



GOVERNMENT OF PAKISTAN  
AUDITOR-GENERAL OF PAKISTAN

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No.365-HRM-I/MISC. TRAININGS/JAPAN

Islamabad, the 18<sup>th</sup> November , 2025

From

Rashid Iqbal  
Audit Officer (HRM-I)

To

- 1- Controller General of Accounts, CGA, Islamabad
- 2- Military Accountant General, MAG, Rawalpindi
- 3- Deputy Auditor General (North), DAGKPN, Peshawar Cantt
- 4- Deputy Auditor General, DAGSOUTHKHI, Karachi.
- 5- Dy. Auditor General (Central), DAGCentLhr, Lahore
- 6- Deputy Auditor General (A&C), AGP, Islamabad
- 7- Dy. Auditor General (SSA/RRA), AGP, Islamabad
- 8- Deputy Auditor General (DSA), AGP, Islamabad
- 9- Dy. Auditor General (Policy), AGP, Islamabad
- 10- Deputy Auditor General (FAO), AGP, Islamabad
- 11- Dy. Auditor General (C&EA), AGP, Islamabad
- 12- Deputy Auditor General (QAIM), AGP, Islamabad
- 13- All Directors General Audit, ,

**SUBJECT: MASTERS AND DOCTORAL DEGREE PROGRAMMES AT GRIPS IN JAPAN**

Kindly find enclosed herewith Economic Affairs Division OM No. 1(66) Japan-11 2025 dated 13.11.2025 on the subject.

2. All interested officers, meeting the eligibility criteria, referred to in the above mentioned OM, may apply online through the official email/website of the National Graduate Institute for Policy Studies (GRIPS), Japan, for admission to the Master's and Doctoral Degree Programs commencing in Fall 2026, subject to obtaining No Objection Certificate (NOC) from their respective Heads of Department/Controlling Officers. Moreover, it is clarified that there will be no financial liability, whatsoever, on the part of the Department of the Auditor-General of Pakistan.

3. Upon selection, the IDC officers are required to approach Director Admn, AGP Office, Islamabad and DC officers/officials are required to approach Director Establishment, AGP Office, Islamabad, alongwith following documents, for NOC to proceeding abroad, regularization of study period and completion of other formalities, under intimation to HR Wing:

- i. Surety Bond on prescribed format
- ii. Undertaking on prescribed format
- iii. Proof of selection

Copies of surety bond and undertaking may also be provided to HR Wing for record.

4. The officers/officials against whom disciplinary proceedings are pending or in process or the period of penalty imposed has not been elapsed, they are not eligible to apply. The Director Admn, and Director Establishment may also ensure the same in consultation with Director Legal.

*(Instructions for AAO-IT: Please upload this letter on DAGP website)*



**Rashid Iqbal**  
**Audit Officer (HRM-I)**  
**Ph:051-9207326**

**Copy for information to:-**

- 1- Director (Establishment), AGP, Islamabad
- 2- Director (Admn), AGP, Islamabad
- 3- AAO (IT), AGP, Islamabad



**Rashid Iqbal**  
**Audit Officer (HRM-I)**  
**Ph:051-9207326**

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AAO (IT)  
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GOVERNMENT OF PAKISTAN  
ECONOMIC AFFAIRS DIVISION

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No.1(66)JAPAN-II-2025

Islamabad, the 13<sup>th</sup> November , 2025

## OFFICE MEMORANDUM

**SUBJECT: MASTERS AND DOCTORAL DEGREE PROGRAMMES AT GRIPS IN JAPAN**

The undersigned is directed to state that the [National Graduate Institute for Policy Studies \(GRIPS\), Tokyo, Japan](http://www.grips.ac.jp/en/admissions/index/) has invited applications from Government officers for Master's and Doctoral Degree Programs at GRIPS, in Japan for enrollment in fall 2026. All application procedures should be completed online and selection will be made directly by GRIPS, Tokyo, Japan on merit basis ([information booklet attached](#)).

1. Details of program and application procedures are available on the website, interested candidates may submit their online applications using website of GRIPS <http://www.grips.ac.jp/en/admissions/index/>
2. Online applications for enrollment in fall 2026, admissions will be accepted by the GRIPS very soon.
3. Applicants should fill-in and submit "Online Entry Form" as directed on GRIPS website.
4. For further information and questions, please contact GRIPS Admission Office as per following details:-

Email: [admissions@grips.ac.jp](mailto:admissions@grips.ac.jp)

Phone: +81-3-6439-6000

Fax: +81-3-6439-6010

Address: 7-22-1 Roppongi, Minato-ku, Tokyo 106-8677

2. The Ministry of Economic Affairs will not process the applications. Interested government officers are requested to apply online directly using email / website of GRIPS as mentioned above. In case of selection, applicants will have to obtain No Objection Certificate (NOC) from their administrative offices accordingly.

3. All Ministries/ Divisions are requested to disseminate information to their departments/ agencies/ institution accordingly.

**Parveen Mubarak  
(O/B) SO (Japan-II)**

Kamran Ali Afzal  
Cabinet Secretary  
Cabinet Division,  
Islamabad

Barrister Nabeel A. Awan  
Secretary Establishment Division  
Establishment Division,  
Islamabad

Ali Sher Mahsud  
Federal Secretary (MoCommunication)  
Ministry of Communications,  
Islamabad

Imdad Ullah Bosal  
Secretary Finance  
Ministry of Finance, "Q" Block Pak secretariat, Islamabad,  
Islamabad

Saeed Ahmad Maitla  
Additional Secretary(Admin)  
Parliament House, Constitution Avenue, Islamabad,  
Islamabad

Nadeem Mahbub  
Secretary (Education)  
1st, 2nd floor of Block-C and 2nd Floor of D-block, Pak Secretariat,  
Islamabad

Capt.(Retd.) Muhammad Mahmood  
Secretary Housing  
1st and 2nd floor, Block B, Pak Secretariat, Islamabad.,  
Islamabad

Abdul Khalique Shaikh  
Secretary  
9th Floor, New Pak Secretariat (Kohsar Block), Sector F-5,  
Islamabad

Zarrar Hasham Khan  
Secretary IT  
Ministry Of Information Technology & Telecommunication, 7th Floor, Kohsar Block, Pak Secretariat,,  
Islamabad

Ashfaq Ahmad Khalil  
Additional Secretary

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Ministry of Information and Broadcasting,  
Islamabad

Mohyuddin Ahmad Wani  
Secretary IPC  
2nd Floor, Kohsar Block, Pak. Secretariat,  
Islamabad

Muhammad Khurram Agha  
Secretary of Interior  
Ministry of Interior, R-Block, Pak Secretariat,  
Islamabad

Raja Naeem Akbar  
Secretary LAW & Justice  
Ministry of Law and Justice,  
Islamabad

Syed Zafar Ali Shah  
Secretary Maritime Affairs  
Kohsar Block, 8th Floor Constitution Avenue, Islamabad,  
Islamabad

Amir Mohyuddin  
Secretary  
B Block , 4th Floor ,Pak Secretariat,  
Islamabad

Nadeem Aslam Chaudhary  
Secretary(MoPHRD)  
Ministry of Overseas Pakistanis & Human Resource Development 5TH & 6TH FLOOR, BLOCK-B, PAK.  
SECRETARIAT, ISLAMABAD,  
Islamabad

Waseem Ajmal Chaudhary  
Secretary Ministry of Parliamentary Affairs  
Ministry of Parliamentary Affairs R block, Pak Secretariat, Islamabad.,  
Islamabad

Syed Mazhar Ali Shah  
Secretary (Railways)  
4th Floor, Block D Pak. Secretariat,  
Islamabad

Dr Syed Ata ur Rehman  
Secretary Religious Affairs  
1st Floor, TUV (Kohsar) Block, New Secretariat, Opposite Punjab House,

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Islamabad

Shahid Iqbal Baloch  
Secretary Science and Technology  
Ministry of Science and Technology,  
Islamabad

Momin Agha  
Secretary  
Ministry of Energy and Petroleum Division,  
Islamabad

Dr Muhammad Fakhre Alam Irfan  
Secretary  
Ministry of Energy Power Division, Islamabad,  
Islamabad

Lt Gen Muhammad Ali (Retd)  
Secretary  
Ministry of Defence (Defence Division),  
Rawalpindi

Aisha Humera Ch  
Secretary Climate Change  
LG and RD Complex, Sector G-5/2,  
Islamabad

Jawad Paul  
Secretary  
Commerce Division,  
Islamabad

Saif Anjum  
Secretary Industries & Production  
A Block Pak Secretariat, Islamabad,  
Islamabad

Syed Ali Murtaza  
Federal Secretary  
6 Ataturk Avenue, G-5/1, Islamabad,  
Islamabad

Muhammad Shamim Khan  
Joint Secretary (Admin & Coord)  
Islamabad,  
Islamabad

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Yasir Farhad  
Director (Admn)  
AIWAN -E- SADR,  
Islamabad

Dr. Iram Anjum Khan  
Additional Auditor General (HQs)  
Constitution Avenue, G-5/2 Islamabad.,  
Islamabad

**Copy for information to:-**

1- Moinuddin A Siddiqi, Director (Admn), FOP, Islamabad

**Parveen Mubarak  
(O/B) SO (Japan-II)**

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October 2025

National Graduate Institute for Policy Studies (GRIPS)  
President Hiroko Ota

Dear Sir/Madam,

### **Call for Applications for our Master's and Doctoral Degree Programs**

Thank you very much for your continuous support in our research and educational activities. I am writing this letter to seek your cooperation in our promotional activities for student recruitment.

The National Graduate Institute for Policy Studies (GRIPS) was established in 1997 as Japan's first center for full-scale policy research and education, with a mission to contribute to the advancement of democratic governance in Japan and around the world. As a stand-alone national graduate school, we offer various programs in English for government officials, both Japanese and international, to obtain a master's degree in one year (two-year master's programs and three-year doctoral programs are also available). Our programs cover a wide range of fields, including public policy, economic policy, security and foreign policy, science, technology and innovation policy, and disaster management policy, allowing students to study in an interdisciplinary manner. Numerous full scholarships are available for international students.

The most distinctive feature of GRIPS is that it attracts mid-career government officials from over 50 countries each year, particularly from the Indo-Pacific region. Currently, we have 242 international and 159 Japanese students enrolled. These individuals are poised to become future leaders in their respective countries. Our alumni network has already expanded to over 120 countries and regions. I believe that the opportunity to engage with colleagues from more than 50 countries, including Japan, is invaluable for administrators in any country.



政策研究大学院大学  
NATIONAL GRADUATE INSTITUTE  
FOR POLICY STUDIES

*Gateway to  
Global Leadership*

To make the most of this unique environment, we are increasing opportunities for students to learn from each other through group discussions. In addition, we launched the Center for Data Science in 2022 to focus on data science education for students. Ability to effectively interpret and analyze big data using econometrics and modern data science methods are essential skills for today's administrators to effectively implement evidence-based policy making (EBPM).

We will soon begin accepting applications for our master's and doctoral programs for enrollment in fall 2026. Please check the link to our Admissions website below for details. Our aim is to nurture "future leaders with the ability to think and act". As policy issues become increasingly complex and difficult, we would like you to consider our programs as an ideal learning opportunity for mid-career and junior staff members in your organization and encourage them to apply to our programs. Additionally, I am enclosing a poster to help interested individuals in your organization learn more about our offerings.

If you have any questions, please feel free to contact us any time. Thank you very much.

Yours sincerely,



Hiroko Ota

President

National Graduate Institute for Policy Studies (GRIPS)

Note:

*Admission will be on a strictly competitive basis. This letter does not offer any quota for your organization or guarantee individual admissions in any way.*

<Inquiries>

Admissions Office

National Graduate Institute for Policy Studies (GRIPS)

7-22-1 Roppongi, Minato-ku, Tokyo, 106-8677

Email: [admissions@grips.ac.jp](mailto:admissions@grips.ac.jp)

## ◆ Characteristics of GRIPS ◆

<https://www.grips.ac.jp/>

- Our students are candidates for mid-career executives in their respective affiliated organizations: government, public institutions and private companies
- Master's degree programs for 1 year (some for 2 years)
- Full scholarships available. More than 90% of our students are on full scholarship (MEXT, ADB, WB, WCO, IMF, JICA)
- 60% of our students are international students. Government officials from more than 50 countries gather at GRIPS
- Founded the Center for Data Science within the University in 2022. Courses and counseling system to equip students with data analysis ability are offered
- Center for Professional Communication: supports student to improve their academic writing and speaking skills

## ◆ Major master's programs for International students ◆

Young Leaders Program

(School of Government, School of Local Governance)

One-year Master's Program of Public Policy (MPI)

Two-year Master's Program of Public Policy (MP2)

Macroeconomic Policy Program

Public Finance Program (Customs course, Tax course)

## ◆ Ph.D. programs for International students ◆

Policy Analysis Program

(Public Economics, Development Economics, International Economics)

GRIPS Global Governance Program (G-cube)

(International Development Studies, International Relations)

Science, Technology and Innovation Policy Program

Disaster Management Program

## ◆Voices from our Graduates◆ Excerpts from “Alumnus of the Month”

<https://www.grips.ac.jp/en/alumni/almo/pastalmo/>

### Namutebi Edith Nsubuga (Uganda)



Minister Counselor

Embassy of the Republic of Uganda in Kinshasa,

Democratic Republic of Congo (DRC) State Building and Economic  
Development Program (SBED) ('17)

*\*Currently GRIPS Global Governance Program (G-cube)*

The PhD in International Development I received from GRIPS has helped me handle my work more competently, increased my analytical skills, enhanced my writing skills, and boosted my confidence and attitude towards my work in a holistic manner.

### Shamsuzzoha (Bangladesh)



Deputy Director

Bangladesh Telecommunication Regulatory Commission

Two-year Master's Program of Public Policy (MP2) ('14)

Public Policy Program (Ph.D.) ('17)

The most important thing from my study in GRIPS is that it changed and reshaped my whole idea about public policy and policy-making. Previously, my idea was that public policy is mainly about vision, good planning and dependent largely on individual skills. But GRIPS, in the very first semester, taught me that it is about analysis, mathematical modeling, economics, understanding the market, welfare analysis etc. That is why I loved the economics and econometrics courses, even being from an engineering background, so much that I was the highest scorer in every economics-related course whether it was microeconomics or macroeconomics, and both in intermediate and advanced level courses. I learned every step of how to develop public policies, the 360-degree views and considerations required in each step, the economic and mathematical models that are required to analyze social phenomena and the history and experience of development. At the same time, I learned how to conduct modern research on social science and became aware of the importance operations research.

The academic knowledge and research I gained at GRIPS changed me as a policy-

maker and transformed my approach to public policy, enabling me to perform policy-related tasks based on my acquired knowledge and educate others in the same. This experience opened my eyes to the policy-making cycle in my office and practically set my career course in this field. I cherish this experience and the recognition I received from my job, and much of it is thanks to GRIPS.

**Ryan L. Estevez** (Philippines)



Undersecretary  
Philippines Presidential Legislative Liaison Office  
Young Leaders Program ('11)

As a student of GRIPS, I learned of the comparative advantages of first world countries, including Japan, in terms of fiscal reforms especially in the local governments that eventually led me to drafting for consideration of my principal - Senate President Pimentel III, bills that address and empower local governments in the Philippines. The discipline I also learned during the Great Tohoku earthquake (that occurred when I was a student in GRIPS), also gave me living testimonies of the discipline and the resilience of the Japanese people. These experiences have been my consistent and constant examples in giving lectures to local government officials relative to disaster and character-building as well as introducing reforms relative to the creation or establishment of a disaster resilience department for the Philippines.

**Talaitupu Li'a** (Samoa)



Chief Executive Officer  
Ministry of Customs and Revenue, Samoa  
Public Finance Program ('08)

GRIPS has taught me essential lessons, emphasizing the vitality of passion in every endeavor. My passion for Customs work, coupled with the knowledge gained from studying International Customs Law pushed me to build a career within the Customs field.

This unique blend of academic knowledge and personal growth has been pivotal in shaping my journey and accomplishments in the realm of Customs administration.

**Harish Kumar Kallega (India)**



Joint Director  
Department of Economic Affairs, Ministry of Finance  
Government of India  
Macroeconomic Policy Program ('20)

For anyone considering studying at GRIPS, my advice would be that after a few years of work in a professional environment, a stint at GRIPS can be a great opportunity to rejuvenate your knowledge. Updating your skills and know-how in the middle of your career can have a significant impact on your success in the work environment. GRIPS is one of the best options for such a relearning experience. GRIPS offers excellent, richly experienced faculty and the opportunity to learn from professionals across countries. I strongly recommend taking as many relevant courses as possible to enrich your knowledge.

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AAO (IT)

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# Gateway to

# Global Leadership

The Best Choice for Public Policy Studies in Japan

**Scholarships**

Over 90% of GRIPS students are on full scholarship

**Full Scholarship available**

Japanese Government (MEXT), ADB, IMF, World Bank, etc.  
\*Scholarship availability and conditions vary by program



## Master's Programs in English

- ◆ Young Leaders Program (1 year)  
Fostering future national leaders in countries in Asia and other regions
- ◆ One-year Master's Program of Public Policy (MP1)  
Educating mid-career professionals in local or national governments and international organizations in the skills needed for policy analysis and policy management
- ◆ Two-year Master's Program of Public Policy (MP2)  
Educating early and mid-career professionals in local or national governments, international organizations and policy institutes in the technical skills needed to be professional policy analysts
- ◆ Macroeconomic Policy Program (1 or 2 year programs)  
Training policy makers and professionals using modern macroeconomic theory and policy
- ◆ Public Finance Program (1 year)  
Training future fiscal leaders in taxation and customs
- ◆ Maritime Safety and Security Policy Program (1 year)  
Training future coast guard leaders for global level engagement
- ◆ Economics, Planning and Public Policy Program  
Training government officials to contribute to good governance and economic development in Indonesia

## Ph.D. Programs in English

- ◆ Policy Analysis Program [5 years (MA. + Ph.D.)]  
Educating individuals to research and analyze real-world policy issues  
[Degree] Public Economics, Development Economics, International Economics
- ◆ GRIPS Global Governance Program (G-cube) [5 years (MA. + Ph.D.)]  
Equipping students to become Leader of Leaders for government, business, and international arenas  
[Degree] Public Policy, International Relations, International Development Studies
- ◆ Science, Technology and Innovation Policy Program (3 years)  
Equipping government officials with the skills needed to design, implement and evaluate policies related to science, technology and innovation based on a scientific approach, and trains other professionals to become experts in the theory and practice of policy making  
[Degree] Public Policy, Policy Studies
- ◆ Disaster Management Program (3 years)  
Cultivating professionals who can educate researchers and take leadership in the planning and implementation of national and international strategy and water-related risk management policy  
[Degree] Disaster Management



政策研究大学院大学

GRIPS  
NATIONAL GRADUATE INSTITUTE  
FOR POLICY STUDIES



Students  
Voices (Youtube)

Admission info

