- Administrative Arrangements and Governance in AJ&amp;K and Gilgit-Baltistan</u></b></p> <ul style="list-style-type: none"> <li>• Enhance understanding of the nature of diversities in AJ&amp;K and GB</li> <li>• Issues emerging out of such diversities and their impact on governance/ possible strategic options to resolve these issues</li> <li>• Perceived or real sense of deprivation and discrimination</li> <li>• Historical background of Political and Administrative institution building</li> <li>• Political &amp; economic peculiarities in GB &amp; their impact on public service and development</li> <li>• Political and Administrative reforms introduced in AJ&amp;K and GB</li> <li>• Impact and influence of the UN Resolutions and Indian machinations on the status and governance of AJ&amp;K and GB</li> </ul>	TD	01 Hour
2.09	<p><b><u>Peculiarities of Politico-Administrative Arrangements &amp; Governance in Gilgit - Baltistan</u></b></p> <ul style="list-style-type: none"> <li>• Historical background of Political and Administrative institution building in GB</li> <li>• Recent Political and Administrative reforms introduced in GB with special reference to GB Order 2018 and their impact on governance and Service delivery</li> <li>• Political &amp; economic peculiarities in GB &amp; their impact on public service and development</li> <li>• Sectarian fault lines: Impact an implication; How to manage it?</li> </ul>	LD	1.5 Hours



Ref #	Topic and Scope	Mode	Duration
2.10	<p><b><u>Socio-Cultural Diversities within AJ&amp;K and their impact on Public Service Management</u></b></p> <ul style="list-style-type: none"> <li>• Enhance understanding of the nature of diversities in AJ&amp;K</li> <li>• Issues emerging out of such diversities and their impact on governance</li> <li>• How to address these issues with possible strategic options</li> <li>• Perceived or real sense of deprivation and discrimination</li> </ul>	LD	1.5 Hours
2.11	<p><b><u>Development of Arts &amp; Literature and their Impact on Pakistani Society</u></b></p> <ul style="list-style-type: none"> <li>• Evolution of Arts and literature in Pakistan</li> <li>• Contemporary Pakistani Art and Literature and its impact on promoting national harmony</li> <li>• Challenges, efforts and policies for promotion of Arts and Literature at national, sub-national and district level</li> <li>• Heritage of Gandhara, Harappa, Mehr Garh and Mohenjo Daro</li> </ul>	PD	02 Hours
2.12	<p><b><u>Human Rights in Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• State of Human Rights in Pakistan</li> <li>• Constitutional &amp; Legal Framework and institutional mechanism for protection and promotion of Human Rights</li> <li>• War on terrorism and Human Rights abuses</li> <li>• International Human Rights Conventions and their compliance</li> <li>• Misuse of Blasphemy law</li> <li>• Vulnerabilities of minorities due to their socio-economic backwardness</li> <li>• Strategies for the protection of human rights and welfare of minorities</li> </ul>	LD	1.5 Hours
2.13	<p><b><u>Gender Mainstreaming</u></b></p> <ul style="list-style-type: none"> <li>• Gender Equality and Mainstreaming: Some Conceptual Issues</li> <li>• Legislation and Institutional Development for Gender Mainstreaming, Gender Representation and Participation in Political, Economic and Administrative Affairs</li> <li>• Labour Force Participation in Pakistan; Regional and International Comparison</li> <li>• Gender discrimination in Public Service Delivery, Specially in Education and Health Sectors</li> <li>• Gender Empowerment and Social Change</li> <li>• Promoting Gender Sensitivity in the Workplace</li> <li>• Future Policy Options</li> </ul>	LD	1.5 Hours

Ref #	Topic and Scope	Mode	Duration
2.14	<p><b><u>Issues and Welfare of Children in Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Rights of children in Pakistan</li> <li>• Constitutional, legal and institutional arrangements for welfare and protection of children</li> <li>• Child labour in Pakistan, its incidence and measures for control</li> <li>• Child abuse: Growing menace in the society</li> <li>• Malnutrition, stunting and infant mortality rate their current prevalence and policies to address them</li> <li>• Rights and care of Children with Disability</li> <li>• Pakistan’s International commitments and national legislation for welfare of children</li> <li>• Future policy options</li> </ul>	LD	1.5 Hours
2.15	<p><b><u>Sustainable Urban Development and Eco Cities</u></b></p> <ul style="list-style-type: none"> <li>• Levels and Patterns of urbanization and urban growth in Pakistan and their socio-economic and environmental impact</li> <li>• Socio-Economic Disparities between Rural &amp; Urban Areas</li> <li>• Cities as engine of growth and development</li> <li>• Challenges and issues in urban governance and urban management</li> <li>• Past policies and their implementation</li> <li>• Challenges of equitable distribution of resources and their impact on living conditions</li> <li>• Future Policy Options</li> </ul>	LD	1.5 Hours
2.16	<p><b><u>Population Dynamics of Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Causes, trends and features of internal migration in Pakistan</li> <li>• Inward and outward immigration in Pakistan and its implication</li> <li>• Internal migration: patterns and implications</li> <li>• Socio-Economic challenges of internal migration and Government’s response</li> <li>• Size, structure and distribution of population in Pakistan</li> <li>• Socio-economic impacts of demographic change in Pakistan</li> <li>• Future Policy Options</li> <li>• Population growth: Demographic dividend or disaster</li> <li>• Community, Society &amp; State response to rising population</li> </ul>	PD	02 Hours

Ref #	Topic and Scope	Mode	Duration
2.17	<p><b><u>Environmental Management</u></b></p> <ul style="list-style-type: none"> <li>• To understand the concepts of Environmental Management, Protection, sustainable development, ecology, biodiversity, pollution of natural elements and biological communities.</li> <li>• Waste water management and various steps and procedures of wastewater treatment</li> <li>• Laws to safeguard the environmental degradation, PEPA Act.</li> <li>• To develop understanding about the issues relating to environmental impact analysis (EIA) and environmental safeguard procedures (ESP)</li> <li>• Assessment of International Conventions on Environment to which Pakistan is a signatory</li> <li>• Paris declaration</li> </ul>	LD	1.5 Hours
2.18	<p><b><u>Climate Change</u></b></p> <ul style="list-style-type: none"> <li>• Definition, concept and history of Climate Change</li> <li>• Assessment of international Conventions on Climate Change to which Pakistan is a signatory</li> <li>• Adequacy of institutional arrangements and policy provisions dealing with Climate Change in Pakistan</li> <li>• Understand the dynamics of negotiating Pakistan’s stance at international Fora</li> <li>• Relationship of Climate Change to social and economic development</li> <li>• Global debate on climate change</li> <li>• Factors that impact climate: Abiotic – Biotic</li> <li>• The Green House effect</li> <li>• Evidence of climate change: Glaciers, ice cores, tree-rings, animal &amp; plant life</li> <li>• Ways &amp; means to bridle climate change</li> <li>• International fora, conventions, laws and endeavors to deal with climate change</li> <li>• Assessment of international Conventions on Climate Change to which Pakistan is a signatory</li> </ul>	PD	02 Hours
2.19	<p><b><u>Issues and Welfare of Marginalized Communities in Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Global Situation of Marginalized Community</li> <li>• Magnitude and Burden of Problem in Pakistan</li> <li>• Demographic/Cultural Dynamics of Marginalized Communities in Pakistan</li> <li>• Economic, Social and Political Exclusion Challenges/Issues</li> <li>• Constitutional Frameworks and Prevailing Laws (International and National)</li> <li>• Social Safety Nets by Government and Non-Government Sectors – Issues and Challenges</li> <li>• Social Welfare and Social Reforms as Cross Cutting Theme for the Stakeholders</li> <li>• Mainstreaming and Inclusion of Marginalized Community</li> </ul>	LD	1.5 Hours

Ref #	Topic and Scope	Mode	Duration
	<p><b>Note:</b></p> <ul style="list-style-type: none"> <li>• For the purpose of this LD, following would be considered as Marginalized Communities:</li> <li>• Transgender</li> <li>• Special People</li> <li>• Ethnicities</li> <li>• Mentally/Physically Challenged</li> </ul>		

**MODULE -3**

**ECONOMIC AND FINANCIAL MANAGEMENT AT OPERATIONAL LEVEL**

## Module – 3

### ECONOMIC AND FINANCIAL MANAGEMENT AT OPERATIONAL LEVEL

#### AIM

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

#### SCOPE

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

	<u>EVENT</u>	<u>NUMBER</u>	<u>HOURS</u>
1.	Lecture Discussion (LD)	18	27
2.	Panel Discussion (PD)	01	02
3.	Workshop (W)	01	04
	<b>Total</b>	<b>20</b>	<b>33</b>

**Module – 3**  
**ECONOMIC AND FINANCIAL MANAGEMENT AT OPERATIONAL LEVEL**

Ref #	Topic and Scope	Mode	Duration
3.01	<p><b><u>Basic Concepts of Microeconomics for Decision – Making</u></b></p> <ul style="list-style-type: none"> <li>• Understanding concepts of consumers and producers, (aggregate) demand and supply, and consumer demand</li> <li>• Understanding the theory (and cost) of production, opportunity and transaction cost</li> <li>• Understanding market structure and game theory</li> <li>• Data sources from which microeconomic parameters can be estimated</li> </ul>	LD	1.5 Hours
3.02	<p><b><u>Basic Concepts of Macroeconomics for Decision – Making</u></b></p> <ul style="list-style-type: none"> <li>• Understanding concept of GDP, GNP &amp; its application in economic governance</li> <li>• Understanding the economic system and economic analysis, with emphasis on total national income and output, employment, the price level and inflation</li> <li>• Understanding the government budget, the national debt, and interest rates</li> <li>• Open economy and closed economy macroeconomic frameworks</li> </ul>	LD	1.5 Hours
3.03	<p><b><u>Economic Planning in Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Planning frameworks and history of planning in Pakistan</li> <li>• Planning Agencies in Pakistan – NEC, ECNEC, CDWP, PDWP, DDSC.</li> <li>• Critical Appraisal of Institutional Strengths and weakness of the Planning Structure</li> <li>• Various Phases of the Planning Process</li> <li>• International best practices</li> </ul>	LD	1.5 Hours
3.04	<p><b><u>Taxation Structure in Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Present taxation Structure at the Federal level <ul style="list-style-type: none"> <li>○ Comparison between direct and indirect taxation and respective impact on society</li> <li>○ Tax reforms introduced so far to bridge tax gap and broaden tax base</li> </ul> </li> <li>• Present Taxation Structure at the provincial and district levels <ul style="list-style-type: none"> <li>○ Capacity and other operational level issues</li> <li>○ Local resource generation</li> <li>○ Agricultural income tax potential and issues in its realization</li> </ul> </li> </ul>	PD	02 Hours

Ref #	Topic and Scope	Mode	Duration
3.05	<p><b><u>Public Finance Management</u></b></p> <ul style="list-style-type: none"> <li>• Overview of public finance in Pakistan</li> <li>• Expenditure Budget and the basis of its allocation</li> <li>• Prioritizing expenditure and re-allocation within the budget grant</li> <li>• Challenges and strategies for improving the financial system</li> <li>• Local Resource Generation</li> <li>• Public Debt Management</li> <li>• Fiscal federalism, NFC Award, Issues between the federation and provinces</li> </ul>	LD	1.5 Hours
3.06	<p><b><u>Role of Foreign Economic Assistance in Pakistan's Economy</u></b></p> <ul style="list-style-type: none"> <li>• Understanding Foreign Economic Assistance (FEA)</li> <li>• Trends in FEA to Pakistan</li> <li>• Implications of Donors' Assistance for Pakistan's Economic Growth and Development</li> <li>• Pakistan's Internal Dynamics and International Monetary Fund</li> </ul>	LD	1.5 Hours
3.07	<p><b><u>Economic Development and Growth</u></b></p> <ul style="list-style-type: none"> <li>• What is economic development? Theories of economic development</li> <li>• Economic growth versus economic development</li> <li>• Basic Concepts of income inequality, poverty, population and various other development indicators applicable in governance</li> <li>• Aspects of structural transformation of economy for economic growth &amp; Development</li> </ul>	LD	1.5 Hours
3.08	<p><b><u>Challenges to Agriculture in Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Pakistan's Economy and Agriculture (share in GDP; labor force; export contribution)</li> <li>• Leading issues and challenges in agriculture sub-sectors including crop, forestry, horticulture, livestock and fisheries</li> <li>• Produce markets, support pricing and subsidies</li> <li>• Prospects of foreign direct investment in agriculture sector</li> <li>• Challenges due to water and climate changes, challenges for enhancing productivity</li> <li>• New Technologies &amp; innovations: lessons from global success stories</li> </ul>	LD	1.5 Hours
3.09	<p><b><u>Industrial Development in Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Evolution of Industrial Policy of Pakistan</li> </ul>	LD	1.5 Hours



Ref #	Topic and Scope	Mode	Duration
	<ul style="list-style-type: none"> <li>• Structure of industry (large scale and SMEs) in Pakistan &amp; its export potential</li> <li>• Comparative performance of large scale and SME sector in Pakistan – Issues and challenges</li> <li>• Issues and challenges including financing issues of SME</li> <li>• Implementation strategy for industrial growth in the present policy environment</li> <li>• Issues of industrial competitiveness in Pakistan</li> <li>• Chinese investment in the CPEC projects and its impact on the industrial sector</li> </ul>		
3.10	<p><b><u>Trade Policy &amp; its Strategic Implications</u></b></p> <ul style="list-style-type: none"> <li>• Domestic commerce and its linkages with trade</li> <li>• Strategies for increasing Pakistan’s exports and rationalizing imports</li> <li>• Strategies for increasing &amp; improving trade</li> <li>• Role of Economic Diplomacy in Export Growth</li> <li>• Challenges/opportunities for trade relations with regional trade blocks</li> <li>• Interface with WTO - our preparedness and implications</li> <li>• “GSP &amp; Pakistan: The Promise, Issues/Challenges &amp; Way Forward”</li> <li>• Critical analysis of Pakistan’s FTAs and PTAs</li> <li>• Global competitiveness index and ease of doing business</li> </ul>	LD	1.5 Hours
3.11	<p><b><u>The Dynamics of Energy Sector in Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Energy framework and energy policy in Pakistan</li> <li>• Energy production / transmission and consumption</li> <li>• Harnessing the alternative energy resources / potential</li> <li>• The role of CPEC in energy production projects</li> <li>• Role of NEPRA – tariff issues</li> <li>• Energy conservation initiatives at federal and provincial levels such as National Energy Efficiency &amp; Conservation Authority (NEECA) and Punjab Energy Efficiency &amp; Conservation Agency (PEECA)</li> <li>• Energy purchase, net metering in context of energy sufficient countries</li> <li>• IPP’s, New Agreement with IPPs &amp; government’s stance over circular debt</li> </ul>	LD	1.5 Hours
3.12	<p><b><u>Understanding Financial Statements (Public &amp; Commercial Sectors)</u></b></p> <ul style="list-style-type: none"> <li>• International accounting standards and those followed in Pakistan</li> <li>• Types of financial statements used by the Public Sector &amp; Private Sector</li> <li>• Their statistical value and importance in facilitating the decision making</li> <li>• Legal requirements and actual practice, especially in the Public Sector</li> </ul>	W	04 Hours

Ref #	Topic and Scope	Mode	Duration
	<ul style="list-style-type: none"> <li>• Hands on exercise on financial statements applications / Discuss case studies</li> <li>• New Accounting Model (NAM)</li> <li>• How to read Budget Books?</li> </ul>		
3.13	<p><b><u>State-Market Relationship in Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Types of market in a mixed economy and the dynamics of their interplay</li> <li>• State institutions and frameworks for managing state - market relationship</li> <li>• Regulatory Issues of capital markets including insider trading and brokerage firms in the market</li> <li>• Study of some model regulatory bodies in Pakistan</li> <li>• Cartelization and Monopolization: instances of market distortions</li> <li>• Disconnect between policy and implementation</li> </ul>	LD	1.5 Hours
3.14	<p><b><u>State Owned Entities &amp; Privatization Process in Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Rationale of SOEs in Pakistan – Their performance as economic entities; issues, challenges and strategies for improving their regulatory regimes</li> <li>• Prospects of Public- Private partnership in SOEs</li> <li>• Privatization - a measure of revenue generation</li> <li>• Does privatization lead to better management, in the greater public interest</li> <li>• Pakistan’s privatization experience</li> <li>• Risks and counter measure strategy for adopting public private partnership and the international experience</li> </ul>	LD	1.5 Hours
3.15	<p><b><u>Tourism Industry</u></b></p> <ul style="list-style-type: none"> <li>• To understand Tourism as a major industry globally</li> <li>• Importance of domestic tourism and its promotion</li> <li>• Types of tourism: religious tourism, health tourism, eco-tourism etc.</li> <li>• Impact of Domestic Tourism on the economy, culture and environment</li> <li>• Social globalization to improve the acceptance of the tourists and improve the conduct of local population</li> <li>• Government’s measures to promote and develop tourism in Pakistan</li> </ul>	LD	1.5 Hours
3.16	<p><b><u>CPEC as a Harbinger of Regional Connectivity: Its Strategic and Economic Ramifications</u></b></p> <ul style="list-style-type: none"> <li>• Costs and benefits to China and Pakistan</li> <li>• Importance for trade and economic development</li> <li>• Socio-cultural impact</li> <li>• HRD to maximize the benefits of BRI</li> </ul>	LD	1.5 Hours

Ref #	Topic and Scope	Mode	Duration
	<ul style="list-style-type: none"> <li>• Importance of Gwadar Sea Port</li> <li>• CPEC Long Term Plan including Agricultural Development</li> <li>• Security of CPEC</li> </ul>		
3.17	<p><b><u>Services Sector Development in Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Overview of the domestic Services Sector in Pakistan</li> <li>• Reform and Development needs of major Services Sector Markets in Pakistan, with specific reference to market failures in major Services Sector Markets and the role of government</li> <li>• Opportunities and challenges for the major service sectors: banking, IT, Telecom, hospitality, Retail etc.</li> <li>• Regulatory framework for social and civil services: health, education, urban planning etc.</li> </ul>	LD	1.5 Hours
3.18	<p><b><u>Public Private Partnership</u></b></p> <ul style="list-style-type: none"> <li>• Definition &amp; Types of PPP</li> <li>• Policy framework</li> <li>• Risk sharing between public &amp; private sectors</li> <li>• Issues &amp; Challenges</li> <li>• International PPP Practices &amp; Models</li> <li>• Successful PPP Models in Pakistan</li> </ul>	LD	1.5 Hours
3.19	<p><b><u>Sustainable Development Agenda</u></b></p> <ul style="list-style-type: none"> <li>• Historical perspective of development agenda: MDGs, SDGs and Rural Support Programs</li> <li>• Implementation strategies of development agenda and their status</li> <li>• Poverty reduction Strategy paper, implementation and impact</li> <li>• Development Agenda in post 18th Amendment: Issues of coordination and implementation</li> </ul>	LD	1.5 Hours
3.20	<p><b><u>Social Protection and Poverty Alleviation</u></b></p> <ul style="list-style-type: none"> <li>• Definitions and measurement of poverty in Pakistan</li> <li>• Various other models of poverty measurements</li> <li>• Social sector development in Pakistan: Role of NRSP, PPAF, CSO etc.</li> <li>• Effectiveness of poverty alleviation strategies, especially the BISP</li> <li>• The Ehsas Program: An Umbrella Initiative</li> </ul>	LD	1.5 Hours

**MODULE – 4**

**ISSUES OF OPERATIONAL EFFECTIVENESS WITHIN GOVERNANCE  
FRAMEWORK**

## MODULE – 4

### ISSUES OF OPERATIONAL EFFECTIVENESS WITHIN GOVERNANCE FRAMEWORK

#### AIM

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

#### SCOPE

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

	<u>EVENT</u>	<u>NUMBER</u>	<u>HOURS</u>
1.	Lecture Discussion (LD)	03	4.5
2.	Panel Discussion (PD)	03	06
3.	Workshop (W)	06	24
	<b>Total</b>	<b>12</b>	<b>34.5</b>

## MODULE – 4

### **ISSUES OF OPERATIONAL EFFECTIVENESS WITHIN GOVERNANCE FRAMEWORK**

Ref #	Topic and Scope	Mode	Duration
4.01	<p><b><u>Strategy Formulation and Implementation</u></b></p> <ul style="list-style-type: none"> <li>• Strategic management – conceptual framework</li> <li>• Defining goals, reviewing gaps, identifying strategic alternatives and defining strategic options</li> <li>• KPIs (Key Performance Indicators)</li> <li>• Devising Quantitative statements and qualitative measurement parameters keeping in view the mission, vision and goals</li> <li>• Formulating different implementation strategy options for various sectors</li> <li>• Adoption of a pragmatic strategy plan for implementation</li> <li>• Monitoring and evaluation of implementation process and taking corrective measures against any deviations</li> </ul>	Workshop	04 Hours
4.02	<p><b><u>Public Sector Project Management</u></b></p> <ul style="list-style-type: none"> <li>• Project Management in the context of requirements of the Planning Commission</li> <li>• Project identification, formulation &amp; appraisal techniques</li> <li>• Financial analysis of project, ratio application, transactional analysis of development projects-hands on exercises (NPV, IRR, Benefit cost ratios-basic histogram, S-curve, earned value analysis)</li> <li>• Project management framework to optimize the allocation and integration of inputs-virtual project management</li> <li>• Midterm review &amp; corrective measures. Project Conclusion. Process of PC-III, IV &amp;V</li> <li>• Project Risk Analysis</li> <li>• Portfolio management</li> <li>• Latest IT Applications</li> <li>• Case Study of a Public Sector Project</li> </ul>	Workshop	04 Hours
4.03	<p><b><u>Handling Court Cases and Litigation</u></b></p> <ul style="list-style-type: none"> <li>• Preparing response / para wise comments on court cases</li> <li>• Interaction with law officers and offices of the concerned governments</li> <li>• Preparation &amp; Presentation of Cases on behalf of the Government</li> <li>• Capacity building of civil servants for interaction with judiciary</li> <li>• Court etiquettes and mannerism to be adopted</li> <li>• Hands on exercises on typical/frequently asked scenarios by the courts with para-wise comments (preparation formats may be added)</li> <li>• Landmark judgements in typical public sector cases</li> </ul>	W	04 Hours

Ref #	Topic and Scope	Mode	Duration
4.04	<p><b><u>Interaction with Media-Persons and Use of Social Media in Governance</u></b></p> <ul style="list-style-type: none"> <li>• Increasing public awareness due to role of media, Right to Information &amp; Right to Services Laws, etc.</li> <li>• Rising trend of Media highlighting inefficiencies in Public Service delivery</li> <li>• The concept of Spokesperson in Public Sector organizations</li> <li>• Legal Framework governing media handling by Civil Servants</li> <li>• Proactive and Reactive approaches to media handling</li> <li>• Issues and Challenges in Media Interaction and in use of social media</li> <li>• Response to challenges within existing framework</li> <li>• Hands-on exercises (including mock) by the Ministry of Information</li> </ul>	Workshop	04 Hours
4.05	<p><b><u>Leadership</u></b></p> <ul style="list-style-type: none"> <li>• Conceptual Framework of Leadership, Change Management &amp; Team Dynamics</li> <li>• Roles, responsibilities and nature of challenges of leadership in Public and Private Sectors</li> <li>• Leadership &amp; Management Success Stories</li> <li>• Conflict resolution</li> <li>• Stakeholders management</li> <li>• Leadership styles and impact on performance</li> <li>• Adaptive Leadership</li> </ul>	LD	1.5 Hours
4.06	<p><b><u>Impact of RTI Laws on Public Service Delivery &amp; Challenges for Public Servants</u></b></p> <ul style="list-style-type: none"> <li>• International and national RTI laws</li> <li>• Rationale and importance of RTI legislation</li> <li>• Challenges and issues in the implementation of these laws</li> <li>• Measures for effective implementation of RTI laws</li> </ul>	LD	1.5 Hours
4.07	<p><b><u>Accountability Framework for Civil Servants</u></b></p> <ul style="list-style-type: none"> <li>• National Accountability Ordinance, 1999</li> <li>• Provincial Anti-Corruption Framework</li> <li>• Departmental Proceedings under E&amp;D Rules</li> <li>• Efficacy of Existing Accountability Framework in Pakistan</li> <li>• Impact of accountability regime on civil servants and public service delivery</li> </ul>	LD/PD	02 Hours

Ref #	Topic and Scope	Mode	Duration
4.08	<p><b><u>PPRA &amp; Contract Management</u></b></p> <ul style="list-style-type: none"> <li>• Public procurement regulatory framework and reforms in Pakistan</li> <li>• Issues and challenges in implementation of PP Rules, 2004</li> <li>• Case studies in public procurement issues</li> <li>• Hands on exercises on procurement procedure</li> <li>• Introduction to Contract Management</li> <li>• Hands on exercises on contract negotiations</li> <li>• Issues in contract management with multinational organizations and case studies</li> <li>• Latest amendments of critical nature in PPRA Law</li> </ul>	W	04 Hours
4.09	<p><b><u>Institutional Development and Reforms in Pakistan</u></b></p> <ul style="list-style-type: none"> <li>• Overview of Institutional Development reforms</li> <li>• Significance / Implications for Improved Public Service Delivery and Economic Development</li> <li>• Public sector HR Management in context of Institutional reforms</li> <li>• Change management for the career progression within Private and Public Sectors</li> </ul>	LD	1.5 Hours
4.10	<p><b><u>Business Startup &amp; Role of Innovation / Technology in Knowledge Economy</u></b></p> <ul style="list-style-type: none"> <li>• Business Startup planning</li> <li>• Innovative entrepreneurship</li> <li>• Sustainability challenges</li> <li>• Growth &amp; Development process</li> <li>• Growing beyond manufacturing to knowledge economy by taking advantage of IT</li> <li>• Exploitation of knowledge economy by OECD countries</li> <li>• Dependence on industrial economy and its constraints</li> <li>• Knowledge economy and economy of scales</li> <li>• Role of civil servants in comprehending and applying the mechanism of knowledge economy</li> </ul>	PD	02 Hours
4.11	<p><b><u>Negotiation Skills</u></b></p> <ul style="list-style-type: none"> <li>• Objectives of Negotiation</li> <li>• Negotiation Processes, Types and Tactics</li> <li>• Three Major Phases of Negotiation</li> <li>• International/Cross Institutional Negotiation</li> </ul>	W	04 Hours



Ref #	Topic and Scope	Mode	Duration
	<ul style="list-style-type: none"> <li>• Skills of an Effective Negotiator</li> <li>• Advantages of Negotiation</li> <li>• Limitations of Negotiation</li> <li>• Dispute Prevention/ Resolution</li> </ul>		
4.12	<p><b><u>Impact of Governance on Service Delivery at the Federal, Provincial and Local Level</u></b></p> <ul style="list-style-type: none"> <li>• Role of Federal Government in setting standards of service delivery</li> <li>• Service delivery at the federal level</li> <li>• Inter-provincial coordination</li> <li>• Post 18th amendment scenario: provincial capacities, issues of coordination, governance and service delivery</li> <li>• Current local government systems in Pakistan – a comparative study</li> <li>• Interaction with private sector and NGOs for improved service delivery</li> <li>• Service delivery at the local level and paradoxes associated with 18th Amendment</li> <li>• Inter and Intra Coordination at three tiers of government</li> </ul>	PD	02 Hours

## **MODULE – 5**

### **Research Methodology and its Application**

## MODULE – 5

### Research Methodology and its Application

#### AIM

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

#### SCOPE

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

<u>EVENT</u>		<u>NUMBER</u>	<u>HOURS</u>
1.	Lecture Discussion (LD)	05	7.5
2.	Tutorial Discussion (TD)	01	3.5
3.	Workshop (W)	03	10
<b>Total</b>		<b>09</b>	<b>21</b>

**MODULE – 5**  
**RESEARCH METHODOLOGY AND ITS APPLICATION**

Ref #	Topic and Scope	Mode	Duration
5.01 To 5.03	<p><b><u>Introduction to Research Methodology</u></b></p> <ul style="list-style-type: none"> <li>• To provide a detailed guideline on research methods (qualitative and quantitative) employed for writing a research paper</li> <li>• Plagiarism and intellectual dishonesty in research and how to avoid it</li> </ul>	LD	03 x 1.5=4.5 Hours
5.04	<p><b><u>Communication Skills</u></b></p> <p>To inculcate and promote effective presentation skills among participants</p>	LD	1.5 Hours
5.05	<p><b><u>Critical Thinking</u></b></p> <ul style="list-style-type: none"> <li>• To inculcate in participants, the art of critical thinking, i.e. presenting and assessing arguments / theories, on the basis of credible and relevant evidence</li> <li>• Develop capacity to quickly evaluate the evidence: - Participants would also learn to sharpen their reading skills, including speed reading</li> <li>• Developing open-mindedness and active listening skills</li> <li>• Barriers to critical thinking</li> <li>• Problem Solving and Critical Thinking</li> <li>• Collaborative and Adaptive Problem-Solving &amp; its advantages</li> </ul>	W	03 Hours
5.06	<p><b><u>Analytical and Professional Writing</u></b></p> <ul style="list-style-type: none"> <li>• To inculcate and promote effective analytical writing skills amongst participants so as to enable them to analyze and present public policy issues in an organized and rational manner</li> <li>• To impart the skill of ‘Summary Writing’ for putting up to different government functionaries</li> <li>• To instill the skill of writing a policy paper, concept paper and working paper</li> </ul>	W	03 Hours
5.07	<p><b><u>Introduction to Daftri Urdu</u></b></p> <ul style="list-style-type: none"> <li>• Need and significance of understanding a bi-lingual medium (Urdu) of instructions / communication</li> <li>• Basic tips for writing Official Correspondence (draft, note, office memorandum, official summary etc.) in Urdu language</li> </ul>	LD	1.5 Hours

Ref #	Topic and Scope	Mode	Duration
5.08	<p><b><u>Fasahat</u></b></p> <ul style="list-style-type: none"> <li>• An extempore public speaking exercise to provide basic instructions in Public Speaking</li> <li>• To help participants improve their presentation skills while facing an audience</li> </ul>	TD	3.5 Hours
5.09	<p><b><u>Building Capacity for Using Research Evidence (BCURE)</u></b></p> <ul style="list-style-type: none"> <li>• Digital Modules (Systematic Approaches to Decisions Making, Impact Evaluation, etc.)</li> <li>• In - Class Discussion</li> </ul>	W	04 Hours

## **MODULE - 7**

### **Information and Communication Technology (ICT)**

## MODULE 7

### Information & Communication Technology

#### AIM

To acquaint the participants with a working knowledge of computers so as to break their inertia and enable them to make use of IT, for enhancing their effectiveness, individually and at the organizational level and to equip them to utilize IT tools for decision making and monitoring performance

<u>EVENT</u>		<u>NUMBER</u>	<u>HOURS</u>
1.	Lecture Discussion (LD)	01	1.5
2.	Workshop (W)	03	12
	<b>Total</b>	<b>04</b>	<b>13.5</b>

## Information and Communication Technology (ICT)

Ref #	Topic and Scope	Mode	Duration
7.01	<p><b><u>Basic ICT Orientation</u></b></p> <ul style="list-style-type: none"> <li>● Concept of Computing Device</li> <li>● Documents Password Protection</li> <li>● Computer Screen Capturing</li> <li>● Basic Hardware Failure Identification/management</li> <li>● Basic Printer Trouble Shooting</li> <li>● Use of Internet for academic research and working know how of the e-mail system</li> <li>● Installing &amp; configuring basic software</li> <li>● Computer hardware and other Features: Scanning, Printing with different options, using a camera, blue tooth devices, etc.</li> <li>● Proficiency in MS Office: MS Word, MS Excel and PowerPoint</li> <li>● Understanding basic IT security skills (threat identification &amp; avoidance etc.)</li> </ul>	Workshop	After working hours – Zero hrs (Mon –Fri)
7.02	<p><b><u>Development of IT Applications</u></b></p> <ul style="list-style-type: none"> <li>● Hands-on Training on development of various IT applications</li> </ul>	Workshop	04 Hours
7.03	<p><b><u>Use Of IT For Effective Policy Implementation Service Delivery &amp; Monitoring</u></b></p> <ul style="list-style-type: none"> <li>● Concept of evidence-based e-governance and its utility in policy implementation, service delivery &amp; monitoring</li> <li>● Use of ICT for decision-making and monitoring performance</li> <li>● Case Studies of use of ICT in health, education, policing etc.</li> <li>● Concept of Big DATA, DATA Analytics, IOTs and emerging trends</li> </ul>	LD	1.5 Hours
7.04	<p><b><u>Mail Client Applications &amp; Advanced Google Searching Techniques</u></b></p> <ul style="list-style-type: none"> <li>● Configuring &amp; synchronizing ‘Mail Client Applications’ on mobile &amp; laptop</li> <li>● Preparing and synchronizing schedule/tasks</li> <li>● Managing Multiple E-mail Accounts</li> <li>● Online Calendar Management expertise</li> <li>● Conducting Research, searching with special parameters such as within a period or from specific sources (government website results only etc.)</li> </ul>	LD/W	04 Hours



	<ul style="list-style-type: none"> <li>• Carry out own research (identifying authentic sources etc.)</li> <li>• How to access published research (how to use alternate channels) &amp; searching for relevant content within that</li> </ul>		
7.05	<p><b><u>Online Interaction &amp; Document Management</u></b></p> <ul style="list-style-type: none"> <li>• Creating and hosting Online Meetings/ Webinars</li> <li>• Designing, conducting &amp; collecting survey information using online tools such as Google forms</li> <li>• Storing and sharing documents for collective access (file sharing)</li> <li>• Collaborative editing of a document (Dropbox, Google Drive, Google docs)</li> <li>• Cloud Computing</li> <li>• Collation and Storing Notes and Ideas (Evernote, sticky notes)</li> </ul>	LD/W	04 Hours

# **SIMULATION EXERCISE**

## **Aim**

- Develop participants' strategic vision for developing integrated policy implementation frameworks to achieve the national objectives
- Offer the participants opportunities to apply their knowledge and skills to develop practicable solutions for effective service delivery
- Develop the attitudes and skills required for working in a team, and of building consensus through a consultative process
- Sharpen the participants' ability to sift out the essential from the trivial in a given scenario and prioritize issues in a constrained resource and time environment

## **Scope**

- Develop effective "Implementation Mechanisms" which will ensure service delivery to the public under a given environment while ensuring that such a mechanism achieves the goals envisaged in the national policy directive
- Enable the participants to prioritize the issues and policy / strategy options keeping in view the social, economic and political constraints while allocating limited resources among competing demands
- Develop ability to strike a balance between continuity and change based on a realistic analysis of the challenges and opportunities arrived at by a strategic appraisal of the prevailing environment
- Enhance participants' capacity to formulate specific set of action plans for sustained execution of the operational strategies which provide equitable and financially sustainable solutions
- Sharpen foresight to identify potential destabilizing factors and suggest contingency plans to overcome them with a view to ensure uninterrupted service delivery
- Develop abilities to innovate and formulate strategies which are not based on mundane and run off the mill practices
- Familiarize participants with the process of formulating comprehensive National Policies

## **Conduct**

- Two simulation exercises will be conducted during the course
- Simulation Exercise-1 will be conducted on campus. Participants will be required to come to the institute only on the day of their group presentation
- Simulation Exercise-2 will be held completely on line
- Reading material, requirements and detailed guidelines on conduct of each simulation exercise will be issued separately

# **CASE STUDY RESEARCH**

A Case Study Research (CSR) provides the participants an opportunity to go through the problem-solving process. Case Study Research method is a documented study of a specific real-life situation or imagined scenario, used as a training tool. Students (*participants*) or trainees are required to analyze the prescribed cases and present their interpretations or solutions, supported by the line of reasoning employed and assumptions made.

## **Aim**

To refine the understanding of the participants about the processes and methodology of policy formulation, strategizing and implementation of legal, administrative and judicial mechanisms for improved governance and service delivery

## **Objectives**

- a. Sensitize the participants about the methodology and processes of strategizing the policy and its implementation in the country;
- b. Help sharpen their thinking and reasoning abilities;
- c. Familiarize the participants with the inter-linkages between different institutions and stakeholders in the decision-making process;
- d. Enhance knowledge across various management subjects by dealing selectively and intensively with the problems in each field;
- e. Acquaint the participants about the role of political entities, societal forces, the media and the bureaucracy in the process of forming a strategy, implementation and ensuring continuity;
- f. Enable the participants to have an insight into the working of organizations at operational and tactical levels ensuring well-coordinated mechanism to realize the aims, goals, objectives of laws and mechanism for human security;
- g. Build the participants' capacity to undertake a critical appraisal of the factors which can adversely affect the implementation of strategies and develop their strategic skills to anticipate complications and take appropriate steps to ward off adversities;
- h. Sensitize the participants to the fact that there is no single, demonstrably right answer to a problem, rather there is a range of feasible options;

- i. Enable the participants to share wisdom for problem-solving collectively rather than individually; and
- j. Evaluate the participants' analytical problem-solving skills

### **Conduct**

- Three Case Studies will be conducted during the course, one in each term
- All Case Studies will be conducted on line in Virtual Syndicate Rooms
- Reading material, requirements and detailed guidelines on conduct of each Case Study Research will be issued separately

**PRESENTATIONS**  
**AND**  
**MISCELLANEOUS EVENTS**

<b>Event</b>		<b>Duration</b>
<b><u>PRESENTATIONS</u></b>		
<b>Current Issue Presentation (CrIP)</b>		
• CrIP-1 to 45 (30 minutes each)		22.5 Hours
<b>Individual Research Paper Presentation (IRPP)</b>		
• Individual Research Paper Presentation	05 IRPPs (50 minutes each)	4.5 Hours
• IRP Consultation (1 <sup>st</sup> & 2 <sup>nd</sup> drafts)		0 Hours
<b>Course Review Committee Presentation CRCP &amp; CRC Discussion</b>	02 + 02 hours (see details on next pages)	04 Hours
	<b>Total</b>	<b>31 Hours</b>
<b><u>MISCELLANEOUS EVENTS</u></b>		
<b><u>Analysis Paper (AP) and Analysis Paper De-Briefing (APDB)</u></b>		
• AP – 1	See details on next pages	1.5 Hours
• AP – 2	See details on next pages	2.5 Hours
• AP – 3	See details on next pages	03 Hours
• APDB - 1 to 3	0.5 hour each	1.5 Hours
<b><u>Peer Rating (PrR)</u></b>		
• PrR-1 to 3	See details on next pages	0 Hours
• Interviews with Faculty Advisors		0 Hours
• Certificate Award Ceremony		01 / 02 Hours
	<b>Total</b>	<b>10.5 Hours</b>
<b><u>Term Test – 1 to 3</u></b>	At the end of each term, a Term Test based on contents of course modules will be conducted to assess Participants' understanding of these subjects	02 Hours (45 min each)

## **PRESENTATIONS**

### **CURRENT ISSUE PRESENTATION (CrIP)**

#### **Aim**

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

#### **Conduct**

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

#### **No. of Presentations**

<b><u>Ref.</u></b>	<b><u>CrIP</u></b>	<b><u>Duration</u></b>
CrIP-1 to 45	Each CrIP will be of 30 minutes; 20 minutes for the presentation and 10 minutes for Review/ Q & A	22.5 Hrs
<b>Date, Time and Venue will be reflected in the Weekly Programme. All CrIPs will be held on campus.</b>		

## **COURSE REVIEW COMMITTEE PRESENTATION (CRCP)**

### **Aim**

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

### **Course Review Committee (CRC)**

A CRC, comprising a Chairman and 8-9 members of the Committee will be constituted from amongst the course participants in the eight week of the Course. The CRC so constituted will critically analyze aim and objectives of the course, all segments of the course curriculum and co-curricular activities and would seek comments / recommendations from colleague participants. It will submit the report to DS (T&C) SMW in the beginning of the 14<sup>th</sup> Week of the Course.

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

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

### **Individual Research Paper Presentation (IRPP)**

Each Participant will write an Individual Research Paper during the course. Selected participants will present their IRPs during the last week of the course. Their names and presentation schedule will be reflected in the Weekly Programme. IRP presentations will be of 30 minutes and 20 minutes will be utilized for Q & A and Review. The Review Panelist will be nominated from amongst the participants, immediately after the presentation has been made. They will also be given a hard copy of the presentation. The Review Panelist will be allowed about 10 minutes to frame questions and streamline their thoughts. Other participants will be asking questions during this time.

<b><u>Time Allocation</u></b>		
• Individual Research Paper Presentation	05 presentations ( 50 minutes each )	4.5 Hrs
• IRP Consultation ( 1 <sup>st</sup> & 2 <sup>nd</sup> drafts )		0 Hrs



## **MISCELLANEOUS EVENTS**

### **TUTORIAL DISCUSSION (TD)**

#### **Aim**

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

#### **Conduct**

- In each term, the participants will be divided into 5 / 6 syndicates and each syndicate will have a Syndicate DS
- Each TD will be a structured one and on a specific topic, sponsored by a Faculty Member / DS
- All TDs will be held in designated Virtual Syndicate Rooms (VSRs) under the supervision / guidance of the respective Syndicate DS
- Reading Material and detailed guidelines for conduct of each TD will be issued separately

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

#### **Aim**

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

#### **Scope**

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

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

#### **Conduct**

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

### **Analysis Paper De-Briefing (APDB)**

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

### **No. of APs and APDBs**

<b><u>Ref</u></b>	<b><u>Event</u></b>	<b><u>Duration</u></b>
AP-1	Analysis Paper-1	1.5 hrs
APDB-1	Analysis Paper De-Briefing-1	0.5 hrs
AP-2	Analysis Paper-2	2.5 hrs
APDB-2	Analysis Paper De-Briefing-2	0.5 hrs
AP-3	Analysis Paper-3	0.3 hrs
APDB-3	Analysis Paper De-Briefing-3	0.5 hrs
	<b>Total</b>	<b>8.5 hrs</b>

### **PEER RATING (PrR)**

#### **Aim**

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

#### **Conduct**

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

#### **NO. of PrR:**

<b><u>Ref</u></b>	<b><u>Peer Rating (PrR) Event</u></b>	<b><u>Duration</u></b>
PrR-1	Peer Rating - 1 <sup>st</sup> Term (Course Level)	0 hrs (own time)
PrR-2	Peer Rating - 2 <sup>nd</sup> Term (Course Level)	0 hrs (own time)
PrR-3	Peer Rating - 3 <sup>rd</sup> Term (Course Level)	0 hrs (own time)
	<b>Total</b>	<b>0 hours</b>