



General Information

Guidelines & Instructions

23rd MID CAREER MANAGEMENT COURSE

(Monday 20th February – Friday 26th May, 2017)

Prepared by:
Training & Coordination Wing

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Section-1

General

1.1 Aim

To develop and enhance participants' knowledge, skills and leadership potential so as to optimize efficiency, effectiveness and economy in public service processes for better service delivery at the operational/tactical level to create public value and win public trust.

1.2 Scope

1. To equip participants with higher skills of ICT for better evidence based decision making and problem solving.
2. To create understanding of internal and external environment affecting planning and execution of public policy at the operational level.
3. To enhance understanding of administrative structures & challenges of governance for better service delivery at operational level.
4. To equip participants with management skills to develop their core functional competencies and capabilities especially decision-making and problem-solving to ensure better public service delivery.
5. To familiarize participants with the concept, skills and tools of Performance Management including performance measurement for better public service delivery.
6. To familiarize participants with economics and public finance concepts as applicable at the operational and tactical level.
7. To facilitate the participants in conducting research, evaluation and analysis required in public policy at the operational level.

1.3 Organization

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

(a) Training Wing

Training Wing of NIM Karachi is the pivot around which all the training activities of the participants revolve. Training Wing is headed by the Director General and comprises the Chief Instructor, the faculty members designated as Additional Directing Staff and the Additional Directing Staff (T & C). The Training Wing of MCMC is responsible for planning, organizing and conducting of Mid-Career Management Courses (MCMC).

1.4 Historical Background

The National Institute of Public Administration (NIPA) Karachi was established in 1961 as an autonomous government organization under the Establishment Division and registered under Societies Registration Act (No. XXI of 1860). Together with its sister institutions at Dacca and Lahore, it was initially set up for training of senior civil servants belonging to various occupational groups and autonomous bodies in the federal and provincial governments who were in the eligibility zone for promotion in the next higher grade BS - 20. Over a period of time, other campuses of NIPA (now NIM) were established at Lahore, Peshawar and Quetta. NIPA Karachi conducted 82 Advanced Courses for Public Sector Management (ACPSM) till 2006.

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

NIM Karachi is a constituent unit of NSPP. This Institute is conducting MCMC for officers of Grade-18 who are at the threshold of promotion to the next higher grade and Senior Management Courses (SMC) for officers of Grade-19 who are at the threshold of promotion to the next higher grade. Officers belonging to the federal and provincial governments and autonomous bodies are participating in the courses. The first MCMC was held in August, 2007 as a pilot project with duration of 20 weeks since then 669 officers have been graduated from NIM Karachi.

1.5 NIM Vision

“To achieve excellence in public service delivery through capacity building and inculcation of skills and values essential for Good Governance”

1.6 Mission Statement

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

Section -2

Training Aspects

2.1 MCMC Introduction

The contents of the MCMC have primarily been designed to enable the participants to broaden their horizon in an open academic environment with a process to apply concepts to real life practical problems of the field. NIM Karachi continues to add innovative dimensions both in form and substance. Techniques like Group Process Studies, Management Exercises, Case Studies and Simulation Exercises provide greater room for learning and in-depth performance appraisal. The main thrust, however, remains on Public Sector Management; with a view to improve knowledge, skills, abilities and other characteristics of the participants in a short span of fourteen weeks, using the “Experiential Learning” mode.

2.2 Training Modules and Conduct

- (a) The curriculum of the course comprises of five (5) modules.

Module – I-A Basic Computer Literacy-Concepts, Skills, Tools for Effective Management.

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

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

Module – III: Administrative Structures & Governance Issues.

Module – IV: Management Skills for Effective Public Service.

Module – V: Economic Development & Public Finance.

Module – VI: Research Methodology, Local Visits & Inland Study Tour.

- (b) Each module will be sponsored by a faculty member, who is responsible for organizing and conducting it in accordance with the curriculum under the overall guidance of the CI & Director General (DG).
- (c) Sessions are generally held in the NIM classroom. Scholars and eminent speakers, who are expert in their own field, are invited to deliver talks on given topics, followed by question and answer sessions where participants have the opportunity to clarify and raise issues of relevance to public policy formulation and implementation.

2.3 Study Tours

(a) Inland Study Tour:

An Inland Study Tour will be organized during the course with a view to broaden the horizons of the trainee officers, as well as providing a meaningful learning experience. During the study tour, participants will have interaction with individuals and organization in the public and private sectors that have contributed and continue to contribute towards policy formulation and its implementation in social, economic and administrative arenas.

(b) Local Visits:

Local visits of public and private organizations will be arranged to get the first hand knowledge of the working of different institutions and organizations that are contributing towards policy formulation and its implementation for the betterment of social, economic and administrative areas. Briefings and presentations shall be arranged by these organizations so as to familiarize the participants with the management philosophies and techniques adopted by those organizations.

2.4 Simulation Exercise

Simulation exercises will be used to bring real life environment into the class room. A simulation exercise is a learning technique where the participants are given a specific role. They are then instructed to determine their actions using given information and may be given road-blocks along the way to again simulate the real work environment where distractions and changing priorities are a fact of life. At the end of the exercise, participants are required to make presentations.

The objectives are as following:-

- (a) To formulate the methodology for evolving a comprehensive approach for problem-solving at the federal, provincial and district level.
- (b) To become familiar with the process of formulating an effective implementation strategy.
- (c) To sift out the essential from the trivial in a given scenario
- (d) To prioritize issues according to their importance in a given scenario
- (e) To develop the skills of working as a team and building consensus.
- (f) To develop presentation skills for effective communication.
- (g) To develop out-of-box innovative thinking/ solution.
- (h) Main emphasis would be on “HOW TO THINK” and not “WHAT TO THINK”.

2.5 Analysis Papers (AP)

In each term, a short written assignment is conducted in which the analytical ability and writing skills of the participants is assessed. Progressive and logical development of thought in response to the requirement is evaluated on the basis of brevity, specificity against generalization, coherence and clarity. The topics selected for these analysis papers generally concern; domestic issues and their implications at grassroots level, current issues, global, regional and/or domestic environments, in the context of public policy implementation in Pakistan.

2.6 MCQs

At the end of each term, MCQs test will conduct on the basis of Lectures/Tutorial Discussions conducted during that particular term.

2.7 Current Issues Presentation (CIP)

Participants will make presentation on a current issues relating to political, socio-economic scenario, religion, and ethics in public service. The participants will be required to make a presentation for 30 minutes which includes 10 minutes Question and Answer session. A script in word count of 1500-1800 words along with power point presentation should be submitted to the respective faculty advisors and 02 hard copies to ADS (T & C) 48 hours before scheduled presentation and any observation/ guidance will be given by faculty advisor to be included before the presentation. Copy of Power point Presentation 4 slides on one side using both side of the paper.

2.8 Synopsis of Guest Speakers' Talk

Participants will be tasked in turn to WRITE synopsis (as per format) of at least one lecture during the course. The synopsis shall normally consist of 350 to 500 words. (Font Size 12", Times New Roman & line spacing 1.5). The nominated participant will submit 3 copies of the synopsis to the ADS (T & C) and one copy to sponsor ADS within 24 hours (one day) after the scheduled talk by the speaker. The participant would focus on the central theme of the speaker and the policy options presented therein; apart from the discussion during Q/A on the subject.

2.9 Guest Nights

During the course, the institute will invite guest speakers of repute to speak on different national issues to deliver lecture which will be followed by dinner. Attendance on such occasions is mandatory.

2.10 Case Studies

A case study is a situation often with disguised scenarios, to provide an opportunity to go through the problem solving process. During the course, three case studies will be conducted one in each term. The faculty member will introduce the topic in main MCMC class room and participants in small groups will collectively analyze the issues and give their solutions.

2.11 Individual Research Paper (IRP)

- (a) Each participant is required to write one Individual Research Paper (IRP). The Institute reserves the right to assign any topic to any participant. Selected topics along with the name of the Faculty Advisors will be conveyed to the participants. Presentations of Individual Research Papers (IRPs), as selected by the Institute, will be made by the concerned participants.
- (b) The participants may seek detailed guidance from their faculty advisors about any aspect of their IRPs.
- (c) NSPP has very strict plagiarism policy. The details regarding **plagiarism** are given in Research Manual.
- (d) The participants must ensure to submit 2 hard copies of Individual Research Papers, as per the following break up:
 - Faculty Advisor (1 hard copy)
 - One hard copy for Library.
- (e) The word count of final draft will vary from 5000-6000 words.

2.12 Fasahat

Fasahat is an extempore public speaking exercise for the participants of MCMC. During initial days of the course, this exercise will be conducted in Class Room. Each participant will pick/choose one topic through balloting and has 5 minutes each for preparation and presentation of a topic in front of faculty members and other participants.

2.13 Course Coordinator

Each participant will be assigned the role of Course Coordinator at least once during the course. The Course Coordinator is expected to act as a link between faculty and the participants. He/she will be responsible for communicating all the directives/instructions issued from time to time by the Chief Instructor (C.I) and ADS (T&C). The course coordinators will present power point presentation (of weekly activities) at the end of week to the DG and faculty members. The major responsibilities of the course coordinator are as under:

- a) Every CC is required to ring the class bell 05 minutes before the commencement of the session.
- b) CC is required to distribute and collect the speakers' evaluation pro-forma and filled evaluation pro-forma will be handed over to DD (P) just after the completion of the session.
- c) 05 Hard copies of the PowerPoint weekly course review presentation will be handed over to ADS (T&C) before the presentation.

2.14 Syndicate System

Syndicate in the academic sense refers to a small group of participants who get together under guidance of faculty to hold discussions on significant issues relating to the curriculum. Aim of the Syndicate System is to enable one-to-one training environment by developing a close interface with a small group of participants in a syndicate meeting at regular intervals. While this interaction provides sufficient opportunity to the participants for expressing their views more freely, the primary focus is on generating discussion on important current issues. In addition, a few short exercises may also form part of the syndicate activities.

Syndicate groups will be shuffled and re-constituted in each of the three terms to form a mix of participants representing various departments / occupational groups. Each syndicate will work under guidance of an Additional Directing Staff (ADS). Each syndicate will also have a Syndicate Coordinator/Leader from amongst the members of

their syndicate, who will be nominated by the respective ADS. All syndicate meetings will be held in designated Syndicate Rooms to be notified separately at the beginning of each term or exercise.

Participants will visit some important institutions and organizations located in Karachi and each syndicate group will be required to critically analyze a prescribed aspect of the organization. The syndicate will then present its findings before the entire class.

2.15 Classroom Modalities

- (a) Classes will commence daily with the recitation of the Holy Quran (Tilawat). Strict punctuality is expected on all occasions. Participants are required to be seated **five minutes before** the start of every session.
- (b) Sponsor ADS/CI will introduce respective Guest Speakers. Trainee officers are expected to rise on the arrival of Guest Speaker(s)/panelists as a mark of respect.
- (c) Lecture Discussion (LD) or Panel Discussion (PD) will be followed by question and answer session of approximately 40% of the duration of the session/sessions. CI or faculty member will moderate the Q&A session.
- (d) Tea / Coffee may be taken during the session (self service) for which dispensers have been provided outside the class. However, participants must ensure least disruption to the class proceedings.
- (e) On all working days 45 minutes are scheduled for Research (0800-0845 hrs) in the morning and one hour after lunch break.
- (f) The research hour (s) will be utilized for research work on CIPs & IRPs, and other assignments.

2.16 Institute's Library

- (a) The Institute has a well-equipped Library containing books & periodicals relevant to training. Books have been classified according to the internationally recognized *Dewey decimal. Classification System Edition 21*
- (b) Books, including course books are issued according to a "self charging system" which means that the participants select books themselves, take out book-cards of the selected books, fill them, sign them, and then handover these cards to the official on duty at the Issuing Counter. **Books are issued for a maximum period of two weeks at one time. Not more than 3 books can be drawn at one time.**
- (c) Some books, including books prescribed for, or relevant to, the study of syndicate subjects allotted are kept in specified shelves marked "Reserve shelf". These are basically meant for use by the members of respective syndicates. The material will be rotated among syndicate members in accordance with the procedure determined by the faculty member covering the Syndicate Group.
- (d) Library maintains a Reference Section that has a reasonable collection of books for ready reference. Reference books/ materials are marked with the notation 'REF', and are not issued for use outside the Library premises. Journals or periodicals are kept in the periodical room. These are also placed under the category of reference material.
- (e) The participant can also access the Digital Library of Higher Education Commission through NIM Karachi's network.
- (f) The Library timings are as under:
 - Monday to Thursday 08:00 a.m. to 06:00 p.m.
 - Friday 08:00 a.m. to 12:30 p.m. & 03:30 to 06:00 p.m.
- (g) Special timings will be announced during Simulation Exercises.

2.17 Computer Literacy Program

- (a) First week of the course will be utilized for Computer Literacy classes. Thereafter, the IT classes will be conducted as per weekly schedule
- (b) Each participant having sufficient proficiency in computer skills will be made buddy of one novice participant. The former will have to attend evening classes till his buddy also qualifies the test conducted to assess the level of proficiency.
- (c) Each participant is expected to acquire sufficient computer operating skills to prepare his/her own Power Point slides for presentations and type scripts and to surf the net for information.
- (d) During presentations by the participants, the participants themselves will handle the computer. Colleagues may assist one another while making presentations.

2.18 Attendance

ATTENDANCE POLICY: Any Participant who misses a total of 04 days of course studies (whether with permission or otherwise) would be liable to be withdrawn from the course. Genuineness of the reason for absence cannot compensate for the loss of learning, hence, no exceptions would be allowed. (Reference: U.O. No. NSPP-Coord/10th MCMC/10 dated on 05th January, 2011), Minutes of Training Conference to review of 10th MCMC held at NSPP, Lahore.

Attendance during the course is compulsory. Punctuality and attendance is monitored through biometric device installed for this purpose at the reception of NIM Karachi. Syndicate sessions, lectures, workshops, presentations, meetings, seminars, conferences, whether scheduled during the day or in the evenings, are integral parts of the course. The participants are required to be punctual and regular in attending various training/academic activities notified by the Training Wing. In case of illness and emergency, written approval of the Director General is required. The participant should route the application through ADS (T&C), who will give it to Chief Instructor for

onward submission to Director General for approval. Ex-Pakistan leave is "Not" allowed during the course.

Note: Incase of any urgent need/emergency, participant can avail short leave. Availing 03 short leaves by any participant will be considered as one full day leave and will be deducted from 04-day leave quota of the participant. Prescribe short leave forms can be obtained from NIM reception for the approval of competent authority.

2.19 Course Review Committee (CRC):

Usually a participant from each service group is taken to be the part of CRC who represents his/her service group in that committee and give his/her valuable suggestion and critically analyze the different modalities of the course. Prescribed pro-forma will be distributed among all the members of the committee 30 days prior to the conclusion of the course. Members of the committee will be required to present the findings on the basis of that pro-forma in front of DG, CI and the faculty in a PowerPoint presentation. Presentation will be duly approved by the ADS (T & C)/CI

Section - 3

Administrative Aspects

3.1 Registration

Upon registration participants will be allocated name badges. *They will be required to wear the badges throughout the working hours for their identification and during any formal activity.*

3.2 Pay and allowances

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

3.3 Residence

- (a) Any Participant not having residence in Karachi is provided with single occupancy furnished accommodation with all the basic facilities.
- (b) Participants are required to take prior permission from competent authority for station leave.
- (c) If any participant will leave the hostel room for whole night (**without permission**), the institute reserve the right to cancel his/her allotment of hostel room.
- (d) On Campus residence for the whole duration of the course is compulsory for out station participants.
- (e) Participants are expected to stay in the Institute on the weekends for research, rest, sports and cultural activities etc. Breaks shall be provided at reasonable intervals during the course to enable the participants to visit their families in their hometowns. For station leave on weekend prior

permission of the Director General through Training Wing must be obtained.

- (f) Personal servants/attendants are not permitted to stay in the Institute for reasons of security and decorum. Permission for part time attendants may be given only in rare cases of illness or some serious emergency. The room bearers allocated to various participants by the Institute have been trained to take care of basic needs of the participants and maintenance of their rooms.
- (g) Spouse/Children are not permitted to stay at the Institute during the course. Neither are they allowed on official gathering like dinners, cultural evenings etc.

3.4 **Mess**

- (a) The Institute has arrangements for provision of bed tea / breakfast, and refreshments during break, lunch, afternoon tea and dinner for the trainee officers
- (b) Dining halls remain closed when the classes are in progress
- (c) Tea and Meals shall only be served in the dining hall at the stipulated timings on all days.

Breakfast	7:00am to 8:00am
Lunch	As per schedule
Dinner	8:00pm to 9:30pm

During Simulation Exercises the timings of Lunch and Dinner will be communicated separately.

3.5 Mess Committee

- (a) A Mess Committee will be constituted amongst the participants comprising following:
 - a. Chairperson
 - b. Secretary
 - c. Member (2)
 - d. Mess officer (Ex-officio member)
- (b) The appointees so selected will be notified in the First Week of each term.
- (c) **Tasks of the Mess Committee:**
 - (i) To recommend changes, if any, in the menu for daily meals, after consultation with all the participants.
 - ii) To inform the Management of the Institute (Admin Wing) about any complaints/suggestions related to food arrangements.
 - (iii) To hold fortnightly meetings to ascertain the views of participants about standard of meals, boarding, service arrangements, etc.
 - (iv) To make recommendations in writing to Admin Wing for necessary improvements, if any.

3.6 Cultural Committee:

A Cultural Committee will be constituted amongst the participants. The committee will be comprised of:

- (a) Chairperson
- (b) Secretary
- (c) Member (2)

The participants so selected will be notified in the First Week of each term.

Task of the Committee:

Cultural committee will be responsible for arranging entertainment programs for the participants under guideline of sponsor ADS with the approval of Director General.

3.7 Sports Committee

- (a) Sports Committee will be nominated amongst the participants with following appointments:
 - 1. Chairperson
 - 2. Secretary
 - 3. Members (2)
 - 4. Sport officer (Ex-officio member)
- (b) Tasks of the Sports Committee:
 - To monitor attendance of the participants in the Sports hour.
 - To organize sports competitions for all the sports in consultation with the sponsor ADS
 - To organize prize distribution ceremony at the end of the course.

3.8 Sports

- (a) Sports attendance is mandatory for each participant and will closely monitor by sports incharge (Faculty member).
- (b) Sports facilities like tennis, badminton, billiard and Table Tennis are available at the Campus.
- (c) During MCMC, every participant is expected to join one of the sport facility for which 30 minutes attendance on specified days of the week would be compulsory.
- (d) In addition NIM hostel also has a well equipped Gymnasium
- (e) It is expected of all the participants to engage in games/physical activities. Participants are expected to take part in games for at least three days in a week. Secretary of the sports committee will regulate all the sports activities, in coordination with the Sponsor ADS.
- (f) All participants should come equipped with sports gear, shoes and equipment for the sports facility that they want to avail.

- (g) **Dress for sports:**
- Track Suit
 - Joggers/Tennis Shoes
 - Shorts/Sports T-Shirts
- (h) Markers are available for billiards and tennis.
- (i) **Participants may not enter the residential area of the NIM.**
- (j) Competitions are held at the end of the course (approximately in Week 12-13 in following sports:

Singles	Doubles
Table Tennis	Table Tennis
Tennis	Tennis
Badminton	Badminton
Billiards	

3.9 **Computer Lab.**

- (a) The Computer Laboratory is equipped with computers, printers, scanner and Internet facility. These computers are linked with the network through a server and a stand-by server.
- (b) Audio/video facilities include multimedia that is used during presentations/lectures. Internet facility is also available for accessing information for various assignments. Computer literate staff is available in the morning and evening sessions for guidance.
- (c) The Computer Laboratory timings are as under:
- Monday to Friday 08:00 a.m. to 09:00 p.m.
- (d) Special timings will be announced during Simulation Exercises.

3.10 Internet and E-mail Facilities

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

- i. Internet/e-mail facility.
- ii. Individual user accounts on local servers. (**Caution:** Your internet browsing is being monitored)

3.11 Flash Drives

- iii. The Institute will provide flash drives to all participants in the first week of the course.

3.12 Visitors

Lectures, panel discussions, tutorial discussions, syndicate and group discussions, workshops and seminars are all meant for the participants, faculty and the visiting faculty. Visitors are not permitted to attend these sessions. **The participants are not allowed to meet visitors during the study hours.**

3.13 Telephones

- a) Telephone facility is available in all hostel rooms. Local calls can be made directly by dialing “9”. Nation-wide calls are not permitted. Telephone messages received during the sessions will be delivered to the participants during the break or after the session. Unless otherwise specified, fax messages will be placed in the mailboxes. Please ensure that fax messages are clearly marked with your name, otherwise delivery could be delayed.
- b) Mobile Phones are **NOT ALLOWED** in Classroom, Auditorium, Syndicate Rooms and Library.
- c) Telephone messages shall not be communicated to the participants in the classrooms except in rare cases of emergency with the permission of

faculty member in-charge. The messages shall be noted by the receptionist and promptly communicated to the participants concerned during break or after the conclusion of the session.

- d. The participants are not allowed to make or receive telephone calls or messages when the classes are in session.
- e) **NIM Exchange PABX: 99244061-5 Operator: "0"**

3.14 Fax/Email/Website

Fax: 99244515 - and 99244053

Can only be utilized for incoming e-mail (info@nim-khi.edu.pk.)

Website: www.nim-khi.edu.pk

3.15 Postal arrangements/Mail Box

A mail-box facility is available in the corridor adjacent to class room at ground floor. Each participant will be allotted a mail-box for collection of their mails. Outgoing private mails will be facilitated by the Institute at the official charges.

The participants may receive mail on the following address:

C/o Deputy Director Program (MCMC),

National Institute of Management (NIM) Block-11, Gulshan-e-Iqbal University
Road, Karachi-75300 Pakistan.

3.16 Laundry

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

3.17 Medical facilities

NIM Karachi has OPD services available in NIM premises. The Medical Officer is available from 09:00 a.m. to 01:30 p.m. daily from Monday to Friday and also Dispenser

available from 04:00 pm to 11:00 p.m. daily from Monday to Saturday. Serious medical cases are referred to Liaquat National Hospital (LNH) in accordance with the recent instructions issued by the Finance Division.

Medical officer of NIM Karachi will examine each participant atleast twice during the course and maintain individual medical history Card. Diet plan also be advised on the basis of medical history & treatment. All participants are required to examine himself/herself to institute's medical officer as per given program will be issued by Medical officer.

3.18 Mosque

NIM Karachi has a mosque within its premises where all the five Prayers and Jumma Prayers are held as per specified timings:-

- Fajar Prayer: 06:40 am
- Zuhar Prayer: 1:45 pm
- Asr Prayer: 05:00 pm
- Maghrib Prayer: 06:15 pm
- Isha Prayer: 08:00 pm
- Jumma Prayer: 02:00 pm

Note: Prayers timings will be observed as per Islamic calendar.

3.19 Private Use of Institute Vehicles

- There is a heavy pressure on Institute vehicles. However, these shall be made available to the MCMC Participants for departure/ arrival and emergency purpose only.

3.20 Smoking

According to Government instructions, smoking is strictly prohibited in official premises. Refreshment areas in the academic block and dining room of the hostel have also been declared as “no-smoking” zones.

3.21 Car Parking

- (a) Participant may park their self driven cars in designated parking areas.
They must however obtain parking stickers from coordination wing.
- (b) All concerned are required to observe the speed limit of **25 km/ hour** while driving within the Institute premises: they are also requested to advise their guests to observe the speed limit.
- (c) *Parking is strictly prohibited on main ways, in front of gates/entrance and in NO PARKING ZONES.*

3.22 Dress Code

Monday to Friday

- National Dress (Sherwani or a Buttoned-Up Black Waist-Coat, Qameez Shalwar and Shoe with Socks) (Boots with Laces or Moccasins) only on Friday
- Lounge Suit (Monday to Thursday) during any working day including Simulation Exercise no combination allowed

3.23 Photographs:

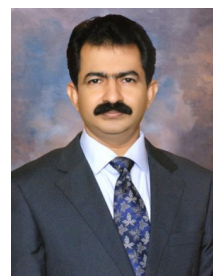
At the time of registration individual photographs of each participant will be taken to be used for various official documents.

Section – 4

Director General, Faculty & Other Staff

Roshan Ali Shaikh, Director General

Mr. Roshan Ali Shaikh an officer of Pakistan Administrative Service. He holds Masters in Urban Development, Kobe University Japan and Second Masters in Economics from Shah Latif University, Khairpur, Pakistan. Attended Various Certificate Courses on Project Management, Solid Waste Management and Finance. Also attended ENA course on “Local Government, Cities and Global Diplomacy” at Paris, France. He served in various senior positions like:



- Secretary, Rehabilitation & Disaster Management, Sindh
- Commissioner, Karachi Division
- Administrator, Karachi Metropolitan Corporation
- District Coordination Officer, City District Government Karachi
- Managing Director, Sindh Solid Waste Management Board, Sindh
- Project Director, Karachi Mega City Development Project (Asian Development Bank funded Project)
- Special Secretary, Education Department, Sindh
- Director, Anti-Corruption Establishment, Sindh.

Khawaja Shaukat Hussain, Chief Instructor

Khawaja Shaukat Hussain, Chief Instructor, National Institute of Management, Karachi. (A constituent unit of National School of Public Policy). He holds Master Degrees in Commerce, Public Administration and also law graduate. During his service he attended various national & international training courses including mandatory training and is an ENA-Paris (Ecole National D' Administration) Alumni.



Samina Intizar, ADS (T&C) MCMC

Samina Intizar, Additional Directing Staff, National Institute of Management, Karachi. She is a permanent faculty member of the Institute. She recently completed her Senior Management Course from NIM Karachi. She joined the institute in 1990 as Research Associate in BS-17. In July 1995 she got the promotion in BS-18 as Senior Instructor.



She did her Masters in Commerce from Karachi University. She also has two years' experience of teaching in Degree College. She attended many short training courses in different aspects of Management within country and outside country. One of the significant course/workshop she attended was a workshop on Global Knowledge and five weeks course on Training of Trainers from INTAN, Malaysia. She conducted short training courses as course coordinator and worked as deputy course coordinator of advanced courses in Management for BS-19 Officers and Mid-Career Management Course for BS-18 Officers. She is involved in training related activities in Mid-Career Management Course which is a flagship course of the institute.

Syed Aijazullah Shah, ADS, IT/AVO

Syed Aijazullah Shah, Additional Directing Staff IT/AVO, National Institute of Management Karachi. He has done M.A. & B.Sc. from Karachi University. He has attended course in Structured System Analysis and Design Methodology (SSADM) from Colombo University, Sri Lanka and course in System Analysis and Design from Computer Bureau, Islamabad.



Shagufta Waris, ADS, MCMC

Shagufta Waris, Additional Directing Staff, National Institute of Management, Karachi. She is a permanent faculty member of the Institute. She joined the Institute in November, 1994 as Research Associate BPS-17. She has double Masters Degree in Political Science and Public Administration with Position. During her career she attended short training courses on different aspects of Management and has been associated with various courses including Advanced Courses in Management.



Other Members of NIM Karachi
Associated with MCMC

Majid Rashid, Deputy Director (A&F) / Acting DS (Admin)

He did his graduation from Karachi University in 1987. He has more than 36 years' service at his credit and has vast experience of Administration, Accounts and Procurement. He attended short courses in Office Management, Office Management Excellence, follow-up course in Office Management, MS Access at the then NIPA Karachi and Rules of Business at STI Islamabad.



Shafqat Hussain Shah, DD (Program) / Computer Instructor

Shafqat Hussain Shah is working as a DD (Program)/Computer Instructor at National Institute of Management, Karachi. He joined National Institute of Management (NIM), formerly NIPA Karachi in 2001 as a Research Associate (IT). He hold Masters degree in Computer Science and has vast experience in IT teaching and application design. He also worked as a key member in project (RETA) funded by Asian Development Bank (ADB).



<u>M. Nadeem Nizami,</u> <u>PRO</u>	<u>Naeema Hashmi,</u> <u>Mess Officer</u>	<u>Sajid Khan Jadoon,</u> <u>Sports In-Charge</u>
A portrait photograph of M. Nadeem Nizami, a man with dark hair and a mustache, wearing a white shirt and a pink tie.	A portrait photograph of Naeema Hashmi, a woman with dark hair, wearing a maroon top.	A portrait photograph of Sajid Khan Jadoon, a man with dark hair and a mustache, wearing a dark suit, white shirt, and a patterned tie.

Section-5

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	<p style="text-align: center;"><u>Mr. Sajid Jadoon</u> Sports In-charge</p> <p>Direct: -- PABX: 021-99244061-5 , Mobile: 0300-2380608 Email: --</p>