

GEN SUB-COMMITTEES MEETING



AGENDA & WORKING PAPER



Lahore, May 30-31, 2010

AGENDA & WORKING PAPER

Agenda:

30 May, 2010

- i. 1030-1330 :Finalization of draft TOR for development of Executive Education programs as given at **Annex-I** by Executive Education Sub-committee.
- ii. 1330-1430: Lunch

31 May, 2010

- i. 0930-1100: Finalization of the Research Themes for 2010 in the light of minutes of the Work Group meeting held on 4th March, 2010 (copy enclosed) by the Research Sub-committee.
- ii. 1130-1300: Finalization of schedule, venue, theme/sub-themes for the Annual Conference - 2010 in the light of minutes of the Work Group meeting held on 4th March, 2010 (copy enclosed) by the Annual Conference Sub-committee.
- iii. 1300-1400: Lunch
- iv. 1400-1700 : Finalization of draft TOR for development of Governance programs as given at **Annex-II** by Governance Curriculums & TNA Sub-committee.
- v. 1700-1800: Approval of revised Work Plan-2010 as given at **Annex-III** by the Program Steering Committee.

PLANNING CHART**Development/ Implementation of Executive Education Programs- 2010/11**

S.No.	Scope of Work	Outcomes	Potential Partner Institutions	Estimated Costs (To be assessed in consultation with the Sub-committee)
1.	Strengthening of existing executive education programs/ courses in Public Training Institutions of NSPP as per draft TOR at Appendix-I	<ul style="list-style-type: none"> a. Revised curriculums/ supporting texts & teaching material/faculty development program- Jun-Oct, 2010 b. Conduct faculty capacity building programs- Nov-Dec, 2010 c. Implementation of revised programs in NSPP Institutions-2011 	NSPP (NMC/ 4xNIMs/CSA)/IDS	
2.	Development of executive education programs for Legislature/ Politicians as per draft TOR at Appendix-II	<ul style="list-style-type: none"> a. Training module/ supporting texts & teaching material/faculty development program- Jun-Oct, 2010 b. Conduct faculty capacity building programs -- Nov-Dec, 2010 c. Conduct 3-4 training workshops for about 200 legislators -2011 	NDU	
3.	Development of executive education programs for Local Government officials as per draft TOR at Appendix-III	<ul style="list-style-type: none"> a. Training modules for local governance of education, health and development/ supporting texts & teaching material/ faculty development program - Jun-Oct, 2010 b. Conduct faculty capacity building programs - Nov-Dec, 2010 c. Conduct 3-4 training workshops for about 200-250 LG officials -2011 	GC University	
4.	Development of executive education programs for Legal & Judicial Community as per draft TOR at Appendix-IV	<ul style="list-style-type: none"> a. Revised curriculums/ training modules/ supporting texts & teaching material/ faculty development program- Jun-Oct, 2010 b. Conduct faculty capacity building programs- Nov-Dec, 2010 c. Conduct 3-4 training workshops for about 200-250 legal practitioners - 2011 d. Implementation of revised judicial programs -2011 	Federal Judicial Academy IIU, Islamabad Selected Law College in Provincial HQ	

5.	Development of executive education programs for Media as per draft TOR at Appendix-V	<ul style="list-style-type: none"> a. Revised curriculums/ training modules/ supporting texts & teaching material/ faculty development program- Jun-Oct, 2010 b. Conduct faculty capacity building programs- Nov-Dec, 2010 c. Conduct 3-4 training workshops for about 200-250 media officials-2011 d. Implementation of revised media programs -2011 	<p>University of Balochistan</p> <p>University of Peshawar</p>	
6.	Development of executive education programs for NGOs as per draft TOR at Appendix-VI	<ul style="list-style-type: none"> a. Training modules/ supporting texts & teaching material/ faculty development program- Jun-Oct, 2010 b. Conduct faculty capacity building programs- Nov-Dec, 2010 c. Conduct 3-4 training workshops for about 200-250 CSOs officials-2011 	QAU/PIDE	

Note: Some programs may start in 2010 subject to availability of their training modules through procurement.

TERMS OF REFERENCE (TOR) FOR EXECUTIVE EDUCATION PROGRAMS

Public Training Institutions

Title: Strengthening of existing executive education programs/courses in Public Training Institutions under NSPP.

Schedule: June- December, 2010:

- i. Submission of detailed proposal on the given TOR by 2nd week of Jun, 2010.
- ii. Selection of partner institutions and formalization of agreement by 4th week of Jun, 2010.
- iii. Submission of inception report on assigned work as per the TOR/agreement by the partner institution by 3rd week of Jul, 2010.
- iv. Visit of selected members of curriculums development teams to Norway for attending workshop/seminars on curriculum development, faculty capacity building programs in July/August 2010.
- v. Development of revised curriculums/teaching material/faculty development program during Jul-Oct, 2010 including two reviews by Executive Education Sub-committee as follows:
 - Review of first draft curriculums document in the 2nd week of Oct, 2010.
 - Review of second draft curriculums document in the 4th week of Oct, 2010.
- vi. Curriculum design workshop for evaluation/finalization of curriculums and supporting faculty development program in Nov, 2010.
- vii. Faculty capacity building programs for partner institutions in Nov-Dec, 2010.
- viii. Implementation of revised programs by partner institutions in 2011.

Cost: To be decided in consultation with partner institution.

Scope of work:

1. Review the curricula of all existing courses in NSPP institutions being offered at **induction, mid career and senior management levels** in consultation with the concerned institutions and various sections of society including academia, ex-civil servants, business leaders, corporate executive and civil society and develop a dedicated module on governance training at a minimum covering:
 - i. Concept of Governance
 - ii. Major Constraints to Good Governance in Pakistan

- iii. Ethics in Public Service/Attitudinal and behavioral change
 - iv. Building Governance Capabilities
 - v. Character Building
 - vi. Combating Corruption
 - vii. Accountability Mechanisms including Administrative Arrangements, Ombudsmen and Courts
 - viii. Rule of Law
 - ix. Fundamental Rights
 - x. Administrative Law and Law of Torts
 - xi. Transparency / Dissemination of Information
 - xii. Monitoring and Evaluation
 - xiii. Principles of Supervision
 - xiv. Participatory Development
 - xv. Innovations in Service Delivery / Response based Performance Incentives and Participatory Action Planning
 - xvi. E-Governance
 - xvii. Case Studies on Governance
 - xviii. Practical Exposure to Interface meetings with Citizens and Public Complaint Handling e.g. Open Kutcheris
2. Identify the executive education/training programs in selected top class institutions of the world and assess the relevance of the programs and course contents for Pakistan.
 3. Develop a Master Reader for each course and identify appropriate instructional methodologies and resources (teaching material) for each course.
 4. Identify the student assessment/evaluation methods and their timings.
 5. Faculty Capacity Building
 - i. Develop curriculum based faculty development program for 2-3 days workshops/seminars.
 - ii. Conduct faculty development workshops/seminars in collaboration with GINI.
 6. Indigenous Research for the Development of Local Publications

To prepare case studies and text books on Governance structures, service delivery, processes and issues with particular reference to Pakistan.

7. Research Methods

The curriculums development team (s) will be expected to obtain the requisite information in the following manner:

- i. Carrying out interviews, questionnaires and focus groups with key relevant officials, faculty and staff and students.
- ii. Conducting document reviews and analysis of secondary sources of information.
- iii. Conducting appropriate internet search.

8. Formal Requirements

- i. The curriculums development team of partner institution is required to work in close coordination with the NIBR designated technical resource person. Any details arising from such coordination requiring clarifications may be directed to the Executive Education Sub-Committee Chair/designate and GINI Secretariat for consultation with NIBR and appropriate response.
- ii. The curriculums development team of partner institution will be supervised by the designated Supervisor in consultation with GINI Secretariat and the terms will be agreed with the Supervisor interactively.
- iii. The partner institution and NIBR designated technical resource person shall provide research outputs as specified in these TOR and receive remuneration as per following schedule:

Partner institution:

- 1) 30% of budgeted amount on approval of detailed proposal by the Executive Education Sub-committee.
- 2) 30% on certification of first draft curriculum document by Executive Education Sub-committee.
- 3) 40% on certification of final curriculum document by Executive Education Sub-committee.

Norwegian Technical Resource Person: To be determined by NIBR within budgetary allocations for 2010.

TERMS OF REFERENCE (TOR) FOR EXECUTIVE EDUCATION PROGRAMS

Legislatures (Public Representatives)

Title: Development of executive education program for Legislatures (Public Representatives).

Schedule: June-December, 2010:

- i. Submission of detailed proposal on the given TOR by 2nd week of Jun, 2010.
- ii. Selection of partner institutions and formalization of agreement by 4th week of Jun, 2010.
- iii. Submission of inception report on assigned work as per the TOR/agreement by the partner institution by 3rd week of Jul, 2010.
- iv. Visit of selected members of curriculums development teams to Norway for attending workshop/seminars on curriculum development, faculty capacity building programs in Jul/Aug, 2010.
- v. Development of revised curriculums/teaching material/faculty development program during Jul-Oct, 2010 including two reviews by Executive Education Sub-committee as follows:
 - Review of first draft curriculums document in the 2nd week of Oct, 2010.
 - Review of second draft curriculums document in the 4th week of Oct 2010.
- vi. Curriculum design workshop for evaluation/finalization of curriculums and supporting faculty development program in Nov, 2010.
- vii. Faculty capacity building programs for partner institution in Nov-Dec, 2010.
- viii. Implementation of revised programs by partner institution in 2011.

Cost: To be decided in consultation with partner institution.

Scope of work:

1. As a starting point, the legislature as a user of executive education programs needs executive education to develop a thorough understanding of the core functions of the legislature. A large body of training manuals and materials has already been developed by organizations in the public and private sectors that can be further built upon for use in executive education courses for legislatures. Similarly, in their capacities as public representatives, lawmakers and overseers of the executive branch, it is important for executive education programs to develop a basic set of knowledge, skills and attitudes within legislators to enhance their sense of responsiveness, accountability and transparency.

2. Identify training programs for legislatures in reputable foreign institutions showcasing best parliamentary practices promoting legislators' responsiveness, accountability and transparency.
3. Develop executive education program for legislators to be delivered through 3-4 days workshops inculcating the following:
 - i. **Developing Attitudes:** Any executive education program developed for public representatives should try to pass on the following attitudes for better prospects of good governance to materialize:
 - 1) Awareness of their being trustees, bound to discharge their duties with honesty and competence.
 - 2) Conscious of the need of remaining in constant touch with constituents.
 - 3) Willingness to share information with constituents and ordinary citizens.
 - 4) Willingness to provide constituent services.
 - 5) Conscious of the need to actively participate in parliamentary proceedings.
 - 6) Willingness to propose laws that reflect society's needs and the interests of the marginalized.
 - 7) Willingness to take up issues related to corruption, mismanagement and human rights violations by executive authorities.
 - ii. **Transferring Appropriate Knowledge:**
 - 1) Concept of Governance with special reference to the responsibility of the legislature / legislators.
 - 2) Principles and practice of lawmaking.
 - 3) Constitutional provisions and legal framework of the country / provinces
 - 4) Process of budget making and preparation of Annual Development Programme.
 - 5) Country's international obligations under treaties, conventions and protocols including those with IMF / World Bank / Asian Development Bank.
 - 6) Standard operating procedures with regard to parliamentary debates, asking questions, legislation, parliamentary committees, etc.
 - 7) International standards of accountability, transparency and basic freedoms.
 - 8) Globalization
 - 9) Foreign policy
 - 10) Security Policy
 - 11) Industrial / Commercial Policies
 - iii. **Transferring Appropriate Skills:**
 - 1) Management of allocated funds
 - 2) Methods and techniques of taking legislative initiatives.
 - 3) Methods of sharing information with the broadest set of stakeholders
 - 4) Techniques of establishing network with academia and intelligentsia.
4. Mechanics of Executive Educations for Legislators:
 - i. Identify panel of relevant experts for delivery of training program.
 - ii. Faculty capacity building program for partner institution in Nov-Dec, 2010.

- iii. Develop schedule of 3-4 training workshops with 30-40 legislators attending each workshop to be conducted during 2011 in consultation with the Parliament and Provincial Assemblies and GINI Secretariate.
- iv. Conduct of training workshops in 2011 in collaboration with GINI.

5. **Formal Requirements**

- i. The program development team of partner institution is required to work in close coordination with the NIBR designated technical resource person. Any details arising from such coordination requiring clarifications may be directed to the Executive Education Sub-Committee Chair/designate and GINI Secretariat for consultation with NIBR and appropriate response.
- ii. The curriculums development team of partner institution will be supervised by the designated Supervisor in consultation with GINI Secretariat and the terms will be agreed with the Supervisor interactively.
- iii. The partner institution and NIBR designated technical resource person shall provide outputs as specified in these TOR and receive remuneration as per following schedule:

Partner institution:

- 1) 30% of budgeted amount on approval of detailed proposal by the Executive Education Sub-committee.
- 2) 30% on certification of first draft curriculum document by Executive Education Sub-committee.
- 3) 40% on certification of final curriculum document by Executive Education Sub-committee.

Norwegian Technical Resource Person: To be determined by NIBR within budgetary allocations for 2010.

TERMS OF REFERENCE (TOR) FOR EXECUTIVE EDUCATION PROGRAMS

Local Government Officials

Title: Development of executive education program for Local Government officials in health, education and development areas.

Schedule: June-December, 2010:

- i. Submission of detailed proposal on the given TOR by 2nd week of Jun, 2010.
- ii. Selection of partner institutions and formalization of agreement by 4th week of Jun, 2010.
- iii. Submission of inception report on assigned work as per the TOR/agreement by the partner institution by 3rd week of Jul, 2010.
- iv. Visit of selected members of curriculums development teams to Norway for attending workshop/seminars on curriculum development, faculty capacity building programs in July/August 2010.
- v. Development of revised curriculums/teaching material/faculty development program during Jul-Oct, 2010 including two reviews by Executive Education Sub-committee as follows:
 - Review of first draft curriculums document in the 2nd week of Oct, 2010.
 - Review of second draft curriculums document in the 4th week of Oct, 2010.
- vi. Curriculum design workshop for evaluation/finalization of curriculums and supporting faculty development program in Nov, 2010.
- vii. Faculty capacity building programs for partner institution in Nov-Dec, 2010.
- viii. Implementation of revised programs by partner institution in 2011.

Cost: To be decided in consultation with partner institution.

Scope of work:

1. Develop training module for local government officials for each of the following areas:
 - i. Education
 - ii. Health
 - iii. Development
2. The training modules to be delivered through 3-4 days workshop must provide for achieving a thorough understanding of local governance of Education, Health and Development for improving service delivery at the district and sub district levels within the existing provisions of law with focus on following topics:

- i. Roles of Public Representatives and Government Functionaries,
 - ii. Political and Social Activism,
 - iii. Project Management,
 - iv. Financial Management and Budgeting,
 - v. Monitoring and Evaluation,
 - vi. Participatory Needs Assessment,
 - vii. Lobbying and Networking,
 - viii. E-Governance
 - ix. Governance under Islam
 - x. Social Audit/Community report cards
3. Mechanics of Executive Educations for Local Government Officials:
- i. Identify panel of relevant experts for delivery of training program.
 - ii. Faculty capacity building program for partner institution in Nov-Dec, 2010.
 - iii. Develop schedule of 3-4 training workshops with 50-60 local government officials attending each workshop to be conducted during 2011 in consultation with the Parliament and Provincial Assemblies and GINI Secretariate.
 - iv. Conduct of training workshops in 2011 in collaboration with GINI.
4. Formal Requirements
- i. The program development team of partner institution is required to work in close coordination with the NIBR designated technical resource person. Any details arising from such coordination requiring clarifications may be directed to the Executive Education Sub-Committee Chair/designate and GINI Secretariat for consultation with NIBR and appropriate response.
 - ii. The curriculums development team of partner institution will be supervised by the designated Supervisor in consultation with GINI Secretariat and the terms will be agreed with the Supervisor interactively.
 - iii. The partner institution and NIBR designated technical resource person shall provide outputs as specified in these TOR and receive remuneration as per following schedule:
- Partner institution:**
- 1) 30% of budgeted amount on approval of detailed proposal by the Executive Education Sub-committee.
 - 2) 30% on certification of first draft curriculum document by Executive Education Sub-committee.
 - 3) 40% on certification of final curriculum document by Executive Education Sub-committee.
- Norwegian Technical Resource Person:** To be determined by NIBR within budgetary allocations for 2010.

TERMS OF REFERENCE (TOR) FOR EXECUTIVE EDUCATION PROGRAMS

Legal & Judicial Community

Title: Development of executive education program for legal & judicial community.

Schedule: June-December, 2010:

- i. Submission of detailed proposal on the given TOR by 2nd week of Jun, 2010.
- ii. Selection of partner institutions and formalization of agreement by 4th week of Jun, 2010.
- iii. Submission of inception report on assigned work as per the TOR/agreement by the partner institution by 3rd week of Jul, 2010.
- iv. Visit of selected members of curriculums development teams to Norway for attending workshop/seminars on curriculum development, faculty capacity building programs in July/August 2010.
- v. Development of revised curriculums/teaching material/faculty development program during Jul-Oct, 2010 including two reviews by Executive Education Sub-committee as follows:
 - Review of first draft curriculums document in the 2nd week of Oct, 2010.
 - Review of second draft curriculums document in the 4th week of Oct, 2010.
- vi. Curriculum design workshop for evaluation/finalization of curriculums and supporting faculty development program in Nov, 2010.
- vii. Faculty capacity building programs for partner institutions in Nov-Dec, 2010.
- viii. Implementation of revised programs by partner institutions in 2011.

Cost: To be decided in consultation with partner institution.

Scope of work:

1. Review the curricula of existing law courses being offered in universities/law colleges and develop a dedicated module on training of legal practitioners at a minimum covering:
 - i. Concept of governance with special emphasis on responsibility of legal profession
 - ii. Ethics in Public Service
 - iii. Ethics in legal profession
 - iv. Fundamental rights
 - v. Problems of corruption in dispensation of justice
 - vi. Judicial reforms
 - vii. Bench and Bar relationship

- viii. Law of Torts
 - ix. Administrative law
 - x. Professional Accountability
2. Review the curricula of existing judicial courses/programs being offered in Federal Judicial Academy and develop a dedicated module on training of judicial practitioners based on the above subjects.
 3. Develop a training module for 3-4 days workshop for legal practitioners based on the above subjects.
 4. Identify the legal training programs in selected top class institutions of the world and assess the relevance of the programs and course contents for Pakistan.
 5. Develop a Master Reader for each course and identify appropriate instructional methodologies and resources (teaching material) for each course.
 6. Identify the student assessment/evaluation methods and their timings.
 7. Faculty Capacity Building
 - i. Develop curriculum based faculty development program for 2-3 days workshops/seminars.
 - ii. Conduct faculty development workshops/seminars in collaboration with GINI.

8. Indigenous Research for the Development of Local Publications

To prepare case studies and text books on legal and judicial practice, processes and issues with particular reference to Pakistan.

9. Research Methods

The curriculums/training module development team (s) will be expected to obtain the requisite information in the following manner:

- i. Carrying out interviews, questionnaires and focus groups with key relevant officials, faculty and staff and students.
 - ii. Conducting document reviews and analysis of secondary sources of information.
 - iii. Conducting appropriate internet search.
10. Mechanics of Executive Educations for Legal Practitioners:
 - i. Identify panel of relevant experts for delivery of training program
 - ii. Faculty capacity building program for partner institution in Nov-Dec, 2010.

- iii. Develop schedule of 3-4 training workshops with 50-60 legal practitioners attending each workshop to be conducted during 2011 in consultation with selected Bar Association (s) and GINI Secretariate.
- iv. Conduct of training workshops in 2011 in collaboration with GINI.
- v. Piloting of revised law/judicial courses by partner institutions in 2011.

11. Formal Requirements

- i. The program development team of partner institution is required to work in close coordination with the NIBR designated technical resource person. Any details arising from such coordination requiring clarifications may be directed to the Executive Education Sub-Committee Chair/designate and GINI Secretariat for consultation with NIBR and appropriate response.
- ii. The curriculums development team of partner institution will be supervised by the designated Supervisor in consultation with GINI Secretariat and the terms will be agreed with the Supervisor interactively.
- iii. The partner institution and NIBR designated technical resource person shall provide outputs as specified in these TOR and receive remuneration as per following schedule:

Partner institution:

- 1) 30% of budgeted amount on approval of detailed proposal by the Executive Education Sub-committee.
- 2) 30% on certification of first draft curriculum document by Executive Education Sub-committee.
- 3) 40% on certification of final curriculum document by Executive Education Sub-committee.

Norwegian Technical Resource Person: To be determined by NIBR within budgetary allocations for 2010.

TERMS OF REFERENCE (TOR) FOR EXECUTIVE EDUCATION PROGRAMS

Media

Title: Development of executive education program for media.

Schedule: June-December, 2010:

- i. Submission of detailed proposal on the given TOR by 2nd week of Jun, 2010.
- ii. Selection of partner institutions and formalization of agreement by 4th week of Jun, 2010.
- iii. Submission of inception report on assigned work as per the TOR/agreement by the partner institution by 3rd week of Jul, 2010.
- iv. Visit of selected members of curriculums development teams to Norway for attending workshop/seminars on curriculum development, faculty capacity building programs in July/August 2010.
- v. Development of revised curriculums/teaching material/faculty development program during Jul-Oct, 2010 including two reviews by Executive Education Sub-committee as follows:
 - Review of first draft curriculums document in the 2nd week of Oct, 2010.
 - Review of second draft curriculums document in the 4th week of Oct, 2010.
- vi. Curriculum design workshop for evaluation/finalization of curriculums and supporting faculty development program in Nov, 2010.
- vii. Faculty capacity building programs for partner institutions in Nov-Dec, 2010.
- viii. Implementation of revised programs by partner institutions in 2011.

Cost: To be decided in consultation with partner institution.

Scope of work:

1. Review the curricula of existing media related programs being offered in universities/institutions and develop a dedicated module on training of media officials at a minimum covering:
 - i. Concept of governance with special emphasis on responsibility of media
 - ii. Accountability Mechanism
 - iii. Ethics in public service
 - iv. Ethics in Journalism
 - v. Transparency and public access to information
 - vi. Investigative journalism
 - vii. PEMRA laws

2. Develop training module for 3-4 days workshop for media officials based on the above subjects.
3. Identify the media training programs in selected top class institutions of the world and assess the relevance of the programs and course contents for Pakistan.
4. Develop a Master Reader for each course and identify appropriate instructional methodologies and resources (teaching material) for each course.
5. Identify the student assessment/evaluation methods and their timings.

6. Faculty Capacity Building

- i. Develop curriculum based faculty development program for 2-3 days workshops/seminars.
- ii. Conduct faculty development workshops/seminars in collaboration with GINI.

7. Indigenous Research for the Development of Local Publications

To prepare case studies and text books on media practices, processes and issues with particular reference to Pakistan.

8. Research Methods

The curriculums/training module development team (s) will be expected to obtain the requisite information in the following manner:

- i. Carrying out interviews, questionnaires and focus groups with key relevant officials, faculty and staff and students.
- ii. Conducting document reviews and analysis of secondary sources of information.
- iii. Conducting appropriate internet search.

9. Mechanics of Executive Educations for Legal Practitioners:

- i. Identify panel of relevant experts for delivery of training program.
- ii. Faculty capacity building program for partner institution in Nov-Dec, 2010.
- iii. Develop schedule of 3-4 training workshops with 40-50 media officials attending each workshop to be conducted during 2011 in consultation with selected Media Association (s) and GINI Secretariate.
- iv. Conduct of training workshops in 2011 by partner institutions in collaboration with GINI.
- v. Piloting of revised media programs by partner institutions in 2011

10. Formal Requirements

- i. The program development team of partner institution is required to work in close coordination with the NIBR designated technical resource person. Any details arising from such coordination requiring clarifications may be directed to the Executive Education Sub-Committee Chair/designate and GINI Secretariat for consultation with NIBR and appropriate response.
- ii. The curriculums development team of partner institution will be supervised by the designated Supervisor in consultation with GINI Secretariat and the terms will be agreed with the Supervisor interactively.
- iii. The partner institution and NIBR designated technical resource person shall provide outputs as specified in these TOR and receive remuneration as per following schedule:

Partner institution:

- 1) 30% of budgeted amount on approval of detailed proposal by the Executive Education Sub-committee.
- 2) 30% on certification of first draft curriculum document by Executive Education Sub-committee.
- 3) 40% on certification of final curriculum document by Executive Education Sub-committee.

Norwegian Technical Resource Person: To be determined by NIBR within budgetary allocations for 2010.

TERMS OF REFERENCE (TOR) FOR EXECUTIVE EDUCATION PROGRAMS

Civil Society Organizations

Title: Development of executive education program for civil society organizations (CSOs).

Schedule: June-December, 2010:

- i. Submission of detailed proposal on the given TOR by 2nd week of Jun, 2010.
- ii. Selection of partner institutions and formalization of agreement by 4th week of Jun, 2010.
- iii. Submission of inception report on assigned work as per the TOR/agreement by the partner institution by 3rd week of Jul, 2010.
- iv. Visit of selected members of curriculums development teams to Norway for attending workshop/seminars on curriculum development, faculty capacity building programs in July/August 2010.
- v. Development of revised curriculums/teaching material/faculty development program during Jul-Oct, 2010 including two reviews by Executive Education Sub-committee as follows:
 - Review of first draft curriculums document in the 2nd week of Oct, 2010.
 - Review of second draft curriculums document in the 4th week of Oct, 2010.
- vi. Curriculum design workshop for evaluation/finalization of curriculums and supporting faculty development program in Nov, 2010.
- vii. Faculty capacity building programs for partner institutions in Nov-Dec, 2010
- viii. Implementation of revised programs by partner institutions in 2011.

Cost: To be decided in consultation with partner institution.

Scope of work:

1. The needs of civil society in the context of executive education are empowerment related and have two dimensions: a) Empowerment for demanding and pointing the way to good governance b) empowerment to act as partners of the government to put into effect agreed norms and principles and plans of actions. Based on these requirements, develop a training module for delivery through 3-4 days workshop for the Civil Society Organizations including Think Tanks, NGOs, Associations, Clubs, Chambers and Unions at a minimum covering:
 - i. Concept of governance with special emphasis on civil society's responsibility

- ii. Ethics in Public Service
- iii. Accountability mechanisms including government's complaint handling mechanism, ombudsmen institutions and courts
- iv. Techniques of Advocacy
- v. Approaching: a) media, b) legislatures, c) elected district government officials
- vi. Building coalitions for good governance
- vii. Transparency
- viii. Fundamental rights
- ix. Structure of Government
- x. Access to information
- xi. Social auditing and participatory budgeting/development
- xii. Preparing Community scorecards
- xiii. Public-private partnerships
- xiv. Community driven development
- xv. Good Practices in Service Delivery

2. Identify the CSO training programs in selected top class institutions of the world and assess the relevance of the programs and course contents for Pakistan.
3. Develop a Master Reader for the training module and identify appropriate instructional methodologies and resources (teaching material) for the training workshop.

4. Faculty Capacity Building

- i. Develop curriculum based faculty development program for 2-3 days workshops/seminars.
- ii. Conduct faculty development workshops/seminars in collaboration with GINI.

5. Indigenous Research for the Development of Local Publications

To prepare case studies and text books on CSO practices, processes and issues with particular reference to Pakistan.

6. Research Methods

The training module development team (s) will be expected to obtain the requisite information in the following manner:

- i. Carrying out interviews, questionnaires and focus groups with key relevant officials, faculty and staff and students.
- ii. Conducting document reviews and analysis of secondary sources of information.
- iii. Conducting appropriate internet search.

7. Mechanics of Executive Educations for Legal Practitioners:

- i. Identify panel of relevant experts for delivery of training program.
- ii. Faculty capacity building program for partner institution in Nov-Dec, 2010.

- iii. Develop schedule of 3-4 training workshops with 50-60 CSOs officials attending each workshop to be conducted during 2011 in consultation with selected CSO/Association (s) and GINI Secretariate.
- iv. Conduct of training workshops in 2011 in collaboration with GINI.

8. Formal Requirements

- i. The program development team of partner institution is required to work in close coordination with the NIBR designated technical resource person. Any details arising from such coordination requiring clarifications may be directed to the Executive Education Sub-Committee Chair/designate and GINI Secretariat for consultation with NIBR and appropriate response.
- ii. The curriculums development team of partner institution will be supervised by the designated Supervisor in consultation with GINI Secretariat and the terms will be agreed with the Supervisor interactively.
- iii. The partner institution and NIBR designated technical resource person shall provide outputs as specified in these TOR and receive remuneration as per following schedule:

Partner institution:

- 1) 30% of budgeted amount on approval of detailed proposal by the Executive Education Sub-committee.
- 2) 30% on certification of first draft curriculum document by Executive Education Sub-committee.
- 3) 40% on certification of final curriculum document by Executive Education Sub-committee.

Norwegian Technical Resource Person: To be determined by NIBR within budgetary allocations for 2010.

PLANNING CHART**Development/ Implementation of Governance Programs- 2010/11**

S.No.	Scope of Work	Outcomes	Potential Partner Institutions	Estimated Costs (To be assessed in consultation with the Sub-committee)
7.	Strengthening of Public Administration Programs at MS/BS level as per draft TOR at Appendix-I	<ul style="list-style-type: none"> a. Revised curriculums/ master reader/faculty development program- Jun-Oct, 2010 b. Writing of book including case studies on Governance and Public Administration in Pakistan Oct, 2010-May,2011 c. Conduct faculty capacity building programs- Jul-Aug, 2011 d. Piloting of revised programs in partner institution-2011 	Punjab University	
8.	Strengthening of Governance & Organizational Sciences Program at Masters 'level as per draft TOR at Appendix-II	<ul style="list-style-type: none"> a. Revised curriculum/ master reader/faculty development program- Jun-Oct, 2010 b. Writing of book including case studies on Governance in Pakistan Oct, 2010-May,2011 c. Conduct faculty capacity building programs- Jul-Aug, 2011 d. Piloting of revised programs in partner institution-2011 	NUML	
9.	Development of Public Policy Programs at MS level as per draft TOR at Appendix-III	<ul style="list-style-type: none"> a. Curriculum/ master reader/faculty development program- Jun-Oct, 2010 b. Writing of book including case studies on Governance and Public Policy in Pakistan Oct, 2010-May,2011 c. Conduct faculty capacity building programs- Jul-Aug, 2011 d. Piloting of revised programs in partner institution-2011 	CPPG FC College University in collaboration with NSPP	
10.	Development of Public Policy Programs at BS level as per draft TOR at Appendix-IV	<ul style="list-style-type: none"> a. Curriculum/ master reader/faculty development program- Jun-Oct, 2010 b. Writing of book including case studies on Governance and Public Policy in Pakistan Oct, 2010-May,2011 c. Conduct faculty capacity building programs- Jul-Aug, 2011 d. Piloting of revised programs in partner institution-2011 	IPP, BNU in collaboration with NSPP	

11.	Strengthening of governance contents at intermediate and bachelors' level in colleges as per draft TOR at Appendix-V	<ul style="list-style-type: none"> a. Revised syllabus of Pakistan Studies/Civics at Intermediate and BA level and curriculum for governance subject for elective offering at these level// supporting teaching material/ faculty development program- Jun-Nov, 2010 b. Conduct faculty capacity building programs for partner universities/ colleges- Jan- Apr,2011 c. Piloting of revised subjects/elective courses-2011 	Karachi University in collaboration with selected BISE	
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**TERMS OF REFERENCE (TOR) FOR STRENGTHENING OF
PUBLIC ADMINISTRATION PROGRAMS AT MS/BS LEVEL**

Title: Strengthening of Public Administration Programs at MS/BS level and their piloting by selected partner institution

Schedule: June, 2010- September, 2011:

- i. Submission of detailed proposal on the given TOR by 2nd week of Jun, 2010.
- ii. Selection of partner institution and formalization of agreement by 4th week of Jun, 2010.
- iii. Submission of inception report on assigned work as per the TOR/agreement by the partner institution by 3rd week of Jul, 2010.
- iv. Visit of selected members of curriculums development teams to Norway for attending workshop/seminars on curriculum development, faculty capacity building programs in July/August, 2010.
- v. Development of draft curriculums/teaching material/faculty development program during Jun-Oct, 2010 including two reviews by Governance Curriculum & Faculty Capacity Building Sub-committee as follows:
 - Review of first draft curriculums document in the 2nd week of Sep, 2010.
 - Review of second draft curriculums document in the 4th week of Oct, 2010.
- vi. Curriculum design workshop for evaluation/ finalization of curriculums & faculty development program in Nov, 2010.
- vii. Writing of book including case studies on Governance and Public Administration in Pakistan, Oct, 2010- May, 2011.
- viii. Review of book on Governance and Public Administration in Pakistan by Governance Curriculum & Faculty Capacity Building Sub-committee in Jun, 2011.
- ix. Faculty capacity building programs for partner institution in Jul-Aug, 2011.
- x. Piloting of new public administration programs by partner institution in fall, 2011.

Cost: To be decided in consultation with partner institution

Scope of work:

1. Curriculum Development

- i. To identify the core and elective courses of Governance of the MPA/BS program and post graduate diploma program in the light of GEN baseline research outcomes and current situation of public administration programs being offered in Pakistan. These courses need to be relevant to Pakistan's governance issues and challenges and also need to be developed through consultation with all stakeholders in order to strengthen existing MPA and BS (Hons) programs (Public Administration/Public Management) by introducing governance contents in the existing foundation, core, and elective courses and developing new courses such as Regulatory Governance, Managing Service Delivery, Governance and Administrative Reform, Administrative Ethics, Tools of Effective Governance.
- ii. Identify the governance/public administration programs in selected top class universities of the world and assess the relevance of the programs and course contents for Pakistan.
- iii. Identify and define the learning outcomes and objectives of for each course. Learning outcomes/objectives should be formulated in measurable terms and should measure the following:
 - a) content to be mastered.
 - b) skills to be mastered.
 - c) techniques to be acquired.
 - d) values, habits, behavior and attitudes to be developed.
- iv. Develop detailed contents for each course.
- v. Determine the credit hours of each course keeping in view the time required for coverage of course contents.
- vi. Identify background knowledge, pre-requisites and sequence of the courses to be offered.
- vii. Develop a Master Reader for each core and elective governance course of MPA/BS programs and identify appropriate instructional methodologies and resources (teaching material) for each course.
- viii. Identify the student assessment/evaluation methods and their timings.

2. Faculty Capacity Building

- i. To develop curriculum based faculty development program for 2-3 days workshops/seminars.
- ii. To conduct faculty development workshop for Public Administration teachers of partner institution during 2011 and subsequently for other universities offering MPA or BS degree programs.

3. Indigenous Research for the Development of Local Publications

To prepare case studies and text books on Governance structures, processes and issues with particular reference to Pakistan.

4. Marketing Governance Courses and Programs to Key Stakeholders

A comprehensive marketing plan aimed at raising awareness, acceptance and demand of governance & public administration courses as well as the post graduate diploma program and its graduates will be developed.

5. Research Methods

The curriculums development team of partner institution will be expected to obtain the requisite information in the following manner:

- i. Carrying out interviews, questionnaires and focus groups with key relevant officials, faculty and staff and students.
- ii. Conducting document reviews and analysis of secondary sources of information
- iii. Conducting appropriate internet search

6. Formal Requirements

- i. The curriculums development team of partner institution is required to work in close coordination with the NIBR designated technical resource person. Any details arising from such coordination requiring clarifications may be directed to the Governance Curriculum & Faculty Capacity Building Sub-Committee Chair/designate and GINI Secretariat for consultation with NIBR and appropriate response.
- ii. The curriculums development team of partner institution will be supervised by the designated Supervisor in consultation with GINI Secretariat and the terms will be agreed with the Supervisor interactively.
- iii. The partner institution and NIBR designated technical resource person shall provide research outputs as specified in these TOR and receive remuneration as per following schedule:

Partner institution:

- 1) 30% of budgeted amount on approval of detailed proposal by the Governance Curriculum & Faculty Capacity Building Sub-committee.
- 2) 30% on certification of first draft curriculum document by Governance Curriculum & Faculty Capacity Building Sub-committee.
- 3) 40% on certification of final curriculum document by Governance Curriculum & Faculty Capacity Building Sub-committee.

Norwegian Technical Resource Person: To be determined by NIBR within budgetary allocations for 2010.

**TERMS OF REFERENCE (TOR) FOR STRENGTHENING OF
GOVERNANCE & ORGANIZATIONAL SCIENCES PROGRAMS AT MASTERS'
LEVEL**

Title: Strengthening of Governance & Organizational Sciences Program at Masters 'level and its piloting by selected partner institution.

Schedule: June, 2010- September, 2011:

- i. Submission of detailed proposal on the given TOR by 2nd week of Jun, 2010.
- ii. Selection of partner institution and formalization of agreement by 4th week of Jun, 2010.
- iii. Submission of inception report on assigned work as per the TOR/agreement by the partner institution by 3rd week of Jul, 2010.
- iv. Visit of selected members of curriculums development teams to Norway for attending workshop/seminars on curriculum development, faculty capacity building programs in July/August, 2010.
- v. Development of draft curriculums/teaching material/faculty development program during Jun-Oct, 2010 including two reviews by Governance Curriculum & Faculty Capacity Building Sub-committee as follows:
 - Review of first draft curriculums document in the 2nd week of Sep, 2010.
 - Review of second draft curriculums document in the 4th week of Oct, 2010.
- vi. Curriculum design workshop for evaluation/ finalization of curriculums & faculty development program in Nov, 2010.
- vii. Writing of book including case studies on Governance in Pakistan, Oct, 2010- May, 2011.
- viii. Review of book on Governance and Public Administration in Pakistan by Governance Curriculum & Faculty Capacity Building Sub-committee in Jun, 2011.
- ix. Faculty capacity building programs for partner institution in Jul-Aug, 2011.
- x. Piloting of new public administration programs by partner institution in fall, 2011.

Cost: To be decided in consultation with partner institution.

Scope of work:

1. Curriculum Development

- i. To identify the core and elective courses of Governance & Organizational Sciences Masters' program in the light of GEN baseline research outcomes and current situation of governance programs being offered in Pakistan. These courses need to be relevant to Pakistan's governance issues and challenges and also need to be developed through consultation with all stakeholders in order to strengthen existing Governance & Organizational Sciences Masters' program by introducing governance contents in the existing foundation, core, and elective courses and developing new courses.
- ii. Identify the governance programs in selected top class universities of the world and assess relevance of the programs and course contents for Pakistan.
- iii. Identify and define the learning outcomes and objectives of for each course. Learning outcomes/objectives should be formulated in measurable terms and should measure the following:
 - a) content to be mastered.
 - b) skills to be mastered.
 - c) techniques to be acquired.
 - d) values, habits, behavior and attitudes to be developed.
- iv. Develop detailed contents for each course.
- v. Determine the credit hours of each course keeping in view the time required for coverage of course contents.
- vi. Identify background knowledge, pre-requisites and sequence of the courses to be offered.
- vii. Develop a Master Reader for each core and elective governance course of and identify appropriate instructional methodologies and resources (teaching material) for each course.
- viii. Identify the student assessment/evaluation methods and their timings.

2. Faculty Capacity Building

- i. To develop curriculum based faculty development program for 2-3 days workshops/seminars.
- ii. To conduct faculty development workshop for concerned teachers of partner institution during 2011 and subsequently for other universities offering Governance & Organizational Sciences Masters' program.

3. Indigenous Research for the Development of Local Publications

To prepare case studies and text books on Governance structures, processes and issues with particular reference to Pakistan.

4. Marketing Governance Courses and Programs to Key Stakeholders

A comprehensive marketing plan aimed at raising awareness, acceptance and demand of Governance & Organizational Sciences Masters' program will be developed.

5. Research Methods

The curriculums development team of partner institution will be expected to obtain the requisite information in the following manner:

- i. Carrying out interviews, questionnaires and focus groups with key relevant officials, faculty and staff and students.
- ii. Conducting document reviews and analysis of secondary sources of information.
- iii. Conducting appropriate internet search.

6. Formal Requirements

- i. The curriculums development team of partner institution is required to work in close coordination with the NIBR designated technical resource person. Any details arising from such coordination requiring clarifications may be directed to the Governance Curriculum & Faculty Capacity Building Sub-Committee Chair/designate and GINI Secretariat for consultation with NIBR and appropriate response.
- ii. The curriculums development team of partner institution will be supervised by the designated Supervisor in consultation with GINI Secretariat and the terms will be agreed with the Supervisor interactively.
- iii. The partner institution and NIBR designated technical resource person shall provide research outputs as specified in these TOR and receive remuneration as per following schedule:

Partner institution:

- 1) 30% of budgeted amount on approval of detailed proposal by the Governance Curriculum & Faculty Capacity Building Sub-committee.
- 2) 30% on certification of first draft curriculum document by Governance Curriculum & Faculty Capacity Building Sub-committee.
- 3) 40% on certification of final curriculum document by Governance Curriculum & Faculty Capacity Building Sub-committee.

Norwegian Technical Resource Person: To be determined by NIBR within budgetary allocations for 2010

**TERMS OF REFERENCE (TOR) FOR DEVELOPMENT OF
MS LEVEL PUBLIC POLICY PROGRAMS**

Title: Development of Public Policy Programs at MS level by selected partner institution.

Schedule: June, 2010- September, 2011:

- i. Submission of detailed proposal on the given TOR by 2nd week of Jun, 2010.
- ii. Selection of partner institution and formalization of agreement by 4th week of Jun, 2010.
- iii. Submission of inception report on assigned work as per the TOR/agreement by the partner institution by 3rd week of Jul, 2010.
- iv. Visit of selected members of curriculums development teams to Norway for attending workshop/seminars on curriculum development, faculty capacity building programs in July/August, 2010.
- v. Development of draft curriculums/teaching material/faculty development program during Jun-Oct, 2010 including two reviews by Governance Curriculum & Faculty Capacity Building Sub-committee as follows:
 - Review of first draft curriculums document in the 2nd week of Sep, 2010.
 - Review of second draft curriculums document in the 4th week of Oct, 2010.
- vi. Curriculum design workshop for evaluation/ finalization of curriculums & faculty development program in Nov, 2010.
- vii. Writing of book including case studies on Governance and Public Policy in Pakistan, Oct, 2010- May, 2011.
- viii. Review of book on Governance and Public Policy in Pakistan by Governance Curriculum & Faculty Capacity Building Sub-committee in Jun, 2011.
- ix. Faculty capacity building programs for partner institution in Jul-Aug, 2011.
- x. Piloting of new public policy program by partner institution in fall, 2011.

Cost: To be decided in consultation with partner institution.

Scope of work:

1. Curriculum Development
 - i. To identify the foundation, core and elective courses for MS in Public Policy in the light of GEN baseline research outcomes and current situation of governance/public policy programs being offered in Pakistan. These courses

need to be relevant to Pakistan's governance issues and challenges and also need to be developed through consultation with all stakeholders.

- ii. Identify the governance/public policy programs in selected top class universities of the world and assess the relevance of the programs and course contents for Pakistan.
- iii. Identify and define the learning outcomes and objectives of the academic program. Learning outcomes/objectives should be formulated in measurable terms and should measure the following:
 - a) content to be mastered.
 - b) skills to be mastered.
 - c) techniques to be acquired.
 - d) values, habits, behavior and attitudes to be developed.
- iv. Develop detailed course contents for each course.
- v. Determine the credit hours of each course keeping in view the time required for coverage of course contents.
- vi. Identify background knowledge, pre-requisites and sequence of the courses to be offered.
- vii. Develop a Master Reader for each core and elective governance course of MPP and identify appropriate instructional methodologies and resources (teaching material) for each course.
- viii. Identify the student assessment/evaluation methods and their timings.

2. Faculty Capacity Building

- i. To develop curriculum based faculty development program for 2-3 days workshops/seminars.
- ii. To conduct faculty development workshop for Public Policy teachers of partner institution during 2011 and subsequently for other universities offering public policy programs.

3. Indigenous Research for the Development of Local Publications

To prepare case studies and text books on governance structures, public policy processes and issues with particular reference to Pakistan.

4. Marketing Governance Courses and Programs to Key Stakeholders

A comprehensive marketing plan aimed at raising awareness, acceptance and demand of governance & public policy courses will be developed.

5. Research Methods

The curriculums development team of partner institution will be expected to obtain the requisite information in the following manner:

- i. Carrying out interviews, questionnaires and focus groups with key relevant officials, faculty and staff and students.
- ii. Conducting document reviews and analysis of secondary sources of information.
- iii. Conducting appropriate internet search.

6. Formal Requirements

- i. The curriculums development team of partner institution is required to work in close coordination with the NIBR designated technical resource person. Any details arising from such coordination requiring clarifications may be directed to the Governance Curriculum & Faculty Capacity Building Sub-Committee Chair/designate and GINI Secretariat for consultation with NIBR and appropriate response.
- ii. The curriculums development team of partner institution will be supervised by the designated Supervisor in consultation with GINI Secretariat and the terms will be agreed with the Supervisor interactively.
- iii. The partner institution and NIBR designated technical resource person shall provide research outputs as specified in these TOR and receive remuneration as per following schedule:

Partner institution:

- 1) 30% of budgeted amount on approval of detailed proposal by the Governance Curriculum & Faculty Capacity Building Sub-committee.
- 2) 30% on certification of first draft curriculum document by Governance Curriculum & Faculty Capacity Building Sub-committee.
- 3) 40% on certification of final curriculum document by Governance Curriculum & Faculty Capacity Building Sub-committee.

Norwegian Technical Resource Person: To be determined by NIBR within budgetary allocations for 2010.

**TERMS OF REFERENCE (TOR) FOR DEVELOPMENT OF
BACHELORS' LEVEL PUBLIC POLICY PROGRAMS**

Title: Development of Public Policy Programs at BS level by selected partner institution.

Schedule: June, 2010- September, 2011:

- i. Submission of detailed proposal on the given TOR by 2nd week of Jun, 2010.
- ii. Selection of partner institution and formalization of agreement by 4th week of Jun, 2010.
- iii. Submission of inception report on assigned work as per the TOR/agreement by the partner institution by 3rd week of Jul, 2010.
- iv. Visit of selected members of curriculums development teams to Norway for attending workshop/seminars on curriculum development, faculty capacity building programs in July/August, 2010.
- v. Development of draft curriculums/teaching material/faculty development program during Jun-Oct, 2010 including two reviews by Governance Curriculum & Faculty Capacity Building Sub-committee as follows:
 - Review of first draft curriculums document in the 2nd week of Sep, 2010.
 - Review of second draft curriculums document in the 4th week of Oct, 2010.
- vi. Curriculum design workshop for evaluation/ finalization of curriculums & faculty development program in Nov, 2010.
- vii. Writing of book including case studies on Governance and Public Policy in Pakistan, Oct, 2010- May, 2011.
- viii. Review of book on Governance and Public Policy in Pakistan by Governance Curriculum & Faculty Capacity Building Sub-committee in Jun, 2011.
- ix. Faculty capacity building programs for partner institution in Jul-Aug, 2011.
- x. Piloting of new public policy program by partner institution in fall, 2011.

Cost: To be decided in consultation with partner institution.

Scope of work:

1. Curriculum Development

- i. Develop curriculums of governance & public policy courses as minor/ elective for four years bachelor degree and as a major at post graduate level in the light of GEN baseline research outcomes and current situation of governance/public policy programs being offered in Pakistan. These courses need to be relevant to

Pakistan's governance and public policy issues and challenges and also need to be developed through consultation with all stakeholders.

- ii. Identify the BS level governance/public policy programs in selected top class universities of the world and assess the relevance of the programs and course contents for Pakistan.
- iii. Identify and define the learning outcomes and objectives of the academic programs. Learning outcomes/objectives should be formulated in measurable terms and should measure the following:
 - a) content to be mastered.
 - b) skills to be mastered.
 - c) techniques to be acquired.
 - d) values, habits, behavior and attitudes to be developed.
- iv. Develop detailed course contents for each course.
- v. Determine the credit hours of each course keeping in view the time required for coverage of course contents.
- vi. Identify background knowledge, pre-requisites and sequence of the courses to be offered.
- vii. Develop a Master Reader for each core and elective governance course of MPP and identify appropriate instructional methodologies and resources (teaching material) for each course.
- viii. Identify the student assessment/evaluation methods and their timings.

2. Faculty Capacity Building

- i. To develop curriculum based faculty development program for 2-3 days workshops/seminars.
- ii. To conduct faculty development workshop for Public Policy teachers of partner institution during 2011 and subsequently for other universities offering public policy programs.

3. Indigenous Research for the Development of Local Publications

To prepare case studies and text books on governance structures, public policy processes and issues with particular reference to Pakistan.

4. Marketing Governance Courses and Programs to Key Stakeholders

A comprehensive marketing plan aimed at raising awareness, acceptance and demand of governance & public policy courses will be developed.

5. Research Methods

The curriculums development team of partner institution will be expected to obtain the requisite information in the following manner:

- i. Carrying out interviews, questionnaires and focus groups with key relevant officials, faculty and staff and students.
- ii. Conducting document reviews and analysis of secondary sources of information.
- iii. Conducting appropriate internet search.

6. Formal Requirements

- i. The curriculums development team of partner institution is required to work in close coordination with the NIBR designated technical resource person. Any details arising from such coordination requiring clarifications may be directed to the Governance Curriculum & Faculty Capacity Building Sub-Committee Chair/designate and GINI Secretariat for consultation with NIBR and appropriate response.
- ii. The curriculums development team of partner institution will be supervised by the designated Supervisor in consultation with GINI Secretariat and the terms will be agreed with the Supervisor interactively.
- iii. The partner institution and NIBR designated technical resource person shall provide research outputs as specified in these TOR and receive remuneration as per following schedule:

Partner institution:

- 1) 30% of budgeted amount on approval of detailed proposal by the Governance Curriculum & Faculty Capacity Building Sub-committee.
- 2) 30% on certification of first draft curriculum document by Governance Curriculum & Faculty Capacity Building Sub-committee.
- 3) 40% on certification of final curriculum document by Governance Curriculum & Faculty Capacity Building Sub-committee.

Norwegian Technical Resource Person: To be determined by NIBR within budgetary allocations for 2010.

**TERMS OF REFERENCE (TOR) FOR STRENGTHEN GOVERNANCE
CONTENTS AT INTERMEDIATE AND BACHELORS' LEVEL IN COLLEGES**

Title: Strengthening of governance contents at intermediate and bachelors' level in colleges.

Schedule: June, 2010- September, 2011:

- i. Submission of detailed proposal on the given TOR by 2nd week of Jun, 2010.
- ii. Selection of partner institution and formalization of agreement by 4th week of Jun, 2010.
- iii. Submission of inception report on assigned work as per the TOR/agreement by the partner institution by 3rd week of Jul, 2010.
- iv. Visit of selected members of curriculums development teams to Norway for attending workshop/seminars on curriculum development, faculty capacity building programs in July/August, 2010.
- v. Development of draft curriculums/teaching material/faculty development program during Jun-Oct, 2010 including two reviews by Governance Curriculum & Faculty Capacity Building Sub-committee as follows:
 - Review of first draft curriculums document in the 2nd week of Sep, 2010.
 - Review of second draft curriculums document in the 4th week of Oct, 2010.
- vi. Curriculum design workshop for evaluation/ finalization of curriculums & faculty development program in Nov, 2010.
- vii. Faculty capacity building programs for partner institution in Jan-Apr, 2011.
- viii. Piloting of revised subjects of Pakistan Studies/Civics and elective offering of governance subject at intermediate & BA level by partner institutions in 2011.

Cost: To be decided in consultation with partner institution.

Scope of work:

1. Curriculum Development

- i. Review and propose additions/revision in the existing Pakistan Studies and Civics curriculums with a view to strengthen governance contents at the intermediate and bachelors level in colleges in the light of GEN baseline research outcomes. In addition develop curriculum of governance courses as elective offering at intermediate and bachelors' level in colleges. The above revision and courses need to be relevant to Pakistan's governance structures, procedures, issues and challenges and also need to be developed through consultation with all stakeholders.

- ii. Identify governance courses/contents being offered at the college level in selected countries and assess their relevance for Pakistan.
- iii. Identify and define the learning outcomes and objectives of the academic programs. Learning outcomes/objectives should be formulated in measurable terms and should measure the following:
 - a) content to be mastered.
 - b) skills to be mastered.
 - c) techniques to be acquired.
 - d) values, habits, behavior and attitudes to be developed.
- iv. Develop detailed course contents for elective courses.
- v. Revise Pakistan Studies and Civics text at intermediate and bachelors' level and develop a Master Reader for each elective governance course to be offered at intermediate and bachelors' level.
- vi. Identify the student assessment/evaluation methods and their timings.

2. Faculty Capacity Building

- i. To develop curriculum based faculty development program for 2-3 days workshops/seminars.
- ii. To conduct faculty development workshops for concerned teachers of partner colleges/universities during 2011 and subsequently for other colleges/universities during up scaling of program.

3. Marketing Governance Courses and Programs to Key Stakeholders

A comprehensive marketing plan aimed at raising awareness, acceptance and demand of governance courses at college level will be developed.

5. Research Methods

The curriculums development team of partner institution will be expected to obtain the requisite information in the following manner:

- i. Carrying out interviews, questionnaires and focus groups with key relevant officials, faculty and staff and students.
- ii. Conducting document reviews and analysis of secondary sources of information.
- iii. Conducting appropriate internet search.

6. Formal Requirements

- i. The curriculums development team of partner institution is required to work in close coordination with the NIBR designated technical resource person. Any details arising from such coordination requiring clarifications may be directed to

the Governance Curriculum & Faculty Capacity Building Sub-Committee Chair/designate and GINI Secretariat for consultation with NIBR and appropriate response.

- ii. The curriculums development team of partner institution will be supervised by the designated Supervisor in consultation with GINI Secretariat and the terms will be agreed with the Supervisor interactively.
- iii. The partner institution and NIBR designated technical resource person shall provide research outputs as specified in these TOR and receive remuneration as per following schedule:

Partner institution:

- 1) 30% of budgeted amount on approval of detailed proposal by the Governance Curriculum & Faculty Capacity Building Sub-committee.
- 2) 30% on certification of first draft curriculum document by Governance Curriculum & Faculty Capacity Building Sub-committee.
- 3) 40% on certification of final curriculum document by Governance Curriculum & Faculty Capacity Building Sub-committee.

Norwegian Technical Resource Person: To be determined by NIBR within budgetary allocations for 2010.

GOVERNANCE EDUCATION NETWORK (GEN)**REVISED DRAFT WORK PLAN- 2010-11**

Program Component	Activity	Sub-Activity	Responsibility	Deliverables	Timeframe
1. Governance Programs & Faculty Capacity Building Programs	1.1. Development of curriculums for the approved programs/ Courses & faculty capacity building programs- Continuation of Activity 1.3.1 & 2.2.1 of Work Plan-2009	1.1.1 Development of curriculums for the approved academic programs (i.e., BS, MS, Certificate, Diploma, intermediate & BA level)			Mar, 2010-Jul, 2011
		i. Obtain views of stakeholders on proposed policy framework for development of governance programs prepared in the light of deliberations of experts consultative workshop held on 15 Dec, 2009	GINI	Stakeholders input on policy framework for development of governance programs	4 th Week, Feb, 2010
		ii. Program Work group meeting/ Video Conference with NIBR to approve policy framework for development of governance programs, expansion of GEN membership, reorganization of program sub-committees and Work Plan-2010	GINI & NIBR	Approve policy framework for development of governance programs, expansion of GEN membership, reorganization of program sub-committees and Work Plan-2010	1 st Week of Mar, 2010
		iii. Develop detailed TOR for development of approved programs	GINI in consultation with Curriculum Development & Faculty Capacity Building (CD&FCB) Sub-Committee	Detailed TOR Documents	Apr-May, 2010
		iv. Select partner institutions for development/piloting of approved programs	GINI in consultation with Program Work group	List of willing partner institutions	May, 2010
		v. Submission of detailed proposals on given TOR by the partner institutions	Designated partner institutions	Proposals by partner institutions	Jun, 2010

		vi. Formalization of agreements with the partner institutions	GINI in consultation with CD & FCB Sub-Committee	Formal agreements	Jun, 2010
		vii. Submission of inception reports by the partner institutions	CD & FCB Sub-Committee	Inception reports	20 th Jul, 2010
		1. Development of approved governance programs and supporting faculty capacity building programs	Designated Partner institutions under supervision of CD & FCB Sub-Committee	Draft curriculums documents	Jun-Oct, 2010
		2. Workshop for evaluation/finalization of draft curriculums for approved governance programs and supporting faculty capacity building programs	CD & FCB Sub-Committee in consultation with GINI & NIBR	Final curriculums documents	Nov, 2010
		viii. Writing of three books: 1) Governance and Public Administration in Pakistan; 2) Governance and Public Policy in Pakistan; 3) Governance and Organizational Sciences	CD & FCB Sub-Committee	Final books	Nov, 2010- Jul, 2011
	1.2. Capacity Building Programs (CBP)	1. 2.1. Faculty Capacity Building Programs	CD & FCB Sub-Committee		
		i. One week Visit by 10-12 senior faculty members of partner institutions/members of curriculums development teams to attend seminars/workshop in Norway	GINI & NIBR	Post Visit report	Jul/Aug, 2010
		ii. Capacity building workshops in Pakistan	CD & FCB Sub-Committee	Workshops Reports	Jul-Aug, 2011
		iii. Capacity building short courses in Norway / selected international institutions	GINI & NIBR in consultation with CD & FCB Sub-Committee	Visit/Workshops Reports	Jan- Aug, 2011

	1.3. Marketability of approved governance program	1.3.1. Marketability of approved governance programs including capacity building of institutions in terms of infrastructure/training material	Partner institution in consultation with CD & FCB Sub-Committee	Initiating Capacity Building	Jul-Sep, 2011
	1.4. Piloting of approved programs/courses	1.4.1. Piloting of approved programs/courses in partner institutions	CD & FCB Sub-Committee/GINI	Piloting Phase	Sep, 2011
2.Executive Education	2.1. Development of curriculums for the approved executive education programs/courses - Continuation of Activity 3.3.1 of Work Plan-2009	2.1.1 Development of curriculums for the approved executive education programs/courses	Executive Education Sub-Committee		Mar-Jul, 2010
		i. Development of detailed TOR, selection of willing institutions for piloting of approved programs and formalization of agreements	GINI in consultation with Executive Education Sub-Committee	TOR & agreements	Apr-Jun, 2010
		ii. Submission of inception reports on assigned work as per the TOR/ agreements by curriculum development teams	Designated Partner institutions	Inception reports	3 rd week Jul, 2010
		iii. Curriculum development and development of faculty capacity building programs	Designated Partner institutions under supervision of Executive Education Sub-Committee	Draft Curriculums documents/ faculty capacity building programs documents	Jun- Oct, 2010
		iv. Curriculums Evaluation/Finalization Workshop: - Duration- two days - Participation- 20 (selected experts from Network members, NIBR & GINI)	Executive Education Sub-Committee in coordination with CD & FCB Sub-Committee & NIBR/UiO	Final Curriculums documents/ faculty capacity building programs documents	Nov, 2010
	2.2. Capacity building of executive education faculty	2.2.1. Develop research and education at Key universities/institutions, and on this basis provide courses for executive education institutions	Executive Education Sub-Committee in coordination with CD & FCB Sub-Committee & NIBR/UiO		

		i. Short visits to Norway/selected international institutions	Executive Education Sub-Committee in coordination GINI & NIBR		Jul-Aug, 2010 (Combined with activity 1.2.1.)
		ii. Capacity building workshops/seminars in Pakistan	Executive Education Sub-Committee in coordination with CD & FCB Sub-Committee & NIBR/UiO		Nov-Dec 2010
	2.3. Implementation of Executive Education programs	Piloting of approved programs	Executive Education Sub-Committee /GINI	Piloting Phase	2011 @
	<i>@ Some executive education programs whose suitable training modules are available through procurement as approved by the Executive Education Sub-Committee may be introduced during 2010</i>				
3. Research in Core Areas	3.1 Selection of research themes for 2010		Program Work Group in consultation with GINI/NIBR	List of approved research themes	Mar-May, 2010
	3.1. Review of existing research in Pakistan on Governance.		Research Sub-committee, GINI & NIBR	Review Report	Jun, 2010
	3.2. Development of detailed TOR for selected research themes		“	TOR Document	Jun,2010
	3.3. Call up for research proposals		“	EOI/Research Proposals	Jun,2010
	3.4. Award of research		“		Jun, 2010
	3.5. Conduct of research		“		Jul- Oct, 2010
	3.6. Research outputs		“	Documented Research outputs (for dissemination during annual conf)	Nov, 2010

4. Annual Conference-2010	4.1 Finalization of Vision Statement, Objectives, themes/topics for Annual Conference	Annual Conference Sub-committee in consultation with GINI/NIBR		Mar-May, 2010
	4.2. Inviting of papers with outline	“		Jun, 2010
	4.3. Calling of detailed paper	“		Jul, 2010
	4.4. Finalization of Papers list-	“		Aug-Sep, 2010
	4.5. Finalization of Guest Speakers/agenda/participation	“		Oct-Nov, 2010
	4.6. Conduct Annual Conference - Research Section - Section on Curriculum Development and Executive Education	“		Dec, 2010
	4.7. Preparation/dissemination of Post Conference Report		Post Conference Report	Jan, 2011
5. Program Steering Committee, Sub-committees and Work Group meetings	5.1. Meetings of Program Steering Committee, Sub-committees and Work Group comprising Chairpersons of program sub-committees to oversee/coordinate execution of program components.	GINI Sectt		2010- on as required basis
	5.2. Video conferences with NIBR and UiO.	GINI/NIBR		2010- quarterly basis

