



GOVERNMENT OF PAKISTAN
PLANNING COMMISSION
PLANNING AND DEVELOPMENT DIVISION
PAKISTAN PLANNING AND MANAGEMENT INSTITUTE
NFDC Building, St. No. 1, Sector H-8/1, Islamabad: Tel: 051-9258323, Fax: 051-9258324; 051-9259128
http://www.pc.gov.pk/ppmi

No.2(36)PPMI/PD/12

Islamabad, the 24th August, 2012

Subject: TRAINING CALENDAR FOR 2nd QUARTER (OCT-DEC) OF 2012-13

Dear Sir,

Pakistan planning and Management Institute (PPMI), Planning Commission, Government of Pakistan invites nominations of suitable officers in BPS-17 and above working on relevant assignments for the following courses to be organized in 2nd quarter (October-December) of 2012-2013:

S.No.	Course Name	Dates
1.	Socio-Economic Policies (Module - I)	1-4 Oct, 2012
2.	Project Preparation / PC-I / PC-II / Appraisal and Approval	15-17 Oct, 2012
3.	Public Procurement System	6-8 Nov, 2012
4.	Public Financial Management System / Latest Reforms	19-21 Nov, 2012
5.	Result Based Management	3-5 Dec, 2012
6.	Implementation Plan for Framework of Economic Growth	17-19 Dec, 2012

- A brief synopsis of contents of the above courses and subjects to be discussed is enclosed.
- It is clarified that no fee is charged from the Government officers. However, other expenditure to be incurred on travelling, boarding and lodging etc of participants will be borne by the nominating Ministries/Divisions/Provincial Governments/Departments/Organizations.
- The nominations of relevant officers along with brief CV (one page) of nominee(s) must reach PPMI at least **07 days** before commencement of training course through concerned Ministries/Divisions/Departments/Organizations. In case, more than one nominations are to be made for a training course by an organization; then priority must be clearly indicated as **Principal and Alternate Candidate**.
- Please also ensure that necessary **telephone contact number/e-mail and fax number of nominating agency**, controlling officer and the nominee is given in the covering letter enabling PPMI for prompt communication.
- The nominee should report to PPMI for participation in training course only **after confirmation of his/her registration by PPMI**.

Yours faithfully,


(MUHAMMAD ASHRAF CHAUDHRY)
Project Director
Tel: 051-9259121

MOST IMMEDIATE

No. 2(4)/2008-Admn-I
Government of Pakistan
Ministry of Commerce
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Islamabad, the 11th September, 2012

CIRCULAR

Copy of Pakistan Planning and Management Institute's letter No. 2(36)PPMI/PD/12, dated 24-08-2012 is forwarded with the request that nomination of suitable officers along with their brief C.V (one page), duly approved by their respective senior officers may kindly be furnished to Admn-I Section at least 15 days before as the dates are mentioned against each course.


(MARIA KAZI)
Section Officer (Admn-I)

CONTENTS OF THE COURSES TO BE ORGANIZED
DURING 2ND QUARTER (OCTOBER – DECEMBER) 2012-13

1) Socio-economic Policies (Module 1)

- i. Economic policy formulation and management: conceptual framework**
 - Objectives of economic development
 - How macroeconomic policies contribute to these goals?
 - Role and relationship between policy planning, implementation and evaluation processes
 - Political and social choices in economic policy
 - Scope of intervention
 - Macro and micro policy instruments
 - Costs and benefits of distribution – trade off between objectives
 - Collaboration or adversaries - restraints and innovation
- ii. Fiscal Policy**
 - Role of government and objectives of fiscal policy
 - Fiscal accounting and analysis
 - Tax Policy
 - Taxation structure and trend
 - Structural rigidities in taxation
 - Relationship of taxation to savings, capital formation and investment
 - Elasticity buoyancy of the tax system
 - Tax evasion, black / informal economy and tax exemptions
 - Tax policy & reforms and their impact
 - Expenditure Policy
 - Expenditure structure and rigidities
 - Rationalization of PSDP
 - Public-Private Partnership
 - Improving effectiveness of public expenditures
 - Budget deficit, financing and impact on economy
 - Fiscal federalism: 18th Amendment (Implementation Commission's recommendations) and 7th NFC Award
 - Fiscal sustainability, and fiscal forecasting
- iii. Debt Management Policy**
 - Debt situation: structure of government's domestic and external debt, dynamic of public debt burden
 - Debt management strategy: analysis of debt sustainability indicators, compliance with Fiscal Responsibility and Debt Limitation Act 2005 and internal & external debt management strategies (debt sustainability analysis and debt restructuring mechanism)
- iv. Monetary and Financial Policy**
 - Objectives: supporting growth and controlling inflation
 - Analysis of monetary aggregates
 - Analysis of monetary and banking indicators
 - Analysis of money and capital markets
 - Safeguard financial stability
 - Explore macroeconomic causes, consequences, and policy responses to stress in financial markets and banking system
 - Analyze interaction amongst macroeconomic, financial, supervisory and regulatory frameworks.
 - Address early warning systems, techniques for assessing financial stability (including stress testing), and financial risk management
- v. Trade Policy**
 - Structural analysis of imports and exports
 - Challenges
 - Export growth strategy
 - Enabling policy environment: tariff reforms, overcome supply constraints
 - Marketing (product differentiation and market diversification) – deepening trade relations, enhancing regional trade, reforming domestic commerce and integrating with global supply chains
 - Higher production through enhancement of productivity & entrepreneur development and spatial approach/creative cities

- Quality enhancement through R&D and competitiveness
 - Physical, innovative and technological infrastructure
- vi. **Science and Technology Policy**
- Vision and objectives
 - Innovation and technology led development in resource constrained economy
 - Pakistan's S&T status
 - Challenges
 - Lack of long term strategic planning perspective
 - Lack of coherence, consistence and efficiency of S&T policies
 - Low scale and quality of scientific and technical education
 - R&D efforts are constraint by lack of critical mass of scientists and engineers and low expenditures
 - Absence of a strong legal and policy framework on S&T development
 - Poor understanding/utilization of national/indigenous knowledge/technologies/capacities
 - Lack links between enterprise, communities and R&D institutions
 - Poor capacity to acquire global knowledge and ineffective linkages between knowledge, technology and production with global counterparts
 - Policy dimensions and strategic focus
 - S&T governance framework
 - Strengthening infrastructure for S&T
 - Human resource development
 - Technology development, transfer and diffusion
 - Indigenous resources and traditional knowledge
 - S&T for disaster management
 - Generation and management of intellectual property
 - Public communication and advocacy for S&T
 - S&T integration and collaboration
 - Funding measures and mechanisms
 - Implementation mechanism
 - Performance assessment framework
- vii. **Agricultural Policy**
- Situation analysis
 - Statistical analysis
 - Challenges and opportunities
 - Agriculture, growth and poverty reduction
 - Formulate policy: mobilize political support and improve governance for agriculture growth, food security, reduce rural poverty, WTO / bilateral compliances, consensus building of stakeholder for market and institutional reforms
 - Instruments to enhance
 - Assets of farmers (land, water, education and health)
 - Productivity and sustainability of agriculture (market reforms, improve quantity & quality of public investment, effective producer organizations, innovation through science & technology and provision of environment services)
 - Opportunities of farm and non-farm households
- viii. **Industrial Policy**
- Situation analysis
 - Assessment of industrial sector: trend, transformation, macroeconomic policy framework, industrial competitiveness, human resources, technology, investment / FDI, infrastructure and supporting institutions
 - Challenges
 - Structural rigidity of industry
 - Factors impeding productivity
 - Greater diversity and value addition in manufacturing & exports
 - Investment climate
 - Cost of doing business
 - Regulation, taxation and bureaucratic red-tape
 - Vested interests and rent seeking activities
 - WTO compliances
 - Goals
 - Enhance national income and reduce poverty & income inequality

- Bridge development gap between regions
- Attract relocation of manufacturing, design and services in the context of globalization process
- Design industrial policy based on
 - Strategic vision
 - Reform macroeconomic policies, trade regimes and PSEs
 - Develop competitive bases
 - Efficient provision of public services: education / skills and physical infrastructure (energy and transport)
 - Public investment to promote innovation (technology support/venture capital / matching grants for high risk innovative initiatives) scientific & technological research, clusters / industrial / science parks and joint ventures with foreign companies
 - Remove bad regulations
 - Rationalize investment and financial regulations
 - Reform labor and land market regulations
 - Encourage PPP business models
 - Facilitate SMEs growth
 - Encourage environmentally safe production methods
- Implementation framework: action plan
- Monitoring and evaluation of industrial policy

2) **Project Preparation / PC-I / PC-II / Appraisal and Approval**

➤ **Overview of project management**

Project Preparation / Formulation

- (Project Document PC-I / PC-II)

Project Appraisal and Approval

- Planning Machinery in Pakistan
 - Financial and Economic Analysis
 - Social Analysis
 - Technical Analysis
 - Commercial Analysis
 - Organizational Analysis
- Risk, Sensitivity Assessment and Management
 - Environmental Impact Analysis
 - Planning Machinery in Pakistan

3) **Public Procurement System**

- Overview of Procurement Life Cycle
- Procurement Strategy: Supplier Selection, Proposed Evaluation Contract Preparation, Bid Evaluation and Award
- Harmonization in Public Financial Management and Public Procurement Systems
- Public Procurement Rules 1-51
- How to develop TORs for hiring the services of consultants?
- Transportation Management in Contracting
- Public Procurement Reforms / Regulatory Framework in Pakistan
- Public Procurement Services Regulations
- Public Procurement Case Study
- Procurement Guidelines in the Perspective of Foreign-Funded Projects

4) **Public Financial Management System / Latest Reforms**

- Overview of Public Financial Management
- Diagnosing strengths and weaknesses of PFM systems

- Pros and cons of PFM reform and harmonizing/aligning with donors requirements
- Reforms roadmap and management of reform processes

5) **Result Based Management (RBM)**

- Introduction to Project Management
- Overview of Result Based Management (RBM)
- Management Styles: Management by Objectives etc.
- Developing and Using RBM Framework
- Developing Log-frame: Problem analysis: Objective Analysis: Options Analysis: Stakeholder Analysis, Force Field Analysis...

6) **Implementation Plan for Framework of Economic Growth**

- **Implementation through Result Based Management**
 - Implementation ability of public institutions for delivery of public services and security
- **Competitive Markets and Trade Openness**
 - Productivity and competitiveness
 - Innovation and entrepreneurship
- **Building a Better Government**
 - Quality of governance (regulations, civil service, legal and judicial framework, taxation system, Markets and R&D)
- **Creative Cities**
 - Creative ability of cities by amending zoning laws and building regulations
- **Connecting to Compete**
- **Connectivity to Markets and People**
 - Youth and community engagement
 - Engagement of youth and community