

NATIONAL INSTITUTE OF MANAGEMENT

KARACHI



33rd SENIOR MANAGEMENT COURSE

(26th April to 11th August, 2023)

SYLLABUS

Issued by
Training & Coordination Section
Senior Management Wing
NIM Karachi

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INTRODUCTION

33rd SMC has been scheduled from Wednesday 26th April to Friday 11th August, 2023. 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 33rd 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.	Monday to Thursday	0900-1700 Hours	Tea Break-30 minutes Lunch & Prayers Break- 01 hour	Class Activity	6.5 Hours
2.	Friday	0900-1700 Hours	Tea Break-30 minutes Lunch & Jumma Prayers Break- 1.5 hour	Class Activity	06 Hours
3.	Saturday	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.

33rd 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
- 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	RG
13.	Additional Directing Staff	ADS	35.	Sunday	S
14.	ADS (Training & Coordination)	ADS (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.	Central Discussion Hall	CDH	42.	Synopsis	Synp
21.	Joint Session	JS	43.	Tutorial Discussion	TD
22.	Workshop	W			

NATIONAL INSTITUTE OF MANAGEMENT
33rd SMC: Wednesday 26th April to Friday 11th August, 2023
BLOCK STUDY HOURS

S. #	Working	Dates / Weeks / Days / Hrs.
1	Registration of Participants	Wednesday 26 th April, 2023
2	Total Weeks	16 Weeks
3	Total Days	108 Days (First week Monday, Tuesday, and last Saturday and Sunday are not included.)
	Daily Timings	Monday to Friday: 0900-1700
	Daily Working Hours	Monday to Thursday: 6.5 hours Friday: 06 hours
4	<u>Days Not Available (Holidays/Breaks)</u>	
	a. Sundays (15 days)	13 (Two Sundays for two Simulation Exercises)
	b. Saturday (15 days)	11 (Two Saturdays for two Simulation Exercises, two Saturdays included in lieu of 24th & 25th April, 2023)
	c. Gazette Holidays (05 days) 05 Working Days	05 (05 Working Days = (Labour Day 1st May, 2023 falling on Monday + (Eid-ul-Azha 29th to 30th June, 2023 falling on Thursday to Friday) + (Ashura 27th to 28th July, 2023 falling on Thursday to Friday)
5	Total Days Not Available = 29	29 = (13 Sundays + 11 Saturdays + 05 Gazette Holidays)
6	Working Days Available	79 (108 -29)
7	Hours Available:	
	a. Fridays = 14	14 x 06 = 84 (Tea Break 30 minutes)+(1.5 hours Jumma Prayer & Lunch Break)
	b. Other Days =65	65x 6.5= 422.5 (Tea Break 30 minutes)+(1 hour Lunch Break)
8	Total Available Hrs.	(84 + 422.5) = 506.5 hours

ALLOCATION OF TIME FOR STUDIES & EVENTS

S#	Activities / Studies / Subjects	Study Events / Hours					Act/ (Hrs)
		LD	PD	TD	W/Smnr	Total	
1.	General Events						27/41.0
	a) Inaugural Session (Inaugural Address & Welcome Address)	-	-	-	-	01/01	
	b) Briefing by the CI SMC	-	-	-	-	01 /01	
	c) Personal Introduction – Faculty & Participants	-	-	-	-	01 /02	
	d) Presentation on Modules/Studies by respective Sponsor DSs	-	-	-	-	01 /02	
	e) Assess your General Knowledge	-	-	-	-	01/01	
	f) Analytical Writing Test	-	-	-	-	01/01	
	g) Analysis Paper {AP-1 (1.5 hrs) AP-2 (2.5 hrs) AP-3 (03 hrs)}	-	-	-	-	03 /07	
	h) Analysis Paper De-briefings (0.5 hrs each)	-	-	-	-	03 /1.5	
	i) Comprehension Test	-	-	-	-	03/03	
	j) Peer Rating (0.5+0.5+02)	-	-	-	-	03/03	
	k) Interviews with Faculty Advisors (02 hrs. in each Term)	-	-	-	-	03/06	
	l) Certificate Award Ceremony & Group Photographs	-	-	-	-	01/02	
	m) How to ask a Smart Question	01	-	-	-	01/1	
	n) Nutrition and Life Style Modification for a Healthy Life	01	-	-	-	01/1.5	
o) Stress Management	-	-	-	01	01/4.5		
p) Shared Learning Environment	01	-	-	-	01/02		
q) Prime Minister’s Performance Delivery Unit & Pakistan Citizen’s Portal: Awareness and Capacity Building	01	-	-	-	01/1.5		
2.	Module - 1: National Environment: Internal and External Dynamics (NEI&ED)	10 /15.5	03/06	02/2.5	-	15 / 24	73/145.5
3.	Module - 2: Impact of Diversity and Evolution of Pakistani Society on Administration and Service Delivery (ID&EPSA&SD)	12/18	04/08	01/01	-	17/ 27	
4.	Module - 3: Economics and Financial Management at Operational Level- (E&FM OL)	15/22.5	02/04	01/01	01/ 04	19 / 31.5	
5.	Module - 4: Issues of Operational Effectiveness within Governance Framework (IOE &GF)	04/6.5	02 /04	01/01	06 /22	13 / 33.5	
6.	Module - 5: Research Methodology and its Application	05/7.5	-	(Public Speaking) 3.5	03/18.5	09 / 29.5	

S#	Activities / Studies / Subjects	Study Events / Hours					Act/ (Hrs)
		LD	PD	TD	W/Smnr	Total	
7.	Module - 6: Study Tours: Field Research						10/58.5
	a. Inland Study Tour (IST)	-	-	-	-	01 / 32	
	b. Local Visit (LV - FR)	-	-	-	-	03 / 19.5	
	c. PVPs (LV) 02 hrs. + PVPs (IST) 04 hrs. = 06 Hrs	-	-	-	-	04 / 06	
	d. Briefings LV / FR & IST	-	-	-	-	02 / 01	
8.	Module - 7: Information Technology Programme	05 / 9.5	-	01/01	02* / 03	08 / 13.5	08/13.5
		* Includes 7.01 (W / Zero Hours) IT Programme will run in afternoons (Mon -Fri) 1700 to 1900 Hrs.					
9.	Simulation Exercises (SE)						04/117
	SE- 1	-	-	-	-	01 / 58	
	SE - 2	-	-	-	-	01 / 58	
	Briefing Simulation Exercises	-	-	-	-	02 / 01	
10.	Case Studies Research (CSR)						03/19.5
	CSR - 1	-	-	-		01 / 6.5	
	CSR - 2	-	-	-		01 / 6.5	
	CSR - 3	-	-	-		01 / 6.5	
11.	Presentation and Miscellaneous Events						113/83.5
	A. Presentations						
	• CrIPs (each 30 min). Total 50 will be conducted in Class Room	-	-	-	-	50 / 25	
	• IRPP's (each 20 minutes)	-	-	-	-	50 / 17	
	• IRP Consultation 1 st & 2 nd draft	-	-	-		10 / 24.5	
	• SDG's Workshop (02 days)	-	-	-	01/13	01/13	
• CRCP (2 hrs.) + CRC Discussion (02 hrs.)	-	-	-	-	02 / 04		
Total Hours						238/478.5	
Available Hours						506.5	
Balance						(+) 28	

COURSE SCHEDULE

<u>Breakup</u>				
<u>S. #</u>	<u>Term</u>	<u>From</u>	<u>To</u>	<u>Duration</u>
1.	Arrival / Registration	26 th April, 2023		0900-1400 hours
2.	First Term	26 th April, 2023	4 th June, 2023	06 Weeks
3.	Second Term	5 th June, 2023	9 th July, 2023	05 Weeks
4.	Third Term	10 th July, 2023	11 th August, 2023	05 Weeks
Total				16 Weeks

<u>Gazetted Holidays</u>			
<u>S.No.</u>	<u>Event</u>	<u>Date</u>	<u>Total</u>
1.	Lahour Day	1 st May, 2023	01 (Monday)
2.	Eid-ul-Azha	29 th to 30 th June, 2023	02 (Thursday to Friday)
3.	Ashura	27 th to 28 th July, 2023	02 (Thursday to Friday)
Total			05 (05 Working days)

GENERAL EVENTS

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Summary of Events

<u>EVENT</u>		<u>NUMBER</u>	<u>HOURS</u>
1.	Lecture Discussion (LD)	03	04
2.	Workshop (W)	01	4.5
3.	Presentation (P)	01	1.5
Total		05	10

General Events

Ref #	Topic and Scope	Mode	Duration
GE-1	<p><u>How to ask a Smart Question</u></p> <ul style="list-style-type: none"> • Ethic of Participating in Public discourse by raising questions • Importance of questions as a means to further debate in a policy discourse • Design of a smart question from pre question intent to post question reflection • Analysis of various types of questions along with examples from previous training courses • Protocols and ethics of asking questions in NSPP training courses • Hands-on exercises as regards asking smart questions 	LD	01 hour
GE-2	<p><u>Nutrition and Life Style Modification for a Healthy Life</u></p> <ul style="list-style-type: none"> • Food & Nutrition • Balanced Diet • Healthy Lifestyle • Healthy Work Style 	LD	1.5 hours
GE-3	<p><u>Stress Management</u></p> <ul style="list-style-type: none"> • Definition and Theoretical Framework of Stress • Causes & Impact of Stress • How to deal with personal and job related stress • Significance of work life balance • Importance of Psycho - Social Health as a Key Element of Leadership and Change Management • Emotional Intelligence and Conflict Management • Anger Management • Personality Development & Behaviour Modification 	Workshop	4.5 hours 3 parts (1.5 hours each)
GE-4	<p><u>Dynamics of Inclusive Workplaces</u></p> <ul style="list-style-type: none"> • Increased participation of women and changing nature of workplace • Positives and Prejudices in Society • Lessons to be learned from the developed world • Gender Sensitization and norms of behavior (Do's and Don'ts of behavior in a participatory environment) • Legal and Institutional Framework for Redressal of Complaints • Role of opinion Leaders and media in promoting conducive work environment • Sensitivities and needs of minority groups (religious, ethnic etc.) as well as Persons with Disabilities 	LD	1.5 hours

GE-5	<p><u>Prime Minister's Performance Delivery Unit & Pakistan Citizen's Portal: Awareness and Capacity Building</u></p> <ul style="list-style-type: none"> • Orientation of Two Flagship Initiatives of PMDU, i.e. Pakistan Citizen's Portal & Task Management System • Pakistan Citizen's Portal as an Initiatives for Promotion for Promotion of Citizen-Centric Participatory Governance • Mechanism of Employing these Initiatives as tools to Evaluate Performance of the Government Entities • Impact of PMDU on Performance Delivery of Government Entities • Policy interventions in the light of issues highlighted 	P	1.5 hours
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MODULE – 1

NATIONAL ENVIRONMENT: INTERNAL AND EXTERNAL DYNAMICS

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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

<u>EVENT</u>		<u>NUMBER</u>	<u>HOURS</u>
1.	Lecture Discussion (LD)	10	15.5
2.	Panel Discussion (PD)	03	06
3.	Tutorial Discussion (TD)	02	2.5
Total		15	24

MODULE – 1
NATIONAL ENVIRONMENT: INTERNAL AND EXTERNAL DYNAMICS

Ref. #	Topic and Scope	Mode	Duration
1.01	<p><u>Public Policy – Formulation & Implementation</u></p> <ul style="list-style-type: none"> • Understanding the Government structure and public policy • Understanding the Public policy process: agenda setting; policy formulation; decision-making; policy implementation; and policy evaluation • Complexities involved in the process of formulation and implementation of public policy (discuss a case of recent public policy decision; how it was formulated and implemented) 	LD	1.5 Hours
1.02	<p><u>National Security of Pakistan-Internal and External Dynamics</u></p> <ul style="list-style-type: none"> • Concept and Elements of National Security • Internal and External challenges to National Security • State Response to National Security Challenges • National Security Policy 	LD/PD	02 Hours
1.03	<p><u>Foreign Policy and Trade Diplomacy</u></p> <ul style="list-style-type: none"> • Determinants of foreign policy • Salient features of Pakistan ‘s Foreign Policy • Foreign policy options in the changing regional and international scenario • Issues and Challenges of Pakistan’s Foreign Policy • Trade Diplomacy- Challenges and prospects of effective Trade Diplomacy 	PD	02 Hours
1.04	<p><u>Pakistan: State and Society</u></p> <ul style="list-style-type: none"> • Concept of State in modern discourse • Relationship between State and Society – responsibilities and obligations • Islamic perspective of State and its obligations • Factors affecting societal change in Pakistan and future direction • Issues and Challenges in evolution of state and society in Pakistan 	LD	1.5 Hours
1.05	<p><u>Constitutional Framework Governing Pakistan</u></p> <ul style="list-style-type: none"> • Salient features of 1973 constitution • Role of Legislature, Executive & Judiciary in the Constitution • Interpretation of the Constitution • Judicial activism and its impact on governance • Relationship amongst different Institutions of the State 	LD	1.5 Hours

Ref. #	Topic and Scope	Mode	Duration
	<ul style="list-style-type: none"> Major constitutional issues confronting Pakistan Post 18th Amendment Trends, Challenges and Prospects 		
1.06	<p><u>FATF and Issues of Compliance</u></p> <ul style="list-style-type: none"> Organization & functions of FATF Pakistan's status of compliance with FATF requirements Impact of FATF on Pakistan's governance, policy and global image after exit from gray list Institutional Capacity and inter-agency coordination with respect to FATF compliance 	TD	1.5 Hours
1.07	<p><u>Constitutional Framework Governing Pakistan</u></p> <p>To have threadbare discussion on the contents of Ref # 1.05 LD</p>	TD	01 Hour
1.08	<p><u>Terrorism, Violent Extremism and State Response</u></p> <ul style="list-style-type: none"> Radicalization of Pakistani society and state measures to de-radicalize Sectarianism, nationalist movements and insurgencies Regional and international influences exploiting the fault lines Narrative of terrorists and counter narrative of the state Counter terrorism /extremism strategies and role of NACTA Growing polarization and its implications for State and Society Revised National Action Plan 2021 Anti-Terrorism Laws in Pakistan 	PD	02 Hours
1.09	<p><u>Pak-India Relations</u></p> <ul style="list-style-type: none"> Indo-Pak relations: A Historical Perspective Legal and governance frameworks of AJ&K and Indian held Kashmir (IHK), and UN resolutions Repeal of Article 35A and 370 of Indian Constitution Rise of religious intolerance in India during BJP regime and impact on Pak-India relations Bilateral Trade relations, including transit trade and SAFTA Emerging Indian Role in the Region in the wake of Quad Alliance and Options for Pakistan 	PD	02 Hours
1.10	<p><u>Water Issues of Pakistan</u></p> <ul style="list-style-type: none"> Water Resources of Pakistan – Supply & Demand Side Issues. Water Resource Management issues – legal, operational and political International best practices in Water management A brief mention of Indus Water Treaty & Pak-Afghan Water issues National Water Policy, 2018 and provincial policies. 	LD	1.5 Hours
1.11	<p><u>Overview of Pakistan's Relations with USA and the Changing Dynamics</u></p> <ul style="list-style-type: none"> An appraisal of Pakistan's relations with USA since independence 	LD	1.5 Hours

Ref. #	Topic and Scope	Mode	Duration
	<ul style="list-style-type: none"> • Changing scenario in the region and the role of USA • The current status of Pak-US relations – options for Pakistan • Impact of increasing strategic and economic cooperation between India and US on Pakistan • Implications of US withdrawal from Afghanistan for Pak US relations • Pakistan’s position and options in the US-Russian rivalry 		
1.12	<p><u>Overview of Pakistan’s Relations with China</u></p> <ul style="list-style-type: none"> • An appraisal of Pakistan’s relations with China since independence • Changing scenario in the region and role of China as an emerging global power • Role of CPEC in Economic Development of Pakistan • China’s political and diplomatic support for Pakistan • Role of SCO in current scenario 	LD	1.5 Hours
1.13	<p><u>Pakistan’s Relations with Afghanistan</u></p> <ul style="list-style-type: none"> • Current Afghanistan scenario and options for Pakistan • Issues of Pak-Afghan border management and cross-border safe havens of terrorists • Indian role in the region and its impact on Pakistan • Regional Trade with specific emphasis on Pak-Afghan Transit Trade • Latest developments and their impact on Pakistan-Afghanistan Relations • Pak-Afghan relations and regional connectivity with CARs 	LD	1.5 Hours
1.14	<p><u>Pakistan’s Relations with Iran</u></p> <ul style="list-style-type: none"> • Overview of Pakistan’s relations with Iran • Historical perspective of Pak-Iran-relations • Prospects of IP Gas Pipeline • Impact of USA withdrawal from nuclear deal between Iran and the West on our relations • Prospects of Regional & Transit Trade • Challenges and opportunities of the emerging regional and global power realignment for Pak-Iran relations • Pak-Iran relations and regional connectivity with CARs 	LD	1.5 Hours
1.15	<p><u>Pakistan’s Foreign Policy towards Middle East</u></p> <ul style="list-style-type: none"> • Pakistan’s relation with major Muslim Countries • Latest Developments in the Middle East & Implications for Pakistan • Trade and economic relations among Muslim Countries – Role of OIC • Future prospects of employment of Pakistani Labour in the Middle East • Pakistan’s Relations with Turkey - Economic Cooperation and Strategic Alliance • Impact of increasing influence of Israel in the Middle East on Pakistan 	LD	1.5 Hours

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

<u>Event</u>		<u>Number</u>	<u>Hours</u>
1.	Lecture Discussion (LD)	12	18
2.	Panel Discussion (PD)	04	08
3.	Tutorial Discussion (TD)	01	01
Total		17	27

MODULE – 2

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

Ref. #	Topic and Scope	Mode	Duration
2.01	<p><u>Public Service: Ethics and Governance</u></p> <ul style="list-style-type: none"> • Public Service Ethics and Values in Pakistan and their Impact on Governance and Service Delivery • Ethics and Governance – definitions and concept • Adequacy of Civil Servants Act and Conduct Rules in Promoting Ethical Behavior among the Civil Servants • Promoting Ethics in Public Service – National and International perspectives and examples of a few countries 	LD	1.5 Hours
2.02	<p><u>Socio-Cultural Diversities within Punjab Province and their impact on Public Service Management</u></p> <ul style="list-style-type: none"> • Understanding the nature of diversities in Punjab province • Issues emerging out of such diversities and their impact on governance • How to address these issues with possible strategic options 	LD	1.5 Hours
2.03	<p><u>Socio-Cultural Diversities within Khyber Pakhtunkhwa and their impact on Public Service Management</u></p> <ul style="list-style-type: none"> • Diversities in KP, erstwhile FATA and PATA • Efficacy of the proposed legal frameworks and development strategies • Issues and challenges in formulation and setting up of legal, economic and administrative infrastructures of governance and service delivery in KP/FATA with special reference to the post-merger scenario • Resource allocation out of NFC for the merged tribal districts 	LD	1.5 Hours
2.04	<p><u>Socio-Cultural Diversities within Sindh Province and their impact on Public Service Management</u></p> <ul style="list-style-type: none"> • Understanding the nature of diversities in Sind province • Issues emerging out of such diversities and their impact on ethnic harmony and governance • How to address these issues with possible strategic options? 	LD	1.5 Hours
2.05	<p><u>Socio-Cultural Diversities within Balochistan Province and their impact on Public Service Management</u></p> <ul style="list-style-type: none"> • Understanding the nature of diversities in Balochistan province • Issues emerging from such diversities and their impact on ethnic harmony and governance • How to address these issues with possible strategic options 	LD	1.5 Hours
2.06	<p><u>Peculiarities of Politico-Administrative Arrangements & Governance in Gilgit - Baltistan</u></p>	LD	1.5 Hours

Ref. #	Topic and Scope	Mode	Duration
	<ul style="list-style-type: none"> Historical background of Political and Administrative institution building in GB Recent Political and Administrative reforms introduced in GB with special reference to GB Order 2018 and their impact on governance and Service delivery Political & economic peculiarities in GB & their impact on public service and development Sectarian fault lines: Its Impact and Management 		
2.07	<p><u>Socio-Cultural Diversities within AJ&K and their impact on Public Service Management</u></p> <ul style="list-style-type: none"> Understanding the nature of diversities in AJ &K Perceived or real sense of deprivation and discrimination Issues emerging from socio-cultural diversities and their impact on governance How to address these issues with possible strategic options? 	LD	1.5 Hours
2.08	<p><u>Development of Arts & Literature and their Impact on Pakistani Society</u></p> <ul style="list-style-type: none"> Evolution of Arts and literature in Pakistan Contemporary Pakistani Art and Literature and its impact on promoting national identity and harmony Challenges, efforts and policies for promotion of Arts and Literature at national, sub-national and district level Heritage of Gandhara, Harappa, Mehr Garh and Mohenjo Daro 	PD	02 Hours
2.09	<p><u>Human Rights in Pakistan</u></p> <ul style="list-style-type: none"> Basic concepts of HR, Origin & historical development Role of Commission for HR under NCHR Act, 2012 State of Human Rights in Pakistan Constitutional & Legal Framework and institutional mechanism for protection and promotion of Human Rights International Human Rights Conventions and their compliance Strategies for the protection of human rights 	LD	1.5 Hours
2.10	<p><u>Gender Mainstreaming</u></p> <ul style="list-style-type: none"> Legislation and Institutional Development including National Gender Policy Framework, for Gender Mainstreaming, Gender Representation and Participation in Political, Economic and Administrative Affairs Labour Force Participation in Pakistan; Regional and International Comparison Gender Empowerment and Social Change Future Policy Options 	LD	1.5 Hours

Ref. #	Topic and Scope	Mode	Duration
2.11	<p><u>Issues and Welfare of Children in Pakistan</u></p> <ul style="list-style-type: none"> • Rights of children in Pakistan • Constitutional, legal and institutional arrangements for welfare and protection of children • Child labour in Pakistan, its incidence and measures for control • Child abuse: Growing menace in the society • Malnutrition, stunting and infant mortality rate their current prevalence and policies to address them • Rights and care of Children with Disability • Pakistan's International commitments and national legislation for welfare of children • Future policy options 	LD	1.5 Hours
2.12	<p><u>Sustainable Urban Development and Eco Cities</u></p> <ul style="list-style-type: none"> • Cities as engine of growth and development • Challenges and issues in urban governance and urban management • Past policies and their implementation • Future Policy Options • Patterns of urbanization and their impact • Smart & safe cities • Sustainable Urban Planning /Green Cities with climate mitigation and adaptation measures • Features of model Eco cities- International best practices 	PD	02 Hours
2.13	<p><u>Population Dynamics of Pakistan</u></p> <ul style="list-style-type: none"> • Size, structure & distribution of population • Reasons for population growth • Impact of demographic change • Population growth: Demographic dividend or disaster • Internal migration: causes, features, patterns, implications and Government's response • Future Policy Options • Case studies & lessons learnt for Pakistan 	PD	02 Hours
2.14	<p><u>Environmental Management</u></p> <ul style="list-style-type: none"> • Understanding the concepts of Environmental Management, Protection, sustainable development, ecology, biodiversity, pollution of natural elements and biological communities. • Understanding the issues relating to environmental impact analysis (EIA) and environmental safeguard procedures (ESP) • Provincial regulatory regimes • Recent Govt. initiatives to control environmental degradation • International and National Legal & Institutional Framework on Environmental Protection 	LD	1.5 Hours

Ref. #	Topic and Scope	Mode	Duration
2.15	<p><u>Climate Change</u></p> <ul style="list-style-type: none"> • Definition, concept and history of Climate Change • Assessment of international Conventions on Climate Change to which Pakistan is a signatory • Adequacy of institutional arrangements and policy provisions dealing with Climate Change in Pakistan • Relationship of Climate Change to social and economic development • Ways & means to bridle climate change in Pakistan • National Progress 	PD	02 Hours
2.16	<p><u>Issues and Welfare of Marginalized Communities in Pakistan</u></p> <ul style="list-style-type: none"> • Overview of marginalized communities in Pakistan. • Legal & institutional framework (national & international) for their protection & welfare. • Challenges of inclusion & mainstreaming • Issues, such as forced marriages, gender harassment, abductions, etc. faced by adversely affected members of minorities. <p>Note: For the purpose of this LD, following would be considered as Marginalized Communities/Groups:</p> <ul style="list-style-type: none"> • Transgender • Special People • Ethnicities • Mentally/Physically Challenged 	LD	1.5 Hours
2.17	<p><u>Population Dynamics of Pakistan</u></p> <p>To have threadbare discussion on the contents of Ref # 2.13 PD</p>	TD	01 Hour

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)	15	22.5
2.	Panel Discussion (PD)	02	04
3.	Tutorial Discussion (TD)	01	01
4.	Workshop (W)	01	04
Total		19	31.5

Module – 3
ECONOMIC AND FINANCIAL MANAGEMENT AT OPERATIONAL LEVEL

Ref. #	Topic and Scope	Mode	Duration
3.01	<p><u>Basic Concepts of Microeconomics for Decision – Making</u></p> <ul style="list-style-type: none"> • Understanding concepts of consumers and producers, (aggregate) demand and supply, and consumer demand • Understanding the theory of production, cost of production, opportunity and transaction cost • Understanding market structure • Data sources from which microeconomic parameters can be estimated 	LD	1.5 Hours
3.02	<p><u>Basic Concepts of Macroeconomics for Decision – Making</u></p> <ul style="list-style-type: none"> • Understanding concept of GDP, GNP & its application in economic governance • Understanding the economic system and economic analysis, with emphasis on total national income and output, employment, the price level and inflation • Understanding the government budget, the national debt, and interest rates • Open economy and closed economy macroeconomic frameworks • Monetary Policy and Exchange Rate Determination 	LD	1.5 Hours
3.03	<p><u>Economic Planning & Development in Pakistan</u></p> <ul style="list-style-type: none"> • Planning frameworks and history of planning in Pakistan • Planning Agencies in Pakistan – NEC, ECNEC, CDWP, PDWP, DDSC. • Critical Appraisal of Institutional Strengths and weakness of the Planning Structure • Various Phases of the Planning Process • International best practices • Impact of SDGs on Development Planning • What is economic development? Theories of economic development • Economic growth versus economic development • Basic Concepts of income inequality, poverty, population and various other development indicators applicable in governance • Aspects of structural transformation of economy for economic growth & Development • Sustainable economic development and growth 	PD	02 Hours
3.04	<p><u>Taxation Structure in Pakistan</u></p> <p>Part I: Federal Taxation</p>	PD	02 Hours

Ref. #	Topic and Scope	Mode	Duration
	<ul style="list-style-type: none"> • Present Taxation Structure at the Federal level <ul style="list-style-type: none"> ○ Comparison between direct and indirect taxation and respective impact on society ○ Tax Reforms introduced so far to bridge tax gap and broaden tax base • Current International Tax Reforms and their impact on Pakistan • Promoting Tax Culture in Pakistan <p>Part II: Provincial & Local Taxation</p> <ul style="list-style-type: none"> • Present Taxation Structure at the provincial and district levels <ul style="list-style-type: none"> ○ Capacity and other operational level issues ○ Local resource generation ○ Agricultural income tax potential and issues in its realization 		
3.05	<p><u>Public Finance Management</u></p> <ul style="list-style-type: none"> • Overview of public finance in Pakistan • Expenditure Budget and the basis of its allocation • Prioritizing expenditure and re-allocation within the budget grant • Challenges and strategies for improving the financial system • Local Resource Generation • Public Debt Management • Fiscal federalism, NFC Award and post 18th amendment issues between federation and provinces 	LD	1.5 Hours
3.06	<p><u>Role of Foreign Economic Assistance in Pakistan's Economy</u></p> <ul style="list-style-type: none"> • Understanding Foreign Economic Assistance (FEA) • Trends in FEA to Pakistan • Implications of Donors' Assistance for Pakistan's Economic Growth and Development • Issues and challenges in negotiations/interactions with multilateral organizations (World Bank, IFIs, IMF etc) • Political Economy of FEA 	LD	1.5 Hours
3.07	<p><u>Role of Foreign Economic Assistance in Pakistan's Economy</u> To have threadbare discussion on the contents of Ref # 3.06 LD</p>	TD	01 Hour
3.08	<p><u>Challenges to Agriculture in Pakistan</u></p> <ul style="list-style-type: none"> • Brief Overview of agriculture sector • Issues and Challenges faced by Agriculture including sub-sectors of forestry, horticulture, livestock and fisheries • Remedies and Recommendations to address issues and challenges including impact of climate change, in the agriculture sector • New Technologies & innovations: lessons from global success stories 	LD	1.5 Hours

Ref. #	Topic and Scope	Mode	Duration
	<ul style="list-style-type: none"> Agro-based Industries and related value change Role of farmers organizations 		
3.09	<p><u>Industrial Development in Pakistan</u></p> <ul style="list-style-type: none"> Evolution of Industrial Policy of Pakistan Structure of industry (large scale and SMEs) in Pakistan & its export potential Comparative performance of large scale and SME sector in Pakistan – Issues and challenges Implementation strategy for industrial growth in the present policy environment Issues of industrial competitiveness in Pakistan Special Economic Zones in the context of CPEC 	LD	1.5 Hours
3.10	<p><u>Trade Policy & its Strategic Implications</u></p> <ul style="list-style-type: none"> Linkage between Trade Policy and Macroeconomic Fundamentals Critical appraisal of existing Trade Policy Regime and ongoing Trade Policies including National Tariff Policy (NTF), Strategic Trade Policy Framework (STPF), Trade Related Investment Policy Framework (TRIPF), and their interface with WTO & GSP Significance of Regional and Bilateral Trade Agreements Challenges and opportunities for Pakistan’s FTAs and PTAs 	LD	1.5 Hours
3.11	<p><u>The Dynamics of Energy Sector in Pakistan</u></p> <ul style="list-style-type: none"> Over view of energy sector in Pakistan & issues Challenges in energy generation and distribution Role of regulators (NEPRA, OGRA) & Provincial Governments Energy efficiency/conservation and alternative sources 	LD	1.5 Hours
3.12	<p><u>Understanding Financial Statements (Public & Commercial Sectors)</u></p> <p>Part-I: Theoretical:</p> <ul style="list-style-type: none"> An overview of International Accounting Standards & their impact Financial Statements and related SECP/legal requirements and compliance Role of Financial information in effective Decision-making <p>Part-II-Practicum:</p> <ul style="list-style-type: none"> Hands on exercise on Financial Statements Analysis (case studies) Hands on exercise on Budget Books and application of New Accounting Model (NAM) 	W	04 Hours
3.13	<p><u>State-Market Relationship in Pakistan</u></p> <ul style="list-style-type: none"> Historical Development of state and market ideas State Institutions and Frameworks for managing/regulating state and market relationship Study of some model State & Market relationship for Policy making in Pakistan Disconnect between Policy & Implementation 	LD	1.5 Hours

Ref. #	Topic and Scope	Mode	Duration
	<ul style="list-style-type: none"> Policy issues and challenges in ensuring free and competitive markets 		
3.14	<p><u>State Owned Entities & Privatization Process in Pakistan</u></p> <ul style="list-style-type: none"> Rationale of SOEs in Pakistan – Their performance as economic entities; issues, challenges and strategies for improving their regulatory regimes Privatization - a measure of revenue generation Does privatization lead to better management, in the greater public interest Pakistan’s privatization experience Lessons from success stories of SOEs in peer/regional economies 	LD	1.5 Hours
3.15	<p><u>Tourism Industry</u></p> <ul style="list-style-type: none"> Overview of tourism industry in Pakistan Impact of Domestic Tourism on the economy, culture and environment Governments’ efforts to promote and develop domestic (Rural, Urban, Religious) and foreign tourism Lessons learnt, trends and way forward 	LD	1.5 Hours
3.16	<p><u>CPEC as a Harbinger of Regional Connectivity: Its Strategic and Economic Ramifications</u></p> <ul style="list-style-type: none"> Political Economy of BRI/CPEC in the Regional/Global Context CPEC as a Harbinger of Regional Connectivity: Its Strategic and Economic Ramifications Costs and benefits to China and Pakistan Importance for trade and economic development Development of SEZs/ Industrial clusters along CPEC Route Level of ownership of Provincial govts./ regions The present status and Issues faced by CPEC 	LD	1.5 Hours
3.17	<p><u>Services Sector Development in Pakistan</u></p> <ul style="list-style-type: none"> Overview of the domestic Services Sector in Pakistan Opportunities and challenges for the major service sectors Regulatory framework for social and civic services: health, education, urban planning etc. 	LD	1.5 Hours
3.18	<p><u>Public Private Partnership</u></p> <ul style="list-style-type: none"> Definitions and Types of PPP Institutional, legal and Policy Framework at Federal and Provincial Levels Procurements in PPPs Lessons learnt from national and international practices Future agenda /Way forward 	LD	1.5 Hours

Ref. #	Topic and Scope	Mode	Duration
3.19	<p><u>Social Protection and Poverty Alleviation</u></p> <ul style="list-style-type: none"> • Definitions of Poverty, measurement models, and their application in Pakistan • Stakeholder Analysis & Role of NPOs • Challenges in poverty reduction strategy including data integration challenges & implications • Successful case studies: Local & International • Poverty Reduction Policy & State interventions with special reference to BISP, and way forward. 	LD	1.5 Hours

MODULE – 4

**ISSUES OF OPERATIONAL EFFECTIVENESS WITHIN GOVERNANCE
FRAMEWORK**

MODULE – 4

ISSUES OF OPERATIONAL EFFECTIVENESS WITHIN GOVERNANCE FRAMEWORK

AIM

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

SCOPE

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

<u>EVENT</u>		<u>NUMBER</u>	<u>HOURS</u>
1.	Lecture Discussion (LD)	04	6.5
2.	Panel Discussion (PD)	02	04
3.	Workshop (W)	06	22
4.	Tutorial Discussion (TD)	01	01
	Total	13	33.5

MODULE – 4

ISSUES OF OPERATIONAL EFFECTIVENESS WITHIN GOVERNANCE FRAMEWORK

Ref #	Topic and Scope	Mode	Duration
4.01	<p><u>Strategy Formulation and Implementation</u></p> <ul style="list-style-type: none"> • Strategic management – conceptual framework • Defining goals, reviewing gaps, identifying strategic alternatives and defining strategic options • KPIs (Key Performance Indicators) • Devising Quantitative statements and qualitative measurement parameters keeping in view the mission, vision and goals • Formulating different implementation strategy options for various sectors • Adoption of a pragmatic strategy plan for implementation • Monitoring and evaluation of implementation process and taking corrective measures against any deviations 	W	04 Hours
4.02	<p><u>Public Sector Project Management</u></p> <ul style="list-style-type: none"> • Project Management in the context of requirements of the Planning Commission/P&D Departments • Project identification, appraisal, negotiation & approval, Implementation & monitoring, Completion & evaluation • Project management framework to optimize the allocation and integration of inputs-outputs- outcomes project management • Public Sector Project Management Cycle • Midterm review & corrective measures. Project Conclusion • Project risk analysis and stakeholders management • Midterm review & corrective measures. Project Conclusion. Process of PC-III, IV &V • Project Risk Analysis • Portfolio management • Case Study of a Public Sector Project • Public Sector Project Management Cycle • Midterm review & corrective measures, Project Conclusion • Project risk analysis and stakeholders’ management 	W	03 Hours
4.03	<p><u>Handling Court Cases and Litigation</u></p> <ul style="list-style-type: none"> • Preparing response / para wise comments on court cases • Interaction with law officers and offices of the concerned governments • Preparation & Presentation of Cases on behalf of the Government before the courts • Capacity building of civil servants for interaction with judiciary 	W	03 Hours

Ref #	Topic and Scope	Mode	Duration
	<ul style="list-style-type: none"> • Court etiquettes and mannerism • Typical para-wise comments on typical court case scenarios (preparation formats may be added) • Landmark judgements in typical public sector cases 		
4.04	<p><u>Interaction with Media-Persons and Use of Social Media in Governance</u></p> <ul style="list-style-type: none"> • Increasing public awareness due to role of media, Right to Information & Right to Services Laws, etc. • Rising trend of Media highlighting inefficiencies in Public Service delivery • The concept of Spokesperson in Public Sector organizations • Legal Framework governing media handling by Civil Servants • Proactive and Reactive approaches to media handling • Issues and Challenges in Media Interaction and in use of social media • Response to challenges within existing framework • Hands-on exercises (including mock) by the Ministry of Information 	W	04 Hours
4.05	<p><u>Leadership in Public Sector Organizations</u></p> <ul style="list-style-type: none"> • Conceptual Framework of Leadership, Change Management & Team Dynamics • Roles, responsibilities and nature of challenges of leadership in Public and Private Sectors • Leadership & Management Success Stories • Contemporary Leadership Models • Challenges of Leadership in Civil Service • Leadership styles and impact on performance 	LD	1.5 Hours
4.06	<p><u>Impact of RTI Laws on Public Service Delivery & Challenges for Public Servants</u></p> <ul style="list-style-type: none"> • International and national RTI laws • Rationale and importance of RTI legislation • Challenges and issues in the implementation of these laws • Measures for effective implementation of RTI laws 	LD	1.5 Hours
4.07	<p><u>Accountability Framework for Civil Servants</u></p> <ul style="list-style-type: none"> • Accountability system in Pakistan • Efficacy of Existing Accountability Framework in Pakistan • Critical Appraisal of Accountability laws • Impact of accountability regime on civil servants and public service delivery • Linkage of internal and external accountability • Strategy/measures to improve accountability 	LD/PD	02 Hours
4.08	<p><u>Public Procurement and Contract Management</u> <u>Part-I Public Procurement Management</u></p> <ul style="list-style-type: none"> • Federal & Provincial Public Procurement Regulatory Frameworks and reforms in Pakistan 	W	04 Hours

Ref #	Topic and Scope	Mode	Duration
	<ul style="list-style-type: none"> • Issues and challenges in implementation of PP Rules, 2004 • Latest amendments of critical nature in PPRA Law. • Case study(ies) in public procurement issues <p><u>Part-II Contract Management</u></p> <ul style="list-style-type: none"> • Introduction to Contract Administration and Contract Management within the PPRA Framework • Issues in contract management with Local & International organizations and case studies • Case Studies and Hands-on Exercises on Public Sector Contract Management Issues 		
4.09	<p><u>Institutional Development and Reforms in Pakistan</u></p> <ul style="list-style-type: none"> • Overview of Institutional Development reforms • Significance / Implications for Improved Public Service Delivery and Economic Development • Public sector HR Management in context of Institutional reforms • Change management for the career progression within Private and Public Sectors • Civil Service Reforms in Pakistan 	LD	1.5 Hours
4.10	<p><u>Business Startup & Role of Innovation / Technology in Knowledge Economy and Gig Economy</u></p> <ul style="list-style-type: none"> • Innovative entrepreneurship and business startup planning • Growth & development of knowledge economy -Issues & Challenge • Role of civil servants in comprehending and applying the mechanism of knowledge economy • Gig economy, opportunities and future options for Pakistan 	PD	02 Hours
4.11	<p><u>Negotiation Skills and Conflict Management</u></p> <p><u>Part-I:</u></p> <ul style="list-style-type: none"> • Objectives of Negotiation • Negotiation Processes, Types and Tactics • Three Major Phases of Negotiation • Skills of an Effective Negotiator • Advantages of Negotiation • Mock exercises in negotiation techniques need to be added <p><u>Part-II:</u></p> <ul style="list-style-type: none"> • Managing workplace conflict • Approaches to managing conflict in the workplace • Implications of conflict escalation • Conflict resolution Model (Thomas- Kilmann Model) and its application • Case study/studies on Negotiation 	W	04 Hours
4.12	<p><u>Impact of Governance on Service Delivery at the Federal, Provincial and Local Level</u></p> <ul style="list-style-type: none"> • Setting standards and service delivery at the Federal Government 	PD	02 Hours

Ref #	Topic and Scope	Mode	Duration
	<ul style="list-style-type: none"> • Post 18th amendment: Assessment of Governance and service delivery. • Inter-provincial coordination challenges • Current local government systems in Pakistan – a comparative study • Service delivery at the local level and paradoxes associated with 18th Amendment • Interaction with private sector and NGOs for improved service delivery • Appraisal of current inter and intra coordination at three tiers of government 		
4.13	<p><u>Business Startup & Role of Innovation / Technology in Knowledge Economy and Gig Economy</u> To have threadbare discussion on the contents of Ref # 4.10 PD</p>	TD	01 Hour

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	18.5
Total		09	29.5

MODULE – 5
RESEARCH METHODOLOGY AND ITS APPLICATION

Ref #	Topic and Scope	Mode	Duration
5.01 To 5.03	<p><u>Introduction to Research Methodology</u></p> <ul style="list-style-type: none"> • To provide comprehensive guidelines on conducting research & analysis • To create awareness among participants about plagiarism & educating them on how to avoid it 	LD	03 x 1.5=4.5 Hours
5.04	<p><u>Communication Skills</u></p> <ul style="list-style-type: none"> • Importance of effective communication for leaders • Useful presentation Skills • How to ensure effective communication within Organizations 	LD	1.5 Hours
5.05	<p><u>Critical Thinking</u></p> <ul style="list-style-type: none"> • To inculcate in participants, the art of critical thinking, i.e. presenting and assessing arguments / theories, on the basis of credible and relevant evidence • Develop capacity to quickly evaluate the evidence • Developing open-mindedness and active listening skills • Barriers to critical thinking • Problem Solving and Critical Thinking 	W	2.5 Hours
5.06	<p><u>Analytical and Professional Writing</u></p> <ul style="list-style-type: none"> • To inculcate and promote effective analytical writing skills amongst participants so as to enable them to analyze and present public policy issues in an organized and rational manner • To impart the skill of ‘Summary Writing’ for putting up to different government functionaries • To instill the skill of writing a policy paper, concept paper, working paper, and analysis paper. • Hands-on exercises on analytical and professional writing 	W	03 Hours
5.07	<p><u>Introduction to Daftri Urdu</u></p> <ul style="list-style-type: none"> • Need and significance of understanding a bi-lingual medium (Urdu) of instructions / communication • Basic tips for writing Official Correspondence (draft, note, office memorandum, official summary etc.) in Urdu language 	LD	1.5 Hours
5.08	<p><u>Public Speaking</u></p> <ul style="list-style-type: none"> • An extempore public speaking exercise to provide basic instructions in Public Speaking 	TD	3.5 Hours

Ref #	Topic and Scope	Mode	Duration
	<ul style="list-style-type: none"> To help participants improve their presentation skills while facing an audience 		
5.09	<p><u>Building Capacity for Using Research Evidence (BCURE)</u></p> <ul style="list-style-type: none"> Digital Modules (Systematic Approaches to Decisions Making, Impact Evaluation, etc.) In - Class Discussion 	W	13 Hours

MODULE -6

STUDY TOURS: FIELD RESEARCH

INLAND STUDY TOUR

&

LOCAL VISIT

MODULE – 6

STUDY TOURS: FIELD RESEARCH

INLAND STUDY TOUR & LOCAL VISIT

AIM:

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

SCOPE:

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

<u>EVENTS</u>		<u>NUMBER OF EVENTS</u>	<u>HOURS</u>
1.	Inland Study Tour (IST)	01	32
2.	Local Visit - Field Research (LV-FR)	03	19.5
3.	Post Visit Presentations (IST & LV -FRs)	04	06
4.	Briefing IST & LV-FR	02	01
Total		10	58.5

STRATEGY:

Inland Study Tours: Participants will be divided into various groups:-

Local Visit - Field Research (LV -FR):

Local Visit (03) will be planned in and around respective NIMs during the course. Participants will be divided into a number of groups in relation to the organization / site to be visited

MODULE - 7

Information and Communication Technology (ICT)

MODULE 7

Information & Communication Technology

AIM

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

SCOPE:

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

<u>EVENT</u>		<u>NUMBER</u>	<u>HOURS</u>
1.	Lecture Discussion (LD)	05	9.5
2.	Workshop (W)	02*	03
3.	Tutorial Discussion (TD)	01	01
Total		08	13.5

** Includes 7.01 (W/Zero Hours)*

Information and Communication Technology (ICT)

Ref #	Topic and Scope	Mode	Duration
7.01	<p><u>Basic ICT Orientation</u></p> <ul style="list-style-type: none"> ● Proficiency in MS Office: MS Word, MS Excel and PowerPoint ● Introduction to Outlook ● Managing Multiple E-mail Accounts ● Online Calendar Management expertise ● Introduction to Collaborative Working ● Creating and hosting Online Meetings/ Webinars ● Designing, conducting & collecting survey information using online tools such as Google forms ● Cloud-Storage and document management (Google Drive) <p>Others:</p> <ul style="list-style-type: none"> ● Documents Password Protection ● Computer Screen Capturing ● Use of Internet for academic research ● Installing & configuring basic software ● Computer hardware and other features: Scanning, Printing with different options, using a camera, blue tooth devices, etc. ● Understanding basic IT security skills (threat identification & avoidance etc.) ● Any Reference /Research Management software <p>Note:</p> <ul style="list-style-type: none"> ● The Basic ICT Orientation sessions will be mandatory for participants having secured less than 80% marks but will be optional for participants having secured 80% and above marks in the Pre Course IT Diagnostic Test. ● The contents included in special IT classes (for participants more proficient in ICT) have been included in the main module. 	W	After working hours – Zero hrs (Mon –Fri)
7.02	<p><u>Development and Use of IT Applications</u></p> <ul style="list-style-type: none"> ● Hands-on Training on development of various IT applications ● Hands-on and show casing of data collection and data analysis 	W	03 Hours

7.03	<u>Use Of IT For Effective Policy Implementation Service Delivery & Monitoring</u> <ul style="list-style-type: none"> • Concept of evidence-based e-governance and its utility in decision-making, policy implementation, service delivery & monitoring • Concept of Big DATA, DATA Analytics, IOTs and emerging trends • Best practices about the use of ICT in public sector 	LD	1.5 Hours
7.04	<u>IT Governance Landscape</u> <ul style="list-style-type: none"> • Status • Outcomes for service delivery • Challenges • Way forward 	LD	02 Hours
7.05	<u>Artificial Intelligence (AI)</u> <ul style="list-style-type: none"> • Overview • Application in everyday life • AI-based public interventions 	LD	02 Hours
7.06	<u>Data Governance Policies</u> <ul style="list-style-type: none"> • Data classification, Access, Control and protection • Data Sharing between Government organizations • Using data driven approaches for improving public service delivery 	LD	02 Hours
7.07	<u>Blockchain Technology</u> <ul style="list-style-type: none"> • Overview: Introduction and types • Application • The role of Blockchain in Web 3.0 	LD	02 Hours
7.08	<u>Artificial Intelligence (AI)</u> To have threadbare discussion on the contents of Ref # 7.05 LD	TD	01 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
- 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 in Syndicate Rooms
- Reading material, requirements and detailed guidelines on conduct of each Case Study Research will be issued at least 03 days in advance

PRESENTATIONS
AND
MISCELLANEOUS EVENTS

Event		Duration
<u>PRESENTATIONS</u>		
Current Issue Presentation (CrIP)		
• CrIP-1 to 50 (30 minutes each)		25 Hours
Individual Research Paper (IRP)		
• IRP Consultation (1 st & 2 nd drafts)		24.5 Hours
• IRPPs 1-50 (20 minutes)		17 Hours
Course Review Committee Presentation CRCP & CRC Discussion	02 + 02 hours (see details on next pages)	04 Hours
Total		70.5 Hours
<u>MISCELLANEOUS EVENTS</u>		
<u>Analysis Paper (AP) and Analysis Paper De-Briefing (APDB)</u>		
• 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
<u>Peer Rating (PrR)</u>		
• PrR-1 to 3	See details on next pages	03Hours
• Interviews with Faculty Advisors (02 hours in each term)		06 Hours
• Certificate Award Ceremony		01 / 02 Hours
Total		19.5 Hours
<u>Term Test – 1 to 3</u>	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	03 Hours (1 hr 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
- Three options are invited from each participant and one of the topics is finalized by CI/DG.
- Perspective of the selected current issue topic is required to be discussed by the participant with the faculty advisor
- *A current issue selected by one participant is not allowed to another participant under any pretext*

No. of Presentations

<u>Ref.</u>	<u>CrIP</u>	<u>Duration</u>
CrIP-1 to 50	Each CrIP will be of 30 minutes; 20 minutes for the presentation and 10 minutes for Review/ Q & A	25 Hrs
Date, Time and Venue will be reflected in the Weekly Programme.		

COURSE REVIEW COMMITTEE PRESENTATION (CRCP)

Aim

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

Course Review Committee (CRC)

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

Course Review Committee Presentation (CRCP)

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

MISCELLANEOUS EVENTS

TUTORIAL DISCUSSION (TD)

Aim

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

Conduct

- In each term, the participants will be divided into 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 Syndicate Rooms under the supervision / guidance of the respective Syndicate DS
- Reading Material and detailed guidelines for conduct of each TD will be issued separately at least 03 days in advance

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

Aim

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

Scope

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

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

Conduct

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

Analysis Paper De-Briefing (APDB)

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

No. of APs and APDBs

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

PEER RATING (PrR)

Aim

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

Conduct

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

NO. of PrR:

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