

6. Evacuee Trust Property Board (ETPB)

Following is the report of the Task Force on Reforms & Restructuring of ETPB presented to the Prime Minister by the Adviser to PM on Institutional Reforms & Austerity (the Chairman of the Task Force).

Executive Summary

1. Evacuee Trust Property Board (ETPB) is a body corporate established under the Evacuee Trust Property (Management & Disposal) Act # XIII, 1975. The core functions of the Board are:
 - i. Management & Disposal of Evacuee Trust Properties/Lands.
 - ii. Maintenance of Gurdawara's & Mandirs in Pakistan.
 - iii. Holding of Hindu's / Sikh's Festivals as per rituals in a Calendar year and management of Hindu's/Sikh Yatrees (Foreigners/Locals)
2. Since its inception in 1975, the ETPB has performed its functions as laid down in the provisions of the ETP Act. Although more than four decades have been passed, no amendments have so far been made in the Act even though the EPTB has been facing serious challenges for the past several years. The outdated governance structure of the organization has failed to cope with the dynamic challenges of the 21st century. Consequently, the ownership of huge land holdings and a wide spread of urban properties by EPTB, has not materialized in the desired revenue income levels. Bad governance, poor administration, weak financial management, illegal appointments, miss-management of assets and illegal encroachments by growing 'Qabza Mafias' are the biggest challenges being faced by ETPB.
3. The Prime Minister was apprised about the prevailing state of affairs during a meeting in the Prime Minister's Office held on 7th Nov, 2018. The Prime Minister graciously constituted a Task Force on ETPB and appointed the undersigned as Chairman of the Task Force. The TOR's of the Task Force are as follows:
 - i. Amendment in Evacuee Trust Properties (Management & Disposal) Act # XIII, 1975 and Schemes made there under for effective performance of the organization.
 - ii. Restructuring of management of ETPB.
 - iii. Identification of under-utilized/hidden properties & lands, and proposals for their effective utilization.
 - iv. Suggest ways and means for removal of encroachments.
 - v. Suggest measures to be taken for promotion of Religious Tourism.
 - vi. Utilization of ETPB resources for social sectors (Education & Health etc.).
 - vii. Propose measures for maintenance/upkeep of Sikh/Hindu Shrines.
 - viii. The Task Force will make recommendations to the Federal Government, which will be implemented by the ETPB.
4. In pursuance of the directions of the Prime Minister, the Task Force held several meetings and carried out comprehensive and detailed deliberations on all the tasks assigned. The observations of the Prime Minister Inspection Commission have also been incorporated in this report.
5. The report and recommendations of the Task Force are submitted herewith for the kind perusal of the Worthy Prime Minister.

Preamble

6. Government of Pakistan Constituted Evacuee Trust Property Board under the Evacuee Trust Property, (Management and Disposal) Act # XIII, 1975. The Board is headed by a Chairman and comprises of such number of members appointed by the Federal Govt. Presently Federal Govt. has appointed twenty-four (24) Members (Official Member are 5 and Non-Official Members are 19). Proper representation of Hindu and Sikh community from all the Provinces of the Country has been made in the Board.
7. The functions of the Board have been defined and laid down in the Section 4(2) of the ETPB, Act # XIII, 1975. The major functions of the ETPB is Management and Disposal of the Evacuee Trust Properties and Lands in accordance with the provisions of the ETPB, Act # XIII, 1975. All the Evacuee Trust Properties are vested with the Federal Government in terms of the Section 6 of the Act. Although ETPB is a body corporate in terms of the ETPB, Act # XIII, 1975 but all its functions are subject to the general control by the Federal Government.
8. The ET Properties and Lands are spread all over the country. These are located in the Metropolitan, Urban, Peri-Urban and Rural Areas. The ETPB mainly deals with the rents and leasing of ETP Lands & Properties. The income of ETPB is generated from the rents and leasing of its lands and properties. Moreover, ETPB is also providing Health and Educational Services to the humanity through its Janki Devi Hospital, Ayesha Degree College and Four Trust Schools besides maintaining the Gurdawara's/Mandir's and providing facilities to the Yatees on pilgrimage/festivals. Ever since its establishment in 1975, no major reforms or re-structuring of the ETP Board has been undertaken.
9. Honourable Prime Minister, Mr. Imran Khan, after taking oath of the Prime Minister of the Country redeemed his pledge to reform the Government Institutions and very graciously presided over a special meeting on the affairs of the ETP Board on 7th Nov, 2018 wherein the P.M was presented a detailed briefing on all the matters of ETP Board.
10. The Prime Minister directed to constitute a Task Force on ETP Board comprising of 17 members, headed by Dr. Ishrat Husain, Adviser to the Prime Minister an eminent and profound personality. The undersigned has the privilege to be the Ex-Officio member of this Task Force along with other sixteen members. All the Honourable Members of the Task Force have made a valuable contribution for the crafting of proposals for Reforms in ETP Board. The contribution of all the members is praiseworthy. I am highly indebted to Mr. Noor-ul-Haq Qadri, Federal Minister Religious Affairs and Mr. Muhammad Mushtaq Ahmed, Federal Secretary MoRA. I also express my sincere thanks to Mr. Faheem Arshad Federal Secretary Law Division.

CHAPTER NO. I: Present Situation

1. Evacuee Trust Property Board (ETPB) was established by the Government of Pakistan under Act No. XIII of 1975 promulgated on 1st July, 1974, for the management, control and disposal of the Evacuee Trust Properties situated all over Pakistan. The Board is headed by a Chairman and comprises of twenty-four members—five officials and 19 non official. Both Hindu and Sikh communities are represented on the Board. The major functions of the Board Are Management and Disposal of the Evacuee Trust properties and lands. All its functions are subject to the general control by the Federal Government exercised through the Ministry of Religious Affairs and Inter Faith Harmony.

2. Following schemes were made under this Act for the efficient and smooth Operation and Management of the Board. Copies of the Act and the Schemes are attached in Volume II Appendix - A:

- i. Scheme for the lease of Evacuee Trust Agricultural Land, 1975.
- ii. Scheme for the Management and Disposal of Urban Evacuee Trust Properties, 1977.

DETAILS OF LANDS /PROPERTIES

3. Presently ETP Board is managing 109369 acres of ET land and 15619 ET properties all over Pakistan. The current details of the land are as follows:

(Rs. In million 2018-2019)

PROVINCE	ACRES	LEASED (ACRES)	INCOME
Punjab	85331	70757	357.970
Sindh	21735	2442	5.5143
KPK	2301	1854	4.591
Baluchistan	2	2	0
Total	109369	75055	367.704
		Unleased land:34314	

AREA	ACRES
Banjar Land	1795
Land under occupation of J&K refugees – Illegal occupation	4248
Marrayan/Marghat/Darya Burd Land	9396
Land under Illegal occupation	18875
Total	34314

4. The current details of the Evacuee Trust properties are as follows:

(Rs. In million 2018-2019)

PROVINCE	UNITS	SUB UNITS	INCOME
Punjab	11139	35458	937.518
Sindh	3144	9218	166.057
KPK	1141	1736	51.108
Balochistan	195	473	6.580
Total	15619	46885	1161.261

ESTABLISHMENT

5. The ETPB at present has the following establishment. The organizational structure of the EPTB is attached in Volume II Appendix-B.

- Chairman 1
- Vice Chairman 1

• Secretary	1
• Additional Secretary	2
• Deputy Secretary	5
• Zonal Administrator	7
• Total Number Posts	2,122
• Total Working Strength	1,785
• Pensioner	567

FINANCIAL SITUATION

6. The total fund size of the ETP Board has increased from 4.3 billion to Rs.4.5 billion since June, 2019. ETP Board has invested its surplus funds of Rs.1558 million and Rs.1483 million @ 13.50% for the period of one year through a competitive bidding process, following the rules and regulations of the Finance Division. This would raise the income of the ETP Board's investment by 33% to Rs.410 million as compared to Rs.234 million earned from previous investment.
7. ETP Board has also started the process of investment of surplus funds of over Rs.300 million with other banks while following rules/policies/regulations of Federal Government.

WEAKNESSES AND SHORTCOMINGS

8. Ever since the promulgation of the Evacuee Trust Properties Management and Disposal Act in 1975, the ETP Board has been performing its core functions as per the provisions of this Act. However, since then, although more than four decades have passed, no amendments have been made in the Act to reform EPTB and upgrade it to tackle the challenges of 21st century.
9. The following major weaknesses of the current setup can be identified: -
 - i. There is no separation of governance and management functions and the Chairman of the Trust enjoys too much discretionary powers without any oversight or accountability. The Chairman is also the Chief Executive of the organization. Past experience shows that the enormous discretionary powers exercised by the Chairman resulted in non-transparent decisions hurting the interests of the Trust.
 - ii. The Trust possesses valuable properties in prime locations in major cities and also agriculture lands. These are either under illegal possession of Qabza Mafias or have been leased out /rented at below market prices.
 - iii. The capacities for the removal of encroachments (details of encroachment are given in Appendix-C) and repossession land/properties are both weak and are also not exercised because of the connivance of the EPTB officials.
 - iv. There is no proper detailed record including title deeds of lands/properties which results in incessant and prolonged litigation, stay orders by the courts and consequential loss of income.
 - v. The Trust does not possess qualified and experienced financial expertise which can optimally utilize surplus funds. The profit earning on investments through banks is insufficient to cope with the depreciation of currency and persistent inflation.

- vi. Asset Management control and maintenance is poor or almost non-existent.
- vii. Financial controls are weak because of the antiquated practice of manual cash invoicing and disbursements, which is subject to tampering and manipulation.
- viii. There is no defined or documented system of delegation of financial and administrative powers.
- ix. The Human resource employed by the Trust does not match the requirements of the organization.
- x. The relics, temples and gurdawaras are not properly maintained and are in bad shape.

CHAPTER NO. II: Recommendations of the Task Force

I. GOVERNANCE AND MANAGEMENT

- i. There should be a Clear separation between the Board and Management. The Board would exercise supervisory and oversight functions, audit, approve the work plan, annual budget, expenditures above a certain threshold level but the day to day operations of the EPTB would be run by the Chief Executive officer assisted by a full time professional management team
- ii. The Board shall consist of 21 Members out of which 17 Members shall be non-official Members drawn from the Sikh and Hindu Community and other eminent persons. Minimum academic qualification of Board Member shall be intermediate. The Chairman and the Members would be appointed by the Federal Government. It is proposed that the 1975 Act may be amended to reflect the revised composition of the Board as under: -
 - 4 Members from the Sikh Community from each province.
 - 4 Members from the Hindu Community from each province.
 - 4 Experts in relevant fields from each of 4 provinces.
 - 4 other eminent persons of standing.
 - 1 Member from ICT
 - 4 Official Members.
- iii. The Management would be headed by a Chief Executive Officer (CEO) with prescribed qualification and experience and selected through an open merit based competitive process. The CEO would act as ex-officio Secretary of the Board.
- iv. CEO would be assisted by a Chief Financial Officer (CFO), Chief Information Technical Officer (CITO) and Chief Engineer (CE) as top management team. Legal wing and Enforcement wing should be established.
- v. A comprehensive review of the present organizational structure in the headquarters and field offices would be undertaken to identify skills gap and redundant manpower. Creation of new zones and appointment of Deputy / Assistant Administrators in those zones may also be considered during this review.
- vi. Capacity building via training and access to external third party shall be introduced in ETPB. Service rules consisting of ‘Recruitment’, ‘Performance Evaluation’, ‘Promotion Policy’ and ‘three-year tenure of posting for employees at stations’, ‘Severance and termination from service’ should be formulated. Performance based incentives system for ETPB employees should also be introduced.

- vii. Allocation of 10% share for Hindu Community and 10% for Sikh Community in the recruitment of ETPB employees.
- viii. The ETPB should establish Enterprise Resource Program and Management Information System to automate its business processes. Development of software and launching of management information system in ETPB should follow the best practices.
- ix. Establishment of Complaint and Monitoring Cell in ETPB and ‘whistle blower’ concept should be introduced to encourage people to help in finding hidden properties.
- x. References under clause 8/10 of Act No. XIII of 1975 may be filed in the court of Chairman by the Deputy Administrator after obtaining latest revenue record so that the nature of trust/status of land and property could be finalized by the Authority earlier.
- xi. To implement the above recommendations, the proposed amendments in the EPTB Act and the schemes are placed in Appendix E

II. ASSET MANAGEMENT

- i. Documentation of all ET properties/lands should be completed at the earliest using a computerized online system with photographs, mapping, geo-tagging etc. to allow for better decision making.
- ii. Schemes for urban properties introduced in 2001 and 2006 should be amended to enhance rental rates and make them closer to current commercial values. The rents for urban properties have not been reassessed since 2012. This needs immediate attention.
- iii. Policy for change of tenancy and construction/development by ETPB or through tenants needs to be revised to increase the income of ETPB.
- iv. A new policy/scheme for agricultural lands especially for lands located in Sukkur and Larkana in Sindh may be formulated. Lease periods may be extended from three years to ten years.
- v. Cases regarding VIP plazas and other valuable ET properties are pending in the Court of Chairman ETPB since 2002 / 2003. Some cases related to Sukkur are pending since long. These cases may be decided at once so that the same may be included in development projects of ETPB to increase the revenue.
- vi. Maximize the developmental projects with completion time of 3 months to improve revenue of the department.
- vii. A new Investment Advisory Committee be constituted for better management and decision making in ETPB’s investments.
- viii. ETP Board should consult with Board members for reframing the current investment policy in accordance with the Federal Government investment rules / policies / regulations.
- ix. The current mechanism of collecting donations should be improved after consultation with PSGPC.

- x. Immediate retrieval of Evacuee Trust Properties / Lands from ‘Qabza Mafias’ should be initiated.
- xi. Protection of status of Gurdwaras and Mandirs should be ensured.
- xii. Priority in the use of land, property and other assets of ETPB, except the shrines of Hindus and Sikhs, would be given to social welfare projects that serve the Hindu, Sikh and other minority communities.
- xiii. All Evacuee Trust Properties / lands situated within the limits of Cantonment Board should be treated as commercial and residential properties.
- xiv. Services of valuers from the approved list of valuers of state Bank or Banking Associations of Pakistan should be obtained for valuation of land, properties and assets of EPTB. After valuation, all properties/pieces of land, which are not attached to any religious shrines, should be sold through an auction in a transparent manner.

III. UPKEEP AND MAINTENANCE OF SHRINES

Specific recommendations in respect of each local shrine are presented in Chapter III. The following recommendations are of a general nature.

- i. Regular repair/maintenance petty works should be ensured for all Mandirs & Gurdwaras.
- ii. Appointments of Cook, Pujari, Sewadar&Garanti and Security Guards in all the functional Mandirs & Gurdwaras should be done at the earliest.
- iii. Pakistan Hindu Mandir Management Committee (PHMMC) may be constituted on the lines of Pakistan Sikh Gurdwara Parbhandak Committee (PSGPC) for proper management of the Mandirs.
- iv. Constitution of local Mariyada committees under PSGPC is recommended in all functional Gurdwaras which will be responsible for langar, piniparshad and kara parshad.
- v. Construction of Joraghar (shoes room) in all Functional Mandirs / Gurdwaras.
- vi. Anti-state activities may not be allowed in any Mandir / Gurdwara.
- vii. An online system for collection of funds / donations may be setup through consultations with the community committees.
- viii. Separate entity/protocol of Guru Granth Sahib and Gitta Sahib in all functional Gurdwara and Mandir should be introduced.
- ix. Documentary regarding past and present state of Gurdwaras and Mandirs may be prepared and regularly updated to showcase the achievements and progress.
- x. PSGPC and ETPB may take steps for the restoration of all other historical / important Gurdwara Sahiban.

IV. REMOVAL OF ENCROACHMENTS

- i. Enforcement Wing with proper legal powers and human resources may be established for ejection of illegal occupants and preventing unauthorized possession of Trust properties and lands.
- ii. It is suggested that in each district a committee headed by the Deputy Commissioner and comprising of District Police Officer, Deputy Administrator, ETP Board and Revenue Officer of the District may be constituted. The committee will hold its meeting once in a month and take effective measures for the retrieval of ET Lands from the ‘Qabza Mafias’.
- iii. The Enforcement wing would have staff located in the Zonal Offices of ETP Board for regular vigilance of ET properties and lands in that respective zone and carrying out the directives and decisions of the District Committees.
- iv. All pending cases in courts against illegal occupants should be vigorously pursued by engaging eminent lawyers rather than relying on in-house legal staff.

V. PROMOTION OF RELIGIOUS TOURISM

- i. All the foreign missions abroad should be issued directions to showcase the major historical religious sites like Katas Raj, Gurdawara Janman Asthan, Nankhana Sahib, Sadu Bela Sukkar & Samadhi Maha Raja Ranjeet Singh Lahore.
- ii. ETP Board will provide free lodging facilities on the premises of historical Gurdwaras in Pakistan for the visiting foreign Sikh/Hindu Yatrees.
- iii. The hospitality sector should be encouraged to develop Five Star Hotels/Motels at Kartarpur, Narowal, Hassanabdul and Nankana Sahib to provide five star residential accommodations to the families/delegation of International Sikh/Hindu yatrees visiting these historical places
- iv. ETPB in collaboration with the Pakistan Tourism Development Corporation and private tour operators will soon launch a marketing campaign to attract foreign tourism.

VI. SOCIAL SECTOR DEVELOPMENT

The EPTB allocates some funds in form of grants-in-aid to deserving institutions providing health/educational services to the poor and needy citizens. It is proposed that part of the increased income from the properties attained by removing encroachments and higher lease money should be utilized for expanding these services in the backward areas of the country and establish orphanage houses in collaboration with the philanthropic organizations, NGOs, concerned Federal ministry and provincial departments .

CHAPTER NO. III: Recommendations of the Task Force for the upkeep and maintenance of local Gurdwaras and Mandirs

SHRINES IN PUNJAB/KHYBER PAKHTUNKHWA

- **Katas Raj Mandir, Chakwal.** Since 2006 this mandir is under the possession of Archaeology Department, Punjab. It may be reverted back to ETPB (being its

custodian) for its better management in the future. Completion of 36 room accommodation at the site may be completed at the earliest.

- **Krishna Mandir, Lahore.** Construction of Gumbad/storeroom and renovation of bathrooms is needed
- **ShamshanGhat, Lahore.** Construction of two shades for Hindu and Sikh visitors respectively was recommended. Constructions of 04 rooms with attached bathrooms, installation of water supply scheme, landscaping and posting of two Sewadars was recommended.
- **ShamshanGhat Rawalpindi.** Complete tuff tiling and appointment of a Sewadar & two security guards was recommended.
- **PanjTirathMandir, Peshawar.** PanjTirathMandir, Peshawar known as Chacha Younas Family Park may be opened for Poojapat at the earliest. Complete renovation and new signboards are needed. A local committee may be constituted for langer / parshad etc.
- **DI Khan Mandir.** Completion of the construction for Poojapat was recommended.
- **ShiwalaTeja Singh Mandir, Sialkot.** Complete renovation of the recently opened Mandir with marble flooring inside & outside and power supply was recommended.
- **BalmeekiMandir, NilaGumbad, Lahore.** Maintenance and re-paint recommended.
- **ParhaladPuriMandir, Multan.** Keeping in view its importance, the existing religious issues may be resolved and Mandir may be opened after necessary repairs.
- **Jain Mandir, Gujranwala.** It is a valuable property of ETPB. Presently, it is under the possession of local police. It may be taken over, renovated and opened for Darshan for Jain followers.
- **Smadhi Ganga Ram, Lahore.** Renovation of Smadhi Sir Ganga Ram, Lahore.
- **GurdwaraJanamAsthan, NankanaSahib.** Construction of a 100 rooms accommodation, outsourcing of cleaning services to third party, purchase of new bedding, arrangement of quality catering/tentage, opening of one gate near Sarowar sahib for 2 hours (day & night prayers) for the facilitation of local yatrees, was recommended.
- **Gurdwara Bhai Joga Singh, Peshawar.** Immediate repair of cracks in the structure to avoid any untoward incident in the future was recommended.
- **GurdwaraBheeba Singh, Peshawar.** The lease part of the Gurdwara may be canceled to establish Langar hall.
- **Gurdwara Patti Sahib.** The Gurdwara is in dilapidated condition. It may be repaired and joined with residential block through Karsewa on available land.
- **GurdwaraPunja Sahib.** Diversion of Sewerage (Nullah) may be expedited. The demolished building in front of the Gurdwara Sahib may be attached with the Gurdwara.

- **Gurdwara Sacha Sauda, Sheikhpura.** Construction of new Langar Hall with a Langar committee, karapershad and pinipershad under the supervision of PSGPC may be expedited.
- At Lahore accommodation arrangements for the local Hindu Yatrees may be made at Agarwal Ashram or any other suitable place.

SHRINES IN SINDH / BALOCHISTAN

- **Quetta.** Immediate takeover and opening of Gurdwara in Apwa School for local Sangat of Quetta was recommended which is currently in possession of Education Department, GoB. Moreover, there are three urban properties on Jinnah Road and Bano Road, Quetta which can be developed as commercial / residential plazas by the ETPB to increase the revenue of the department.
- **Karachi, Gurdwara.** As promised by the Ex-Chairman ETPB, it was requested that a plot may be allotted to Sikh community in Karachi for the construction and opening of Gurdwara. Expenditure for the construction will be borne by the Sikh community.
- **Sadhu Bella Mandir Sukkur.** Barbed wires need to be fixed around the boundary walls of the Mandir for the security and safety of the visitors / yatrees. There are 12 Ghats at Sadhu Bella Shrines, Sukkur. The iron gates need to be fixed immediately for safety and to avoid any untoward incident in the future.
- **Sukkur Dharam Shala.** This facility measuring approximately 5000 Sq. Ft comprising of 80 tenants may be developed as residential/commercial palza and place for Mandir may be reserved in the lower portion. This will lead to significant increase in the income of the board.
- **Property No. D-1380** situated at Vari Tar Road comprising of 9 tenants may be included in the development scheme of ETPB to increase the income of board.
- **Property No.C-491** at Wals Road Sukkur comprising of 25 tenants measuring approximately 4000 Sqft may be included in the development scheme for construction of commercial / residential plaza.
- **Property No B-7** situated in Mochi Bazar comprising of 5 tenants can be converted into commercial/residential plaza to increase income of ETPB.
- **Property No.11/110, Shikarpur** comprising of 7 sub units has been sealed due to default of rent. There is an apprehension of illegal possession by the Archeology Department/Local Administration. To save the property of ETPB, Mr. Dewan Chand Chawala, head of the sub – committee, has filed a writ petition in the High Court, Larkana against the Deputy Commissioner and other officers of Local Administration, which is still pending. The possession of the said property can be reverted back after necessary negotiations with DC, Shikarpur.

CHAPTER NO. IV: Removal of Encroachments - Future action plan

IDENTIFICATION OF UNDERUTILIZED/HIDDEN PROPERTIES & LAND AND PLANS FOR THEIR EFFECTIVE UTILIZATION

ETP Board is managing 109369 Acres of land all over Pakistan. About 34314 Acres of land is un-leased so far. The classified breakup is as under: -

i.	Bangar Land	1795Acres
ii.	Land under occupation of J&K refugees – Illegal occupation.	4248Acres
iii.	Marriyan/Marght/Darya Burd Land	9396Acres
iv.	Land under illegal occupation	18875 Acres

2. ETP Board in collaboration with the respective District Administrations/Provincial Governments intends to launch an anti-encroachment operation against qabza mafias to retrieve the encroached land. So far ETP Board has retrieved ET land measuring 1261 Acres having value of Rs.8562.59 million, whereas hectic efforts are being made to retrieve the remaining encroached lands.

3. ETP Board has established Hidden Property Wing to trace the hidden ET Properties and Lands all over the country. The Board of Revenue of Provincial Governments will be requested to identify such hidden properties and lands through their Revenue Officers/Settlement Officers in the respective Districts. The Surveyor General of Pakistan (SGP) has also been requested for geo survey of the ET Properties / Lands all over Pakistan and the office of the SGP will also be involved for locating/ tracing the hidden ET Properties/ Lands all over Pakistan. All the existing ET Properties/ Lands will be streamlined/ digitalized through geo tagging/ satellite survey.

4. In order to make the effective utilization of banjar lands, a corporate strategy will be evolved to offer such banjar lands to the large-scale industries to set up their industrial units in these areas. The export processing zone authority and Provincial Governments will be requested to set up Special Economic Zone/Industrial Zones on the unutilized banjar ET lands. This commercial use of banjar ET land will generate significant revenue for the ETP Board. Special efforts will also be made for the attraction of the Foreign Direct Investments for the setting up of Industrial and Commercial Hubs on these banjar lands in collaboration of the Board of Investment, Government of Pakistan.

FUTURE ACTION PLAN FOR REMOVAL OF ENCROACHMENTS

5. ETP Board has prepared district wise details of lands under encroachment of private person's/government departments. The government departments will be asked to regularize their possession by making payment of price of land on market rates as these lands are being utilized for official purpose like Schools/Hospitals and other public services.

6. The lands encroached upon by private parties will be retrieved with the help of law enforcement agencies. A high level meeting will be arranged with the Chief Secretaries and IGPs of the provinces to streamline the anti-encroachment operations in the respective districts. It is suggested that in each district a committee headed by the Deputy Commissioner and comprising of District Police Officer, Deputy Administrator, ETP Board and Revenue Officer of the District may be constituted. The committee will hold its meeting once in a month and take effective measures for the retrieval of ET Lands from the 'Qabza Mafias'.

7. In order to eradicate the evil of encroachment of ET lands, a special cell will be established in the Zonal Offices of ETP Board with a suitable security staff for regular vigilance of ET properties and lands in that respective zone.

CHAPTER NO. V: Promotion of Religious Tourism

Pakistan was recently ranked as the best international holiday destination, according to Conde Nast Traveller, a luxury and lifestyle travel magazine. Considering its amazing natural beauty and rich archaeological heritage, the country has immense potential to attract international tourism. Several recent high profile visits by foreign dignitaries has further improved the good will and the number of foreign tourists coming to Pakistan has increased rapidly over the last few years. In these promising times, the Evacuee Trust Property Board can play a pivotal role in promoting religious tourism coming into Pakistan. The ETPB is maintaining the following gurdawars/mandirs in Pakistan. There is potential for opening new sites for tourism. The details are given below.

Functional Mandirs

1. Krishna Mandir, Rawalpindi, Punjab
2. Katas Raj, Chakwal, Punjab
3. Krishna Mandir, Lahore, Punjab
4. BalmikMandirNilaGumband, Lahore, Punjab
5. Sadhu Bela, Sukkur, Sindh
6. Guru GurpatMandir, Hyderabad, Sindh
7. Sant Baba Bhagat Ram Darbar / Mandir, Dadu, Sindh
8. Jhollay Lal Mandir, Karachi, Sindh
9. Bhai SantThawan Das Mandir, Mehar,Dadu, Sindh
10. Tehsil Nathan Shah, Dadu, Sindh
11. Gurdas Ram Mandir, Radhan Town Tehsil Mehar, Dadu, Sindh
12. Kali Bari Mandir, Peshawar, KPK
13. Shiv Mandir, Mansehra, KPK
14. ShahwalaTeja Singh Mandir, Sialkot

Functional Gurdwaras

- | | |
|---|---------------|
| 1. Gurdwara Janam Asthan | Nankana Sahib |
| 2. Gurdwara Patti Sahib | Nankana Sahib |
| 3. Gurdwara Tambo Sahib | Nankana Sahib |
| 4. Gurdwara Balila Sahib | Nankana Sahib |
| 5. Gurdwara Panj Chatti Patshahi | Nankana Sahib |
| 6. Gurdwara Malji Sahib | Nankana Sahib |
| 7. Gurdwara Kiara Sahib | Nankana Sahib |
| 8. Gurdwara Sacha Sauda | Farooqabad |
| 9. Gurdwara Rorri Sahib | Gujranwala |
| 10. Gurdwara Dera Sahib | Lahore |
| 11. Gurdwara Shaheed Ganj Singh Singhnian | Lahore |
| 12. Gurdwara Guru Ram Das | Lahore |

13.	Gurdwara Babay Nanki	Lahore
14.	Gurdwara Darbar Sahib	Narowal
15.	Gurdwara Panja Sahib	Hassanabdal
16.	Gurdwara Bhai Joga Singh	Peshawar
17.	Gurdwara Bahi Beba Singh	Peshawar
18.	Gurdwara Babay Di Bairee	Sialkot
19.	Gurdwara Dera Sahib	Lahore
20.	Gurdwara Shaheed Ganj SinghSinghnian	Lahore
21.	Gurdwara Guru Ram Das	Lahore
22.	Gurdwara Bebe Nanki	Lahore
23.	Gurdwara Bhai Taroo Singh	Lahore

Potential New Sites for Religious Tourism

1. Katas Raj Mandir, Chakwal
2. Sadhu Bella Shrines, Sukkur
3. Hinglaj Mata Mandir, Balochistan
4. Shiv Mandir, Mansehra

2. As per the protocol agreed between India & Pakistan the following number of Sikh Yatrees can visit Pakistan on various festivals/occasions during a calendar year:-

Sr.	Name of festival/Place	Strength	Duration/Month
01	Baisakhi Festival of Gurdwara Panja Sahib-Hassanabdal	3000	10 days - April
02	Martydom of Guru Arjun Dev Jee, Lahore	1000	10 days - June
03	Death Anniversary of Maharaja Ranjeet Singh – Lahore.	500	10 days - June
04	Birthday of Guru Nanak Dev Jee, Nankana Sahib	3000	10 days – Nov.

3. The Government of Pakistan has recently constructed the Kartarpur Corridor to provide Religious Tourism facilities at Gurdwara Darbar Sahib, Kartpur, Narowal (GDSK). As per the agreed bilateral protocol, 5000 Yatrees can visit daily from the Indian side to pay homage in Gurdwara. About 300-500 Yatrees are visiting GDSK on daily basis, however, this number increases on Sundays to about 1000-1200 yatrees. There is great potential for further increase in the future.

PRESENT STATUS AND FUTURE PLANS

4. Evacuee Trust Property Board is already providing maximum facilities to the visiting Sikh/Hindu Yatrees on the eve of their notified festivals. The Government of Pakistan has a special visa policy for the Indian Hindu/Sikh Yatrees but there is a need to have a special visa policy also for the Hindu/Sikh Yatrees who are the Non-Indian Residents i.e. those Hindus and Sikhs who are citizens of Europe, USA, Africa, Canada and other Scandinavian countries. It will be more appropriate to provide 'Visa on Arrival' facility in Pakistan to all such Hindu/Sikh Yatrees who are residents of countries other than India.

5. There is also a need to engage the Pakistani Missions abroad to promote awareness about the tourism potential of historical religious places internationally. All the foreign missions abroad should be issued directions to showcase the major historical sites like Katas Raj Temple, Gurdawara Janman Asthan, Nankhana Sahib, Sadu Bela Sukkar & Samadhi Maha Raja Ranjeet Singh Lahore. ETPB in collaboration with the Pakistan Tourism Development Corporation and private tour operators will soon launch an international marketing campaign to attract foreign tourism.

6. ETP Board also plans to provide free lodging facilities on the premises of historical Gurdwaras in Pakistan for the visiting foreign Sikh/Hindu Yatrees. The government should encourage the private hospitality sector to develop Five Star Hotels/Motels at Kartarpur, Narowal, Hassanabdal and Nankana Sahib to provide excellent residential facilities to the families/delegations of foreign Sikh/Hindu yatrees visiting these historical places. ETPB is also pursuing various options in this regard.

CHAPTER NO. VI: ETPB in Social Sector

ETPB in Social Sector - Present scenario

Evacuee Trust Property Board is also responsible for various social issues as per the Section 4(2)(j) of the ETP Act No. XIII, 1975, which reads as follows:

“to set up, or make grants-in-aid to orphanages, leper houses, widow houses, poor houses and educational, vocational, technical or health institutions and hospitals subject to the general control and directions of the Federal Government.”

2. In pursuant to this provision of the Act, ETP Board has established various institutions in health and education sector. These health and educational institutions are managed by an NGO named as PMEIF (Pakistan Model Education Institutions Foundation). This NGO is headed by Chairman, ETP Board and it has been established with the approval of the Prime Minister of Pakistan. This NGO is funded by the budget of the ETP Board through grant-in-aid as part of Corporate Social Responsibility of the board. The details of functional institutes providing social services are as follows:

3. Health Institutions: ETP Board has established and is maintaining the following health institutions.

- i) Janki Devi Hospital, Lahore: Janki Devi Hospital is a 50-bed hospital providing health facilities of gynecology and pediatrics to the poor and needy women and infants in Lahore. It is located on Abbot Road, Lahore.
- ii) ETP Board Medical Centre, Agrwal Ashram, Lahore.
- iii) ETP Board health Centre, Dera Sahib, Lahore.
- iv) ETP Board health Centre, Nankana Sahib.
- v) ETP Board health Centre, Hassanabdal.

All these health centers are providing free of cost medical facilities around the clock to the needy and poor residents of the areas.

4. Educational Institutions: ETP Board has established and is maintaining the following educational institutions.

- i) Hazrat Ayesha Degree College, Nicholson Road, Lahore.
- ii) Trust Model Public School, Moulana Ahmed Ali Road, Lahore.
- iii) Nawaz Sharif Girls High School, Nicholson Road, Lahore.
- iv) Dr. Mateen Fatima School, Shahdara, Lahore.
- v) MohtarmaBenzir Bhutto School, Lahore.

All these educational institutions are providing quality education at nominal fee to the poor and lower middle class of the society.

5. Social and Humanitarian Services: ETP Board has established a state of the art orphanage house in Sialkot. It has been built over an area of 2-kanal, 19-marla, 80-Sqft with an estimated cost of Rs. 19,120,661/=. This orphanage house is providing free lodging and food facilities to the homeless/shelter-less poor of Sialkot. Presently this orphanage house is being managed by a local NGO on trial basis.

Future Plans

ETP Board has a special provision in the Section 4(2)(j) of the Act, 1975 to set up, or make grants-in-aid to existing orphanages, leper houses, widow houses, poor houses and educational, vocational, technical or health institutions and hospitals subject to the general control and directions of the Federal Government. The ETP Board has a special allocation of funds in the budget under the head 'grant-in-aid' in pursuance to this provision of the Act. Besides, providing the health/educational services to the poor and needy citizens through the existing institutions, the ETP Board intends to establish state of the art orphanage houses and educational institutions in the backward areas of the country. So far ETP Board has spent an amount of Rs.810 Million in grant-in-aid during last 03-years and in the current budget an amount of Rs.330 Million has been allocated for similar welfare activities.

The ETP Board intends to establish orphanage houses in the following districts where ET land is available with the prior approval of the Federal Government.ETP Board is preparing a pre-feasibility report for the establishment such facilities.

- i) Mianwali-Punjab
- ii) Karachi-Sindh
- iii) Peshawar-KPK
- iv) Quetta-Balochistan

In this area, philanthropist organizations/NGOs like EDHI Foundation will be requested to collaborate with the ETP Board. The Honourable Prime Minister of Pakistan will be soon be requested to be the Chief Guest at the foundation laying ceremonies of these proposed orphanage houses.

CHAPTER NO. VII: Constitutional & Legal Challenges

The Constitution (Eighteen Amendment) Act, 2010, has deleted the Concurrent Legislative List from the forth Schedule of the Constitution of the Islamic Republic of Pakistan. The Concurrent Legislative List was residuary in nature to legislate on matters vested solely with the provinces. The then Govt. of Punjab in the year 2012 filed a constitutional Petition

No.12/2012 in the Supreme Court of Pakistan on the point of law that after omission of the concurrent legislative list, the devolution process was to be completed by 30.06.2011 in terms of Article 270-AA(8) and ETPB and its assets, were to be transferred from the Ministry of Minorities Affairs (devolved) to the province of the Punjab but instead it has been transferred to newly created Ministry of National Harmony. This petition is subjudice in the Apex court. These and other legal issues discussed below need to be considered and given due importance.

A civil Petition No.1733-L of 2012, titled Abdul Rauf Khan Niazi& Others V/s Govt. of the Punjab was filed in the Supreme Court of Pakistan and the same has been accepted and Leave to Appeal was granted on 17.04.2013 by the Honorable Supreme Court. The matter is still subjudice in the Apex Court.

The then Chief Minister of Punjab in the year 2012 also filed a reference in the Council of Common interest Islamabad under the Article 155 the same is pending in the CCI.

On the 10-11-2008 Senator Muhammad Anwar Bhinder submitted a Bill in the Senate in which following amendments were proposed.

- i) Amendments of section 3, Act XIII of 1975.
- ii) Amendments of section 3, Act XIII of 1975.
- iii) Amendments of section 10, Act XIII of 1975.
- iv) Amendment of section 16, Act XIII of 1975.
- v) Amendment of section 22, Act XIII of 1975.
- vi) Amendment of section 25, Act XIII of 1975.

This Bill was submitted in obedience to the Judgment passed by the August Supreme Court of Pakistan in its Judgement 2000 S.C.M.R-1, titled Government of Pakistan V/s Mufti Iftikharud din & Other.

Dr. Ramesh Kumar Vakwani, Member National Assembly has introduced a Bill in the Assembly in the year 2018 proposing amendment of section 3 of Act XIII of 1975.

Conclusion

The Prime Minister of Pakistan constituted a Task Force on restructuring and reforms of Evacuee Trust Property Board. The Task Force convened several meetings and then formed sub committees to analyze the issues facing the EPTB and make recommendations on (i) Governance and Management (ii) Asset Management, (iii) . After detailed deliberations by all the members of the Task Force and consultation with the members of the Board, this report has been prepared. The recommendations of the report summarized in Chapter II will help overcome some of the weaknesses and shortcomings, streamline the functions of ETPB and allow it perform its duties efficiently. More important the recommendations will transform the ETPB into a revenue surplus organization for the Federal Government.

The proposed reforms will be harbinger of fostering of national harmony amongst the people of various faiths living in this country. They will also help in the preservation and improvement of the magnificent religious sites present all over the country which will improve the image of Pakistan and tremendously boost foreign religious tourism.

I offer my sincere gratitude to the Honorable Prime Minister of Pakistan for entrusting the Task Force with this responsibility. We hope this report will serve as a catalyst for long lasting and effective reformation of ETPB.

DECISION

4. The cabinet considered the above recommendations of the Task Force on 7th April 2020 and directed the Sponsoring Division to present the timelines along with indicating the entities responsible for implementing the recommendations of the Task Force during the next Cabinet meeting.

Current Status

5. Further actions are to be undertaken by the Religious Affairs and Interfaith Harmony Division. Meanwhile, the latest implementation status of the recommendations contained in above report, as shared by the Sponsoring Division, is as under:

IMPLEMENTED RECOMMENDATION		
Sr.	Recommendations	Status
1	The current mechanism of collecting donations should be improved after consultation with PSGPC.	Complied
2	Protection of status of Gurdwaras and Mandir should be ensured.	Complied.
3	Constitution of local Maryada Committee under PSGPC is recommended in all functional Gurdwaras which will be responsible for langar, piniparshed and Kara parshad.	Complied
4	Anti-state activities may not be allowed in any Mandir / Gurdwara.	Complied.
5	An online system for collection of funds / donations may be setup through consultations with the community committees.	Complied
6	Separate entity / protocol of Guru Granth Sahib and Geeta Sahib in all functional Gurdwaras and Mandirs should be introduced.	Complied
7	Documentary regarding past and present state of Gurdwaras and Mandirs may be prepared and regularly updated to showcase the achievements and progress.	Complied
8	ETPB should consult with Board members for refraining the current investment policy in accordance with the Federal Government investment rules/ policies/regulations.	Complied. ETPB is following Finance Division Rules.
9	A new policy /scheme for agricultural lands especially for lands located in Sukkur and Larkana in Sindh may be formulated. Lease periods may be extended from three years to ten years.	Already provided in the Scheme 1975.

10	Enforcement Wing with proper legal powers and human resources may be established for ejection of illegal occupants and preventing unauthorized possession of Trust properties and lands.	Powers for ejection exist under Section 25 of ETPB Act.
11	ETPB Board will provide free lodging facilities on the premises of historical Gurdwaras in Pakistan for the visiting foreign Sikh / Hindu Yatrees.	Complied.
12	Banjar land leasing for industrial and commercial purpose.	Provided in the Agricultural Scheme Rules 1975.
13	Establishment of Complaint and Monitoring Cell in ETPB and “Whistle Blower” concept should be introduced to encourage people to help in finding hidden properties.	Complaints, Monitoring, Enforcement Wing, Inquiry Cell & Unearth of ETP Cell established.
14	Regular repair / maintenance petty works should be ensured for all Mandirs and Gurdwaras	Repair and renovation is ongoing.
15	All the foreign missions aboard should be issued direction to showcase the major historical religious sites like Katas Raj, Gurdwara Janam Asthan, Nankana Sahib, Sadu Bela Sukkar & Samadhi Maha Raja Ranjeet Singh Lahore.	M/s Foreign Affairs intimated vide Letter dated 18-11-2020 that it has forwarded the books/ documentaries/ DVDs to foreign missions at Vancouver, Toronto, Washington DC, New York (UN), Houston, London, Birmingham, Rome.
16	Construction of Joraghar (shoes room) in all Functional Mandirs / Gurdwaras.	Complied. Established in Gurdwara Janam Asthan. Jora Ghar are being improved.
17	The ETPB allocates some funds in form of grants-in-aid and land to deserving institutions providing health / educational services to the poor and needy citizens. It is proposed that part of the increased income from the properties attained by removing encroachments and higher lease money should be utilized for expanding these services in the backward areas of the country and establish orphanage houses in collaboration with the philanthropic organizations, NGOs, concerned Federal Ministry and provincial departments.	Being extended to educational and health institutions. Baba Guru Nanak Scholarship for deserving minorities’ students have also been started. Vocational training courses for Sikh and Hindu Communities youth has been started in collaboration with Punjab Vocational Institute.

PARTIALLY IMPLEMENTED RECOMMENDATIONS		
Sr.	Recommendations	Status
1	A new Investment Advisory Committee be constituted for better management and decision making in ETPB's investments.	Investment Advisory Committee constituted by the Federal Government is already functional. New Committee will be made after new Board constitution.
2	Priority in the use of land, property and other assets of ETPB, except the shrines of Hindus and Sikhs, would be given to social welfare projects that serve the Hindu, Sikh and other minority communities.	On need basis the property is being allocated on token rent.
3	PSGPC and ETPB may take steps for the restoration of all other historical / important Gurdwara Sahiban.	<p>Annual repair of all functional Gurdwaras are made as per budget allocation.</p> <p>Renovation of Shiv Mandir Jhelum has been approved by the Board.</p> <p>The Board released grant of Rs.2 Million for functioning of Gurdwara Sach Khand Shikarpur.</p> <p>The Board has also restored Teja Shawala Mandir and Chuwa Sahib.</p> <p>For Yatrees in Sadhu Bela Mandir, the Board has released Rs.4 Million to purchase motor boat.</p>
4	<p>The ETP Board intends to establish orphanage houses in the following districts where ET land is available with the prior approval of the Federal Government. ETP Board is preparing a pre-feasibility report for the establishment such facilities.</p> <p>Mianwali-Punjab</p> <p>Karachi-Sindh</p> <p>Peshawar-KPK</p> <p>Quetta-Baluchistan</p>	Orphanage is already functional in Sialkot. ETPB has initiated to utilize its properties for Educational and Health Purpose. Process of lease to 4 ETPs to National University of Modern Languages (NUML) is underway.

	In this area, Philanthropist Organizations/NGOs like EDHI Foundation will be requested to collaborate with the ETP Board.	
5	Maximize the development projects with completion time of 3 months to improve revenue of the department.	Development of ETPs is ongoing process. ETPB is encouraging the development through developers/ tenants.
6	Immediate retrieval of Evacuee Trust Property from Qabza Mafia should be initiated.	Drives initiated in liaison with Police and Local Administration.
7	It is suggested that in each district, a district committee headed by the Deputy Commissioner and comprising of District Police Officer, Deputy Administrator, ETP Board and Revenue Officer of the District may be constituted. The committee will hold its meeting once in a month and take effective measures for the retrieval of ET lands from the “Qabza Mafia”.	Chief Secretaries have also been requested to constitute a Committee for immediate retrieval of encroached land/ properties.
8	The Enforcement Wing would have staff located in the Zonal offices of ETP Board for regular vigilance of ET Properties and lands in that respective zone carrying out the directives and decisions of the District Committees.	As per record provided by the District Formation, an area of 649 Acres approx (2020) and 775 Acres (2021) was retrieved.
9	Reference under Section 8/10 of Act No. XIII of 1975 may be filed in the Court of Chairman by the Deputy Administrator after obtaining latest revenue record so that the nature of trust/status of land and property could be finalized by the Authority earlier.	250 cases were disposed of (2019-20) Hearing of the cases are being scheduled on weekly basis.
10	Cases regarding VIP plazas and other valuable ET Properties are pending in the Court of Chairman ETPB since 2002/2003. Some cases related to Sukkur are pending since long. These cases may be decided at once so that the same may be included in development projects of ETPB to increase the revenue.	Priority cases are being fixed regularly for early disposal.
11	All pending cases in courts against illegal occupants should be vigorously pursued by engaging eminent lawyers rather than relying on in-house legal staff.	Counsels’ performance is being monitored properly

		and competent counsels are being hired on case to case basis. Progress report is being received on every date of hearing. On performance evaluation, 199 legal counsels were disengaged.
12	The hospitality sector should be encouraged to develop Five Star Hotels / Motels Kartarpur, Norawal, Hassanabdal and Nankana Sahib to provide five star residential accommodations to the families / delegation of International Sikh / Hindu yatrees visiting these historical places.	<p>The case was taken up with Board of Investment (BOI). Project Management Unit (PMU) stands established in Kartarpur which will also consider the encouragement of hospitality sector.</p> <p>Provision of infrastructure by Provincial Government will also facilitate the hospitality sector.</p> <p>Construction of Residential complex at Katas Raj is underway.</p>
13	ETPB in collaboration with the Pakistan Tourism Development Corporation and private tour operators will soon launch a marketing campaign to attract foreign tourism.	Coordination is already in progress at the forum of National Coordination Committee on Tourism.
14	Policy of change of tenancy and construction/ development by ETPB or through tenants needs to be revised to increase income of ETPB or through tenants needs to be revised to increase the income of ETPB.	The Board has approved the amendments. Ministry's approval will be solicited.
15	The ETPB should establish Enterprise Resource Program and Management Information System to automate its business processes. Development of Software and Launching of management information system in ETPB should follow the best practices.	<ul style="list-style-type: none"> • Total 46206 Sub-units 95% of urban properties have been surveyed. • 14152 Agriculture Lots (90%) of agriculture land have been surveyed.
16	Documentation of all ET Properties/ Lands should be completed at the earliest using a computerized online system with photographs, mapping, geo tagging etc. to allow for better decision making.	<ul style="list-style-type: none"> • All surveyors have reverted to SOP on 20th June, 2021 after tasks.

		<ul style="list-style-type: none"> • Properties / Land of 54 districts have been Portal. • Geo-Portal and android application have been developed. • Tender for the purchase of equipment of data centre was 29th June, 2021. • Technical bid of tender has been opened on 13th July, 2021. • After the completion of phase-I, partial payment has been made to Survey of Pakistan.
17	Services of Valuers from the approved list of valuers of State Bank or Banking Associations of Pakistan should be obtained for valuation of land, properties and assets of ETPB. After valuation, all properties / pieces of land, which are not attached to any religious shrines, should be sold through an auction in a transparent manner.	The Board decided to get valuation on case to case basis through M/s NESPAK. Sale proceedings cannot be made as per directions of Supreme Court of Pakistan.
18	Appointments of Cooks, Pujari, Sewadar & Granthi and Security Guards in all the functional Mandirs & Gurdwaras should be done at the earliest.	The Board recommended the posts and the matter has been submitted to the Ministry.
19	Pakistan Hindu Mandir Management Committee (PHMMC) may be constituted on the lines of Pakistan Sikh Gurdwara Parbhandak Committee (PSGPC) for proper management of the Mandirs.	Pakistan Hindu Mandir Management Committee will be constituted subject to security clearance.
20	All Evacuee Trust Properties / lands situated within the limits of Cantonment Board should be treated as commercial and residential properties.	Matter has been taken up with Cantonment Authorities for treating ETPs as commercial and residential.
21	Capacity building via training and access to external third party shall be introduced in ETPB. Service Rules consisting of “Recruitment” “Performance Evaluation” “Promotion Policy” and “three year tenure of posting for employees at stations, “Severance and Termination from service” should be formulated. Performance based	<ul style="list-style-type: none"> • Training Courses are being conducted which is halt due to Covid. • Performance evaluation policy of Federal

	incentives system for ETPB employees should also be introduced.	<p>Government has been adopted.</p> <ul style="list-style-type: none"> • Direct Retirement Rules have also been adopted. • Draft Service Rules are under consideration in the Ministry.
22	A comprehensive review of the present organizational structure in the Headquarters and field offices would be undertaken to identify skills gap and redundant manpower. Creation of new zones and appointment of Deputy /Assistant Administrator in those zones may also be considered during this review.	Restructuring has already been recommended by Task Force. Service Rules are already under process in Ministry. Restructuring in the management has also been finalized by the Ministry and the same has been sent to the Parliament through Parliamentary Secretary.

RECOMMENDATIONS RELATED TO THE MINISTRY

Sr.	Recommendations	Status
1	There should be clear separation between the Board and Management. The Board would exercise supervisory and oversight functions, audit, approve the work plan, annual budget, expenditures above a certain threshold level but the day to day operations of the ETPB would be run by the Chief Executive Officer assisted by a full time professional management team.	
2	<p>The Board shall consist of 21 Members out of which 17 Members shall be non official Members drawn from the Sikh and Hindu Community and other eminent persons. Minimum academic qualification of the Board Member shall Intermediate. The Chairman and the Members would be appointed by the Federal Government:</p> <p>Act may be amended to reflect the revised composition of the Board as under:</p> <p>4 Members from Sikh Community from each province.</p> <p>4 Members from the Hindu Community from each province.</p> <p>4 Experts in relevant fields from each of 4 provinces.</p> <p>4 other eminent persons of standing</p> <p>1 Member from ICT</p>	Amendments in ETPB Act have been made by the Ministry of Religious Affairs and the same has been placed before the Parliament through Parliamentary Secretary Ministry of Religious Affairs.

	4 Official Members.	
3	Management would be headed by a Chief Executive Officer (CEO) with prescribed qualification and experience and selected through an open merit based competitive process. The CEO would act as ex-officio Secretary of the Board.	
4	CEO would be assisted by a Chief Financial Officer (CFO), Chief Information Technical Officer (CITO) and Chief Engineer (CE) as top management Team. Legal Wing and Enforcement Wing should be established.	
5	Allocation of 10% share for Hindu Community and 10% for Sikh Community in the recruitment of ETPB employees.	

RECOMMENDATIONS PENDING DUE TO LITIGATION

Sr.	Recommendations	Status
1	Schemes for Urban Properties introduced in 2001 and 2006 should be amended to enhance rental rates and make them closer to current commercial values. The rents of urban properties have not been reassessed since 2012. This needs immediate attention.	Several tenants have challenged the rules / policy introduced in 2006 for enhancement of rent in all over Pakistan. Presently, the case is subjudice before the Supreme Court of Pakistan regarding previous assessment policy of 2006. Efforts are being made for early disposal and in the interest of ETPB.