

**INSTITUTIONAL REFORMS IN THE FEDERAL
GOVERNMENT**

AUGUST 2018-AUGUST 2021



VOLUME-II

**Institutional Reforms Cell
Prime Minister's Office
Islamabad**

GOVERNMENT OF PAKISTAN

**Institutional Reforms Cell
Prime Minister's Office
Islamabad**

**INSTITUTIONAL REFORMS IN THE FEDERAL
GOVERNMENT**

Volume-II

VOLUME 2

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PREFACE

These two volumes containing the reports and the minutes of the meetings on Institutional Reforms are aimed at providing complete documentation of the work that has been carried out during the last three years. These volumes comprise background working papers, discussions by the Task Forces, deliberations at the Cabinet Committee on Implementation of Reforms, proposals finalized for consideration by the Cabinet, the decisions taken by the Cabinet and current status of implementation of the reforms. The minutes of the Cabinet Committee on Institutional Reforms (CCIR) formed in July 2020 have not been included in these volumes as they are still secret. However, the decisions taken by the Cabinet on the recommendations of the CCIR are included in Volume I. The Cabinet Committee on Implementation that was the precursor for the CCIR held 37 meetings from 23rd July, 2019 to 9th July, 2020. During proceedings of the meetings, the Committee called upon the representatives of the Ministries/Divisions/Departments concerned to present their view points on the proposals. The committee then gave its recommendations to the Cabinet for approval in cases where consensus was reached. Periodical progress reports were submitted to the Cabinet. The purpose of this compilation is to Capture institutional memory in a systematic and coherent manner, to have readily available reference material and a guideline for follow up.

2. The Prime Minister Mr. Imran Khan has been the guiding light of the reforms process and without his support , nudging and leadership we would not have initiated or achieved whatever has been accomplished so far. His keenness to ensure implementation of these reforms has resulted in the formation of the CCIR with the mandate to monitor the progress of the reforms approved so far and to come up with the proposals for new set of reforms. There would thus remain a continuity and the past work would seamlessly weave into the future work plan. The CCIR has held 23 meetings since its inception.

3. I would like to record my appreciation to the members of the Task Forces on Civil Service Reforms and Restructuring the Federal Government, the members of the Cabinet Committee on Implementation of Reforms and the Ministries and Secretaries of the Divisions involved in the process. The Task Forces benefitted from 80 consultative sessions held at Islamabad, Lahore, Peshawar, Karachi and Quetta during the last three years which were attended by 2223 stakeholders mainly from the various Federal and Provincial Cadre, Ex-Cadre and Non-Cadre Officers. Business leaders were also consulted about the proposed reforms. Senate Committee and N.A Committee on Cabinet were also briefed about these reforms.

4. I would like to thank the staff of the Institutional Reforms Cell - Dr. Samina Taslim Zehra who was followed by Mr. Qamar Zaman as Joint Secretary, Mr. Nauman Yusaf, Mr. Ahmed Rajwana, Mr. Hassan Haren Hote who were followed by Dr. Altamash Janjua, Mr. Najeebullah Khan, Dr. Amir Hussain and Mr. Rafique Ahmed Khokhar as Deputy Secretaries. They played critical role in supporting the work of the Task Forces and the Cabinet Committee and the compilation of these two volumes would not have been possible without their help.

5. Chapters in Volume I are organized in three parts - Part I those reforms which have been approved and are under implementation; Part II those which have been deferred and Part III which are under review and deliberations. Volume I is divided into four sections (a) Reorganizing the Federal Government (b) Civil Services Reforms (c) Business Process Reengineering and (d) Restructuring of key public sector organizations. Each chapter in Part I consists of Working papers, Proposals and recommendations, decisions taken and current status while Parts II and III consist of Working papers, Proposals and Recommendations. Volume II Contains the record of discussions and deliberations in form of the minutes of the meetings of the Task Forces and the Cabinet Committee on Implementation of Reforms.

6. These volumes are an attempt to promote transparency -an essential ingredient of Governance and accountability: whether the task assigned has been fulfilled or not. They also reflect the arduous nature of consensus building on key reforms and, more importantly, the impediments faced in their implementation. These volumes indicate that the diagnostics and design work has been done and what is missing is the delivery. The CCIR would, hopefully, be able to monitor the progress at regular intervals through action plans, responsibilities assigned, milestones and deadlines without forming any new task forces and Commissions. The journey is long and difficult but a beginning has been made.

ISHRAT HUSAIN
Advisor to Prime Minister

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**MINUTES OF THE MEETINGS OF TASK FORCE
ON AUSTERITY AND RESTRUCTURING OF THE
GOVERNMENT (TFARG) AND TASK FORCE ON
CIVIL SERVICES REFORMS(TFCSR)**

**CHAPTER 1:
COMPOSITION AND TORS OF THE TASK FORCE ON AUSTERITY
AND RESTRUCTURING OF THE GOVERNMENT**

NOTIFICATION

No.F.4-2/2018-Cab. The Prime Minister, in pursuance of decision of the Federal Cabinet dated 28th August, 2018, has been pleased to approve, with immediate effect, the constitution of the Task Force on Austerity and Restructuring of the Government.

2. The Task Force shall comprise the following:-

I.	Mr. Ishrat Hussain, Adviser to the Prime Minister on Institutional Reforms and Austerity	Chairman
II.	Mr. Salman Saddiq, Former Finance Secretary	
III.	Mr. Wajid Rana, Former Finance Secretary	
IV.	Mr. Ijaz Nabi, Country Director, IGC	
V.	MS. Roshaneh Zafar, MD Kashf Foundation	
VI.	Mr. Tariq Khosa, Former Federal Secretary	
VII.	Mr. Burhan Rasool, GM, Punjab IT Board	
VIII.	Mr. Abdullah Yousaf, Former Chairman FBR	
IX.	Rana Ahmad, Member FBR	
X.	Mr. Asad Ali Shah, Former Managing Partner, Ernst and Young	
XI.	Ms. Taslim Aslam, Former Foreign Secretary	
XII.	Secretary Finance or his nominee	
XIII.	Secretary Establishment or his nominee	
XIV.	Chief Secretary / Additional Chief Secretary, Punjab	
XV.	Chief Secretary / Additional Chief Secretary , Sindh	
XVI.	Chief Secretary / Additional Chief Secretary , KP	
XVII.	Chief Secretary / Additional Chief Secretary , Balochistan	
XVIII.	Secretary of the Task Force – To be appointed by the Secretary Establishment	

3. ToRs of the Task Force are as under:-

- i. To determine the size, composition and staffing of the federal government i.e. appropriate number of ministries, divisions, provincial and local governments, attached departments, autonomous bodies etc. clearly defining their functions and responsibilities in the light of the 18th amendment to the Constitution.
- ii. To suggest an appropriate hierarchical organization i.e. tiering within each ministry and division and department in the provinces for expeditious delivery of the government services and the relationship between the attached departments, autonomous bodies etc. with the Ministry/ Provincial department.
- iii. To simplify and redesign the rules and business processes to improve efficiency and clarity of responsibility including measures to introduce e-government.
- iv. To review the recurrent public expenditures of the federal and provincial governments and identify areas where financial savings can be effected without loss of efficiency or intended results.
- v. To review the current basic pay scales, allowances and other perks and recommend measures for rationalization of compensation package admissible to the public servants that can attract talent and skilled manpower but at the same time bring about savings in the annual employee related expenditure.
- vi. To scrutinize the non-wage public expenditures such as office space utilization, equipment etc. of various public entities with a view to consolidate and improve utilization.
- vii. To review the allocation mechanism of the public sector development program for the purpose of minimizing fragmentation and large throw forward, eliminating cost overruns and ensure timely completion of the projects to minimize benefits.

COMPOSITION AND TORS OF THE TASK FORCE ON CIVIL SERVICES REFORMS

NOTIFICATION

No.F.4-2/2018-Cab. The Prime Minister, in pursuance of decision of the Federal Cabinet dated 28th August, 2018, has been pleased to approve, with immediate effect, the constitution of the task force on **Civil Service Reforms**.

2. The Task Force shall comprise the following:-

I.	Mr. Ishrat Hussain Chairman , Adviser to the Prime Minister on Institutional Reforms and Austerity
II.	Mr. Shahid Kardar, VC Beacon House, National University
III.	Dr. Sania Nishtar, Heart file
IV.	Mr. Suleiman Ghani, Retired Federal Secretary
V.	Dr. Nadeem ul Haq, former Deputy Chairman, Planning Commission
VI.	Mr. Salman Raja, Lawyer
VII.	Mr. Ali Cheema, LUMS
VIII.	Mr. Umair Javed, LUMS
IX.	Mr. Ejaz Ahmad Qureshi, Former Federal Secretary
X.	Ms. Naheed Durrani, MD Sindh Education Foundation
XI.	Secretary Cabinet or his nominee
XII.	Secretary Establishment or his nominee
XIII.	Secretary Planning or his nominee
XIV.	Secretary Finance of his nominee
XV.	Chief Secretary / Additional Chief Secretary , Punjab
XVI.	Chief Secretary / Additional Chief Secretary , Sindh
XVII.	Chief Secretary / Additional Chief Secretary , KP

XVIII.	Chief Secretary / Additional Chief Secretary , Balochistan
XIX.	Secretary of the Task Force – To be appointed by the Secretary Establishment

ToRs of the Task Force are as under:-

- a) To review the existing reports and material on civil service reforms, policies and the federal government restructuring and update the recommendations in light of the new developments and the commitments made in the Election Manifesto.
- b) To prepare recommendations and Action Plan for the approval of the Cabinet in respect of;
 - i) The design of public service structure for the federal, provincial and local governments including human resources policies and management – recruitment, training, placement, promotion, career planning, performance measurement, compensation and post-retirement benefits.
 - ii) The adequacy of the current Basic Pay Scale to attract the talent and skills for employment in the public sector.
 - iii) Legislative requirement to implement the plan
- c) To prepare a monitoring mechanism to review the implementation of the approved Action Plan.
- d) To comment upon and consider other ancillary matters referred to the Task Force from time to time by the Prime Minister of the Cabinet.

REVISED NOTIFICATION

No.F.4-2/CM/2018-Cab: In continuation of Cabinet Division’s Notification of even number dated 5th September, 2018, the Prime Minister has been pleased to approve the inclusion of the following officers in the Prime Minister’s Task Force on Civil Services Reforms:

- a) **New Members of the Task Force representing FBR**
 - i. Syed Nadeem Hussain Rizvi
Member (Taxpayers Audit), FBR
 - ii. Ms. Aisha Farooq,
Commissioner Inland Revenue, Regional Tax Office, Islamabad
- b) **New Member of the Task Force representing Police Services:**
Mr. Muhammad Tahir Khan,
Commandant, National Police Academy

2. The above members will replace the following members of the Task Force:

- i. Ms. Raana Ahmed
- ii. Mr. Shoaib Dastagir, IG

3. The others members and the ToRs of the Task Force will remain the same as contained in above referred Notification.

MINUTES OF THE MEETINGS OF TASK FORCE ON AUSTERITY AND RESTRUCTURING OF THE GOVERNMENT (TFARG) AND TASK FORCE ON CIVIL SERVICES REFORMS(TFCSR)

MINUTES OF THE 1ST MEETING - TFARG HELD ON 14-09-2018

Date: 14TH September 2018

Time: 2:30 pm to 5:30 pm

Venue: Prime Minister's Secretariat, Islamabad

The **first meeting** of the working group was held at the Prime Minister's Secretariat with **Dr. Ishrat Hussain** as "Chair" along with representatives from the public and private sector [*Member list - Annex I*].

1. There was general consensus between the members that this Task Force is not working on austerity for the sake of austerity - the core objective is to make the government lean, efficient and responsive.
 - The table [*Size of the Government and Wage Bill from 2008 - Annex II*] was well received as a good example of the inefficient state of the government; the table exhibited that the "headcount and wage bill of BPS 1 to 16 officers" accounted for 96% of the headcount and 85% of the wage bill. The "Chair" proposed that the solution is to reverse the lopsided structure and reallocate resources [wage bill savings] from BPS 1 to 16 to BPS 17 to 22.
 - **Action:** The "Chair" requested representatives of the provinces to provide information to update the table with latest figures.
2. Members of the Task Force agreed to the 5 criteria's [*Annex III*] devised by the "Chair" to restructure the federal government and propose it to the Federal Cabinet. Details on the 5 criteria's are provided in Annex III, however a summary is provided below:
 - i. Focus areas and areas of emphasis in the manifesto and the PM's public statements
 - ii. Constitutional obligations and serve as the touch points with other organs of state
 - iii. Cross-cutting service required for the functioning of the Government as a whole

- iv. Main instruments needed for external and internal security and national harmony
- v. Key drivers for promoting economic growth

Action: The “Chair” will initiate work on the revised structure of the federal government; which will be shared with the Task Force in the next meeting

3. Members of the Task Force agreed with the immense potential of IT to make Government business processes efficient. Furthermore, there was agreement on the need to improve Public Finance Management to reduce wastage and improve allocation of resources. The discussion led on to the formation of 2 subgroups to deliver on the objective of the Task Force.

- i. Subgroup 1: E-Governance [Burhan Rasool, Asad Ali Shah and Rana Ahmed]
- ii. Subgroup 2: Public Finance Management [Abdullah Yusuf, Asad Ali Shah and Javed Sikander]

- The “Chair” has identified 3 resources, one from each; NADRA, PIFRA and NITB to support the subgroups. Action: Saad Tamman will share the details of the resources with subgroup members.

- **Action:** Both subgroups will present their initial findings, strategy and recommendations along with a future work plan in the 2nd session of the Task Force, scheduled on 27th September.

4. During the course of the session, members of the Task Force agreed on the following for effective delivery against the ToRs.

- i. Build on existing work done and focus on implementation plan
- ii. Prioritize quick wins for implementation e.g. empowering 22 Grade Officers to utilize operational budget without approval of Finance Ministry unless it involves the appropriation of assets
- iii. Involve experts with consent of the “Chair” to improve output quality and delivery speed
- iv. Engage provinces to support the effort by identifying areas for improvement –

Action: Chief Secretaries / Additional Chief Secretaries of all provinces to identify opportunities to reduce wastage and duplication of work across provinces and also to improve business process efficiency and Govt. responsiveness.

5. Sameena Zehra is appointed as the committee secretary; her contact details are

- Contact #: +92 333 3528950
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**PARTICIPANTS – FIRST MEETING OF TASK FORCE ON AUSTERITY
MEASURES & GOVERNMENT RESTRUCTURING****Chair:** Dr. Ishrat Hussain

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Members who were not able to attend the first meeting			
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Naveed Karmran Baluch	Chief Secretary KP	923023528950	nkbaloch@hotmail.com

Secretary of the Task Force: Sameena Zehra

Member – Prime Minister’s Reform Team: Saad Hayat Tamma

SIZE OF THE GOVERNMENT AND WAGE BILL - 2008

SIZE OF THE GOVERNMENT

Government	Total Strength	Strength BPS 1-16	Strength BPS 1-5	% BPS 1-16 in total	% BPS 1-15 in total
Pakistan federal govt. excluding military	622,676	601,361	354,931	96.8%	57.0%
Punjab	1,108,096	1,043,826	433,102	94.2%	39.1%
Sindh	504,440	466,513	208,967	92.5%	41.4%
KP	327,974	310,952	157,932	94.8%	48.2%
Balochistan	201,480	186,963	98,912	92.8%	49.1%
AJK	76,762	69,449	34,160	90.5%	44.5%
Total	2,841,428	2,679,064	1,288,004	94.3%	45.3%

WAGE BILL OF THE GOVERNMENT

Government	Total wage bill	Wage bill BPS 1-16	Wage bill BPS 1-5	% BPS 1-16 in total	% BPS 1-15 in total
	Rs. Billion	Rs. Billion	Rs. Billion		
Pakistan federal govt. excluding military	88.7	79.4	39.6	89.5%	44.6%
Punjab	178.5	152.6	47.1	85.5%	26.4%
Sindh	80.5	65	22.9	80.7%	28.4%
KP	50.3	43.5	16.8	86.6%	33.4%
Balochistan	30.5	24.6	10.8	80.6%	35.4%
AJK	12.5	9.5	3.8	76.3%	30.2%
Total	441.0	374.5	140.9	84.9%	32.0%

**CRITERIA ADOPTED FOR THE PROPOSED RESTRUCTURING OF THE
FEDERAL GOVERNMENT**

1. Which Ministries are identified as the focus areas and areas of emphasis in the manifesto and the PM's public statements?

Human Development, Technology Development, Human Rights & Social Protection, Water Resources, Climate Change & Food Security, Overseas Pakistanis.

2. Which Ministries have to perform the constitutional obligations and serve as the touch points with other organs of state?

Parliamentary Affairs (Parliament), Law and Justice along with Attorney General (Judiciary), Inter-Provincial Coordination (Provinces).

3. Which Ministries provide cross-cutting service required for the functioning of the Government as a whole?

Cabinet Division, Finance, Revenue and Economic Affairs, Foreign Affairs, Law & Justice, Human Resource Management, Information & Media.

4. Which Ministries are the main instruments needed for external and internal security and national harmony?

Defence and Defence Production, Interior and Narcotics Control, National Security, Religious Affairs and Inter Faith Harmony, Foreign Affairs.

5. Which Ministries are the key drivers for promoting economic growth?

Finance, Revenue and Economic Affairs, Human Developments, Infrastructure Development, Energy Development, Trade and Industry, Food Security, Water resources, Technology Development, Planning, Development and Statistics.

MINUTES OF THE 1ST MEETING - TFCSR HELD ON 14-09-2018

After welcoming the participants to the first meeting of the Task Force on Civil Service Reform (TFCSR), Dr. Hussain emphasized the need for continuity by building upon the work already done on the subject. He also stressed that the effort of the TFCSR had to align with PM's vision of efficient and effective public service delivery to the masses, particularly its marginalized segments. He underscored the need for implementation of reforms rather than carrying out further diagnostic studies regarding same issues. This was all the more required in view of the time line given to the task force to prepare its recommendations, he emphasized. The house was then opened for discussion.

Prior to the meeting, Dr. Nadeem Ul Haque who could not be present had sent a note to the task force as his intervention requesting that it be taken up for discussion in the meeting and for inclusion in the minute. The note is attached below as attachment 1.

After the meeting, Mr. Ijaz Qureshi also shared his additional thoughts on the meeting overall, the note is attached as attachment 2.

The discussion revolved mainly around the following themes:

1. More than one participant, including Mr. Shahid Kardar, Ms. Naheed Durrani, Mr. Suleiman Ghani and Chief Secretary Balochistan, highlighted the structural issues in the civil service. It was viewed that civil service reform had to be situated in the context of overall restructuring effort, stemming from the situation post the 18th Amendment and were of the opinion that, ideally, both Committees should be merged for greater clarity, comprehensiveness and cohesiveness of the reform proposals. There was over-centralization and the middle and bottom tiers of the civil service edifice had become ineffective.
2. Mr. Shahid Kardar and Mr. Suleman Ghani mentioned the concentration of powers in the office of the Secretary, especially as the PAO accountable for the delivery of all functions and transactions conducted under the auspices of the Ministry. They argued for the need to reassess and relocate the role. skill mix requirements and associated rules of Business, of the Federal Government, in particular, in a rapidly changing global and domestic technological and economic environment.
3. Since most members were of the view that sensitive political questions required to be addressed after the 18th amendment before a civil service reform strategy could be implemented Mr. Suleman Ghani and Mr. Shahid Kardar suggested that the Task Force should focus on the Federal level services and questioned the need for the continuation of the PAS and Police cadres. They were of the view that the Federal government had to engage more in setting a strategic direction, policy making and standard setting while letting the provinces take charge in practical governance matters.

4. Both Mr Shahid Kardar and Mr. Suleman Ghani stressed the point that a reform of the Civil Services could not be de-linked from the restructuring of Government, more so in the context of the need to enhance the capacities of the Provinces to deliver on their post-18th Amendment mandate and the present Government's desire to put in place empowered and effective local government structures. It would be imperative, therefore, to see Civil Service cadres in the light of the services to be provided by the public sector and the governmental levels at which these services are to be provided and to re-structure the Civil Services accordingly. The example of Local Governments, and the skill-sets needed by these to deliver efficient and sustainable primary and secondary social services and municipal services, was quoted to illustrate this point.

5. Whereas overall reforms and bringing about improvements in the conditions and quality of the Civil Services was much needed, the newly elected government may perhaps be keener to see major improvements made at the basic service delivery level in as short a period as possible. Since this largely meant primary and secondary levels of health and education, water, sanitation, life-line supplies of energy, law & order and revenue services, perhaps that is where our immediate focus should be.

6. The point made by Ms. Nishtar that while an improvement in the general professional quality of officers made through reforms in the recruitment, training, sound posting and transfer policies would surely make a difference, these benefits would not be optimized if the institutional arrangements under which they worked were to remain the same. If decision making remained hierarchical and organizational authority highly rank-based, putting well-trained, professional officers into such jobs would not amount to much. There is need, therefore, to reform organizational structures and re-engineer business processes if reforms are to work. This point had found resonance with both Mr. Suleman Ghani and Mr. Kardar.

7. Adding on to these points; Ms. Naheed Shah Durrani emphasized that in terms of service delivery, one of the major impediments is over centralization of the ministries and departments. Hence, together with the civil services reform, what is probably required in the context of 'rethinking the government' is unbundling the implementation components by way of creating dedicated autonomous agencies having adequate financial and management powers and accountability frameworks. Though few agencies do exist at the federal and even provincial level; there is need to consider further unbundling; which can address challenges of performance-based emoluments; hiring of skilled manpower through these compact agencies. Conversely, the permanent ministries/departments should largely be restricted to policy making, financing, coordination and oversight. This can gradually lead to shrinking of size of the government

8. Mr.Salman Akram Raja pointed the audience towards carefully evaluating cross provincial relationships in view of the judgments of superior courts. The need to revise and update rules of business and official procedures was also highlighted.

9. Mr. Umair Javed, and Mr. Fazl Abbas Maken focused more specifically on how to improve the performance of the civil service for effective governance. Various suggestions were floated in this regard including reforming the federal and provincial public service commissions, improving system of recruitment through measures like separate examination for various professional groups, recurring and domain specific training and an effective performance evaluation system. An apprehension regarding formation of an elite club through the creation of NES was also voiced. It was considered important that the reform process remained flexible and inclusive so that its implementation remained doable.

10. Mr. Ejaz Ahmad Qureshi, Mr. Fazl Abbas Maken and Dr. Sania Nishtar laid emphasis on having clear terms of reference and a design to the entire undertaking. The world was changing and reform process had to take into account the changing paradigms of governance which included frameworks of public-private partnership and greater emphasis on the use of IT. A competitive process for appointment and promotion and tenure security were some of the imperatives for effective public service delivery as highlighted by the speakers.

11. Dr. Nishtar pointed towards perceptions regarding the federal and cadre dominance in the reform process and the need to allay these doubts. Dr Sania Nishtar outlined that civil service reform must be aligned with the overall direction of economic reform in the country and enquired whether ‘austerity’ was the direction of economic reform envisaged or a standalone objective, in response to which the chair clarified that it was the latter. Dr Sania Nishtar emphasized that before embarking on reform, its objectives should be clear and outlined a range of potential objectives: enhancement of performance, mitigation of inefficiency, addressing the existing culture of politicization and political allegiances, ingraining better transparency and accountability, reducing federal dominance over provincial civil service, addressing cadre politics, bolstering competency, etc. She emphasized that a number of options exist to address each one of these objectives and that there is a need to choose a mix of reform levers that have the maximum potential of impact. In this regard, Dr. Sania said, there is the need to embrace reform at two levels—within the civil service framework but also outside of it in relation to governance norms which impact civil service functioning. Dr Sania Nishtar also stated that the culture of PM’s and CMs’ directives must to end as there is no legal rationale for that and Estacode sanctity must be restored in earnest.

12. Mr. Maken also emphasized the need for effective training and performance management for improving public service delivery by the civil servants. He alluded to the military model in this regard and also pointed towards the need to adopt a departmental approach towards accountability instead of currently being followed approach where various outside agencies were calling into question the conduct and decision making of the civil servants.

It was recommended that the objectives of the exercise had to align with the PMs Vision and the task force should focus on obtaining some quick wins and collect some low hanging fruits during the exercise.

13. The need for making social and economic incentives available to civil servants in order to improve their performance was highlighted by Mr. Arif Ahmad Khan. His idea that public service delivery had to be technology driven resonated with similar views presented by other participants. He was also of the view that the civil service needed to be freed from political influences and exigencies, if it was to perform at its optimum. Mr. Shahid Kardar questioned the continuation of the Unified Pay Scales beyond the segregation of cadres for professional services like Health and Education (the proposal of the Chair), which, as presently structured, equated the more demanding role of the secretary Finance with say Secretary Social Welfare.

14. Mr. Naveed who represented Sindh government highlighted the need for a broader stakeholder representation in the task force for which he suggested sub-committees.

Key Takeaways

- A consensus on the need for meaningful reform in the civil service by reviewing its entire value chain.
- The exercise should have a clear set of short, medium and long term objectives and a structure to it.
- The Task Force may focus on how to gain some quick wins. In this regard two potential recommendations could be made regarding the security of tenure and a competitive process for selection of highest posts in the civil service
- To align the reform effort with the PM's vision of effective public service delivery to the masses, particularly its marginalized and underprivileged segments and, in this context, his expectations from the Task Force.
- Next meeting of the task force was decided to be held on the 27th of September with the prospective agenda of deliberating upon the work previously done and assigning specific areas to sub-committees.

The meeting ended with a note of thanks from the chair to the participants

Attachment I: Input from Dr. Nadeem ul Haq.

September 8, 2018

To: Ishrat Husain, Chairman, Task Force for Civil Service Reform

From: Nadeem Ul Haque

Let me begin by appreciating the Khan government for setting up this task force and the chairman Ishrat Husain for leading it. As we all know this subject is long overdue with a number of commissions and reports with little progress in making the required change in governance. I hope that this task force will succeed.

It is indeed the best chance we have had in years as PM Imran Khan genuinely wants to improve governance.

Let us begin by recognizing that the executive runs through the civil service and is at the heart of governance. This is exactly why one of the big reforms of the 19th century that unleashed the west's development potential was the organization of a professional civil service. How the civil service is organized is also very important. After, the mandarins of China were the first organized civil service in the world but eventually led China down the conservative path of impoverishment.

The configuration of the civil service for a new society in a new century should be of serious interest to all. Consequently, this reform should not be done in back rooms. Moreover, the bureaucracy--the patient that needs healing—should not be the major designer of this reform. Nor should donors, a large ineffective bureaucracy themselves be allowed into the process. Finally, international consultants who thrive on copy paste should also be left out. Let the society and their representatives work hard and think this one through.

Unable to join you in the first meeting, I am sending my views in written form here.

Points of process:

1. *Needless to say, Mr. Chairman you are going to tell us what this Task force is intended to do, how it should work, what is expected from and what follow-up is being planned. In other words, how do we get from here to reform and not just a report.*

2. *As it is constituted, too many people are complaining that there is a larger number of civil servants and that too from the PAS than there are outside members of the committee. **Other service groups are complaining on their 'exclusion.'** Perhaps the chairman can tell us what was the thinking behind this design? And how will we prevent the view of one group among the CSS from dominating this task force's deliberations?*

I would like to recall the monetization of cars—a reform that went horribly wrong because of agency issues in the design of reform.

(Small footnote, I am still curious: What is the difference between task force and commission? And why is this a task force?)

3. *This committee is part time and presumably all members have limited time to give. **What resources do we have for doing research for the Task force? Will we be able to commission studies? Will we be able to get expert presentations where we can find any?***

a. *In this context, the TOR refers to reports of past commissions on civil service reform. While those be made available to us? Will someone analyze them and present us with a comparison and an analysis so that we don't have to rely on our cursory examinations?*

b. *Similarly, should we review some experiences of reform in other countries? 3 that come to mind are UK (our parent country), New Zealand, Singapore (2 colonies with successful reform. Would we have to read up and research these individually or will someone help us with this?*

c. *I would like to also add, if we are going to get studies done, we should not rely on donors because of our inability to control quality.*

4. *How will we handle the writing of the report? Will we write the report, or will it be written for us by the secretariat? My view is that the report should be written by us perhaps in a drafting committee of volunteers. Too often committees end up taking a cursory look at the recommendations of reports that some official has written.*

5. *How will the minutes of our deliberations be recorded? Will we only record actions or decisions taken or the views of members? Will members have the right to review and correct the minutes? Finally, after the report is released, will the minutes be released with a lag. I feel it is important to do so as then members will have a certain sense of responsibility in expressing their views knowing that they will be publicly committed to their ideas.*

Principles of reform:

I would like to place before the task force the following principles which we should accept as an outline of the system of the future. We must have a set of ideals such as this in front of us and develop a plan to move towards those ideals. I hope can discuss these and hammer out a consensus. I have no doubt in our discussion and investigation these will evolve.

1. ***Role of government: In my view we must begin by envisaging the nature of governance in the coming era.***

1.1. *Demands of the system going forward are going to be 4-fold:*

1.1.1. *Public service delivery, law and order and property rights will mostly be managed at the local level or among certain agencies specifically designed at the federal or provincial level. Examples would be railways, Wapda etc.*

1.1.2. *Policy and developing large infrastructure (public goods) will be the main responsibility at the federal and a larger part of the work at the provincial level but somewhat lesser part of the work at the local level.*

1.1.3. *Monitoring evaluation and policy harmonization for a just and equitable society which will be the main responsibility at the federal level and to some extent at the provincial level.*

1.1.4. *In parallel there are going to be a plethora of agencies for regulation, security, provision of health and education as well as infrastructure and other public services. These agencies should be totally independent through monitored at some level of government.*

In designing the reform, we must keep in mind the tasks and functions that we expect the various civil services to perform. The task force should consider something like this and fine tune it. Currently we think that the same tasks are performed everywhere and hence use one colonial service to do all, a mistake that has cost us dearly.

2. ***Decentralization must be key to the reform going forward:*** *Frustrations are arising from us confusing all these functions under the rubric of administration. The British civil service that we have was an administrative service designed to function mainly for control and extraction. This service has been stretched for the last few decades to meet growing demands of technical governance for development, managing complex tasks like financial management, managing cities, healthcare, education, market development and regulation as well as providing for infrastructure needs of a growing society through developing cross cutting mega projects and deep policy interventions. The old civil system has no way of including the new technical skills that are being acquired by some. This is leading to huge frustration among technically skilled people such as doctors, economists, lawyers, energy and water specialists, project managers among others. Lack of professional management at key places has also produced huge losses for the economy. We all know of the losses in the energy sector of over Rs. 3 trillion in the last 11 years. Add to this the losses in the gas sector, the PSEs, railway and the commodity sector we probably lose as much as we spend on defense every year. Perhaps the committee should try at quantifying this figure for motivating the reform. What does all this mean?*

2.1. *We should stop trying to maintain the edifice of a centralized civil service in the country.*

2.1.1. ***For this, the starting point should be the abolition of the Unified Pay Scales (UPS).*** *Civil service should not be viewed as a monolith comprising of all government employees. Currently Unified Pay Scales (UPS) which are a hangover of the socialist, planning days seek to place all services on an artificial relative scale so that doctors and professors are considered inferior to administrators. This seriously impedes professional development and should be discontinued. Government agencies should be allowed to establish their own pay scales within their budgets according to the market for professionalism in the country!*

2.1.2. ***The colonial system of the civil service that we have inherited is extremely centralizing.*** *Currently, the federal government controls all levels of government. A federal civil servant after*

recruitment heads up local government from which he moves up to senior levels of the provincial service to eventually running federal departments. government.

*2.1.2.1. Following best practice in the administration, each level of government—federal, provincial and local-- must be independent. The provinces and cities should have their own employees and there is no reason that they should be paid less or regarded as inferior to the federal government. This is also the need of devolution. **Any movement from one level to another should not be a transfer but a resignation and a new application.***

*2.1.2.2. The current approach where the civils servant at a younger age is a local government employee. At mid-career leads the provisional government and finally at the end of a career is a federal employee. This is excessive centralization and has several side effects like ensuring city governments and all their employees remain below grade 19 and all provisional employees remain below grade 20 while grade 22s mostly are in Islamabad. For true local autonomy cities provinces and federal government should all be competing for the same human resource and hence must be free to bid. **An important principle to accept then would be local provincial and federal governments must be separated.***

2.1.2.3. Similarly, agencies of government such as regulatory agencies, universities and others should be totally independent of the ministries and levels of government. Sure, they can and should be audited and monitored but not graded in a pecking order reporting to secretaries and kept in junior grades for purposes of control.

2.1.2.4. In essence we are talking of 3 independent services---federal, provincial and local. None of these report to each other or are beholden to anyone. In addition, there will be a several separate recruitment and human resource regimes for specialized agencies, universities etc (This is happening patchily especially in PSEs.)

This task force will therefore plan the breakup of UPS and the federal civil service from other groups and talk only of changes at the federal level, letting the others do their own reengineering.

3. Current Rules of Business designate the secretary as a Principal Accounting Officer (POA) of entire monoliths of government, divisions ministries as well as attached departments. The result is an excessive centralization that impedes productivity. In the current system governance is literally in the hands of 5 secretaries, Principle Secretary, Finance Secretary, Cabinet secretary, Finance, and Planning. Governance is built on decentralized mission-oriented agencies and departments with clear resources and accountability. There is no reason to give these secretaries so much power with hardly any accountability. Let each agency head and functional head be recognized as a POA and be given adequate power and resources with very clear lines of accountability and audit rules to deliver public service.

3.1. **Examples:** At the planning commission, secretary has continually used the power of PAO to try to keep the commission from working as a commission by requiring all members to report to the secretary. Members are always denied resources for their work.

Secretaries have always interfered in autonomous agencies such as PSEs and universities to the detriment of their financial performance.

3.2. This will also mean revising the rules of the budget. Currently FS can stop financial flows and garner huge power over other ministries and agencies to the detriment of efficiency and governance. **If we are to do this seriously budgeting as a control device will need to be examined and we must have something to say on the budget process.**

4. **Merit once in a life.** After passing one competitive reform, lifetime predetermined careers where promotions are guaranteed at known intervals. **Current entitlement mentality of civil servants has to end.** Merit rather than entitlement should be initiated so that performance is rewarded.

5. **Merit requires competition and openness.** Clearly, we have to work on creating a competitive market for skills within the public sector. Currently, the civil service system is clearly not designed to promote skill development or accommodate professionals. An important task would be to work on how we can make a system that accommodates all skills and create both internal competition as well as competes for skills externally.

6. **For developing a competitive civil service that competes for skills, it is critical to change the Human Resource Management system in the civil service.**

6.1. **The established practice of “public service should not be paid well” needs serious review.** Public service positions are too important to be shortchanged. Public servants should be paid well in keeping with the heavy responsibilities they carry. All serious reforming countries have done that. Market based salaries should be given while appointments and promotions should be on merit and external competition.

6.2. **Civil servants should be paid well in (and only in) cash on competitive terms with the private sector.** We should remember that the colonial empire paid them handsomely and got good returns. Lee Kuan Yu’s early reform was to pay civil service well.

6.3. **Let not forget the invisible forms of payment when we are talking of increasing their salaries.** Right now, the bulk of payment to senior government officials is in perks (free center housing, fleet of cars for personal use, number of servants and hangers-on, utility bills, board memberships, subsidized clubs, arbitrary gifts of land). **The way things stand, a bureaucrat is cash poor but perk rich. And Perks are tax-free.**

6.4. Perks must be abolished if the incentives of civil servants are to be aligned with needs of public service delivery and professionalism. Some well-known drawbacks need to be reviewed.

6.4.1. **They are invisible forms of payment that depend on discretion of the powers that be and hence can be sued to buy allegiance.** This is one important way in which the civil service can be politicized. The faithful will get better houses more plots etc.

6.4.2. **Perks cost the government a lot.** Houses that are given to government officials are very expensive built in city centers and blocking city development. Maintenance of cars and houses can be big expenses and offer large opportunities for corruption. As is well known from economic research the expense of the perks is much larger than the benefit given to the employee. Cash payment of a much smaller amount could make the employee much better off and the government could save money.

6.4.3. **Perks have become a symbol of power.** VIP mentality springs from them. Officials live in government given luxury segregated from people and get treated differently because of perks.

6.4.4. **Officials do not understand the lack of public services given that official perks put them in a VIP cocoon.** In their government colonies, they experience less shortages than in neighborhoods. Their fleet of official cars protect them from public transport and the necessity of owning and servicing their own vehicle. Their houses in government neighborhoods never lack utility and other shortages. They don't have to buy home security in these secure gated estates. In other words, they have a very privileged life style that is totally separated from local reality.

6.4.5. **Perks are not uniformly available and have to be rationed.** In the rationing process coalitions form and favors are exchanged. These grouping accumulate power and act as coalitions within official circles. Eventually systems of governance are weakened as such coalitions exert pressure for their own benefits.

The current payment method is dysfunctional, induces corruption and adversely affects productivity.

All perks should be abolished.

Salaries should be all in cash based on market comparators and indexed.

7. **Benefits should include no more than indexed, fair valued pensions and health care.**

7.1. **Pension and healthcare benefits should be extended but on modern lines. Both systems should be properly funded by contributions by officials and the government.** The funds raised should be properly managed by professional money managers and invested for later payouts. Benefits should be defined, and their proper use should be monitored.

7.2. **Pensions should be portable and/or cashable at various stages of a career and not merely at the end of their career.** This will allow careers to be better planned and not force people to hang on even when they have lost interest.

7.3. **Health care should be better detailed to define the liability of the fund and to let the user know the limits to which they will be helped.** Audited procedures must be in place to prevent

abuse that is frequently reported. Government funding of care in foreign hospitals should be discontinued altogether.

8. ***Not all civil service jobs should be protected from external competition.*** *The preferred scenario would be to open out recruitment to external competition! If that is not acceptable, all senior appointments (Secretary and Additional Secretary) should be based on worldwide competition. Public sector senior appointments affect so much; the best people should be sought for them.*

9. ***Transfers should be recognized as a control device and should be discontinued.*** *Frequent transfers are not helping productivity and should be questioned in Parliament. Like the rest of the world, appointments should be given tenure with new appointments being obtained through a competitive not a command process. The Chairman can tell us there are no transfers in the Fund and Bank.*

9.1. ***Mobility is desired in all civil services.*** *For that there should be rules and committees and an internal market can be developed. The Fund and the Bank offer as do many other agencies examples of how this work. Like in many parts of the world, each position is announced and competed for and each officer knows he can't remain in a position for more than 3 years. If she can't find a job within the system, she can look elsewhere.*

9.2. ***Mobility should be viewed as desirable not just within the system but also externally. A flow between the public and private sector for required cross fertilization should be encouraged.***

9.2.1. ***Rules for leaving service early like in the army should be put in place.***

10. ***Civil service independence must be guaranteed by law.*** *This can only be done if all law ensures that all key decisions about the running of the service (recruitment, promotions, transfers, pay and pensions) are protected from any interference. Of course, all these things happen under legal guidelines but that is all. MNAs and ministers should not be able to control civil service appointments at any level.*

11. ***There will obviously be a discussion on the structure of the civil service.*** *I think we should only talk of the federal civil service. Leave the provinces and the local government to determine their own structures. No reason to have uniformity in structures. Let local innovation play.*

12. ***In reviewing structure as well as business process, we should consider, what we expect of governance as laid out in point 1 above.*** *In my view, the job of the federal civil service should not be administration or public service delivery or even developing infrastructure. It will be involved in 2 main functions.*

12.1. Policy development

12.2. Monitoring and evaluation

If so, Processes and rules of business should be reviewed to ensure that government becomes a learning, investigating and thinking government using technology, developing data, information and analysis and innovative in policy determination and public service delivery. Such a bureaucracy would be continuously reform itself adapting to a rapidly changing world.

In the past the bureaucracy was a learning researching bureaucracy. This used to be the case (see India Office in England) when famous district Gazetteers as well as other reports are kept.

We must make the bureaucracy a learning thinking place again. There must be clear research departments in every ministry and agency working on issues of policy preparation and reform and budget proposals. At the same time, all departments must be held responsible for regular reports on various issues from data to sector reviews to performance reports.

No meeting at any level must be held only on PowerPoints. Policy notes or situation reports must be mandatory for these. Reports or minutes of such meetings must be made available unless there are top secret items.

3 levels of reporting at the federal level must be mandatory in each ministry.

12.3. Sector plans and reports identifying targets and giving performance reports on a quarterly or annual basis.

12.4. Reports on key data in the sector on a regular interval depending on availability. But at least once a quarter.

12.5. White papers on upcoming policy developments. And policy notifications when changes happen.

If we agree with this the federal bureaucracy is much more an active research and M&A variety. It procedures and staffing must therefore be designed with this in mind.

13. Training program of government should be reviewed to facilitate a modern professional bureaucracy and move beyond the current approach to develop a generalist, league of gentlemen. The current approach is about a century old and must be updated. Training academies currently are designed to park serving and retired officials and participants consider it either a burden or a party. No serious training takes place.

13.1. Would it not be better to let the universities in Pakistan get some of this business? Let the civil service interact with them as well as give some universities business. This will also release valuable real estate that is being wasted in name of training. It will also stop the competition for choice postings in Lahore.

13.2. *At a minimum, let us remove the training academies out of big cities and put them in small town Pakistan which would be good for their development as well as humanizing for the civil servants.*

14. **Office filing and procedures must now be based on technology.** *The colonial filing system with hand-written illegible notes in the margin and those files with tie-strings must now go. As much as possible, filing and correspondence should be electronic. Similarly use of video and email would eliminate a lot of useless meetings and speed up work.*

15. **Recruitment:** *Few ideas now. But it must be flexible to allow recruitment at all levels and not just at 'under thirty.'*

Further steps

In my view the work of this committee must involve a fair amount of consultation. But consultation should not be mere PowerPoint presentations prepared by a select few. As I said earlier, there is a fair amount of comment on social media that only PAS are members of the Task Force.

Suggestion 1: *Can we have a weekend retreat where we ask all service groups to make their presentations and preferably give us written suggestions but with analyses. Since there are 11 groups, this will require a weekend.*

1. *I would further suggest that the committee make its presentation on their analysis along with the key principles they will use moving forward. It could be a great time for engagement and mutual learning.*

Suggestion 2: *In Karachi there are HRM firms who are advising on corporate pay structures using benchmark surveys. You should get some guidance from them either in written form or by calling them to engage with the task force. They might be able to help us with*

1. *Abolishing UPS*
2. *Establishing new HRM including new compensation system*
3. *Structure and management*
4. *Rules of Business*
5. *Training*

Suggestion 3: *If there is a secretariat, it should engage in the following.*

1. *Summarize previous commissions' (most recent 3 or 4) recommendation on this subject.*
2. *Summarize UK, New Zealand and Singapore reforms for us.*

Suggestion 4: Just like the TF must listen to all service groups, the TF must also listen to autonomous agencies like regulatory bodies, education and health agencies to understand their concerns. What is the best way to do this?

Suggestion 5: On the use of technology

1. we must ask ITU Punjab and Ignite Islamabad to give us a report or a presentation.
2. At the same time, we should ask the army for a report on what they have done as they seem to have adopted a paperless office.

Suggestion 6: Establishment and cabinet division should tell us

1. of the rules of business, their origins and history and what would be a process for changing them.
2. The rules and processes for policymaking
3. The requirements from ministries
4. The rules for cabinet summaries and procedures for cabinet discussion.
5. Record keeping and the role of civil service.
6. Their views of constraints and difficulties as well as reform

Suggestion 7: The law ministry should give us the legal basis of the civil service and its workings with some historical perspective and ideas for reform.

I would be grateful if this could be considered as my contribution to your first meeting. It could be read out or circulated.

I do hope this will be entered in the records of the Task force.

Unlike our erstwhile EAC members, I do not think it is worthwhile engaging on skype on such an important subject. Hence, I am making this written presentation and will not disturb the flow of the meeting by asking for a special treatment of skype inclusion.

Looking forward to a minute of the meeting.

I hope this note will generate some discussion.

Attachment 2 – Input from Mr. Ijaz Quershi

A number of important points to be raised by me could not be fully articulated and reflected in the minutes due to the shortage of time as my intervention came at the end and chairman had to leave. These, in my view, are crucial and need to be reiterated.

a) to realign TORs with the direction of Prime Minister articulated in his address to the bureaucracy.

b) The exercise as per present TORs would be lengthy and has serious ramifications on merit, province – federation relations, and national cohesion apart from fiscal, legal and constitutional issues likely to be raised and hotly contested thus opening a Pandora’s Box.

1. General dissatisfaction with public service is understandable. The challenge and the resolve of present government is to improve public service delivery.

2. Correct diagnosis is key to our success. We need an objective analysis why the net effects of our reform / restructuring has been so damaging all along. Examples of, FBR, TDAP, unbundling of WAPDA to name a few at huge costs. Latest initiative of the Planning Division with above one billion rupees’ project cost has resulted in a few studies in the last four years and with no tangible achievement. Almost at par with “Saaf Pani project” in Punjab. I was made a member of the task force by the Planning Commission, but after attending the first meeting, where I had raised points which I thought were critical, but were not attended to, so I left and subsequently many others gave up in due course.

3. The present effort has led to a lot of disquiet among services. All are looking for more perks and quota of senior positions, with clear disregard for public service and how to improve it. The senior bureaucracy is already shaken by the aggressive role of media, courts and suffer from politicization and polarization.

4. While a reasonable pay package to attract the best is fully endorsed, the present budget conditions provide us little scope in the short run.

5. The most important and fundamental factors are merit and accountability. While the rules and systems are there and have worked well in the past, when we adhered to those, but now circumvention is become the order of the day in recent decades.

6. A number of flawed assumptions are driving us to the restructuring exercise, the validity of these are not fully evident, in my view.

7. I would therefore recommend that we do not undertake a long drawn exercise which may further damage institutions as was done in the past. We can truly serve public interest and the present government if we attend to the most important and critical areas and find solutions through consensus.

MINUTES OF 2ND MEETING – TFARG HELD ON 27-09-2018

Date: 27th September 2018

Time: 2:30 pm to 5:30 pm

Venue: Prime Minister’s Office, Islamabad

The 2nd meeting of the Task Force on Austerity Measures & Government Restructuring was held at Prime Minister’s Office under the chair of Dr. Ishrat Hussain. Following is a re-cap of the key areas of discussion and decisions regarding them.

AGENDA ITEM	DISCUSSION	DECISIONS
Empowering Cabinet Secretary and Federal Secretaries Committee	There was a consensus amongst members on the lack of effective co-ordination and conflict resolution mechanism among various ministries. Even relatively mundane inter-Ministerial disputes/differences went to the highest levels for solution. To improve the quality of overall decision making and relieve the highest decision makers from the drudgery of mundane affairs of the state, the proposal to strengthen the office of the Cabinet Secretary and making an effective use of the Secretaries’ Committee was well received. It was however considered important that the charter of functions and responsibilities for these offices is clearly laid out.	To present this proposal to the cabinet for approval.
Restructuring of the Federal Government	Chair apprised the members that based on the five criteria agreed upon in the first meeting of the Task Force, a three stage strategy for restructuring of the Federal government was being proposed. The strategy would enable government to achieve efficiency, consistency and coherence in the functioning of the government: a) Restructuring of Divisions	The proposed restructuring of Ministries and Divisions was agreed upon in principle and it was decided that the proposal would be sent to the Federal Cabinet for approval. Following specific areas were assigned to various sub-groups of the task force to prepare their recommendations:

	<p>b) Restructuring of Attached Departments and Autonomous Bodies</p> <p>c) Clearly defined job description of the Secretary of the Division and nature of his relationship with Minister to ensure efficiency and accountability.</p> <p>As a result of this proposal the number of Ministries will be reduced from 34 to 21 and 43 Divisions will be reduced to 32. The proposal was discussed at length with a greater emphasis on the government's priority areas.</p>	<p>1) Rules of Business to be headed by Mr. Wajid Rana</p> <p>2) Public Financial Management to be headed by Mr. Abdullah Yousaf</p> <p>3) IT and E-Governance headed by Mr. Asad Ali Shah</p> <p>4) Science & Technology Division to be headed by Mr. Burhan Rasool</p>
<p>E-Governance and the Level of Preparedness of the Federal Government</p>	<p>A presentation on the extent of IT use by the federal government preceded the discussion on the matter. It was unanimously agreed that e-governance was the way forward for making the government more effective, transparent and responsive. The Chair highlighted five integral components of E-Government:</p> <p>a) LAN (Local Area Network) connectivity for all Ministries and Departments</p> <p>b) Fully populated websites with a functional Public Interface.</p> <p>c) A credible data source, whereby data entry made by an official is verified by another official and is validated by his superior.</p> <p>d) Shifting the Federal Government Inter & Intra communication on one domain.(gov.pk)</p> <p>e) An end-to-end secure Shared E-Filing/Sharing System, for paperless government</p>	<p>The meeting decided to give high priority to the application of e. governance</p> <p>The Sub Group on IT and E-Governance headed by Mr. Asad Ali Shah was tasked to give its recommendations in the next meeting.</p>

MINUTES OF THE 2ND MEETING- TFCSR HELD ON 27-09-2018

Date: 27th September 2018

Time: 10:00 am to 1:00 pm

Venue: Prime Minister's Office, Islamabad

The 2nd meeting of the Task Force on Civil Service Reform was held at Prime Minister's Office under the chair of Dr. Ishrat Hussain. Following is a re-cap of the key areas of discussion and decisions.

AGENDA ITEM	DISCUSSION	DECISIONS
<p>Approach Paper for the Consideration of the Task Force</p>	<p>Members' views were sought on the Approach Paper already circulated that carried two proposals for reforming the Civil Service i.e.</p> <p>a) Revamp the structure of Civil Services; create the National Executive Service, Provincial Executive Service, and District Service; abolish some of the existing cadres or merge them; and carry out reforms of the value chain of the HR policies and management</p> <p style="text-align: center;">OR</p> <p>b) Work with the existing structure of civil services and postpone until the next phase , major reforms of restructuring the civil services except the creation of District Service and Technical and professional services cadres at the Provincial and Federal level while focusing in the first phase on security of tenure, putting in place a process of appointments and placements with minimal political interference, on reforms of the value</p>	<p>The views of the members were divergent regarding the preferred approach. Some members took a clear stance that unless deeper structural changes were not introduced, real reforms could not take place. However, there was a general consensus that an incremental approach was more practical and hence the same should be adopted. It was accordingly agreed to focus on the entire value chain of human resource and management policies of civil service and improve its various aspects. It was also decided to review business processes to improve their efficiency and for that purpose, to immediately focus on the implementation of office-suite</p>

	chain of HR policies and management practices and on Business process reengineering including introduction of e-government.	
Guiding Principles for Civil Service Reforms	Regarding the civil service reform process, there was a consensus that there was a need to take all stakeholders on board so that their apprehensions or concerns could be addressed. During discussion it was also emphasized that major service delivery takes place at the Provincial and local levels, hence there was a greater need to reform provincial and local government institutions.	<p>It was decided that consultations will be held with Civil Servants at Federal and Provincial levels. This process would include all Service Groups, Cadre, Non-Cadre, Ex-Cadre officers both at Federal and Provincial levels.</p> <p>Dr. Ishrat would visit all Provincial Capitals and hold consultative sessions. Chief Secretaries were appointed as focal persons for this purpose.</p> <p>It was decided that dedicated space will be made available on the PMO website for free flow of ideas and comments on Civil Service Reforms.</p>
Tenure Security	The members agreed that Tenure Security was an integral part of reform agenda and was in line with the vision of the Prime Minister for de-politicising the civil service and enhancing its effectiveness. There was a near consensus on the need to take this proposal to the next stage for its implementation.	It was agreed in principle that the proposal regarding tenure security would be presented for consideration of the Cabinet immediately for future appointments. Careful screening of candidates would be carried out before appointments and postings.
Selection Process for the Key Institutions	Chair emphasized the need for devising an objective criterion for promotion and equal opportunity for selection process for the key institutions. A proposal was	It was agreed that the various committees would be formed with different membership for selection of chief

	<p>also discussed on formation of a high-powered committee consisting of Secretary Cabinet, Secretary Establishment and Secretary to the Prime Minister to make recommendations for the appointments. It was pointed out that where Board of Directors are legally empowered to appoint the CEOs, that process shall be followed.</p>	<p>executives. This committee will not include the Secretary Establishment and concerned Secretary would act as Secretary of the committee. The Board of Directors, when the Federal Government does not have majority sharing can authorize the Selection Committee to follow the process on their behalf.</p>
<p>Value Chain of HR Policies</p>	<p>Discussion was held on ways to improve all components of civil service life cycle. It was noted by the participants that important ground work had been done by producing the working papers on all aspects of the civil service in Pakistan including Induction & Training Policy, Pay and Compensation Performance Management. All that needed be done was now to refine the proposals and assess their implementability.</p>	<p>Sub groups of the Task Force were constituted to finalize recommendations regarding the following areas:</p> <ul style="list-style-type: none"> a) Induction and Recruitment to be headed by Mr. Nadeem ul Haq b) Training to be headed by Mr. Sleman Ghani c) Performance Management to be headed by Mr. Wajid Rana d) Promotion and Career Planning to be headed by Mr. Shahid Kardar e) Pay and Compensation to be headed by Mr. Shahid Kardar.

DRAFT MINUTES OF THE 3RD MEETING ON TFARG HELD ON 12-10-2018

Date: 12th October 2018

Time: 2:30 pm to 5:30 pm

Venue: Prime Minister's Office, Islamabad

The 3rd meeting of the Task Force on Austerity Measures & Government Restructuring was held at Prime Minister's Office under the chair of Dr. Ishrat Hussain. Following is a re-cap of the key areas of discussion and decisions regarding them.

AGENDA ITEM	DISCUSSION	DECISIONS
Restructuring of the Federal Government	<p>After a briefing by the chair on the second Working Paper regarding restructuring of the Federal Government, a general discussion was held on the subject. The chair invited members to give their critical views on the working paper.</p> <p>The Chair also informed the Task Force members regarding Prime Minister's decision to constitute a committee of some cabinet members to review an earlier proposal regarding re-structuring of the federal government made by the Task Force.</p> <p>Detailed discussion on Corporate Governance and role of Auditor General was also held in the context of working of the Public sector Companies, statutory and registered with SECP. There was a consensus to modernize the auditing system by introducing concepts like Risk & Materiality.</p>	<p>It was decided that the members will give their detailed recommendations on Working Paper II which has already been shared with the members.</p> <p>Mr. Asad Ali Shah and Mr. Salman Siddique were requested to give proposals on Corporate Governance.</p> <p>Following members were added in the Sub group on review of Federal Government Rules of Business:</p> <ol style="list-style-type: none"> 1. Roshane Zafar 2. Salman Siddique 3. Hassan Khawar

<p>Presentation on E-Government by Sub-Group</p>	<p>A presentation on the road map and recommendations for e-government was made by the subgroup headed by Syed Asad Ali Shah.</p> <p>Following recommendations were discussed in detail to achieve the goal of Digital Pakistan:</p> <p>f) Making Digital Transformation Committee (DTC) effective by evaluating appropriateness of its existing composition and TORs.</p> <p>g) Enabling National Information Technology Board (NITB)</p> <p><u>Short Term Strategy</u></p> <ul style="list-style-type: none"> • Provision of Necessary Funding for ICT Infrastructure and Central Procurement through NITB • Mandatory use of official email addresses for all federal government departments • Updated Websites and Standardized content for all government departments • Mandatory implementation of E-Office across federal government. NITB to provide training workshops for this purpose. • Revision of Secretariat Instructions to align them with digital environment. <p><u>Medium Term Strategy</u></p> <ul style="list-style-type: none"> • Setting a target date for achievement of Level 5 (E-Office) for all Ministries by June, 2019 • Integration of e-Office with PIFRA for automation of Public Financial Management • Establishing a mechanism for sharing good practices between Governments 	<p>It was agreed to draft a Summary for the Prime Minister’s approval based on the recommendations of the subgroup on E-Government.</p>
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	<ul style="list-style-type: none"> • Ministry of Information Technology to organize a conference on Digital Pakistan Strategy h) Shifting the Federal Government Inter & Intra communication on one domain (gov.pk). i) An end-to-end secure E-Filing/Sharing System, for paperless government. 	
<p>Presentation by Sub Group on Public Financial Management</p>	<p>Mr. Abdullah Yousaf made the presentation on behalf of Sub group on Public Financial Management. It was highlighted that:</p> <ul style="list-style-type: none"> • Reforms on Public Financial Management are essential to maintain a control on Fiscal Balances in times of macro uncertainty and instability • Federal government is a natural home to initiate PFM Reforms due to presence of Ministry of Finance, Federal Board of Revenue and Office of the Auditor General of Pakistan • Its essential to build accountability over National Finances • The main actors in PFM in Federal government are Finance Division, Planning Division, Controller General of Accounts and Auditor General of Pakistan. • There is lack of a comprehensive Public Finance Law • Lack of Medium and Long Term Vision for Economic Management • Considerable in-year changes in Budget undermines the credibility of the Budget • Lack of Transparency on Supplementary Grants, Release Processes, Resource Management <p>Following Short and Medium Term Reform Strategies were proposed:</p>	<p>The Sub group was requested to propose an action plan for the vision presented to the Task Force for improving the framework for public financial management.</p>

	<ul style="list-style-type: none">• Streamlining of the review and presentation of the Public Finance Bill• Update the Regulatory Framework for PFM including the Rules of Business, Pre-approval and roll out of PFM Reform Strategy• Strengthening the Finance functions at line ministries including introducing professional CFOs, improving Debt Management & Financial Management• Roll out of PIFRA to line ministries• Evidence Based Budgeting and empowering of Public Accounts Committee	
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MINUTES OF THE 3RD MEETING – TFCSR HELD ON 12-10-2018

Date: 12th October, 2018

Time: 10:00 am to 1:00 pm

Venue: Prime Minister’s Office, Islamabad

The 3rd meeting of the Task Force on Civil Services Reform was held at Prime Minister’s Office under the chair of Dr. Ishrat Hussain. Following is a re-cap of the key areas of discussion and decisions.

AGENDA ITEM	DISCUSSION	DECISIONS
Consultative Sessions with Various Groups of Civil Servants	Chair informed the Task Force members that as per the decision taken in the 2 nd meeting of the Task Force on CSR, consultative sessions were held in Lahore and Peshawar with various groups of civil servants to ensure diverse and broad-based feedback. It was briefed that all groups of civil servants were supportive of improving the Value Chain of HR. However, the reservations and apprehensions centered generally around the apportionment of positions between provincial and All Pakistan officers, proposed National/Provincial Executive Service, disparity among various service groups in terms of promotion opportunities, timescale promotions for the junior positions, inconsistency of allowances among different groups of civil servants and sparse promotion opportunities for technical cadres.	It was viewed that consultations were useful in dispelling misgivings regarding the reform process and a valuable source of meaningful input as well. Accordingly, meetings in Karachi and Quetta were to be taken in the same spirit.

<p>Summary for the Cabinet on Security of Tenure</p>	<p>In 2nd meeting of the Task Force, members had agreed that Tenure Security was an integral part of reform agenda and was in line with the vision of the Prime Minister for de-politicizing the civil service and enhancing its effectiveness. It was agreed in principle that the proposal regarding tenure security would be presented for consideration of the Cabinet immediately for future appointments. Careful screening of candidates would be carried out before appointments and postings. Chair informed the Task Force members that proposal in this regard was submitted to the Prime Minister who had approved it in principle. Establishment Division was in the process of preparing a summary for consideration of the Cabinet.</p>	<p>None</p>
<p>Summary for the Cabinet on Selection Process for the Key Institutions</p>	<p>In 2nd meeting of the Task Force, members had agreed that there was a need for adopting an objective and merit based procedure for selection of the heads of key institutions in the government structure. It was agreed that various high-powered committees would be formed with diverse membership for selection of chief executives. The Board of Directors, when the Federal Government does not have majority sharing, can authorize the Selection Committee to follow the process on their behalf.</p> <p>Chair informed the Task Force members that a proposal on the aforesaid lines was submitted to the</p>	<p>None</p>

	Prime Minister who had approved it in principle. Establishment Division was in the process of preparing a Summary for consideration of the Cabinet.	
Reconstitution of Sub-Groups of the Task Force	Discussion was held on the progress made by various sub-groups of the Task Force working to formulate their recommendations regarding various facets of civil services value chain. In view of the time bound nature of the task at hand, sub-groups were urged to share their proposals and recommendations in the forthcoming meeting for discussion and feedback from all the members.	<p>Sub groups of the Task Force were re-constituted to make them more effective. Following changes were made:</p> <ol style="list-style-type: none"> a) Sub-Group on Performance Management and that of Promotion/Career Planning to be merged. b) Training to be renamed as Training and Learning. c) Dr. Nadeem ul Haq to lead the sub-groups on Induction & Recruitment and Training & Learning. <p>A new sub-group was constituted to look at the accountability and disciplinary aspects of civil service, comprising of the following:</p> <ul style="list-style-type: none"> • Mr. Salman A. Raja (lead) • Secretary Establishment • Mr. Shaukat Ali, Secretary Food, Punjab
Performance Management System	Lack of an objective, quantifiable and credible system of performance management has been well recognized as a key contributor towards an ineffective civil service. The existing system is highly	It was decided that the sub-group on Performance Management, Promotions and Career Planning shall take stock of existing policies/procedures and examine the work already done at various

	<p>subjective and neither reflects an officer's performance nor the degree of its alignment with the organization's objectives. Hence it was emphasized during the discussion that management of individual's performance was the first step towards realization of broader strategic dividends for the organization and overall aims of the government. A need was felt to approach this issue using a two-pronged approach which considers an individual's as well organization's performance management and the linkages between the two.</p>	<p>fora in this regard. Based on these, it was to make recommendations to the Task Force for improvements in performance evaluation system and suggest a roadmap for their adoption. The sub-group was to share its recommendations with the Task Force in the next meeting.</p> <p>It was further decided that various relevant documents related to work already done and existing laws/rules and procedures etc. will be shared with the Task Force.</p>
<p>Promotion Policy and Career Planning</p>	<p>Chair underscored that a sound and objective Performance Management system went hand in hand with a fair and equitable system of Promotions. Existing system of promotion was recapped in terms of promotions to Selection and non-Selection grades. It was asserted that since there were no objective evaluators of performance other than integrity and financial propriety columns in the ACRs, promotion decisions often ended up in litigation. Similarly, the existing regime of trainings which were mandatory for promotion, lacked in essential requirements such as leadership skills. It was emphasized that there was an urgent need to revamp the performance evaluation, promotions system and career planning for civil services by the Establishment Division and Services departments of the provinces.</p>	<p>It was decided that the sub-group on Performance Management, Promotions and Career Planning shall review existing policies/procedures regarding system of promotion by taking into consideration the principles laid down in various court judgments on the subject matter and make recommendations to the Task Force for overhaul of promotion policy. It was further agreed that the sub-group shall share its recommendations with the Task Force in its next meeting.</p>

MINUTES OF THE 4TH MEETING – TFARG HELD ON 26-10-2018

Date: 26th October 2018

Time: 10:00 Am to 1:30 pm

Venue: Prime Minister’s Office, Islamabad

The 4th meeting of the Task Force on Austerity Measures & Government Restructuring was held at Prime Minister’s Office under the chair of Dr. Ishrat Hussain. Following is a re-cap of the key areas of discussion and decisions regarding them.

AGENDA ITEM	DISCUSSION	DECISIONS
Restructuring of the Federal Government	<p>The second Working Paper on restructuring of the Federal Government was presented to the members and they were invited to give their recommendations. Key areas discussed were as under:</p> <ul style="list-style-type: none"> • The balance of power between heads of Ministries, Attached Departments and Autonomous Bodies and the relevant Ministers. • The need to move towards standardization by separation of policy making from regulatory and operational activities of the Federal Ministries. • The importance of decentralization and reducing discretionary powers. • The possibility of appointment of a domain expert/ technical advisor with Ministers. • The need for delineating role of Minister and Secretary in relation to policy making and implementation. • Improving functional efficiency of the government by reducing tiers e.g. Section Officer 	<p>A Working Paper on Functional Classification of the Federal Government will be shared in the next meeting.</p> <p>It was also decided that in view of the overlapping areas under consideration, the working papers will be shared across Task Forces.</p> <p><u>Sub Group on JD of Minister & Secretary was Constituted</u></p> <ol style="list-style-type: none"> 1. Mr. Wajid Rana (Lead) 2. Mr. Tariq Khosa 3. Ms. Tasnim Aslam <p>It was decided that the group will firm up its recommendations on Job Description of Minister vis-a-viz Secretary and present these in the next meeting.</p> <p>The Task Force approved the idea of the appointment of Technical Advisors with</p>

		Ministers to enhance their policy making potential and facilitate decision making.
E-Government	A presentation was made by Executive Director of National Information Technology Board (NITB) on the proposed timelines for implementation of E-Governance.	The Task Force approved the timelines and it was agreed that a Summary for the Prime Minister may be moved through Ministry of Information Technology.
Presentation on Action Plan on Public Financial Management	<p>Mr. Abdullah Yousaf, made the second presentation on Action Plan for Public Financial Management. Following points were discussed in detail and the remaining Outputs were categorized as medium term goals, to be taken up subsequently.</p> <ul style="list-style-type: none"> • Output 1: Presentation of the Public Finance Bill in the Parliament • Output 2: Update the Regulatory Framework and Rules of Business • Output 3: Approval and Roll-out of the PFM Reforms Strategy • Output 5: Roll out of PIFRA Module (FAB) for Line Ministry Level Budgeting • Output 7: Institutionalizing CFOs • Output 11: Improvements in Accounting and Audit Functions. 	<p>Following cut-off dates and guidelines were decided for the Outputs:</p> <p>Deadline for Output 1: January 31st, 2019</p> <p>Deadline for Output 2: March 15, 2019</p> <p>For Output 7: It was decided that a working paper be prepared by the subgroup on PFM and be presented in the Task Force on appointments of CFO's in the Ministries.</p> <p>For Output 11, the members of the Task Force agreed that there was a need to separate Audit and Accounting functions in letter and spirit by separating the cadres.</p> <p>Three areas identified for immediate action were:</p> <ol style="list-style-type: none"> 1. Roll out of PIFRA Module (FAB) for Line Ministry Level Budgeting

		<p>2. Improvements in Accounting and Audit Functions.</p> <p>3. Institutionalizing CFOs The Sub-group was requested to focus on these three areas and submit refined proposals regarding these to the Task Force in the next meeting.</p> <p>It was decided that PFM Strategy will be presented by the Additional Secretary Finance to the Task Force in the next meeting</p> <p>Mr. Wajid Rana was added to the PFM Subgroup on recommendation of the Task Force.</p> <p>It was decided that DG FAB, Mr. Ammar Naqvi would provide secretarial support to the sub-group.</p> <p>Executive Director, NITB should coordinate with DG FAB and see if there were overlapping interfaces of NITB's Module with FAB to avoid duplication of work.</p>
Rules of Business	The Task Force was informed that the relevant sub group has had several meetings.	Rules of Business sub group will present its final recommendations in the next meeting of the Task Force.

MINUTES OF THE 4TH MEETING – TFCSR HELD ON 26-10-2018

Date: 26th October, 2018

Time: 02:30 pm to 05:00 pm

Venue: Prime Minister’s Office, Islamabad

The 4th meeting of the Task Force on Civil Services Reform was held at Prime Minister’s Office under the chair of Dr. Ishrat Hussain. Following is a re-cap of the key areas of discussion and decisions.

AGENDA ITEMS	DISCUSSION	DECISIONS
Consultative Sessions with Various Groups of Civil Servants	Chair informed the Task Force members that as per the decision taken in the 2 nd meeting of the Task Force on CSR, consultative sessions were held in Karachi with various groups of civil servants to ensure diverse and broad-based feedback. It was briefed that all groups of civil servants were supportive of improving the Value Chain of HR. However, the reservations and apprehensions centered generally around the apportionment of positions between provincial and All Pakistan officers, proposed National/Provincial Executive Service, disparity among various service groups in terms of promotion opportunities, timescale promotions for the junior positions, inconsistency of allowances among different groups of civil servants and sparse promotion opportunities for technical cadres.	It was viewed that consultations were useful in dispelling misgivings regarding the reform process and a valuable source of meaningful input. Accordingly, meetings in Quetta and Islamabad were to be taken in the same spirit.
Analysis of Induction & Recruitment System by the Relevant Sub-Group	The sub-group on Induction & Recruitment presented its preliminary analysis to the Task Force. Principles of reforming the recruitment process and induction and preliminary proposals were put forth by the sub-group which were discussed in detail.	1. After through deliberations by the Task Force, following principles were agreed for the sub-group to base its final proposals on:

	<p>Regarding Induction process of the civil servants, the sub-group shared the following preliminary findings:</p> <ul style="list-style-type: none"> • Current mechanism of centralized recruitment has little space to channel substantive, domain-specific knowledge • Current system does not focus on cognitive ability • Structure of exam has become intimately familiar to the “prep” industry • Compulsory subjects do not create any filters relevant to the requirements of the service • Overall quality of candidates remains low. CE-2016 data shows narrow pool of top-tier universities more likely to have passing candidates • General crisis of higher education is reflected in the recruitment process 	<ol style="list-style-type: none"> a. Problem solving examination in the first stage b. Psychometric testing to evaluate the aptitude and soft skills of the candidates c. Domain-specific and clusters of subjects for the choice of optional subjects <p>2. It was decided that the sub-group shall make its final recommendations for consideration by the Task Force in its next meeting. It was also decided that the sub-group shall hold consultations with provincial public service commissions as well as other stakeholders.</p>
<p>Analysis of Training & Learning System by the Relevant Sub-Group</p>	<p>The sub-group on Training & Learning presented its preliminary analysis to the Task Force. While emphasizing the need for reforming the existing system of training of civil servants, a preliminary synopsis was presented by the sub group which highlighted following points:</p> <ul style="list-style-type: none"> • Widening gap between citizens’ expectations and capacity of civil service to deliver • The disconnect between the job performance requirements and training 	<ol style="list-style-type: none"> 1. After a detailed discussion by the Task Force, following principles were agreed for the sub-group to work upon its final proposals: <ol style="list-style-type: none"> a. Alignment of training content with job requirements b. Content of trainings for senior positions

	<ul style="list-style-type: none"> • Lack of or complete absence of training for lower tiers of civil servants • Lack of a standardized national training policy • Gaps in training curriculum • Lack of understanding of modern drivers of change • Lack of sufficient funding • Limited domain-specific trainings • Lack of quality training staff in STIs • Training contents not aligned to departmental priorities • Weak course evaluations 	<p>such as NMC should be focused on inculcating leadership skills in the officers</p> <ol style="list-style-type: none"> c. Training regime for Ex-cadre civil servants d. Continuous capacity building of the staff of the training institutions <p>2. It was decided that the sub-group shall make its final recommendations for consideration by the Task Force in its next meeting. In this regard, the sub-group shall hold consultations with all relevant stakeholders.</p>
<p>Analysis of Performance Management, Promotion and Career Planning System by the Relevant Sub-Group</p>	<p>Presentation by the sub-group on preliminary analysis of Performance Management, Promotions and Career Planning preceded the detailed deliberation on the matter. The sub-group presented its findings and principles regarding the reforms required in promotion and performance evaluation/management framework. It was emphasized that an effective performance evaluation system for the civil service is closely linked with its ability to perform and hence a critical pillar of reform. It was highlighted that an effective management of each player’s individual performance is the first step towards broader</p>	<ol style="list-style-type: none"> 1. After thorough deliberation by the Task Force, sub-group was requested to work upon its final proposals based upon following guidelines: <ol style="list-style-type: none"> a. Sub-group to focus on an individual officer’s performance management as the first step. b. Sub-group would take into

	<p>strategic performance dividends for the organizations.</p>	<p>consideration various models of individual performance evaluation models prevalent in other countries such as India.</p> <p>c. Sub-group to propose instrument(s) to be used for performance evaluation keeping in view the close relation between individual performance and organization's performance targets</p> <p>d. To devise a mechanism to translate MTBF targets of service delivery so that they provide basis for performance evaluation.</p> <p>It was decided that the sub-group shall make its final recommendations for consideration by the Task Force in its next meeting.</p>
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MINUTES OF THE 5TH MEETING – TSAGR HELD ON 12-11-2018

Date: 12th November,2018

Time: 2:30 pm to 5 pm

Venue: Prime Minister’s Office, Islamabad

The 5th meeting of the Task Force on Austerity Measures & Government Restructuring was held at Prime Minister’s Office under the chair of Dr. Ishrat Hussain. Following is a re-cap of the key areas of discussion and decisions regarding them.

AGENDA ITEM	DISCUSSION	DECISIONS
Feedback on Consultative Sessions	<p>Dr. Ishrat Husain informed the Task Force members that more than 25 consultative sessions had been held with various groups of civil servants across the country. These sessions had enabled him to reach out to about 700 officers.</p> <p>Moreover,15 more sessions had been planned including a visit to Quetta.</p> <p>He particularly mentioned his meetings with officers of the Foreign Service of Pakistan and Police Service.It was highlighted during the discussion that Police Service was the face of the government for a common man.An improvement in its public service delivery mechanism would yield immediate dividends for the citizenry and the government.It was agreed that</p>	<p>It was decided that in view of the significance of the services like police, health and education, in improving the life of a common man, there was a greater need to focus on their delivery mechanism. In order to benefit from the provincial experience in these areas, it was decided to hold few meetings of the Task Force in the provincial capitals</p> <p>Accordingly, the next meeting was scheduled to be held in Peshawar on the 30th of November and another one in Lahore on 14th of December.</p>

	<p>the first point of interface between the public and Police was the ‘Thana’ which needed a paradigm shift to become a service delivery point instead of place of harassment. A detailed discussion was also held on various legal frameworks that had governed the working of the police in the country, including provincial laws.</p>	
<p>Restructuring of the Federal Government</p>	<p>A Working Paper on Functional Classification of the Federal Government was shared with the members of the Task Force and a detailed discussion was held on the existing and proposed lay out of Executive Bodies under the Federal Government. Members pointed out certain bodies like National Commission on Human Rights, Law and Justice Commission which were missing from the list. Members were also of the view that they needed to review the proposed plan in detail before offering their critical analysis.</p> <p>A proposal to merge various ombudsmen offices also came under discussion.</p>	<p>It was decided that the Paper would be circulated among the Task Force members electronically. The members would evaluate the proposals contained in the paper and present their views on the proposed lay out in the next meeting scheduled to be held on the 30th of November.</p> <p><u>Sub Group for Revising General Financial Rules and Delegation of Financial Powers Rules was constituted comprising of the following members:</u></p> <ol style="list-style-type: none"> 1. Mr. Salman Siddique 2. Mr. Wajid Rana 3. One Representative from Regulation Wing of Finance Division (To be nominated by Mr. Abrar Mirza, JS(Budget), Finance Division) 4. Any other member co-opted by the Sub-Group <p>In view of the enormity of the task, it was decided that the group can co-opt other members and can also look for the possibility of getting some independent consultation.</p>
<p>Presentation on PFM Strategy</p>	<p>A presentation was made by Mr. Abrar Mirza, JS Finance on PFM Strategy</p>	<p>It was decided that the sub-group on PFM will co-opt relevant proposals from the presentation and incorporate them in its</p>

		final presentation to be made in the next meeting of the Task Force.
Rules of Business and Job Description of the Secretary and the Federal Minister		Since these agenda items could not be taken up due to the paucity of time, it was decided that relevant working papers/presentations will be circulated among all members of the Task Force to firm up their views before the next meeting, during which these two items will be given priority.

MINUTES OF THE 5TH MEETING - TFCSR HELD ON 12-11-2018

Date: 12th November, 2018

Time: 10:00 am to 01:00 pm

Venue: Prime Minister's Office, Islamabad

The 5th meeting of the Task Force on Civil Services Reform was held at Prime Minister's Office under the chair of Dr. Ishrat Hussain. Following is a re-cap of the key areas of discussion and decisions.

AGENDA ITEMS	DISCUSSION	DECISIONS
Consultative Sessions with Various Groups of Civil Servants	Chair informed the Task Force members that as per the decision taken in the 2 nd meeting of the Task Force on CSR, consultative sessions were being held with various groups of civil servants to ensure diverse and broad-based feedback. Members were informed that a total of 683 representatives belonging to various groups of civil servants in Lahore, Karachi, Peshawar and Islamabad had been consulted and the details were shared with the members. Regarding the sessions held in Islamabad since last meeting of TF on 26 th October, 2018, it was briefed that all groups of civil servants were supportive of the idea of improving the Value Chain of HR in civil service. During all these meetings, it was emphasized that the primary purpose of these reforms was to improve the public service delivery in line with the vision of the government. However, the reservations and apprehensions centered generally around the apportionment of positions at various grades, disparity among various service groups in terms of promotion opportunities, timescale promotions for the	It was viewed that consultations were useful in dispelling misgivings regarding the reform process and a valuable source of meaningful input. Accordingly, future meetings were to be taken in the same spirit.

	<p>junior positions, and sparse promotion opportunities for technical cadres.</p> <p>Representatives in all consultative sessions were asked to take ownership of these reforms and furnish proposals and ideas to be placed before the Task Force for its consideration.</p>	
Proposals for Police Reforms	<p>Various aspects of reforms in Police were discussed in the context of proposals presented during the consultative session held with Police officers in National Police Academy, Islamabad.</p> <p>It was observed by the members that reforms in police must be seen in the light of prevalent political situation and aspirations of the people. It was viewed that micro-level changes needed to be introduced to improve the public service delivery at the level of Police Station. It was also emphasized that financial and operational autonomy of head of police in the province was imperative, as the competence to distribute budgets under various heads of operations would enable better decision making. It was agreed that due to Constitutional requirements, allocation of single-line budgets to provincial police heads was not possible, as Parliament and Provincial Assemblies needed to approve the detailed, head-wise budgets. It was proposed that Police budget must be prepared to the police station level.</p>	<p>3. After thorough deliberations by the Task Force, it was decided that a consultative session of the Task Force with the provincial IGs will be conducted to seek their input on Police Reforms.</p> <p>4. Mr. Ejaz Qureshi will share detailed proposals with the Task Force to improve public service delivery vis-à-vis the police functions in next meeting of the Task Force.</p>
Clusters of Subjects for the CSS Examination	<p>With a view to introduce specialization at the very outset, the proposal of clustering of optional subjects of CSS Examination were discussed for five clusters – PAS, PSP, FSP, All Financial Services (PAAS, PCS, IRS) and Remaining Services (Information, OMG, Railways, Postal)</p>	<p>After detailed discussion by the Task Force, it was decided that views of FPSC shall be obtained before the proposal is presented to the Cabinet for its consideration and approval.</p>

<p>Separation of Audit and Accounts Functions and Provincializing of Accounts</p>	<p>The proposals of separation of Audit and Accounts functions and provincializing of accounts were discussed at length. It was examined whether it made better administrative sense that a provincial accounts service was created by the provinces or should the Federal Government continue to place officers at the disposal of provincial governments for this purpose. Issues of Local Fund Audit also came under discussion. It was observed that Local Fund Audit must be kept separate from provincial accounts service and audit of large metropolitan corporations must be done by federal audit whereas for the smaller entities, the audit may be conducted by the provinces.</p>	<ol style="list-style-type: none"> 1. After detailed discussion by the Task Force, it was decided that Secretary Establishment shall examine the two issues - separation of Audit and Accounts functions and provincializing of accounts. Mr. Shaukat Ali, Secretary Food, Government of Punjab shall share information regarding provincial practices with Secretary Establishment. 2. Pros and Cons of the two issues shall be shared with the Task Force in its next meeting for further deliberation.
<p>Proposals for Reforms in Functions of Foreign Office</p>	<p>Various aspects of reforming the functions of Foreign Service were discussed in the context of proposals presented during the consultative session held with Foreign Service officers in Foreign Service Academy, Islamabad. It was observed that the foreign missions and embassies did not have financial autonomy and had to revert to the Finance Division for any re-appropriations. It was observed that the role of Financial Advisors is required to be gradually eliminated and replaced by Chief Financial Officers. Also, budget for foreign office was proposed to be under two heads –</p>	<p>It was decided that strategy to implement these proposals would be considered and further deliberated in the next meeting of the Task Force.</p>

	employee-related and operational expenses formulated at the level of embassies/missions.	
Service Structure of Ex-Cadre / Technical Civil Servants	Various issues related to service structures of ex-cadre and technical civil servants came under discussion in view of the consultations held with different groups. One of the proposals was to formulate a Pakistan Technical Service. Task Force observed that there would be issues of inter-se seniority among the civil servants who belonged to various technical streams if this proposal was implemented e.g. Railways had separate streams within Engineers – Electrical, Mechanical, Civil etc. Hence it would not be viable to have one technical service comprising of all such streams.	A sub-group comprising of the following members was constituted to deliberate on these issues and come up with proposals for consideration of the Task Force: <ol style="list-style-type: none"> 1. Secretary Establishment 2. Ms. Naheed Shah Durrani 3. Mr. Javed Sikander
Public Service Delivery in Health, Education and Police at the Provincial Level	Task Force observed that there was a need to develop a better understanding of important service delivery functions of the provinces related to Police & Law and Order, Education and Health Services. It was emphasized that the Task Force needed to align its reform proposals with the government priorities by considering the challenges at the service delivery level.	It was decided that a joint meeting of the Task Forces on Civil Service Reforms and Austerity and Restructuring of the Government shall be held in Peshawar on 30th November, 2018 with the relevant stakeholders of the province in these three key areas of public service delivery.

<p>Analysis of Performance Management, Promotion and Career Planning System by the Relevant Sub-Group</p>	<p>Presentation by the sub-group on preliminary analysis of Performance Management, Promotions and Career Planning preceded the detailed deliberation on the matter. The sub-group presented its findings and principles regarding the reforms required in promotion and performance evaluation/management framework. It was emphasized that an effective performance evaluation system for the civil service is closely linked with its ability to perform and hence a critical pillar of reform. It was highlighted that effective management of each player’s individual performance is the first step towards broader strategic performance dividends for the organizations.</p>	<p>After thorough deliberation by the Task Force, the relevant sub-group was requested to work upon its final proposals. Members of the Task Force were requested to furnish their comments on the proposals of the sub-group to enable finalization of recommendations in the next meeting.</p>
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MINUTES OF THE 6TH JOINT MEETING – TFCSR AND TFARG HELD ON 14-12-2018

Date: 14th December, 2018

Time: 10:00 am to 05:00 pm

Venue: Darbar Hall, Civil Secretariat, Islamabad

The 6th meeting of the Task Forces on Civil Services Reform and Austerity and Restructuring Government was jointly held at Civil Secretariat, Lahore under the chair of Dr. Ishrat Hussain. Following is a re-cap of the key areas of discussion and decisions.

AGENDA ITEMS	DISCUSSION	DECISIONS
Consultative Sessions with Various Groups of Civil Servants	Chair informed the Task Force members that as per the decision taken in the 2 nd meeting of the Task Force on CSR, consultative sessions were being held with various groups of civil servants to ensure diverse and broad-based feedback. Members were informed that a total of 984 representatives belonging to various groups of civil servants in Lahore, Karachi, Peshawar and Islamabad had so far been consulted and the details were shared with the members.	It was viewed that consultations were useful in dispelling misgivings regarding the reform process and a valuable source of meaningful input to be placed before the Task Forces for consideration. Accordingly, future meetings in Quetta on the 19 th and 20 th Dec, 2018 and Lahore on 24 th Dec, 2018 were to be taken in the same spirit
Update on the Summaries Already Under Consideration by the Cabinet	Chair apprised the Task Force members regarding the progress on the summaries, on the proposals approved by the Task Force, which have already been submitted to the Cabinet, i.e., Security of Tenure of Civil Servants, Appointments of Heads of Key Organizations Under Federal Government and Role of Secretaries Committee.	None

<p>Amendments in the Federal Government Rules of Business</p>	<p>The sub-group of the Task Force on Austerity and Restructuring Government presented proposed amendments in the federal government Rules of Business. It was emphasized that at this stage, the amendments proposed were meant to correct the fundamentals with a view to bring the rules of business in conformity with the Constitution and the relevant judgments of the Honorable Supreme Court of Pakistan. It was also informed that the proposals of the Cabinet Division regarding the amendments in Rules of Business shared vide their U.O. No. 4-2/2016-Min-I dated 20th November, 2018 have also been duly considered by the sub-group.</p> <p>Members were briefed that the amendments were being proposed keeping the following in perspective:</p> <ol style="list-style-type: none"> 1. Aligning the Rules of business with the Constitution and the principles enunciated by the Supreme Court in its judgment 2. Alleviating some of the administrative burdens and the delays faced at the secretarial and ministerial level 3. Introducing clarifications wherever required for smooth functioning of the Federal government <p>It was apprised that the changes proposed in the existing Rules of Business relate primarily to the first point above in terms of aligning the role of the Cabinet and the Prime Minister while ensuring effective decision-making. It was further briefed that the working of the government is</p>	<p>After thorough deliberation by the Task Forces on each proposed amendment, the proposals presented were approved with some minor modifications.</p> <p>It was further decided that these proposals would be clubbed with the proposals of the sub-group working on redefining the roles of Secretary and Minister in Rules of Business. The joint set of amendments would then be circulated to all ministries/divisions and the Secretaries' Committee to solicit their views before presenting the same for consideration of the Cabinet.</p>
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	<p>complex, to say the least, so in terms of immediate reforms, it is best to veer on the conservative side and create space through initial “wins” for future change.</p>	
<p>Proposals of the Sub-group on Induction / Recruitment & Training / Learning</p>	<p>The sub-group of the Task Force on Civil Services Reforms on Induction / Recruitment & Training / Learning presented its final proposals. Principles of reforming the recruitment process and induction and final proposals were put forth by the sub-group which were discussed in detail. The sub-group proposed that the induction process needed to test three distinct aspects for CE recruitment:</p> <ol style="list-style-type: none"> 1. Problem-solving, Analytical, and Articulation ability 2. Aptitude and Motivation 3. Domain-specific knowledge <p>It was apprised that currently, FPSC examiners must go through all sections of nearly 11,000 candidates appearing for the CE. A consistent proposal for this issue would be to introduce a screening test to filter out weaker and non-serious candidates. It was informed that the three stages of CE recruitment were being proposed based on the rationale that FPSC had shown an interest in introducing screening test and psychometric testing and that the reforms were in line with international best practices. Following specific proposals were put forth by the sub-group for consideration by the Task Forces:</p> <ol style="list-style-type: none"> 1. Stage 1 (Screening) 	<p>After thorough deliberations by the Task Forces, the proposals presented to the Task Forces by the sub-group were approved in principle with the decision that these proposals would be shared with the Chairman and Members of FPSC to seek their input and buy-in on the proposed reforms.</p>

	<p>I. The existing compulsory section of the Competitive Exam should be converted into a stand-alone problem-solving and analytical ability testing component, along the lines of a standardized exam (SAT/GRE).</p> <p>II. Include coverage of subjects such as Pakistan Studies and Islamic Studies, but should primarily be used to test candidates' ability to solve basic logical and mathematical problems, as well as English language comprehension.</p> <p>III. An additional English composition section can also be added to test the candidate's articulation ability.</p> <p>2. Stage 1 (II)</p> <p>I. The compulsory section should be administered separately.</p> <p>II. Performance/outcome in the compulsory section will be valid for three years, along the lines of other standardized tests.</p> <p>III. A passing threshold can be established that can be used to determine eligibility for other testing components.</p> <p>3. Stage 2 (Psychometric Testing)</p> <p>I. Candidates clearing the compulsory exam will be subjected to a range of psychometric evaluations to determine their aptitude and motivation towards government service;</p>	
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	<p>II. These exercises can draw in from the experience of generalist recruitment in the UK civil services, where candidates take several sets of psychometric tests;</p> <p>III. Perry Public Service Motivation test is recommended, which determines pro-social motivation of civil servants.</p> <p>4. Stage 3 (Domain Specific Knowledge)</p> <p>I. Candidates who clear the second stage of evaluation can then sit for a range of domain-specific optional exam clusters.</p> <p>II. Candidates can appear for as many optional exam clusters as they prefer, but successful allocation to linked occupational groups can only happen if a candidate has appeared for its respective cluster.</p> <p>III. Sub-group proposed three clusters – Public Administration (PAS, PSP, OMG, PG, MLCG, RCTG), Public Finance, Commerce, and Trade (IRS, PCS, PAAS, C&T), and Foreign Service (FSP).</p> <p>IV. Level of knowledge testing in each cluster will be at introductory university level. Elective and compulsory subjects in each cluster would be designed to reflect the basic domain knowledge. There will be no restrictions on the qualifications for eligibility to appear in the examination clusters.</p>	
Analysis of Performance Management,	Presentation by the sub-group of the Task Force on Civil Services Reforms on final proposals regarding Performance	After thorough deliberation by the Task Forces, the proposals presented to the Task Forces by

<p>Promotion and Career Planning System by the Relevant Sub-Group</p>	<p>Management, Promotions and Career Planning preceded the detailed deliberation on the matter. It was emphasized that existing evaluation framework is insufficient to objectively evaluate the performance of civil servants. It was observed that individual performance evaluation system must be embedded in organizational level indicators; hence the performance management must be at two levels – organizational and individual. Mainly, following were specific recommendations in this regard:</p> <ul style="list-style-type: none"> • Contract, setting goals & objective, quantifiable, measurable and verifiable KPIs & measures to achieve them, to be negotiated between the PM, the relevant Minister and then down the line • Job descriptions to be sketched with greater precision enabling better internal work distribution • Objectives, goals & targets to be developed in a medium-term context, influenced by institutional mandates & allocations committed by the Finance Division in the Medium Term Budgetary Framework to enable delivery plan & outputs. Regular progress reviews will take place to revise KPIs periodically if there were any circumstances beyond the control of the officer. • Primary purpose of PERs should be to develop officer’s performance based on evaluation of goals, targets & priorities fixed jointly at start of year and potential for future career 	<p>the sub-group were approved in principle with the decision to share the final report after some minor modifications with the Establishment Division for their views and comments. Upon receipt of the final report from the sub-group and the comments of the Establishment Division, summary will be submitted to the Cabinet in the light of the proposals for its consideration and approval.</p>
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	<p>progression including training needs, rotation etc.</p> <ul style="list-style-type: none"> • Post holder having right to review assessment of reporting and counter-signing officers. • Post holders should also assess the mentoring and guidance provided to them by the senior/reporting officers • Eligibility for promotion to Grade 18 (non-selection post) to be managed either through existing arrangement - the Departmental Committees (using existing criteria - seniority-cum-fitness) or through Promotion Board - with broader multiple stakeholder membership for promotion • Some functions, presently carried out by Secretariat Group, require knowledge and experience of government processes and systems. These may have to be retained within the same Ministries • Promotion to Grades 19 and 20 would be anchored in the following eligibility pegs (grading on a scale of 1 to 10): <ul style="list-style-type: none"> ○ Performance evaluation (achievement against each target) • Performance in compulsory domain trainings • Knowledge and quality of, and attitude to, work <ul style="list-style-type: none"> ○ Acceptance of Responsibility ○ Decision making ability for level ○ Ability to plan work and quality of task management ○ Integrity and propriety ○ Political impartiality ○ Alignment/compatibility with Departmental vision 	
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	<ul style="list-style-type: none"> ○ Interpersonal skills and role as team player ○ Communication flair and public dealing ○ Analytical and problem solving capability • Promotions to Grade 21 and above would be anchored in the following eligibility pegs (grading on a scale of 1 to 10) ○ Performance evaluation in two previous grades ○ Performance in some recent assignments ○ Willingness & ability to take additional responsibilities, initiatives and decisions ○ Ability to formulate tasks with clarity & assign them appropriately ○ Supervisory & coordination capability ○ Record of subordinate feedback on role as mentor and motivator • Establishment Division also needs re-engineering in terms of skill sets, systems and business processes • Give clear indication of likelihood of promotion beyond Grade 19. Not promoted after specified number of years in existing grade to stand retired. • A decent retirement plan/package required based on level & years of service. 	
<p>Summary on Proposal for Strengthening of Capacity of Ministries</p>	<p>Proposal related to strengthening of capacity of the ministries by appointing technical advisors and subject matter experts to assist in the senior-level technical decision making was deliberated at length.</p>	<p>It was decided that a summary on appointment of advisors to the ministers shall be sent to the Cabinet for its consideration and approval.</p>

<p>Presentations on Service Delivery Reforms vis-à-vis Education, Health and Police in the Punjab</p>	<p>Primary & Secondary Education, Primary & Secondary Healthcare, Tertiary Health and Medical Education and Provincial Police departments of the Government of the Punjab presented the service delivery reforms introduced in their departments. Various issues associated with each aspect were discussed at length. The main observation of the members was that although the reforms interventions were relevant, however there was a need to focus on the outcomes of various interventions.</p>	<p>It was decided that Education department will share, through Secretary Food Punjab, a report on the reforms already undertaken and future plan of action for comparison along with budgetary spending.</p> <p>It was also decided that outcomes of the reforms initiatives will be shared by the health departments for information of the members.</p> <p>Regarding a need to improve the enforcement of local and special laws in the districts and tehsils and changes to the Civil Administration Act, 2017, the chair observed that the Provincial Task Force needed to focus on this area and recommend concrete steps.</p>
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MINUTES OF THE 7TH JOINT MEETING OF – TFCSR AND TFARG HELD ON 11-01-2019

Date: 11th January, 2019

Time: 10:00 am to 05:00 pm

Venue: CS Committee Room, Civil Secretariat, Peshawar

The 7th meeting of the Task Forces on Civil Services Reforms and Austerity and Restructuring Government was jointly held at Civil Secretariat, Peshawar under the chair of Dr. Ishrat Hussain. Following is a re-cap of the key areas of discussion and decisions.

AGENDA ITEMS	DISCUSSION	DECISIONS
<p>Update on Key Summaries / Proposals</p>	<p>Chair apprised the Task Force members regarding the progress on the summaries and the proposals approved by the Task Force as following:</p> <ul style="list-style-type: none"> • Security of Tenure of Civil Servants – Referred to a Committee of Ministers for its recommendations • Appointments of Heads of Key Organizations Under Federal Government – Referred to Law and Finance Division by the Prime Minister’s Office for their views • Role of Secretaries Committee – Summary approved • Reorganization of Federal Government – PM has given a go ahead in principle to the extent of Attached Departments and Autonomous Bodies/Corporations. The proposal regarding re-structuring of the Ministries will be kept pending for the time being. • Proposals of Sub-Group on Induction – FPSC has agreed to the proposals shared with them after approval of the Task Forces. Summary will be moved accordingly by FPSC and Establishment Division 	<p>It was decided that a joint meeting of the Task Forces will be planned with the Prime Minister in order for the members to grasp the vision of the Prime Minister vis-à-vis the reforms objectives.</p>

	<ul style="list-style-type: none"> • Appointment of Technical Advisors – Summary has been moved by the Establishment Division and is with the Finance Division for its views • Introduction of e-Government solutions in Federal Government – Summary has been moved and has been referred to the Task Force on IT & Telecom. Dr. Nadeem ul Haq highlighted the need for Business Process Re-engineering (BPR). Mr. Burhan Ahmad highlighted that certain modules of E-Office suite are pending approval with Finance, Planning and Establishment Division to which the departmental representatives were directed to expedite the same. 	
Amendments in the Federal Government Rules of Business Stipulating the Role of Minister and Secretary	The sub-group of the Task Force on Austerity and Restructuring Government working on the job descriptions of the Federal Ministers and Federal Secretaries presented detailed proposals regarding the same and accompanying amendments in the Federal Government Rules of Business.	After thorough deliberation by the Task Forces on each proposed amendment, it was decided that the sub-group will circulate revised proposals after incorporating the feedback of the members of the Task Forces.
Progress on Provincial Task Forces	Chair enquired about the progress of work being carried out by the Provincial Task Forces in each province.	It was decided that in all future meetings of the Task Forces, following representatives of each provincial government shall give a briefing updating the members on the progress of provincial Task Forces: <ul style="list-style-type: none"> i. Mr. Shaukat Ali, Secretary Food, Punjab ii. Ms. Naheed Shah Durrani, Sindh

		<p>iii. Mr. Shahzad Bangash, ACS, KP</p> <p>iv. Mr. Qamar Masood, Secretary Services, Balochistan</p>
<p>Summary on Proposal for Abolishing the FA's Organization</p>	<p>Proposals related to examining the role of FA's Organization in the Federal Government ministries and their contribution to financial decision making was deliberated at length.</p>	<p>It was decided that a summary proposing doing away with the FA's Organization as recommended by NCGR and endorsed by the Task Forces shall be sent for consideration by the Cabinet.</p>
<p>Presentations on Service Delivery Reforms vis-à-vis Education, Health and Police in the KP</p>	<p>Elementary & Secondary Education, Health and Provincial Police Departments of the Government of the KP presented the service delivery reforms introduced in their departments. Various issues associated with each aspect were discussed at length. Main observation of the members was that the reforms interventions were relevant and appreciable; however, there was a need to focus on the outcomes of various interventions.</p>	<p>It was emphasized that the Provincial Task Forces in KP may actively steer reforms for further improvement in the public service delivery.</p>

MINUTES OF THE 8TH JOINT MEETING - TFCSR AND TFARG HELD ON 08-02-2019

Date: 08th February, 2019

Time: 10:00 am to 05:00 pm

Venue: Prime Minister's Office, Islamabad

The 8th meeting of the Task Forces on Civil Services Reforms and Austerity and Restructuring Government was jointly held at Prime Minister's Office, Islamabad under the chair of Dr. Ishrat Hussain the Prime Minister made opening remarks at the meeting and shared his vision and direction with the Task Forces members. Following is a re-cap of the key areas of discussion and decisions.

AGENDA ITEMS	DISCUSSION	DECISIONS
Remarks by the Prime Minister	<p>The Prime Minister while sharing his vision regarding civil services' reforms with the participants stated that depoliticized and merit-based civil service was the key pillar of effective governance. He made reference to 1960s when the bureaucracy was known for its best management practices and became instrumental in achieving fast economic growth in the country. He observed that over time, bureaucracy had fallen victim to political pressures and low motivation. He conveyed his awareness of the issues being confronted by the bureaucracy including harassment by NAB. He said that the Government was very keen to resolve these issues to create an enabling environment for civil services of Pakistan and to make it more efficient and responsive to the needs of the citizens. While quoting the example of Khyber Pakhtunkhwa where the goal of depoliticized governance had been achieved to a large extent, he emphasized that doing so had yielded welfare gains for the masses. He emphasized the importance of meritocracy, accountability, specialization, use of information technology and insulation from external pressures in improving the performance of civil servants. While responding to various questions by the participants, the Prime Minister reiterated his commitment to long term</p>	

	reforms and to taking any decisions required to achieve that goal.	
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<p>Update on Key Proposals</p>	<p>Chair apprised the Task Force members about the progress report submitted to the Cabinet on the work done by both Task Forces. He informed that in line with the directions of the Prime Minister to keep the Cabinet informed, progress reports for both the Task Forces were presented to the cabinet. However, the progress report did not contain any recommendations since each proposal was to be submitted individually to the cabinet for a collective decision. It was reiterated that in case of divergent views amongst the Task Force members, majority view would be put forth for a final decision by the Prime Minister and Cabinet.</p> <p>While updating regarding restructuring of the Federal Govt., it was explained that the plan proposed by the Task Force was reviewed by a Committee of Ministers under the Chairmanship of the Prime Minister. There was an agreement in principle on rationalizing the number of Ministries and Divisions but the plan was to be executed not immediately but was not to be executed immediately but at a subsequent and appropriate time. Proposal regarding attached departments, autonomous bodies and redundant organizations had been almost finalized. Secretary Cabinet informed that Secretaries Committee has had two meetings to consider proposal regarding redundant organization and final minutes of the committee meeting would be issued by the 18th February, 2019.</p> <p>The chair also briefed about the progress in policy formulation for curbing the misuse of the monetization scheme for vehicles.</p>	
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<p>Proposals of the Sub-Group on Public Financial Management</p>	<p>The sub-group of the Task Force on Austerity and Restructuring Government working on Public Financial Management presented its proposals. Some of the key areas discussed were PFM Reform Strategy, PFM Law and how to make IFMIS / FABS / PIFRA a more effective tool of financial management in government offices.</p>	<p>After thorough deliberations by the Task Forces on the proposals, it was decided that the sub-group will circulate a revised and a more specific set of recommendations after incorporating the feedback of the members of the Task Forces. It was decided to share PFM Strategy and PFM Law with the members, for their feedback and views. It was considered important to focus on quick wins and distill the presentation to draw out actionable points that could be presented before the Cabinet. It was decided that the sub group will make its final recommendations on these lines in the next meeting of the Task Forces.</p>
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<p>Delegation of Financial Powers</p>	<p>Representative from Finance Division made a presentation on delegation of financial powers.</p>	<p>Following proposals in the presentation were unanimously approved:</p> <ul style="list-style-type: none"> ➤ Delegation of the Financial Power to the Secretaries/PAOs would be revised. ➤ Budget for each Division to be allocated on two lines: Employees Related Expenses and Operational Expenses. Re-appropriation power within these heads would be vested in Secretaries/PAOs. ➤ The office of the FA and DFAs would be abolished. ➤ CFOs/CF&AOs would be appointed to support the Secretaries/PAOs in financial decisions making including budget, proper appraisal and monitoring, financial control ➤ Pre-audit powers would be transferred from AGPR to Secretaries and performed by CFOs/CF&AOs. <p>It was decided that these recommendations will be forwarded to the Finance Division for preparing a summary for Cabinets' approval.</p>
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<p>Presentation on Proposals by the Sub-Group on Efficiency & Discipline</p>	<p>The sub-group of the Task Force on Civil Service Reforms working on Government Servant's (Efficiency and Discipline) Rules, 1973 presented its proposals. The provisions of the Rules were deliberated upon at length, and it was observed that since the rules pertained to inefficiency, perhaps there was a need to treat issues that had an element of criminality e.g. corruption, separately. Terms like inefficiency and misconduct needed to be defined more precisely.</p>	<p>It was decided that the criminal offences would be taken out of the purview of the E&D rules and a mechanism would be put in place for interface of departments with NAB and FIA. A committee comprising of Secretaries would scrutinize the criminal aspect of charges against an accused officer, before the matter can be referred to an outside agency like NAB or FIA. It was also decided to do away with departmental</p>
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	<p>It was also highlighted that there was need to develop an interface between departmental disciplinary proceeding mechanisms and other agencies like NAB, FIA etc. Utility of department of Anti-Corruption also came under discussion. Majority view was that this institution did not serve any purpose, and was rather a breeding ground for corruption.</p>	<p>appeals. Moreover, a pool of serving and retired officers was proposed to be maintained for the conduct of enquiries, which would also have sector experts / specialists. Mr. Salman Akram Raja was requested to circulate a draft incorporating the agreed proposals by the next meeting.</p>
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<p>Introduction of Working Paper on Pay and Compensation</p>	<p>It was observed that some recommendations of Pay and Pension Commission were required to be included in the Working Paper.</p>	<p>The recommendations of Pay and Pension Commission for delinking sectors like health and education to be incorporated into the Working Paper and circulated. Members of the Task Forces to give their views to the concerned sub group before the next meeting.</p>
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MINUTES OF THE 9TH JOINT MEETING – TFCSR AND TFARG HELD ON 22-02-2019

Date: 22nd February, 2019

Time: 10:00 am to 05:00 pm

Venue: Prime Minister’s Office, Islamabad

The 9th meeting of the Task Forces on Civil Services Reforms and Austerity and Restructuring Government was jointly held at Prime Minister’s Office, Islamabad under the chair of Dr. Ishrat Hussain.

Following is a re-cap of the key areas of discussion and decisions.

AGENDA ITEMS	DISCUSSION	DECISIONS
Update on Key Proposals	<p>Chair apprised the Task Forces members regarding progress on the summaries and the proposals approved by the Task Forces:</p> <ul style="list-style-type: none"> • Security of Tenure of Civil Servants – The summary has been approved with an expanded selection committee. The committee will include the Minister Incharge, Mr. Shafqat Mahmood, Secretary Establishment and Secretary to the Prime Minister, and will be chaired by the Advisor on Establishment. The tenure of Secretaries will be for two years, extendable with another year and contain a six-months performance review period. The Chair stated that corresponding changes in Rules of Business will be initiated to ensure that security of tenure is observed. • Appointment of Technical Advisors – Summary has been approved and initially fifteen Ministries have been selected where Technical Advisors will be appointed. Mr. Arshad Mahmood, Additional Secretary, Finance Division was advised to ensure that equivalent amount of funds was surrendered from lower posts for financial compensation of the posts of Technical Advisors. • Amendments to Rules of Business – The differences between recommendations of the Task Force on Restructuring of Government and Secretaries Committee headed by Advisor on Establishment have been narrowed 	

	<p>down. The recommendations have been bifurcated into Annex-I and Annex-II, showing points of agreement and disagreement, between the Task Force and the committee headed by Mr. Arbab Shahzad, and will be presented for a decision by the Cabinet.</p> <ul style="list-style-type: none"> • Selection Process of CEOs for Key Public Sector Companies – It was informed that the Law and the Finance divisions have vetted the proposals concerning procedure of selection for CEOs. He further stated that in case of companies with independent Boards, the Boards will constitute Selection Committees for appointments of these Heads, which will ensure autonomy and transparency in the selection process. <p>The Chair stated that appointments to top Executive positions and the Boards were being made on merit without any political interference. He highlighted some recent achievements with regard to bringing transparency in government:</p> <ul style="list-style-type: none"> • Sector specialists were being selected for organizations as is the case of BISP, where Dr. Sania Nishtar has been appointed as Chairperson, as opposed to previous practices which involved appointing MNAs of ruling parties for the position of Chairperson. • For National Bank of Pakistan, four candidates from international banks were shortlisted, through a transparent process to ensure that professionals with the highest caliber are selected for the job. 	
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AGENDA ITEMS	DISCUSSION	DECISIONS
Proposals of the Sub-Group on Public Financial Management	The sub-group of the Task Force on Austerity and Restructuring Government working on Public Financial Management presented its proposals regarding quick wins under eight broad areas:	After thorough deliberations by the Task Forces on the proposals, following decisions were taken: <ul style="list-style-type: none"> • Steps to be taken to approve PFM Law from the Parliament. Mr. Wajid Rana to share comparative statement of PFM Law with the Task Forces. (Action: Mr. Wajid Rana)

	<ol style="list-style-type: none"> 1. Update and approve the PFM Reform Strategy 2. Approval of the PFM Law 3. Improvements in PIFRA/FABS system for better policymaking 4. Improvements in Financial Management 5. Separation of the Audit and Accounts functions 6. Decentralization of Financial Management 7. Improvements in Public Investment Management systems 8. Better transparency of public finances 	<ul style="list-style-type: none"> • PIFRA/FABS needs to be upscaled and more entities to be included in the dashboard. (Action: Ministry of Finance and CGA) • There is a need for a consolidation of accounts, and as such Group Accounts will be a combination of the Ministry Main Account and accounts of Attached Departments, whereas the accounts of Autonomous Bodies will not be merged into the ministries' main accounts. • Since the World Bank is already assisting Finance Division under the PforR financing instrument, the WB Team Leader, Mr. Akmal Minallah will be taken on board. (TF Secretariat) • Finance Division to prepare a framework for Treasury Single Account (TSA) to define its boundaries. Mr. Arshad Mahmood, Additional Secretary Finance assigned this task. • It was recommended that an eminent economist or statistician should be made Chairman of the Governing Council of Pakistan Bureau of Statistics (PBS), now that the PBS has already been taken out of the control of Finance Ministry. (Chairman TF to take it up with the Ministry of Planning) • Achieve harmony between financial autonomy of organizations and system of financial controls, and in this regard the System of Financial Control & Budgeting booklet published in 2006 needs to be updated by Finance Division. Mr. Abrar Mirza is already working on delegation of financial powers. Mr. Arshad Mahmood, Additional Secretary Finance would update the Task Forces in the next meeting.
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		<ul style="list-style-type: none"> • Empower Secretaries to spend government money in the most prudent manner subject to financial controls. (Action: Finance Division) • PAOs to be given reappropriation powers – financial autonomy to Secretaries for employee related expenses and operational expenditure. (Action: Finance Division) • Synergies to be created among financial autonomy, delegation of responsibility and performance contracts with regard to financial spending by the PAOs. • The role of processing and approval of projects under PSDP below a revised threshold needs to be transferred to the relevant ministries and the provinces. CDWP and ECNEC would be responsible for mega projects. P&D Division would consolidate and monitor all PSDP projects. (Action: Planning and Development Division) • Powers of pre-audit or internal controls to be transferred from AGPR to CFAOs as regards to entry, verification and validation. (Action: AGPR) • No unapproved scheme to be included in PSDP, and significant allocation be made to ensure that the project is completed in accordance with the feasibility study. (Action: Planning and Development Division) • To reduce throw-forward of schemes, a formula for financial phasing needs to be introduced in the PC-I to ensure a fixed minimal allocation in the first financial year. (Action: Planning and Development Division) • MTBF outcomes to be linked with performance contracts to achieve output based budgeting. (Action: TF Secretariat)
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AGENDA ITEMS	DISCUSSION	DECISIONS
<p>Presentation by Mr. Salman Akram Raja on Proposals Regarding Efficiency & Discipline</p>	<p>In light of the decisions taken in the previous meeting, Mr. Salman Akram Raja presented proposed changes to the Government Servant's (Efficiency and Discipline) Rules, 1973. It had previously been decided to have a Scrutiny Committee that would sift through the criminal aspect of charges against an accused officer, before that matter could be referred to outside agencies like NAB or FIA. Mr. Raja informed that subsequently he had done an informal survey of the parliamentarians to get their views on the proposal of having a Scrutiny Committee before NAB/FIA intervention. A majority of politicians were opposed to the idea as it was not fair to have different layering of accountability mechanisms for civil servants and politicians. Therefore, it would be appropriate to have some kind of generalized change to the NAB law instead of group-specific changes.</p> <p>Discussion was held on the proposal at Rule 3(c) to make non-disclosure of assets an offence. On the contrary, it was argued that declaration of assets can be a cause for NAB to take cognizance. It was agreed to have a mechanism whereby asset declaration to Establishment Division and Income Tax returns to FBR are treated jointly, to bring about transparency.</p> <p>Regarding Rule 3(d), it was proposed to have a Scrutiny Committee in each parent department that would reconcile the asset declarations and tax returns of employees. If any anomalies are identified, the employee</p>	<ul style="list-style-type: none"> • Mr. Salman Akram Raja will circulate his proposals among members for their feedback. • The proposal pertaining to Scrutiny Committee for scrutinizing criminal aspect of charges against an accused officer, before the matter can be referred to outside agencies like NAB or FIA, would be substituted by a proposal to recommend suitable changes in NAB law. Amendments proposed to NAB law by Mr. Zahid Hamid, former law minister to be consulted in this regard. (Action: Mr. Salman Raja) • Establishment Division to ensure that FBR tax returns being filed by government servants form a part of an officer's record along with the Division's own asset proforma to bring about consistency in records. (Action: Establishment Division) • Disclosure should not be an option, but be made compulsory.

<p>can be asked to explain, and then decision can be taken for further proceedings. Mr. Burhan Rasool suggested to make use of Artificial Intelligence (AI) Bots to sniff out anomalies in encrypted data of employees, which would first notify the employee of any inconsistency, which would require the employee to take corrective action, before and if the matter is sent to the Scrutiny Committee.</p> <p>It was suggested to refine the term of “inefficiency” contained in Rule 2(vii) and peg it with <i>performance criteria</i>, which can be further explained in the definitions. It was agreed to consult the Manual of Secretariat Instructions to further delineate <i>performance criteria</i> with regard to functional responsibilities.</p> <p>In the previous meeting it had been proposed to do away with departmental appeals. However, it has now been decided to revisit this idea, as removing this tier may lead to increased burden on the Federal Service Tribunal (FST). It was agreed that in order to determine whether the tier of departmental appeal should remain or not, Establishment Division would work out the percentage of cases where appeals have been accepted at departmental level.</p> <p>Discussion was also held on whether to assign levels to the penalty of censure. However, it was pointed out that further categorizing the penalty would not necessarily translate into penalization in performance evaluation.</p> <p>The proviso contained at Rule 4(1)(a)(i) regarding counting period of penalty in withholding of promotion, was also</p>	<ul style="list-style-type: none"> • Strengthen internal accountability by having Scrutiny Committees for identifying government servants living beyond means. • Mr. Salman Akram Raja, Mr. Wajid Rana, and Mr. Gulzar Shah, JS(E), Establishment Division to frame rules for the Scrutiny Committee. • Mr. Burhan Rasool to circulate concept paper on corruption sniffing Artificial Intelligence (AI) Bots. • Establishment Division to share information that provides percentage of successful departmental appeals, in order to reach decision on tier of departmental appeal. Mr. Gulzar Shah, JS(E) was assigned this task.
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	deliberated upon. It was agreed to use the words “next junior” instead of “seniority equivalent” for the purpose of counting the period of withholding promotion.	
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AGENDA ITEMS	DISCUSSION	DECISIONS
<p>Introduction of Working Paper on Pay and Compensation</p>	<p>The sub-group of the Task Force on Civil Service Reforms working on Pay and Compensation presented its proposals, followed by thorough deliberations. Regarding reform of the Unified Pay Scale regime, the Chair suggested to first remove technical services such as Police, Education, Health and Engineering services from the UPS system. It was agreed that currently compensation was not tied with performance, and as such the performance management system needed to be based on Key Performance Indicators (KPIs). It was also viewed that the prevailing perks system is highly discriminatory, as can be judged from the fact that about only fifteen percent of federal government employees are provided housing.</p> <p>Dr. Nadeem ul Haque suggested to do away with residential enclaves and other allowances because of their arbitrary nature. It was proposed that as and when the government perks are surrendered, there needs to be transparent inventory management of the assets for further developmental use and privatization.</p>	<ul style="list-style-type: none"> • Establishment Division to be transformed into a Human Resource (HR) Division. A stand alone proposal in this regard will be developed by the sub-group and presented to the Task Forces in the next meeting. The TORs for the proposed HR Division to be formulated by sub-group working on Pay & Compensation. • Initially, technical services to be taken out of the UPS regime. (Action: TF Secretariat) • Performance management system to incorporate KPIs. (Action: TF Secretariat) • Fixing of the prevalent distorted incentives system in a transitioned manner; <ul style="list-style-type: none"> - by merging current perks and allowances at senior levels - grandfathering current lot of BS-01 to BS-16 federal government employees and introduction of new remuneration packages for fresh entrants

		<ul style="list-style-type: none"> • Basic value chain of human resources to be incentivized by linking induction, career progression and performance management with compensation. (Action: TF Secretariat) • In order to prevent irregular salary disbursements, NADRA can be tasked to conduct verification using CNIC numbers in the prevailing PIFRA system at AGPR. (Action: NADRA / AGPR)
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AGENDA ITEMS	DISCUSSION	DECISIONS
Update by Provincial Representatives on Provincial Civil Service Reforms & Austerity Measures	<p>Mr. Shaukat Ali, Secretary Food, Government of Punjab informed about the working of the Task Forces in the province of Punjab.</p> <p>Mr. Shahzad Bangash, Additional Chief Secretary, Government of Khyber Pakhtunkhwa delivered a presentation to highlight the progress of activities made by the provincial Task Forces. He informed that the Provincial Civil Service Reforms Committee and Committee for Austerity were notified on 28.09.2018 and briefed about the TORs of the bodies. It was apprised that currently the committees were focusing on low hanging fruits and the following issues have come under discussion:</p> <ul style="list-style-type: none"> • Performance Evaluation • Rotation Policy • Reforming Examination system in Public Service Commission • Transition to E-Governance – as a first step introduction of e-mail services • Restructuring, downsizing and merger of organizations – an exercise has been initiated directing all the administrative departments to identify such entities 	<p>Mr. Salman Siddique was requested by the Chair to see that the Federal and Punjab Provincial Task Forces were not working at cross purposes with each other, since he was a member of both fora.</p>

	<ul style="list-style-type: none"> Detailed study already carried out by the Administration Department of the Provincial Government for monetization of the official vehicles, for review by High Powered Committee 	
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MINUTES OF THE 10TH JOINT MEETING – TFCSR AND TFARG HELD ON 15-03-2019

Date: 15th March, 2019

Time: 10:00 am to 05:00 pm

Venue: Prime Minister’s Office, Islamabad

The 10th meeting of the Task Forces on Civil Services Reforms and Austerity and Restructuring Government was jointly held at Prime Minister’s Office, Islamabad under the chair of Dr. Ishrat Hussain.

Following is a re-cap of the key areas of discussion and decisions.

AGENDA ITEMS	DISCUSSION	DECISIONS
Update on Key Proposals	Chair apprised the Task Forces members regarding progress on the summaries and the proposals approved by the Task Forces: <ul style="list-style-type: none"> E-Governance – After deliberations by the Task Force on IT, the summary is scheduled to be discussed in the upcoming meeting of the Cabinet on 19th March 2019 Selection Process of CEOs for Key Public Sector Companies – The proposals regarding selection process of heads of 91 key institutions were presented to the Cabinet. With regard to the proposal that the chairman of the Selection Committee should be from outside the government, the Cabinet decided that the relevant Minister Incharge would chair the Selection Committee and one to three external academician/experts would be included in the committee. It was also informed that the number of institutions where this selection process was to be adopted had been reduced from 91 to 65 which still included corporations, 	

	<p>statutory bodies and companies etc. Universities had been taken out of the list as they were independent and had their own governance structures. Those excluded were security agencies like FIA and IB due to their security sensitivities and Attorney General and other Law offices. The Chair also informed that a three-year tenure would be given to the Heads once they are appointed.</p> <ul style="list-style-type: none"> ● Amendments to Rules of Business – In order to narrow down the points of divergence, about five consultative sessions have been held with the Secretaries Committee headed by Advisor on Establishment. The major disagreement that still remains is on the definition of Minister Incharge, that whether it is to include Advisors and Ministers of State, for which Minister of Law will give his view before that matter is taken up by the Cabinet. ● Induction and Recruitment – The Chair informed that Mr. Wajid Rana will be making some additions to the proposals that have already been shared with Establishment Division, before the summary is sent to the Cabinet for decision. ● Public Financial Management – The Chair apprised that he has had a meeting with Minister for Finance who conveyed his support for PFM reforms. The Finance Minister in principle has agreed to: <ul style="list-style-type: none"> ➤ The deconcentration of powers from the Ministry ➤ An eminent economist or statistician to be made Chairman of the Governing Council of Pakistan Bureau of Statistics (PBS) ➤ Reduce control of the Ministry of Finance on other Ministries for increased financial autonomy by reallocating powers of FAs to CF&AOs ➤ Separation of policy and implementation in FBR <p>Dr. Arshad Mahmood, Additional Secretary, Finance Division added that Minister for Finance had already conducted a meeting within the Ministry to discuss abolition of FAOs, TSA policy framework and the proposed PFM Law and Strategy. In this regard, TORs are currently being framed for a committee consisting of the Special Secretary and three Additional Secretaries who will discuss proposals of the Task Forces regarding PFM.</p> <p>The Chair also informed that he held a consultative session on Civil Service Reforms at the National Management Course (NMC) in NSPP, Lahore on 13.03.2019 along with Mr. Salman Siddique and</p>	
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	Mr. Suleman Ghani. The purpose was to seek views of the participants regarding the ongoing reform agenda.	
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AGENDA ITEMS	DISCUSSION	DECISIONS
<p>Discussion on Working Paper to Reorganize the Federal Government into Autonomous Bodies & Executive Departments</p>	<p>Dr. Samina Taslim Zehra, Joint Secretary, Institutional Reforms Cell delivered a presentation to highlight the principles and concept behind reorganizing the Federal Government from its current categories (attached departments, autonomous bodies, corporations, statutory bodies, subordinate offices etc.) into a leaner form consisting of two main categories of Autonomous Bodies and Executive Departments. Such a reconfiguration is based on separation of policy making, operational and regulatory functions of each Ministry. It was informed that many commercial manufacturing entities, public utility providers and financial institutions could be privatized or handed over to Sarmya-e-Pakistan Limited, whereas certain redundant organizations could be wound up, and entities performing similar functions could be merged. Certain committees, councils and commissions were also recommended to be transformed into independent bodies.</p>	<ul style="list-style-type: none"> ● Pakistan Medical & Dental Council to be taken out of National Health Services, Regulations & Coordination Division and function as independent body ● Small & Medium Enterprises Development Authority (SMEDA) to further deliberate on commercial viability of Aik Hunar Aik Nagar (AHAN), once it is taken over ● Pakistan Tourism Development Corporation (PTDC) to be merged into National Coordination Board for Tourism once it is formed ● Task Forces members were of the opinion that Pakistan Electronic Media Regulatory Authority (PEMRA) and Pakistan Telecommunication Authority (PTA) may not be merged having distinct functions ● Organisations such as National Academy of Performing Arts (NAPA) to be categorized as Grant-in-Aid Bodies ● Law and Justice Division to be consulted regarding possibility of combining Customs and Inland Revenue Appellate Tribunals, and Banking Courts and Special Courts ● Entities such as Livestock & Dairy Development Board (LDDDB), Pakistan Oilseed Development Board (PODB) and Fisheries Development Board (FDB) are

	<p>Reconfiguration will help achieve a clearly defined and focused organizational structure of the Federal Government, and reduce the number of government entities from about 440 to approximately 311 organizations.</p> <p>The Task Forces members thoroughly examined the proposed configurations for the existing organizational entities, and made some suggestions for further refining the placements.</p> <p>Mr. Javed Sikander informed that National Construction Company Limited was working under Planning, Development & Reform Division instead of Housing & Works Division.</p>	<p>required for national coordination and have specific functionality</p> <ul style="list-style-type: none"> • Organisations such as Pakistan Agriculture Research Council (PARC) to be made centres of research and development, and staff to be incentivised with performance based remuneration packages • Financial Monitoring Unit (FMU) is an Autonomous Body under Finance Division, as informed by Mr. Mujtaba Memon, Additional Secretary, Finance Division • Pakistan Industrial Development Corporation (PIDC) to be a holding company with National Industrial Parks Development & Management Company under its umbrella • Council for Works & Housing Research (CWHR) working under Science & Technology Division proposed to be placed with Housing & Works Division • National Language Promotion Board (NLPB) placed under National History & Literary Heritage Division to work as an Autonomous Body and renamed as National Language Promotion Authority under Cabinet Division
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AGENDA ITEMS	DISCUSSION	DECISIONS
Introduction of Working Paper on Retirement Age and Discussion on Senate Committee	The proposal to increase civil servants' retirement age from 60 to 62 years was discussed. The rationale behind the proposal is to provide effective governance with continuity in policy and leadership, and reduce the pension bill of the state.	<ul style="list-style-type: none"> • Secretaries to be allowed to continue till the age of 62, provided they are cleared by the Selection Board for continuation of service • The age for superannuation of senior civil servants to

<p>Proposal to Increase University Teachers' Retirement Age</p>	<p>It was suggested that the age for superannuation of senior civil servants would be extended from 60 to 62 years in a phased manner. Initially, Secretaries would be allowed to continue till the age of 62, provided they are cleared by the Selection Board for continuation of service, and subsequently officers in Grades 20 and above would be eligible. However, officers willing to avail retirement at the age of 60 will be able to do so with full benefits.</p> <p>The recommendation of the Senate Functional Committee on Devolution regarding extension in retirement age of university teachers from 60 to 65 years of age, to meet shortage of experienced senior faculty, was also discussed. The members of the Task Forces concurred with the recommendation to increase the retirement age for university teachers from 60 to 65 years.</p>	<p>be extended from 60 to 62 years in a phased manner</p> <ul style="list-style-type: none"> • Task Forces members concurred with the recommendation of the Senate Functional Committee on Devolution for increasing retirement age of university teachers from 60 to 65 years, to overcome paucity of experienced senior faculty / PhD Supervisors
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AGENDA ITEMS	DISCUSSION	DECISIONS
<p>Update on Civil Service Reforms and Restructuring in Sindh</p>	<p>Ms. Naheed Shah, Managing Director, Sindh Education Foundation updated the participants about the progress of governance reform in Sindh. It was informed that currently six sub-committees, each headed by a Secretary have been established in the province to carry forward the reform agenda in the following areas:</p> <ol style="list-style-type: none"> 1. Restructuring / Institutional Reform of Department of School Education & Literacy 2. Restructuring / Institutional Reform of Health Department 	<ul style="list-style-type: none"> • Need to shift towards a Human Resource Management Information System (HRMIS) in provincial Education and Health departments • Need to empower local governments by decentralizing transfer/posting functions in these departments to the local level • A formula could be devised whereby a portion of the amount collected from Urban Immovable Property Tax could be given to those cities that yield higher revenues, as an incentive for better performance in terms of revenue generation

	<p>3. Institutional Reform in Security Management I.e. Police aligned to current times</p> <p>4. Tax Management Reforms</p> <p>5. Local Government and Urban Management Institutional Reform</p> <p>6. Sub Committee on Provincial Management Services</p> <p>The current focus in the province is to improve service delivery through automation of Human Resource Management (HRM) in departments like education and health, which will help departmental heads to focus on improving service delivery rather than being bogged down in HRM issues on a daily basis.</p> <p>It was apprised that keeping in view the better performance of Sindh Revenue Board, the possibility of transferring collection of some taxes from Excise and Taxation Department had come under discussion in the provincial sub-committee. Urban Immovable Property Tax is one such area that has capacity for generating sizable revenues for the provincial government. There was consensus that the local governments needed to be involved while conducting surveys of the urban areas to bring in ownership at the grassroots.</p>	<ul style="list-style-type: none"> • Ms. Naheed Shah to suggest to Chief Minister, Sindh for setting up a Cabinet Committee on Governance Reforms • Ms. Roshaneh Zafar to share the findings of survey on service delivery in police, education and health sectors, conducted in Sindh, Khyber Pakhtunkhwa and Punjab • Mr. Shaukat Ali, Secretary Food Department, Punjab to obtain model of Sindh Education Foundation (SEF) from Ms. Naheed Shah, for possibility of replication in Punjab, i.e. blended approach of vocational training and schooling
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AGENDA ITEMS	DISCUSSION	DECISIONS
Discussion on Pay & Compensation	<p>As decided in the 9th Joint Meeting of the Task Forces, a proposal regarding transformation of Establishment Division into a Human Resource Division, was to be developed by the sub-group on Pay & Compensation.</p> <p>Mr. Gulzar Shah, Joint Secretary (E), Establishment Division informed that by April, 2019 the Division will start making decisions using a Human Resource Management Information System (HRMIS).</p>	<ul style="list-style-type: none"> • Regarding the proposal to transform Establishment Division into a Human Resource (HR) Division; Mr. Gulzar Shah, JS (E) will join the Pay & Compensation sub-group working on developing TORs for the proposed HR Division • Mr. Burhan Rasool, GM (IT), PITB to assist Establishment Division in establishment of a HRMIS solution

MINUTES OF THE 11TH JOINT MEETING – TFCSR AND TFARG HELD ON 29-03-2019

Date: 29th March, 2019

Time: 10:00 am to 05:00 pm

Venue: Prime Minister’s Office, Islamabad

The 11th meeting of the Task Forces on Civil Services Reforms and Austerity and Restructuring of Government was jointly held at Prime Minister’s Office, Islamabad, with Mr. Shahid Kardar in the Chair.

Following is a re-cap of the key areas of discussion and decisions.

AGENDA ITEMS	DISCUSSION	DECISIONS
Update on Key Proposals	<p>Joint Secretary, IRC apprised the Task Forces’ members regarding progress on summaries and proposals approved by the Task Forces:</p> <ul style="list-style-type: none"> • E-Governance – The summary was discussed in the Cabinet meeting held on 19th of March 2019. The proposal for the development of a detailed roadmap for implementation of E-governance by NITB in the Federal Government was approved. The appointment of a Chief Information Officer (CIO) in MP-1 scale was also approved. It was decided that the position of CIO would be re-designated as Chief Information Technology Officer (CITO) and located in the Ministry of IT & Telecom, and the President of Pakistan would be the Patron in Chief of NITB. • Selection Process of CEOs for Key Public Sector Companies – The Cabinet in its meeting held on 19th of March, 2019 approved the summary with some minor changes. Instead of having one to three experts or specialists from academia and the private sector, the Selection Committee will now contain one to three experts having domain knowledge to be nominated by the Minister-Incharge concerned. Also, instead of the Prime Minister, the Minister Incharge would be authorized to select the members of the Selection Committee. The 	

ministry concerned will carry out secretarial functions and prepare the record of the eligible candidates, and shall draft the job description, eligibility criteria and the skill set required for the position to be mandated for carrying out the specified functions. The Selection Committee shall decide the evaluation parameters for the said job. The Division concerned will submit the list of eligible candidates to the Selection Committee for initial review. The appointing authority may select any of the candidates recommended by the Committee, on contract for a fixed tenure. If an officer of the government or armed forces is selected for the post of CEO, he or she should seek premature retirement or resign from the government.

- Reorganization of the Federal Government – The proposed configuration of about 440 organisational entities was discussed in the Secretaries Committee meeting held on 20th March 2019. During the discussion it was suggested that a more concerted effort was needed to undertake a comprehensive review of the objectives and the usefulness of continuing to fund these organizations. Some of the members who had dealt with some of these institutions raised the concerns about the utility of their establishment and the quality of their contribution to the achievement of the stated objectives. Therefore, they questioned their retention either in their present form and structure or their continuing survival after mergers. Members communicated their reservations about cosmetic changes in the name of reorganization. They were of the view that tough decisions were needed to reduce the burden of a bloated and oversized government in the form of organizations which could not justify or rationalize the need for their continuation.

Following is a re-cap of the general concerns expressed by the members regarding the working of the Institutional Reforms Cell:

	<ul style="list-style-type: none"> • Approval of Summaries – The participants expressed their views on processes undertaken for the approval of summaries. Members felt that as they were constituted as a Task Force by the PM there should be no objection to the summaries being shared with them under the rules of business. Members were of the opinion that there should be a mechanism for the sharing of summaries with the Task Forces and, if necessary, appropriate amendments should be incorporated in the Rules of Business to enable this. Furthermore, there was a general view that if the proposals of the Task Force are to be tabled in the Secretaries Committee, the finalization of the recommendations for submission to the Cabinet should be through a formal consultative process with the Task Forces. One view was that no other committee should have precedence over the Task Forces as the Task Forces on Civil Service Reform (CSR) and Austerity & Restructuring of Government (ARG) had been mandated for comprehensive reforms, and as such there was no need for a parallel process to prevail over their recommendations. • Recording of Minutes & Information Sharing – It was suggested by members that the discussion in the Task Forces meetings should be recorded in the minutes in a comprehensive manner without the attribution of the views expressed in the meeting. This would help develop a record for posterity of the range of ideas and views expressed on the subject, which was also crucial for institutional memory. The members called for better information sharing between both Task Forces, and suggested recording of joint views which would help incorporation of collective wisdom. And not reflecting the richness of the discussion was conveying an impression that not much headway was being made on the nature and scope of reforms. It was highlighted that for the reasons mentioned above key discussion points get fully documented in the case of the corporate sector. • National Executive Service (NES) – Concerns were expressed on the growing impression that a proposal for the establishment of the NES was being piloted, whereas 	
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	<p>until now the subject had only received passing mention in the meetings of the Task Forces.</p> <p>Another concern expressed was that since the attendance in the joint meetings had shrunk over time there was a need to reflect on the reasons for the diminishing interest in participation in the deliberations of the Task Forces.</p> <p>Joint Secretary, IRC clarified that as per Rules of Business, only the Secretary concerned could move a summary, and IRC secretariat had no discretion in deciding the content or timing of a specific summary. She also explained that in case of disagreements in proposals, both versions were presented to the Cabinet, as had happened in the case of amendments to Rules of Business, whereas the Advisor on IRA had put forth the recommendations of both the Task Forces and Secretaries Committee headed by Mr. Arbab Shahzad, Advisor on Establishment. The members were further apprised that Advisor on IRA regularly updated and briefed the Task Forces members about summaries' progress and input of other committees, during the joint meetings. Nevertheless, the observations of the members would be communicated to the Advisor on IRA.</p>	
AGENDA ITEMS	DISCUSSION	DECISIONS
<p>Introduction to upcoming Donors Conference in Islamabad</p>	<p>Mr. Javed Sikander, Chief (Governance), Planning, Reform & Development Division delivered a presentation to highlight the purpose behind the upcoming Donors Conference, which was laid out as follows:</p> <ul style="list-style-type: none"> • Map out the multiple recent, ongoing and planned reform initiatives undertaken by the Task Forces • Establish a baseline of progress made against intended reform targets, milestones and impacts by these initiatives • Develop and build consensus around the strategic direction and priorities to be addressed by future reform efforts 	<ul style="list-style-type: none"> • The TORs, outputs and deliverables need to be agreed by the Task Forces prior to any donor intervention • The reports generated will be vetted by the Task Forces

	<ul style="list-style-type: none">• Secure commitments for support among relevant governance stakeholders for these reform efforts <p>The Task Forces were informed that the event was being led by Ministry of Planning, Development & Reform in collaboration with UNDP, where the focus areas would be the ones already taken up by the Task Forces. The participating donors were listed as:</p> <ul style="list-style-type: none">• Department for International Development (DfID)• World Bank• Asian Development Bank (ADB)• United States Agency for International Development (USAID)• Japan International Cooperation Agency (JICA)• Swiss Agency for Development & Cooperation <p>It was added that the event would aim to be a focused exercise for soliciting expertise in areas such as psychometric testing, which the Task Forces had identified as an input in the process of selecting fresh entrants to the civil service. This exercise would assist institutions like FPSC in future recruitment processes once the induction reforms get implemented.</p> <p>It was suggested by the members of the Task Forces that the reform process should be indigenous to Pakistan, and as such should be led by the government as opposed to donors setting the agenda for reforms. There was a need to reassess donors' involvement as the Technical Assistance usually came laden with preconditions. The need for seeking financial assistance from donors for developing KPIs was also questioned, considering that expertise</p>	
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	<p>in developing such components are readily available domestically and recruiting individuals or institutions with these skills would not be an expensive exercise for the government to fund. It was strongly recommended that the Government first needed to be clear on what it intended to achieve with donors' help. Members showed their reservations in hiring consultants to write reports on behalf of the Government. It was viewed that the Government first needed to work internally on performance auditing, transactional oversight and realignment of functionality before seeking donors' financial assistance.</p> <p>Furthermore, if the need for any donor funded assistance was considered desirable, the ToRs of the consultants and the associated reports or outputs should be driven and supervised by the relevant government agency for approval/adoption.</p> <p>As regards to PFM reform, a member pointed out that there had been no concrete reform since the first donor involvement in 1985, therefore, the Task Forces and Finance Division first needed to bring clarity on the intended objectives of donor intervention. It was added that the ongoing Government coordination with FATF was not about PFM reform. Thus, the two issues needed to be dealt with separately. Reference was also made to the World Bank assistance in PforR program, where the focus was on the improvement in the government's operational functioning as opposed to simply seeking donor funds.</p>	
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AGENDA ITEMS	DISCUSSION	DECISIONS
<p>Proposed amendments to System of Financial Control & Budgeting + Cash Management & Treasury Single Account Policy</p>	<p>Mr. Arshad Mahmood, Additional Secretary (Expenditure), Finance Division apprised the members that the Division was currently evolving consensus on multiple areas like cash management & TSA framework policy, financial control & budgeting, abolition of FAOs and PFM strategy & law. He informed the members that the respective wings were working on proposals and would share them with the new Finance Secretary as well as the Minister, who has been busy lately with the visiting FATF team.</p> <p>He informed the members that the incoming Secretary had been briefed about the reform proposals under consideration which require further deliberations with stakeholders. In order to reach meaningful and implementable proposals, the Finance Division requested for a month to bring them into shape for the review of the Task Forces.</p>	<ul style="list-style-type: none"> • The Finance Division to present PFM proposals in a month's time after a detailed and meaningful consultative process, that also caters to the implementation aspects of the reforms

AGENDA ITEMS	DISCUSSION	DECISIONS
<p>Proposed amendments to Government Servants (Efficiency and Discipline) Rules, 1973</p>	<p>In light of the decisions taken in the previous meeting, Mr. Salman Akram Raja apprised the members that two issues were pending on the subject area:</p> <ul style="list-style-type: none"> ○ Efficacy of departmental appeal ○ Definition of "inefficiency" <p>He informed the members that the purpose of the amendments was to improve the definition and scope of the term "<i>inefficiency</i>" to enable expeditious disposal of E&D proceedings. A decision had to be made whether the forum of internal appeal before approaching to FST should</p>	<ul style="list-style-type: none"> • Linking inefficiency with KPIs • Mr. Gulzar Shah, Joint Secretary (E), Establishment Division to share data on outcomes of Appeals pertaining to Federal Service Tribunal (FST)

	<p>be discontinued. Members emphasized evidence-based decision making and were of the opinion that an assessment needed to be made on whether the process allowing for internal appeals was lessening the burden of the FST or it was merely adding to the delay in the conclusion of the disciplinary proceedings.</p> <p>Mr. Gulzar Shah, Joint Secretary (E), Establishment Division informed the Task Forces that data on outcomes of appeals shared by the Division basically pertained to officers of four service groups, namely, Police Service of Pakistan (PSP), Office Management Group (OMG), Secretariat Service and Pakistan Administrative Service (PAS) for a period of two years from 2016 to 2018. It was revealed that of a total number of 85 cases, 59% of appeals had been rejected, another 20% had been accepted fully or partially whereas 21% of appeals were under process. Participants suggested that the data needed to be further refined by type of offence and the time taken to conclude proceedings.</p> <p>It was argued that “inefficiency” was a management issue and should not be subsumed under a legal framework; hence, the need to incorporate KPIs in determining efficiency to make the rules objectively enforceable, since the existing rules were simply too vague to assess achievements of performance targets. A member added that a legal framework was as good as the people who implement it, hence, a mindset of transparency and fairness needed to be inculcated. This required that the rules incorporated aspects related to ethics and were not solely focused on efficiency, and a discernable difference was required between incompetence and maleficence.</p>	<ul style="list-style-type: none"> • Mr. Masood Mukhtar, Secretary (I&C), S&GAD, Punjab to share data on outcomes of the Appeals pertaining to Punjab Service Tribunal • Corruption and inefficiency to be treated separately under the rules • In the context of the scope of the term “inefficiency” aspects pertaining to functional responsibilities should be taken up under performance management
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	<p>In the discussion covering disciplinary proceedings undertaken against officers for possessing assets beyond means, it was revealed that the Establishment Division generally did not deal with cases of bribery, corruption or asset beyond means under the E&D rules. Members were apprised that although the rules empowered the Division to examine such cases but associated proceedings tended not to be that common. A member suggested that appropriate steps could be initiated since the Division maintained details of assets of civil servants. The concept of corruption sniffing Artificial Intelligence (AI) Bots was also introduced, which was, however, kept pending for discussion at a later stage.</p> <p>Attention was also drawn to the decision taken in the 9th Joint Meeting. It was decided during the meeting that all public sector institutions needed to develop internal accountability mechanisms. This would have two-way benefits. First it would help develop a culture of ethical professional practices and second, it would mitigate the role of external agencies like NAB.</p> <p>The Task Forces were also informed that under the NAB law, permission was not required from the department concerned before initiating action against a civil servant, and as such internal accountability with regard to financial matters was not a strong point of departments. It was added that the proceedings of NAB, the provincial Anti-Corruption Establishment and PEEDA Act were mutually exclusive and did not bar initiation of action against a civil servant, if proceedings had been undertaken under any of these relevant laws. It was reiterated that the NAB law did not require prior sanction of departments concerned, and as such the law would need to be amended.</p>	
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	<p>The ineffectiveness of disciplinary rules in the face of frequent recourse to courts by civil servants also came under discussion. It was pointed out that the departmental decisions were usually overturned at the Service Tribunal.</p> <p>To deter civil servants from pursuing civil litigation for the redressal of their grievances, a need for adequate documentation supporting/justifying the decisions of the promotion board was stressed. Members were informed that the promotion committees while relying on the collective wisdom of the members, the decision on the promotion or otherwise of an officer should be based on objective criteria, to make the process more transparent, and hence defensible in the courts. They were also informed that since September 2017, the reports of intelligence agencies no longer formed part of an officer's record for determining eligibility for promotion and hence did not have a bearing on these decisions.</p>	
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AGENDA ITEMS	DISCUSSION	DECISIONS
<p>Discussion on Working Paper on Retirement Age</p>	<p>After reservations expressed by some members that the proposal to increase retirement age for civil servants for the post of Secretaries, had not been fully discussed in the previous meeting, the matter was deliberated upon further.</p> <p>The extension in retirement age of senior civil servants and that of university teachers were considered to be separate issues and should be taken up as a part of unbundling of services. Members noted that they had noted before that the UPS had unnecessarily bundled all manner of</p>	<ul style="list-style-type: none"> • The increase in retirement age needs to be supported by an effective and credible Performance Management System

	<p>services in the country into uniform pay grades, retirement ages and promotion rules. Universities should now be taken out of the UPS and allowed to fix their own retirement rules. And that there was no reason for the government to centrally fix their retirement age.</p> <p>Members were of the view that it would not be appropriate to extend the retirement age as there was no domain specialist available whose services were key to the policy implementation. It was also viewed that as long as there were no objective criteria for determining outstanding performance, the decision to support the increase in retirement age could be subjected to abuse. It was suggested that the proposal should not be adopted in isolation but to link it with reforms in induction, training and performance management.</p> <p>Some members favored the proposal as currently the age at which civil servants were joining the service had been enhanced to 30 years, not leaving them with enough tenure in service. It was also pointed out that a step in this direction would help reduce the pension bill and as such the retirement age could be increased till 65 years.</p> <p>Others were of the opinion that the extension should only be for those with outstanding performance, which would require a credible system to be in place for developing objective criteria for the selection of such officers. In the absence of an effective Performance Management</p>	
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	System the potential for exercising discretion would be incentivised, undermining the objectives of fair play, merit and transparency.	
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AGENDA ITEMS	DISCUSSION	DECISIONS
<p>Restructuring of Pakistan Post</p>	<p>Mr. Pir Bakhsh Jamali, Secretary, Ministry of Postal Services and Mr. Ejaz Ahmad Minhas, Additional DG (Financial Services) attended the meeting on the agenda item. A presentation was made with regards to the current status of Pakistan Post, and areas where it was lagging behind were identified.</p> <p>The presentation provided a quick snapshot of the composition of and services offered by Pakistan Post including its core postal services as well as its financial services, and its role in the disbursement of BISP grants. Cost effective and reliable parcel services could immensely enhance the Post’s export potential. It was also observed that Pakistan Post could play a major role in facilitating remittance inflow by transmission and delivery through its post. Postal counters and home delivery systems could be set up to facilitate this service. The revival of Pakistan Post could play a major role in the financial inclusion process as post offices currently offer basic banking services. Infrastructure strengthening was also proposed to help with e-commerce growth. The three areas of importance to consider would be logistics, delivery and financial payments.</p> <p>Within the realm of export growth, the delegation shed light on regional practices</p>	<ul style="list-style-type: none"> • There was general agreement among members of the Task Forces on the need to transform Pakistan Post into a corporate body, not dependent on funds from the Finance Division to meet its losses and settle its obligations • A clear business case needed to be formulated to include standards of service • The levels of required subsidies to be worked out and agreed to by the Finance Division • Pakistan Post to pick up its pension bill • It should be liable to face the consequences of making losses without any guarantee of a bailout by the government. • Specialised training involving logistics and marketing to be incorporated • In the next meeting, Mr. Arshad Mahmood, Additional Secretary (Expenditure), Finance Division to share with the

	<p>where technology enabled service delivery platforms particularly in the case of India and Bangladesh had made a discernible impact on local markets. The same steps should be considered in the Pakistani context. It was urged that there was great potential in the logistics, delivery and financial payment services provided by Pakistan Post to encourage the growth of SMEs.</p> <p>The restructuring of Pakistan Post into a commercial autonomous entity was stressed. The board of this organisation would then include individuals from the private sector and regular stocktaking would become a routine exercise, with the DG of Pakistan Post acting as its CEO. With time, it was hoped that Pakistan Post would then be able to cover its costs, paving the way for it to become a commercial entity.</p> <p>It was proposed that along the lines of the Universal Service Fund, whereby telecom operators contribute a share of their earnings for development of digital services in rural areas; a Postal Service Fund could be created whereby different courier companies could be charged to contribute a percentage of their earnings to the fund, for utilization in expansion of the postal network. The example of India was given where the government recently pledged Rs. 900 crores for IT improvement, and as such investment would be required in Pakistan as well if postal services were to be improved. Furthermore, the need for performance based remuneration was stressed.</p>	<p>Task Forces the proposed transformation of the Central Directorate of National Savings (CDNS)</p> <ul style="list-style-type: none"> • Railways and FBR to be invited to make similar presentations to the Task Forces
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	<p>In the discussion that followed, members of the Task Forces expressed reservations on Pakistan Post’s ability to achieve desired reforms, if it continued to work in its existing form and structure. The Finance Division requested the delegation of Pakistan Post to elaborate on why it was under significant amounts of debt. Offering the case of CDNS, the representative of the Finance Division volunteered to present a brief on the transformation of the CDNS in the next meeting. It was informed by Pakistan Post that the insurance premiums collected by them formed part of the Federal Consolidated Fund, from which they get a share to pay off their liabilities. The Task Force was informed that the reason for the increase in its deficit was the reduction in the commission percentage from 1.5% to 0.5% of collections, coupled with a heavy pension bill. Reservations were also expressed on the reforms proposed by Pakistan Post because they did not seek the the creation of a corporate set up. It was also proposed that mode of Public Private Partnership (PPP), with a majority stake of government, could also be examined for proposing the way forward.</p>	
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AGENDA ITEMS	DISCUSSION	DECISIONS
Discussion on Working Paper on Reorganization of Training & Policy	The last agenda item of the meeting concerned the reorganisation of training and policy research institutes in the country. Joint Secretary, IRC informed the chair that Mr. Suleman Ghani and Mr. Umair Javed were working on the content of the training modules	<ul style="list-style-type: none"> ● Modular courses need to be conducted that should be well-focused ● Courses to be structured in a manner

<p>Research Institutions</p>	<p>for training and policy research institutes within Pakistan. The paper under discussion did not deal with the content but the structure of the training and policy institutes and proposed new clusters for reorganization and merger of the 23 different institutes.</p> <p>The working paper was presented in light of the widely held perception that the current training imparted to civil servants lacked in adequacy to address the special needs of the future. Particularly in the case of civil servants who do not belong to any specific cadre or service group, there was no process in place for providing them with skill enhancement opportunities in their specialised fields/disciplines.</p> <p>The paper proposed the merger of some institutes and the creation of others where training opportunities were lacking. These reorganised institutes would provide mid-career training, on the job training and evaluation and carry out policy research. By pooling expert resources and sharing physical infrastructure, fixed costs could be minimised and the administrative burden of overseeing multiple institutions could be reduced. Furthermore, linkages with academic institutes and universities could be strengthened for conducting good quality policy research, benefiting both participants and policy makers. The proposed clusters are as follows:</p> <p>1. Constituent colleges, institutes and academies of the National School of Public Policy</p> <p>The National Management College, National Institute of Management based in Islamabad, Quetta, Peshawar, Karachi and Lahore along with the Civil Services</p>	<p>that address the needs of participants with different aptitudes</p> <ul style="list-style-type: none"> • The trainings need to be demand-driven with greater clarity on the outcomes • A study needed to be undertaken to consider the cases of other academies that needed to be wound up. • Need to inculcate research culture in training institutes • International best practices need to be reviewed for charting the way forward • Simulations conducted during trainings need to be better aligned with post-training application • A need to link this exercise with the larger exercise on reorganising the government structure was emphasised
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	<p>Academy and the Secretariat Training Institute should all be merged under the NSPP and managed jointly.</p> <p>2. Institute of Fiscal Policy and Financial Management The Audit and Accounts Academy, IRS Training DG and the Customs Training DG should be merged to create an institute that jointly trains the officers of these three services.</p> <p>3. Human Development Policy Institute The Academy of Educational Planning, Pakistan Manpower Institute and the National Institute of Population Studies should be absorbed under the Human Development Institute.</p> <p>4. Infrastructure Policy Institute Pakistan Railways Academy, National Transport Research Centre and Eco Postal Staff College should be merged to create one government institute that catered to infrastructure policy training and research.</p> <p>5. Agriculture and Environment Policy Institute The AEPI is to be formed by bringing together the Agriculture Policy Institute, Academy for Rural Development and the A.H.K. National Centre for Rural Development.</p> <p>6. Industrial and Trade Policy Institute Six institutes namely the Pakistan Institute for Trade and Development, Pakistan Institute of Management, Engineering Development Board, Pakistan Industrial Technical Assistance Centre, Fertilizer Research Institute and the National Productivity Organisation are proposed to be merged to create the ITPI.</p>	
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	<p>A few research and training institutes that exist already should be retained in their current structure including the Foreign Service Academy, Information Service Academy, National Police Academy and the Pakistan Planning and Management Institute (PPMI) which currently functions under the Ministry of Planning, Development & Reform.</p> <p>Each cluster should be an autonomous body governed by a Board of Directors and a Chief Executive who would report to the board. It has been proposed that the Secretary of the Division should act as the Chairman of the Board on a rotating basis with ex-officio members drawn from the Finance and Establishment Divisions. The purpose of having the Secretary concerned head the board was that these institutes could then guide the scope of the training and conduct research to focus on the policy aims and objectives of the government.</p> <p>It was followed by a rich discussion on the subject. Members were of the view that the proposal needed a more comprehensive review of options for strengthening the recommendations to achieve desired objectives. They were of the view that what was required was more fundamental changes in the structure of training institutes. Reservations were expressed about the proposal that Secretary of the Ministry should be on the board of policy research and training institutes specific to the field of that ministry. It was inquired whether the need for the secretaries to be on the board of the said institutes arose due to a lack of confidence in the current leadership of the institutes, many of whom are currently in service and well acquainted with the policies</p>	
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	<p>of the government and the subjects relevant to the reform agenda. Members enquired why the government did not collaborate with academic institutes for training of civil servants. Since academic institutions are home to the best specialists in the country, it would be more prudent to consider the role that these academic institutes could play in training public officials.</p> <p>It was argued that training needs of the officers must be re-assessed and courses must be administered in academic environments. The real estate that the current institutes support and maintain should be disposed off and civil servants should be sent to universities.</p> <p>A general view was that there was a need to examine whether these existing institutions were serving the purpose for which they were originally established. Civil servants are currently being enrolled in six months long courses that do not achieve the desired objective of the training as they do not teach them skills they can employ in their assignments, thereby not impacting favourably on the standards of public service delivery after the completion of these trainings. Instead the government should consider adopting the best practices in other countries where short modular courses are generally conducted or a few days and at most 2-3 weeks, but rarely longer than that. These courses tend to be targeted to a specific subject, providing exposure and current knowledge in specific skills.</p> <p>Concerns were expressed on the capability of the leadership currently managing these academies to design and provide/supervise the</p>	
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	<p>requisite quality of training in the skills needed in a dynamically changing technology driven environment.</p> <p>It was also questioned whether those in the same grades and with similar experience and lacking specific skills in the areas covered in the training programme could be considered good judges of the performance of the course participants.</p> <p>An experienced professional who has taught at a government academy noted that the calibre, quality and vigour of the civil servants attending these courses had worsened over time. The need to discern the quality of input required by the trainees was stressed, for which the the government needed to articulate its vision with respect to its role and the nature and quality of inputs that that would be required for delivering good governance</p> <p>The simulation exercise was cited as a rewarding part of the course and it was observed that more exercises of this nature should be conducted for improving the scope of knowledge of the participants. Although some members who have participated in this simulation exercise noted the poor quality of the output that is received at the end.</p>	
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MINUTES OF THE 12TH JOINT MEETING – TFCSR AND TFARG HELD ON 17-05-2019

Date: Friday, 17th May, 2019

Time: 9:00 am to 1:00 pm

Venue: Darbar Hall, Punjab Civil Secretariat, Lahore

The 12th meeting of the Task Forces on Civil Service Reforms and Austerity & Restructuring of Government was jointly held at the Punjab Civil Secretariat, Lahore under the chair of Dr. Ishrat Husain.

Following is a re-cap of the key areas of discussion and decisions.

AGENDA ITEMS	DISCUSSION	DECISIONS
Update on Key Proposals & Initial Discussion	<p>The Chair apprised that since the last meeting of the Task Forces, there has been progress on two items.</p> <ol style="list-style-type: none"> 1. Reorganization of Federal Government – A detailed exercise was carried out with regard to the categorization of about 440 organizations into different categories. This proposal was also discussed at the Secretaries Committee for incorporation of feedback. Subsequently, the proposals have been shared with all Ministries to solicit their feedback on the proposed configurations of organizational entities falling under their control. Now a 74-page draft summary has been prepared which includes a detailed mapping of the organizations, and will be presented before the Federal Cabinet in the near future. 2. Induction & Recruitment Reform – Proposals of the Task Forces have been finalized after consultation with the Federal Public Service Commission and a summary has been prepared for presentation to the Cabinet. The summary contains proposals regarding the exam and post-exam components of selection including the psychological exam as well as cluster based recruitment for occupational groups. <p>The Chair welcomed the launch of the Punjab Local Government Act 2019. He stated that Punjab had done well in defining self-contained and autonomous local government</p>	

structures and appreciated the transfer of WASA and LDA to the Lahore Metropolitan Corporation. He also commended the Act for devolving functional aspects to the Tehsil level as focus was required to be shifted from the district tier, because they could no longer be treated as headquarters of local government due to increasing population. The government focus now needed to be on how to manage the growth of urban areas in the context of service delivery by local governments.

There was also discussion on the possibility of engaging experts and consultants to assist the Task Forces. The Chair clarified that anyone is welcome to co-opt individuals from within the bureaucracy but consultants cannot be hired in large numbers due to limited resources. It was acknowledged that the transformation of proposals of the Task Forces into implementable decisions required impetus, as the recommendations have to ultimately be agreed to by the Federal Cabinet. The members were sensitized that aspects of political economy have to be kept in mind and technocratic solutions have to stand the test of political feasibility.

It was also stated that while the Task Forces have done well, the transformation of recommendations into applicable policy takes time. It was urged that while greater patience would be required given the pace of the reform process, there ought to be priorities in place with particular regard to areas such as induction, training and performance management. There was a need to build consensus and move ahead through an incremental approach as opposed to the previous practice of generating reform reports. The recommendations of the Task Forces will succeed when those implementing them in the Ministries are fully on board.

General discussion on the state of the economy also took place and it was suggested by a member to reduce the size of government. Another member stressed that it was not the business of government to be in business and as such it needed to pull out from the power sector as a start. The Chair informed that restructuring of some organizations was underway in light of earlier recommendations of the Task Forces. Another member suggested that there was a need for

	<p>the government to conduct a study on the informal economy. He also opined that there was a need for autonomy in nomination and selection process of University Vice Chancellors. The Chair highlighted that as a result of the Task Forces proposals, now a transparent system for selection of heads for key public sector organizations is in place, and the selection process for the NEPRA chief was a recent example.</p>	
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AGENDA ITEMS	DISCUSSION	DECISIONS
<p>Presentation / Discussion on Civil Service Training Reform</p>	<p>Mr. Umair Javed presented findings of surveys on Training Needs Assessment. The surveys were conducted at the Civil Services Academy, Specialised Training Institutes and National Institutes of Management. Those surveyed included fresh recruits at the pre-service stage of their careers, mid – career and senior civil servants.</p> <p>The general findings signaled a mismatch between the training imparted to civil servants at different points in their career and the work done by them while on the job. In their responses, the civil servants stated that the gap between their initial training in the form of the Common Training Program and the Specialized Training Program and the subsequent MCMC is too wide. They believe that shorter, more crisp and specialized courses in between this period would prove helpful.</p> <p>Furthermore, while a majority of respondents from MCMC batches 19 to 26 said they were satisfied with their civil service careers, 43.9% of them said that the training imparted to them was not useful for the postings they are assigned after their training. This may be due to the fact that trainings have come to be linked with promotion rather than skill enhancement.</p> <p>In a survey conducted with probationers from 41st to 46th Common, the findings revealed that about 70% of the respondents were dissatisfied with their monthly income at the beginning of their careers. The respondents also expressed demand for certain kinds of courses. These</p>	

	<p>relate broadly to stress management, time management and writing skills. It is also important to account for the wide variation in the backgrounds of those recruited into the civil service. While some officers come from privileged backgrounds and attended elite institutions, other officers come from backgrounds where they have attended public schools in rural areas. In light of this, it is important to create tailor made programs that also enhance soft skills such as dealing with the public, media; communication and team work etc. in addition to domain specific knowledge.</p> <p>Mr. Javed stated that there was a particular need for tailor made programs on the subject of technology. Use of IT in courses such as the CTP is largely restricted to software such as Excel. There is little to no work on interpreting and analyzing data and statistical inference. At the mid-career level in particular, basic data interpretation skills are lacking and personal experiences and anecdotes are frequently used to inform policy. The Chair suggested that civil servants need to be trained to do their next job in a more effective manner, as opposed to solely treating training as a prerequisite to promotion. Training needs to have the flexibility that caters to the individual needs / weaknesses of an officer, and should enable self-identification of deficiencies.</p> <p>A member suggested to draft the learning journey of individual officers so that trainings can be made more relevant to their individual skill enhancement. This learning journey ought to be informed by the job descriptions of different posts. On-the-job trainings were also suggested as an integral part of the training journey as these trainings are found to be more effective compared to courses that collectively cater to hundreds of participants. The example of State Bank of Pakistan was shared where the performance management system has been designed as a developmental tool for developing skills and catering to the professional needs of an individual. The training score card system at the SBP is linked effectively to career path</p>	
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	<p>movement along with performance appraisal and compensation.</p> <p>It was suggested that allowing civil servants to go on temporary attachments to the private sector may be helpful in professional development and may prove effective in teaching them valuable skills in understanding the constraints under which the private sector functions. Members responded that this may not be prudent as it may benefit the individual but the gains to public policy practice may be limited as these attachments may turn into permanent appointments in the private sector. A reference was made to the case of multiple civil servants in whom the government invested heavily by sending them to premier institutions such as Harvard Kennedy School to assist in the improvement of training institutes, only to have them leave service upon their return or occupy positions unrelated to the intended assignment.</p> <p>The transformation of the role of civil servants over time in light of the changing environment was also discussed. In order for them to be effective and self driven, it was felt by some that civil servants should be developed as leaders. In contrast, other members opined that there was a need for catalyzing an attitudinal change from perceiving themselves as ruler to public servant. A member stated that it would be unwise to expect officers to be trained at prestigious institutions only to return to the same kinds of jobs they were doing before. Hence, it is important to create room for progression that would allow them to utilize their acquired knowledge and qualification in their job and stay in service to make a change.</p> <p>Participants of the meeting also cautioned that the work of civil servants should not be undervalued and the work done by them should not be dehumanized in favor of introducing objectivity to the process. In difficult times, particularly in the context of the War on Terror, they have performed to the best of their abilities in challenging circumstances. If there exists any apprehension among civil servants today, it is primarily because there is a feeling that government servants are consistently losing</p>	
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	<p>ground with their effectiveness particularly at the grassroots level.</p> <p>Returning to the topic of training, members urged that any effective training would have to be a continuous process throughout the career of a civil servant and must be linked to performance management outcomes. Training needs to shift from training institutes to online mediums with the creation of digital offerings. While the need for online training was acknowledged, caution was advised to not undervalue the development of social skills and networking made possible by courses conducted currently. A blended training approach combining face to face and online courses was recommended as the optimal alternative. Members reflected on the idea that training could be linked to certification that would make it compulsory to master skills to such a level that certification could be gained in specified areas. The idea of hand holding and advice by seniors in the initial years of an officer's career was also referred to and the positive impact it had had on motivation levels of junior officers.</p> <p>Concluding the discussion on the topic, Mr. Javed ended his presentation with five major takeaways from the surveys conducted by him.</p> <ol style="list-style-type: none">1. At the pre-service stage there is a need for better inculcation of soft skills such as writing, speaking skills, stress management and public management interface.2. There is a need to create a learning environment where officers can take online courses during their postings and also be part of programs where they are allowed to self-identify their deficiencies.3. There is a need to link training with current and subsequent postings to increase the value of training. There was immense value production in the first few decades after independence by civil servants in the form of academic papers and official reports. That culture of value production needs to be re-introduced.4. Infrastructure of training must improve. Availability of IT infrastructure and learning equipment is a major	
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	<p>component of meeting the training needs of officers and these along with access of journals especially those specific to the field of public management need to be made available.</p> <p>5. Training institutions are considered prestigious in the military. In the civil service postings at these institutions are not considered prestigious. The incentives in place such as higher pay and posting in a bigger city are not enough to attract the best minds to these opportunities. More work ought to be done to improve human resource available at these institutions on a permanent basis.</p>	
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AGENDA ITEMS	DISCUSSION	DECISIONS
<p>Discussion on proposed amendments to Government Servants (Efficiency and Discipline) Rules, 1973 + Discussion on reference received from Establishment Division on Insertion of Major Penalty for Recovery of Embezzled Money</p>	<p>Mr. Salman Akram Raja outlined that previously four issues had been under discussion with regard to the E&D Rules:</p> <ul style="list-style-type: none"> ● Regulating external accountability intervention of agencies such as NAB ● Definition of <i>efficiency</i> for the purposes of the E&D Rules ● Linking performance management and KPIs to <i>efficiency</i> ● Whether to maintain internal departmental appeal or not <p>Members of the Task Forces were of the opinion that the focus of outside agencies needed to be on mega corruption and clear delineation was required with regard to <i>misuse of authority</i> as this was too broad-based a term. The distinction between a willful defaulter and circumstantial defaulter needed to be taken into account. In this regard, it was observed that there should be a mechanism in place to discern whether a decision stems from bad judgement or willful wrongdoing. There ought to be a difference</p>	<ul style="list-style-type: none"> ● Mr. Salman Akram Raja to present proposals for strengthening internal accountability so as reduce the need for any outside intervention. Corresponding changes to the NAB Law to be also highlighted. ● A clear distinction needs to be made by accountability agencies to separate procedural irregularity from patent corruption.

	<p>between procedural irregularity and corruption. However, it was also pointed out that a balance needed to be maintained and any mechanism that is put in place should ensure that the pendulum does not swing to any extreme.</p> <p>Members suggested that it may be possible to create an extra layer of internal scrutiny for civil servants before involving external agencies such as NAB. This could be in the form of investigative committees comprising of bureaucrats under the leadership of the Chief Secretary in the provinces and Federal Secretaries in the capital. These scrutiny committees could rely on collective wisdom and also include law experts, civil society members and retired officers. In cases where there would be a difference of opinion between the findings of such committees and that of external accountability agencies, then the latter would have a mechanism to go into appeal. This would entail that the opinion of the scrutiny committees would not be strictly binding on the outside agency, but would circumscribe the jurisdiction of the accountability agencies. Cases of procedural irregularity could be referred to the scrutiny committees whereas major corruption cases, in particular those concerning mega corruption, could be sent to investigative agencies directly. In this regard, it was suggested that there could be a quantitative threshold in cases of graft with mega corruption referenced directly to organizations such as NAB while smaller offences could be handled by the relevant committee.</p> <p>On the related topic of potential misuse of authority by both the investigative agencies and by the prospective committees, it was argued that there can be circumscribed limits put in place that would better define jurisdiction for the</p>	<ul style="list-style-type: none"> ● Scrutiny committees at the provincial and federal level, to be headed by the Chief Secretary and relevant Federal Secretary, respectively. These committees would be contacted by NAB and other investigative agencies if they want to open a case against an officer. The committees would investigate and decide whether a case should be opened or not. The decisions of these committees would be binding unless NAB or other investigative agencies appeal against them. ● Mr. Gulzar Shah, Joint Secretary, Establishment Division to present proposal regarding insertion of major penalty for recovery of embezzled money, in the Government Servants (E&D)
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	<p>CS and relevant federal secretary as well as external accountability agencies. It was further advised that room should be created for a second set of eyes to consider requests for inquiry. Someone who is not from the same bureaucracy such as the Auditor General may be a better choice in such matters.</p> <p>Members lamented that the fear of accountability agencies in the prevailing atmosphere has a major crippling effect at every level of government. Good governance often requires risk taking which has ceased completely in the current scenario. Bureaucrats are afraid of signing off on important documents for fear of being unduly suspected of wrongdoing. In effect this hyper-accountability has become a hurdle in the way of national progress. Since the country functions on the work of bureaucrats and not accountability agencies, it is imperative that work continue in a robust manner. A member pointed out that citizens have a right to information and release of reports by relevant departments, especially on websites would help bring in transparency in governance.</p> <p>A participant of the meeting elaborated on three potential principles. Firstly, instead of accountability, governance ought to be given precedence. Secondly, if an individual has the right and authority to take a decision and does so from among a list of considered/valid decisions, there ought to be no question on that decision. Thirdly, under the current NAB legislation, the accused is considered guilty as the burden of proving innocence is on the accused, instead of the prosecution having to prove guilt. The Chair responded to this line of argument that accountability is an integral part of governance and cannot be separated from it. Furthermore, the onus of providing proof of innocence which</p>	<p>Rules. The proposal to be presented in next meeting.</p>
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	<p>is shifted to the accused in the particular case of NAB, is likely to remain in place in its current form.</p> <p>The Chief Secretary, Punjab informed the members that the NAB Chairman visited Lahore to meet with senior civil servants and solicit their suggestions. The meeting with the Chairman NAB concluded with consensus to create better coordination between the provincial government and the accountability agency. DG NAB Punjab, Additional Chief Secretary and a focal person from Finance will now jointly coordinate with NAB.</p> <p>The idea of corruption sniffing bots was proposed to introduce Artificial Intelligence in the field of graft detection. The Chair concurred with this proposal and stated that Punjab could be a good place to introduce these bots to see how well they may work practically.</p> <p>Discussion was also held on a reference received from Establishment Division regarding the proposal to insert recovery of embezzled money as a major penalty in the E&D Rules. Members agreed that there was a major time lag between the time when an officer is declared an embezzler and recovery of funds is made. Some members believed that the E&D Rules primarily deal with day to day efficiency and discipline and hence the aspects of criminality are not an inherent part of the rules. Members also reflected that recovery of assets can only be done where there is a court order mandating such an action against a convicted embezzler. It was also suggested that since the nature of such activity has to do with the work of the criminal justice system, when an inquiry has been carried out and embezzlement proven, further inquiry could be handed over to the FIA.</p>	
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AGENDA ITEMS	DISCUSSION	DECISIONS
Discussion on draft of Service Tribunals (Amendment) Bill, 2019	Discussion on the agenda item was deferred to the next meeting.	<ul style="list-style-type: none"> ● Mr. Salman Akram Raja to provide feedback and comments on the proposed amendments, in the next meeting.

AGENDA ITEMS	DISCUSSION	DECISIONS
Discussion on placement of Airports Security Force (ASF) under Ministry of Interior or otherwise	<p>Discussion was also held on the reference received from Cabinet Division on whether to place Airports Security Force (ASF) under Aviation Division or transfer it to Interior Division.</p> <p>At the onset, the Chair relayed a concern voiced by the Prime Minister on the number of different agencies that conduct checks on overseas Pakistanis travelling to Pakistan and advised to streamline the process to minimize any harassment of visitors. It was suggested that unifying the scanning procedure at airports could lessen the harassment that visitors may feel. In this case, scanning would be done once but all the different agencies at the airports would have their own monitors whereby they can keep a check individually as per their mandates.</p> <p>Regarding security at the airports, members of the Task Forces were informed that currently, three different agencies i.e. the ASF, Rangers and Police have security functions in and around the airports. The proposal to place ASF under Interior Division was to create better coordination between these agencies as this would provide unity of command. Members were apprised that ASF manages the security within the airport boundaries, whereas Rangers and Police manage outside security. A member informed that it</p>	<ul style="list-style-type: none"> ● Keeping in view that management of airports should be carried out in an integrated manner, the Airports Security Force should continue to be placed under Aviation Division. ● In order to ensure proper security of an area of 12 nautical miles around the airports, a coordination arrangement can be agreed to between the Ministry of

	<p>was the requirement of international airlines that airports have proper security in place for a radius of 12 nautical miles, hence, the need for placing all security agencies under one umbrella. Suggestions were provided by members of the Task Forces on this matter. It was stated that a possible solution may be to bring all law enforcement agencies such as Rangers, FC and ASF under one body, as this could potentially improve coordination since they would be answerable to the same authority. As such, examples from other countries could be followed like the UK where there are separate inspectorates fulfilling different security functions but they all fall under the same parent ministry i.e. the Home Office and hence their activity is better synced.</p> <p>With regards to the security management of the 12 nautical miles' radius surrounding the airport, suggestions included handing over the law enforcement functions of the area to the ASF as well. However, concerns were voiced stating that this change would require more manpower than currently present and would also require a budget that the ASF does not have. Members also commented that the role of the ASF is not the same as that of other law enforcement agencies, in that it is more specialized since it deals exclusively with airport security. Furthermore, the ASF has to deal with certain particular aspects of security in relation to international flights and airlines that otherwise fall within the purview of the Aviation Division. They urged that given this role, juridical assignment with the Aviation Division would be beneficial for the ASF as it would allow them to better coordinate on matters specific to airport security management.</p>	<p>Interior and Aviation Division.</p>
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AGENDA ITEMS	DISCUSSION	DECISIONS
<p>Discussion on increasing retirement age for senior civil servants</p>	<p>The Chair initiated the discussion on the matter of increasing the retirement age of senior civil servants. He stated that the retirement age of officers was capped at 60 at a time when life expectancy was in the 60-year range leading to fewer years after retirement. At the time, the average age of officers at induction into the civil service was close to 23-24, providing a span of 35 years in public service. However, in the current scenario the age limit has increased to an average of 28-30 in effect reducing the total number of years of service to around 30 years.</p> <p>The prevailing system fails to take adequate advantage of the cumulative experience gained by capable civil servants over the course of their entire careers. The talent and knowledge of these officers are not being utilized sufficiently. The investment that the government makes in them in the form of providing foreign education and training is also not yielding optimal return.</p> <p>The Chair stated that there may be three ways to consider an increase in the retirement age at this time:</p> <ol style="list-style-type: none"> 1. Under the new system, secretaries are appointed by a committee. It can be put into law that an officer can be selected by that committee to become secretary and hold that post for three years even if they attain the retirement age within the stated period. 2. Retirement age for all across the board can be increased from 60 to 62 or 65. 3. Retirement age for officers alone can be increased whereas the retirement age for the staff can remain the same as before. <p>Members gave their feedback to these suggestions. It was argued that only if the</p>	<ul style="list-style-type: none"> ● Any final decision on this topic to be made until policy proposals on the performance management system have been finalized and the creation of the National Executive Service is in place.

	<p>bureaucracy were to open its ranks to outsiders then in that case an increase in the retirement age could be increased. Members also argued that if the age is to be increased, this change would have to be across the board and not selective in nature. In such a case, other institutions including the judiciary would want to institute the same alteration.</p> <p>The Chair stated that an increase in retirement age would greatly reduce the burden of pensions currently borne by the state. And any such change should only lead to the retention of those who the government wants to keep on in service on the basis of merit. He gave the example of India where under the current system, four federal secretaries of specific ministries are given guaranteed three year tenures even if they reach retirement within the specified period.</p> <p>Members argued that the country faces a major dilemma with regard to scarcity of good talent in the civil service but if this extension in retirement age is to be made, there ought to be a mechanism in place that would allow for only the very outstanding officers to be accorded this extension. For such a mechanism to be in place, a stronger performance management system would have to be introduced.</p> <p>The Chair suggested that since the general consensus was on the importance of retaining the very best of officers, it may be prudent to reserve this debate until after the Task Forces have finalized their ideas on an improved performance management system and until the National Executive Service is in place.</p>	
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AGENDA ITEMS	DISCUSSION	DECISIONS
<p>Update on Governance Reforms in Punjab + Presentation on new Local Government System in Punjab</p>	<p>Mr. Shaukat Ali, Senior Member Board of Revenue, Punjab apprised that the provincial Task Force was up to date on the work done by the Federal Task Forces and has initiated its own deliberations on subjects under review. In particular, the Punjab Task Force is working on areas of induction and training.</p> <p>The Chair stated that proposals of the Federal Task Forces should also be taken up at the provincial level for discussion to suggest improvements. It was stressed that the provincial Task Force can play an important role to translate the proposals into implementable policy. In light of the 18th Amendment and the recent focus on local government particularly within Punjab, it would be advisable if recommendations can be assessed by the provincial Task Force, tailored to the needs of the provincial context and approved by the provincial assemblies and cabinet.</p> <p>Mr. Saif Anjum, Secretary, Local Government, Punjab delivered a detailed presentation on the Local Government Act 2019 recently passed in the province. The Chair stressed on the need to strengthen local governments at the Tehsil level which have largely been neglected in the past. Chief Secretary Punjab commented that while important work has been done by the government, a challenge that still exists is to find out how to regulate functions since there is a grave lack of capacity at the local government level. The administrative structure and posts have to be reconsidered and a system created to cater to the newly assigned tasks of local governments.</p> <p>The Chair commented that this was the first time when taxation and financial powers had been handed over to the local governments and only</p>	<ul style="list-style-type: none"> ● Mr. Shaukat Ali to provide detailed update of reforms undertaken in Punjab in the next meeting.

	<p>after granting this kind of financial independence can we expect local governments to progress.</p> <p>Mr. Anjum started his presentation by explaining that unlike in the past, a lean model has been created for more efficient functioning of government. The local government structure has been extended to both urban and rural settings keeping in mind the importance of reaching the grassroots level most effectively. At the rural level, Tehsil Councils will be set up which will function on the basis of 22,000 Panchayats serving every village within the province. Similarly, at the urban level, Urban Governments have been introduced which shall serve 2400 neighborhoods. The heads of local governments are to be directly elected by the people through elections which will be based on proportional representation. Provisions have also been made to allow mayors to recruit specialists.</p> <p>The Chair inquired whether this system could potentially be undermined because of old <i>biradari</i> or kinship patterns. Mr. Anjum clarified that since the proportional representation system will introduce open listing of candidates and the representation of different political parties in the same government, the <i>baradari</i> or kinship patterns will not cripple local governments as they have in the past.</p> <p>The new system offers greater transparency and predictability. The Punjab Finance Commission which will have the power to allocate funds to governments will have representation of all parties. The number of seats for the opposition have been doubled on the board. The commission will offer criteria based additional funds for under-developed areas. This will ensure that Tehsils and urban centers that have suffered from lower fund allocation (on the basis of population), under-development and neglect over the years will be</p>	
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	<p>given funds on preferential basis to develop themselves and be able to compete over time with other local governments. Local governments do not tend to generate their own income and so the Finance Commission has been empowered to introduce ceilings and thresholds for taxation. Additionally, ring fencing powers will be in the hands of the Finance Commission and not the local government. The Chair stated that demand articulation is best done by local people and this autonomy is the biggest advantage of a local government system. Given the provisions for the Finance Commission, these powers may result in the commission micro-managing the financial affairs of the local government and the aim of empowerment at the local level may remain unmet. Representatives of the Punjab government clarified that this remains a debatable topic, however, these powers have been given to the commission to ensure that important areas such as education and health that require funding are not ignored.</p> <p>The Chair stated that local governments which have to function on the demands of the local people can often come to identify efficient, cost-effective solutions. Managing things from provincial capitals does not always allow for informed decisions since those who are not functioning at the local level may be lacking in crucial information about the local context. In response, it was clarified that the Finance Commission will have four representatives from the local government and an equal number each from the provincial government and experts from the field. Also, once the territorial limits of local governments have been demarcated, the next delimitation of areas cannot be done for at least another two elections.</p>	
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	<p>Yardstick competition has been introduced in this system with the hope to improve local government performance. The intention is to create an atmosphere of healthy competition between local governments. Fiscal transfers will be made on the basis of poverty and under-development in the areas concerned. To ensure that smaller, under-developed units do not face the burden of competing with richer areas far ahead in development and service-provision, fiscal performance will be weighed against fiscal potential. Inspectorates with expertise in specific areas are to be formed to measure local government performance against defined thresholds in that domain. The Chair cautioned that it is important to ensure that these newly formed inspectorates do not function in the same manner as the existing inspectorates have performed. Members discussed that as far as urban governance is concerned, municipal authorities have failed in the past to enforce regulations on multi-story buildings. This gap in enforcement has to be filled.</p> <p>Mr. Anjum stated that for municipal government, the powers over WASA, TEPA and PHA will all go to the Mayors and they will have complete autonomy to run affairs independently. In terms of city expansion, in the prevailing scenario we see the unchecked expansion of cities without the subsequent expansion of legal boundaries and jurisdictions. Due to this expansion, there are vast unserved and untaxed areas in our cities which have to be demarcated properly and brought under local government jurisdiction. Once this is done, these areas will be taxed and developed. There is a need for better coordination between multiple entities and jurisdictions within and beyond local government boundaries. The plan allows for better coordination between local governments and Cantonment Boards. Efficient land use planning</p>	
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	<p>will require a provincial level agency in the form of a supra regulator that can inform on the utilization and demarcation of both intra and inter city spaces.</p> <p>Mr. Anjum stated that for the success of this plan, people will have to be recruited from the mainstream civil service. Experts from different domains should also be allowed to contribute to the local governments. The Chair commended the government on drafting this ambitious plan and reinforced the need for very good human resource in order to make this plan successful.</p>	
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AGENDA ITEMS	DISCUSSION	DECISIONS
<p>Formation of Sub-Group on Local Government Administrative Architecture to support the new Local Government System</p>	<p>The Chair stressed on the importance of having an administrative architecture that would be able to effectively support the new local government setup in Punjab.</p> <p>As such a Sub-Group is to be formed that would come up with proposals in this regard, as well as coordinate with the different provincial departments and the provincial Task Force.</p> <p>Mr. Saif Anjum, Secretary Local Government, Punjab informed that two committees at the level of the Additional Chief Secretary as well as at that of the provincial Cabinet have been formed to oversee the transition period. The Chair advised that the Sub-Group being formed should coordinate with these committees as well.</p>	<ul style="list-style-type: none"> ● The composition of the Sub-Group on Local Government Administrative Architecture is as follows: <ul style="list-style-type: none"> - Mr. Shahid Kardar (convener) - Mr. Ali Cheema - Mr. Umair Javed - Mr. Burhan Rasool - Mr. Saif Anjum, Secretary Local Government, Punjab

MINUTES OF THE 13TH JOINT MEETING – TFCSR AND TFARG HELD ON 19-07-2019

Date: Friday, 19th July, 2019

Time: 10:00 am to 5:00 pm

Venue: Prime Minister’s Office, Islamabad

The 13th meeting of the Task Forces on Civil Service Reforms and Austerity & Restructuring of Government was jointly held at the Prime Minister’s Office, Islamabad under the chair of Dr. Ishrat Husain. Following is a re-cap of the key areas of discussion and decisions.

AGENDA ITEMS	DISCUSSION	DECISIONS
<p>Update on Key Proposals & Initial Discussion</p>	<p>The Chair apprised the members of the Task Forces on the progress since the preceding meeting on the subject of restructuring of the federal government. He stated that the efforts of the Task Forces to re-organize the federal government on a comprehensive basis have borne fruit as the plan has been approved by the Federal Cabinet in its most recent meeting. The approval was preceded by an extensive exercise in which the ministers and secretaries of every ministry/division were Consulted and this prior consultation proved useful as the proposals contained in the summary were approved in principle by the Cabinet. With the passage of the summary, the Prime Minister directed for constitution of an Implementation Committee</p>	<ul style="list-style-type: none"> • Provincial task forces to provide an update on the work done by them at the provincial level and also apprise about potential areas of reform

	<p>which is to oversee the reorganization effort over the next six months.</p> <p>The Advisor stated that the Prime Minister is taking personal interest in the reform of the FBR which he believes is a pre-requisite if the government is to meet its tax revenue target for this fiscal year. To improve performance, the PM is open to bringing people from outside of government to lead institutions such as the FBR which is today led by a tax expert considered to be among the best in his field within Pakistan. The Advisor also informed the members that the Cabinet has also asked him to consider ways to strengthen the AGP and reform it to create an effective and professional apex audit organisation.</p>	
	<p>Similar interest was expressed in the reform of public institutions such as the CDA and CAA. With regards to CDA, it was stated that the organization had taken on the role of maintenance; not among its outlined duties while neglecting its role as an urban regulator responsible for implementing Islamabad's development according to the</p>	

	<p>master plan. The role of the organization needs to be streamlined and other non-core functions assigned to it should be managed otherwise. A member remarked that the CDA was unable to control encroachment on the Margalla Hills and as such required drastic reforms.</p> <p>The Chair remarked that the PM has also expressed concern over the multiple layers of screening that passengers have to face at airports, directing that these layers be reduced while maintaining the necessary checks. It was decided to separate the regulatory functions of CAA from airport development and services. An Airport Authority would engage in exploring possibilities of joint ventures responsible for carrying out core functions at the Islamabad, Karachi and Lahore airports similar to those in other countries. These JV companies would expand commercial outlets within airports as a way to increase airport revenue. The Chair also updated the participants on the agenda items for the meeting. He congratulated the Task Force</p>	
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	<p>and the government on the passage of the PFM law by the Parliament. The legal framework for the law has been approved and is now ready for implementation.</p>	
	<p>The Chair also apprised the participants that the Establishment Division had requested that they be allowed to present their proposals on performance management at the upcoming meeting of the Task Forces. In the meanwhile, there can be a discussion on the matter within the Task Forces. The Chair stated that the PM himself is interested in performance management reforms and would like to see them done promptly and properly. He stated that Establishment Division ought to take all stakeholders along in this process and while they may take time, it is important that these reforms are done properly.</p> <p>A member inquired about the work being done on the E-Government reforms and was informed by the Chair that the Ministry of IT now had a full time Secretary along with a professional Executive Director at NITB who will now be spearheading the E-Government reform agenda.</p>	

	<p>The member also inquired about the rotation policy, the creation of an HRM division and the status of State Owned Enterprises (SOEs) reform and Sarmaya Pakistan. The Chair stated that a revised rotation policy will be made once reforms on recruitment, promotion and performance management are finalized. On making the Establishment Division a proper HRM division, the Chair apprised the member on the efforts already under way in this regard. These reforms aim to empower the existing Establishment Division and create a division that thoroughly caters to all the different aspects of HRM for federal civil servants. On the inquiry about SOEs and Sarmaya Pakistan, the Chair stated that Sarmaya Pakistan was created when former Finance Minister Asad Umar was part of Cabinet and now input would be solicited from Mr. Hafeez Shaikh, Advisor on Finance. Reforms related to SOEs are a particularly difficult task that has to be undertaken carefully. The sector most affected will be that of energy. Reforms related to the functioning of DISCOs are already underway and are being</p>	
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	<p>spearheaded by the task force on energy. The task force and ministry concerned are considering operational reforms to create more efficiently run institutions.</p> <p>A member stated that the Task Forces members were not aware of the changes made to the summary on Induction, to which the Chair informed that certain queries had been raised by the Prime Minister's Office which are currently being addressed by FPSC, and that no significant changes had been made to the proposals.</p>	
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AGENDA ITEMS	DISCUSSIONS	DECISIONS
<p>Update on PFM Law, Cash Management Policy and Accounting Framework</p>	<p>Mr. Arshad Mehmood, Additional Secretary, Finance presented on the newly approved Public Financial Management Law and its allied subjects. The presentation was aimed at explaining the primary outcomes that the government wants from this law. The agenda of the presentation was firstly, to offer an update on the committee formed to oversee PFM reforms and secondly, to give an update on the PFM Act itself including the status of the law, its oversight mechanism and the implementation responsibilities and issues matrix. The Additional Secretary informed that an oversight Committee headed by the Special Secretary Finance has been formed and it includes Additional Secretaries for Corporate Finance,</p>	<p>The Oversight committee is to oversee reform in the following areas:</p> <ul style="list-style-type: none"> o SAP system update after identification of gaps o Phasing in of TSA across all federal ministries o Maintaining Asset Inventory o Enhancing payroll management o Devolution of pre-audit functions to individual ministries o Introduction of commitment accounting

	<p>Expenditure and Budget. The Committee will be responsible for overseeing the implementation of the PFM law and the PFM Reform Strategy. So far, the law has been enacted and the Reform Strategy has been defined, however, the latter is not yet available to the public. The committee will also devise a plan for improvement in PIFRA/ FABS to fill in the missing modules and gaps from the original design (A steering committee under the Chairmanship of Secretary Finance will oversee the creation of corporatized model for FABS). Additionally, the oversight committee will devise a plan for consolidation of accounts and phasing in of Treasury Single Accounts. With regards to the latter a policy has been approved on the basis of internal consensus and detailed engagements with the State Bank. The rules of engagement on this are being finalized. Additionally, an IT link between FABS and SBP has been established whereas work is being done to form procedural linkages between the two as well. A Technical Assistance request with international donors for cash and treasury management is also currently under process.</p>	<p>o Creation of an accrual accounting implementation plan</p> <ul style="list-style-type: none"> • Development of E-procurement solutions <p>Upgrading the reporting of fiscal deficits – work to be done to make daily reporting possible</p> <ul style="list-style-type: none"> • A team consisting of officers from Finance Division, AGP and CGA to go to Ministries/ Divisions/ Institutions to brief on the newly approved PFM Act • Secretaries Committee ought to be brought up to date on the work done by FD on PFM Reform • Timelines to be provided for the tasks listed in the responsibility matrix • Distribution of approach paper on the status of CFAO, FAO and Internal Auditors by the Finance Division • Abolition of FA Organization to be notified and widely disseminated
	<p>In line with the recommendations of the Task Forces pre-audit functions would be devolved to line Ministries. For this to be implemented, it is imperative that a clear value chain among pre-audit – payment – booking of expenditure and account reconciliation be created. Deliberation on this will take place with</p>	<p>61 amendments in respective rules to be notified – (Action: Ministry of Finance, AGP & CGA)</p> <ul style="list-style-type: none"> • Implementation Matrix of PFM Law:

	<p>multiple stakeholders. As a point of reference, the logistical requirements associated with this change were elucidated. These would include proper HR, workstations, cheque-printers space, LAN, SAP portal licenses and WAN etc.</p> <p>Other options that the committee is considering include bringing self-accounting entities to SAP-ERP. Software is being developed by FABS to pull data from non– SAP systems. These steps will require detailed stakeholder coordination. The Additional Secretary expressed that the system currently fails to account for non-financial assets fully. The debit from state funds is recorded but assets acquired with said finances are not fully reflected in records. To correct for this there is a need to create an Asset Inventory. The CFAOs scheme is also likely to enable proper asset recording at Ministries. Additionally, project and program accounting as well as upscaling of payroll management within the SAP system is required as the established system often fails to account for those officially on the pay roll of different government programs creating unnecessary discrepancies and incomplete report generation. In this regard, FABS will also create a dashboard for Principal Accounting Officers to provide real time information on payroll and other expenditure heads.</p> <p>The oversight committee will also work towards introducing commitment</p>	<ol style="list-style-type: none"> 1. Update of rules, regulations relating to GFR, treasury rules and accounting models etc. 2. Revised Budget Manual 3. Circular clarifying delegation of financial powers and maintaining internal controls 4. Implementation of TSA policy and material of TSA rules 5. Digitization from budgeting to financial reporting – (Action: Ministry of Finance & CGA) <ul style="list-style-type: none"> • CGA and Auditor General office to review staffing requirements in the provinces and distribute work load in a way that backlog is not accumulated – (Action: AGP office and CGA)
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	<p>accounting and recording of other contingent liabilities. A team is already working in this regard at the AGP for devising a road map for accrual accounting. Furthermore, bidding documents are being finalized for the hiring of a firm for NAM update and laying down an accrual accounting implementation plan at AGP office. E-procurement solutions are currently under development. An important point highlighted was that the Finance Division currently lacks daily reporting of fiscal deficit as well as an integrated system for consistently monitoring domestic and external debt. To make possible these innovations within the existing system, there is a need for coordination and cooperation between different government agencies. Only then can such a scheme be successful.</p> <p>The AS also provided an update on empowering PAOs through appropriate devolution of the powers of the Finance Division. In the interest of autonomy and efficiency, PAOs have been provided with maximum leverage over the current two-line budget disbursement (apart from development and subsidies). An approach paper on the status of CFAO, FAO, Internal Auditors and Internal Control is being developed and will be distributed in the coming weeks. The Financial Adviser Organization has already been disbanded under the new PFM law. There are a total of 61 amendments in respective rules that are to be made to harmonize this transition. It was stated</p>	
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	<p>that within the next two to three weeks an implementation plan is to be finalized in consultation with the Secretaries Committee on devolution of pre-audit functions to ministries. A participant added that provincial finance secretaries should also be called to the Secretaries Committee meeting for purposes of awareness.</p> <p>The presentation included a second agenda on the update of the status of the PFM Act. The Act was part of the Finance Bill 2019 and upon its approval has come into force. The Finance Division will email and send hard copies of the Act to all institutions and upload the law onto its website. The salient features of the Act will also be presented to the Secretaries Committee. Additionally, a presentation to Ministers and Parliamentarians was recommended to apprise them with the key provisions of the Act. The oversight committee will provide a quarterly update to FM/Advisor, ECC/Cabinet. Five areas of implementation for the committee were outlined as:</p> <p>1. Update of rules and regulations relating to GFR, treasury rules, accounting models, system of financial controls and budgeting etc. This process has been initiated and is likely to take up to 4 months for completion.</p> <p>2. Definition of budget manual to act as a guide on budget making, presentation, reporting and monitoring procedures etc</p>	
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	<p>3. Development of approach paper to clarify delegation vs financial control modalities</p> <p>4. Restructuring within Finance Division – strengthening of budget and expenditure wings</p> <p>5. Implementation of TSA policy</p> <p>Lastly, an implementation matrix was provided to map the description of responsibilities, requirements for implementation and the division/department/ministry responsible for ensuring the implementation of the relevant rule. It was advised by the Chair that the matrix must also include a delineation of the timelines for each task which ought to be adhered to strictly. It was also proposed that a team of officers from the Finance Division as well as officers from the AGP and CGA could be formed to brief individual ministries on the application of the new law. This team may also report to the Task Forces to keep members updated on the progress on this matter.</p> <p>In the discussion that followed, participants urged that it would be of utmost importance to introduce international standards so that all agencies are bound to comply with the requirements of the Act. There is a need for a balance between offering public sector enterprises operational autonomy to freely conduct their business while</p>	
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	<p>simultaneously ensuring legal compliance by not allowing any excessive discretionary powers. Members also stressed that this guideline / manuals should be made simpler as most of our laws are written in complex language and not fully understood by those who have to implement them.</p> <p>A member noted that business as usual may not allow for the implementation of this law and it was imperative to ensure continuity of the people put in charge of implementation. Frequent transfers will pose a risk to making the application of this law a reality. Conversely, a member was of the opinion that continuity of postings should not be taken too far, as continuity has to be provided by the system and not individuals, hence, a holistic system supporting reform needed to be put in place. Additionally, it was agreed that with the introduction of this law, there will be a need for the digitization of PFM from budgeting to financial reporting. Every individual ministry should be made comfortable with the operations of SAP and should report their financial expenditure and allocation on the software. The Chair stated that the Ministry of Finance should be the one setting the standards on digitization for the rest of the federal government.</p> <p>It was urged that once this is made possible at the federal level, similar changes should be encouraged at the provincial level. Representatives of the provincial governments stated that there</p>	
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	<p>is a need to invest in provincial governments to increase their capacity and provide them with appropriate HR for this purpose. Furthermore, there was an agreement by all provincial representatives that audit officials at their level are inaccessible and short in number, hurting the efficiency of the government on a daily basis. Punjab in particular lamented that there are close to 100,000 different audit paras making it a herculean task to maneuver through the complexities of the financial management codes. The province's representative also argued that when audit officials are requested to provide time for meetings, they are frequently unavailable. It was agreed by the members that there is a need to weed out unnecessary audit paras in all provinces and make audit officials more responsible in their coordination with provincial governments</p>	
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AGENDA ITEMS	DISCUSSIONS	DECISIONS
<p>Presentation on Corruption Sniffing Artificial Intelligence (AI) Bots</p>	<p>Mr. Burhan Rasool, GM (IT), Punjab Information Technology Board presented on the possibility of introducing Corruption Sniffing AI Bots to check graft within government circles. He stated that the degree of corruption currently happening in corridors of power has a debilitating effect on the progress of the country in general and without minimizing it through the appropriate channels it will continue to hurt the country at large. He urged that technological advances have made possible the use of sophisticated software and machinery to record and spot discrepancies in financial reporting. Artificial Intelligence (AI) bots are a possible innovation that can be employed in this regard within Pakistan.</p>	<ul style="list-style-type: none"> • The proposals to be revisited after the existing internal accountability systems have been enhanced, various databases are developed and digitized and parallel systems such as the FBR database are integrated • CGA would explore the possibility of payroll data of government officials in the SAP to be recorded against CNIC based account numbers – (Action: CGA)

	<p>He elaborated that to optimize the use of these bots it is important to have the correct information of those concerned. In this regard, the pay roll data of all government officials currently stored in the SAP based PIFRA system should be recorded against CNIC based account numbers. Any income other than the government salary should be clearly stated and recorded. Furthermore, CNIC based data of all dependents of these government officials should be recorded as well after verification from NADRA. The complete service history of individuals ought to be maintained and data on take home salary amounts stored. Filing of income tax returns should be mandatory on all civil servants and the Assets and Wealth Statement should be provided every year and compared against the previous years declaration. Data from SBP's Financial</p>	
	<p>Monitoring Unit should be pulled every month to check the bank account balance of every government official. Similarly, data should retrieve from the Land Revenue Management Information System (LRMIS) along with the Tenants Registration System to check the sale or purchase of any property by a government official/dependent and the rent of any property by an official or a dependent. Data from the Excise and Taxation Department should be made available to scrutinize the purchase of vehicles and travel histories should be retrieved from the FIA to check for travel overseas by government officials and dependents. Data of credit card bills should be used to check for any discrepancies against declared bank accounts etc. Information on the place of residence of all government officers should be maintained along with data of those paying utility bills etc. Lastly, the member stated that a 'whistle blower' program</p>	

	<p>within government offices should be introduced to uncover acts of corruption. This program ought to be backed by a system of tracking and registry to identify and tag possible culprits. The member also presented visual aids to explain the use of information from different sources to be provided to the AI bots to store and point out discrepancies. Information can be taken from different databases as well as whistle blowers. An eye-balling technique can be used to sort this data to decide if those concerned are possibly corrupt or clean. Those who are found to be possibly corrupt should be given a chance to provide a response and subsequently the response should be evaluated. If corruption is suspected, an inquiry ought to be initiated. For those whose responses check out, their information should be sent back into the system for future perusal.</p>	
	<p>The surveillance systems of different countries to rein in corruption were also discussed. It was agreed that the major issue facing the country was non-digitization with regard to incorporation of anti-bribery mechanisms. A member pointed out that the automated system of corruption detection should not only cover civil servants, but also keep record of all citizens. Another participant was of the opinion that monitoring mechanisms of an artificial intelligence-based system should be designed in a manner that they do not preclude a civil servant from being a free citizen of Pakistan. The general agreement was that the proposal was somewhat premature at this point in time and allied systems needed to be strengthened first before such a system could be deployed</p>	
<p>AGENDA ITEMS</p>	<p>DISSCUSSION</p>	<p>DECISIONS</p>
<p>Strengthening of Internal</p>	<p>In light of the discussion and decisions taken in the previous meetings of the</p>	<ul style="list-style-type: none"> • There shall be one or more Supervisory Committees at the

<p>Accountability / Proposed Amendments to Government Servants (Efficiency & Discipline) Rules, 1973</p>	<p>Task Forces on Efficiency & Discipline Rules, Mr. Salman Akram Raja put forward associated amendments to the NAB legislation.</p> <p>It was proposed that no investigation or reference would be initiated or no arrest would be made of a person unless NAB has placed the prima facie cause before a Supervisory Committee, for its approval to proceed with the reference, investigation or arrest. As such the Supervisory Committee would assist NAB in filtering out the investigation process by deciding whether there was sufficient prima facie evidence to proceed with investigation or arrest by NAB.</p> <p>A person being proceeded against would include anyone who is or has been in the service of the State, which would include contractual or ex officio appointments. In order to bring out clarity, the definition of “person” was elaborated upon. It was agreed that this definition would only cover government servants and not include political public office holders.</p> <p>The Supervisory Committees would consist of:</p> <ol style="list-style-type: none"> a. a retired judge of a High Court b. three persons who have served as secretary to the federal government or at an equivalent position and whose retirement from service occurred at least two years prior to 	<p>federal as well as provincial levels / Gilgit Baltistan</p> <ul style="list-style-type: none"> • Before NAB proceeds with a reference, investigation or arrest of a government servant, approval of the Supervisory Committee will have to be sought • The Government to provide a panel of 3 names for each category of members in the Supervisory Committees in order for the Parliamentary Committee to select one member from each category • Establishment Division to provide secretarial support to the Parliamentary Committee • The Parliamentary Committee will be empowered to either select the members of the Supervisory Committee from the panel provided or propose or seek new names • The members of the Supervisory Committees shall serve for a single term of four years • The terms and conditions of service of the
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	<p>the date of appointment to the Supervisory Committee,</p> <p>c. a senior chartered accountant, d. a senior banker, and e. a senior civil engineer f. a domain specialist who can be co-opted</p> <p>Mr. Salman Akram Raja put forward the proposal that a fifteen-member Parliamentary Committee would choose the members of the Supervisory Committees through a majority vote. Members of the Parliamentary Committee would be nominated by the heads of the parliamentary parties having more than ten members in parliament.</p> <p>Members of the Task Forces suggested that in order for the Parliamentary Committee to practice due diligence, it was necessary to have a larger pool of candidates, where at least 3 names for each category of members in the Supervisory Committee should be presented before the Parliamentary Committee.</p>	<p>members of the Supervisory Committees shall be the identical to the terms and conditions of service in force from time to time for the members of the Federal Public Service Commission</p> <ul style="list-style-type: none"> • Action: Establishment Division and Law Division to review and examine these proposals in the context of Efficiency and Conduct rules
	<p>In order for the process to be made transparent, it was also proposed that the Parliamentary Committee could reject the panel proposed by the Government and propose or seek new names.</p> <p>Participants were of the opinion that the Supervisory Committee ought to strike a balance and be able to convey a sense to the government servants that there are adequate safeguards in place before</p>	

	a reference is moved against them and at the same time pave the way to strengthen internal accountability and provide assistance to NAB if an offence is discovered.	
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AGENDA ITEM	DISCUSSION	DECISIONS
1.Performance Management System 2. Performance Contracts 3.Draft Service Tribunals (Amendment) Bill, 2019	Discussion on these agenda items was deferred to subsequent meetings	

MINUTES OF THE 14TH JOINT MEETING – TFCSR AND TFARG HELD ON 14-09-2019

Date: Saturday, 14th September, 2019

Time: 10:00 am to 5:00 pm

Venue: Prime Minister’s Office, Islamabad

The **14th meeting** of the *Task Forces on Civil Service Reforms and Austerity & Restructuring of Government* was jointly held at the Prime Minister’s Office, Islamabad under the chair of **Dr. Ishrat Husain**.

Following is a re-cap of the key areas of discussion and decisions.

AGENDA ITEMS	DISCUSSION	DECISIONS
<p>Progress Review & Work Plan + Initial Discussion</p>	<p>The Chair apprised the participants with the Prime Minister’s direction for an update on the work of the two Task Forces for which a presentation was made to the PM on the 20th of August. The Chair shared a summary of the progress made so far and the future work plan with the participants.</p> <p>The recommendations/ proposals of the Task Force on Civil Service Reforms (CSR) so far approved by the Cabinet include summaries on security of tenure, process of postings of the Secretaries, selection process of the Chief Executives of 65 autonomous bodies, corporations etc., appointment of Technical Advisers to ministries and monetization of transport allowance.</p> <p>The Chair stated that new procedure for hiring chief executives of the autonomous bodies and corporations has been serving the government well. This selection process will allow for the maintenance of merit in the selection of all chief executives of the 65 entities. On the</p>	

	<p>subject of technical advisers, the Chair stated that for this new post to be requisitioned, a post within the respective ministries has to be relinquished. Only once this is done can the new post for Technical Adviser be created. The slow progress on this matter is a result of the reluctance of ministries to relinquish existing posts. Regarding monetization of transport allowance, the Chair stated that there was much concern about the misuse of government cars. A summary has been approved by Cabinet in this regard. Recommendations of the Task Force on CSR that are currently under preparation for Cabinet approval include those on induction and recruitment, training strategy, performance management, career progression and promotion policy. To make possible the induction of more technical experts into these ministries, it has been proposed that direct induction be carried out at BPS 20 and 21 on available resources. Topics currently under consideration of the Task Force on CSR include compensation and benefits, retirement policy, National Executive Service and internal accountability mechanism. Proposals on retirement policy were initially delayed with the view that once the value chain of the civil service was completed and fixed, only then would the retirement policy be tabled for decision before the Task Force. However, the KP provincial government unilaterally made a decision to increase the retirement age for their civil servants with other</p>	
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	<p>provinces considering the same. In this light, the Prime Minister has constituted a committee headed by the Chair to consider this policy and present its findings and proposals in the coming 3 weeks.</p> <p>Similarly, it has been decided by the members of the task force to consider the creation of the National Executive Service once work on all the other aspects of the value chain of the civil service has been completed. On the matter of internal accountability mechanism, it was initially proposed that cases of graft above the threshold of Rs. 500 million should fall under the jurisdiction of NAB whereas all others should be handled internally in effect strengthening internal accountability within the civil service.</p> <p>However, the task force did not want any special treatment for civil servants and those outside the civil service were also not satisfied with this proposal arguing that no special exemptions should be made on this matter. Keeping this in mind it has been proposed that a screening committee be formed that should be applicable to everyone. Only once the committee has considered a case and referred it to NAB should the latter take any steps on that case.</p> <p>Proposals of Task Force on Austerity & Restructuring of Government (ARG) that have been approved by Cabinet include the revitalization of the Secretaries Committee, road map for E-governance, public financial management (delegation of financial powers), reorganization of</p>	
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	<p>441 federal government organizations and the transfer of the offices of certain ministries to the Kohsar Secretariat building. After an initial delay in the advertisements for the post of CEO of the NITB a selection has been made of a competent individual from Silicon Valley. Similarly, the Chief IT Officer who is a former employee of Google has also been notified. With competent individuals at the helm of affairs, progress is expected on the issue of e-governance. The Public Financial Management Act with an updated delegation of financial powers has been passed and circulated to members of the Task Force as well. With regards to the work on reorganization, the Chair stated that the number of government entities have been proposed to be brought down from 441 to 324 with attached departments transformed to executive departments and all other entities falling under autonomous bodies hence allowing for a leaner, more coherent government structure. The Implementation Committee working on re-organization meets regularly. Lastly, certain ministries have been recently shifted to the Kohsar Secretariat building. The government had been spending millions to rent office buildings for various ministries some of which have now been shifted to the Kohsar Secretariat, reducing the cost of government.</p> <p>The topic of merger of ministries/divisions of the federal government was initially deferred by the Cabinet Committee and the Prime Minister. However, the PM has recently</p>	
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	<p>asked that work on this be restarted. Proposals of the Task Force on ARG relating to issues of amendment in the Rules of Business and the appointment of dual nationals have been submitted for Cabinet approval. Both are currently with the Law Division and response from the division is solicited for further work on the matters.</p> <p>The topics under preparation for Cabinet approval include strengthening of the Auditor General of Pakistan and the restructuring of CDA. With regards to the former, after direct consultation with the AGP office a report has been prepared with proposed changes to strengthen the AGP. The restructuring of the CDA is an ongoing process. Currently, too many roles some of which fall within the purview of the Metropolitan Corporation of Islamabad (MCI) are being fulfilled by the CDA not allowing it to focus on its primary responsibilities. It is proposed that for better dispensation of responsibilities, CDA may be tasked with master plan, town planning, building control and zoning functions only while the residual functions of municipal services may be transferred to MCI.</p> <p>Lastly, two topics currently under consideration by the Task Force on ARG are that of upgradation of Establishment Division into a Human Resource Management Division for the entire federal government and the restructuring of FBR which is being done under the supervision of the PM. On the former subject, the Establishment Division is</p>	
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	<p>currently working on its upgradation and the IRC is assisting on the matter. With regards to the restructuring of FBR, the PM is working closely with Chairman FBR and a World Bank project is ongoing to assist in the restructuring. There is a plan to form an integrated data portal to create greater transparency in the recording of tax information. Concluding the presentation, the Chair noted that the Prime Minister has asked that work on civil service reforms be expedited. The Chair went on to open the floor for discussion.</p> <p>It was also proposed that the government should look towards a cashless economy which would make the exchange of money within the country far more transparent than it is currently. The widespread use of digital debit cards can make this possible. The Chair stated that there are more than a thousand major malls and stores that have formed a link with the FBR. An example of a high end restaurant in Karachi was also provided which provides a 15% discount to customers who pay by card. It was agreed that while a digitized system across the country would create greater transparency, it was important also to consider that it may not be possible to correctly implement this system everywhere at this point or bring the vast majority of citizens from all corners of the country on board.</p> <p>It was noted that every decision made by the government must be made keeping in mind the two pronged aim of enhancing</p>	
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	<p>efficiency and austerity. The Chair stated that proposals are soon to be tabled before Cabinet for linking pay to performance whereby the salaries of officers will be dependent on their evaluation and performance rank.</p> <p>A participant raised the point that despite ranking lower than Pakistan on the Corruption Index, having a lower tax to GDP ratio with lower total public expenditure, Bangladesh was growing faster than Pakistan. The Chair noted that for Pakistan to be able to replicate Bangladesh’s example it must simultaneously assist private sector growth, reduce the import/export gap and correct its revenue-expenditure mismatch. It was noted that the secret to the success of economies such as Turkey, India and Bangladesh was stability and sustained economic policy. While private businessmen often express contentment with taxes levied on their businesses, they in turn expect steady policy to plan effectively for the long term whereas policymakers are often indifferent to the impact of changing policy on businesses. The Chair noted that the government is responsive to the private sector which recognizes improving accessibility to this government.</p>	
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AGENDA ITEMS	DISCUSSION	DECISIONS/ RECOMMENDATIONS
Discussion on draft of Service Tribunals	The discussion on the draft of Service Tribunals (Amendment) Bill 2019 featured on the more poignant aspects of the alterations suggested including the expansion in the definition of service	<ul style="list-style-type: none"> • The original definition of civil servants should be maintained and clause 2a should not be made part

<p>(Amendment) Bill, 2019</p>	<p>dispute, definition of civil servants and on the role of the Appellate Tribunal. Mr Salman Akram Raja initiated the discussion. Mr Raja stated that the definition of service dispute according to the amendments proposed has been expanded to include ‘fitness to hold position’. So far cases concerning an individual’s fitness to hold a position were beyond the purview of the Service Tribunal. Such cases would hence go straight to the High Court in the form of writ petitions. He argued that the detail on the kind of disputes that have now been defined under the term service dispute is much more comprehensive than before and should be accepted. The representative from the Establishment Division stated that the expansion of this jurisdiction and the definition of service dispute emanate from an expansion in the definition of civil servants as detailed in clause 2a. Mr Raja clarified that the expansion of the definition of civil servants and that of service dispute are two separate topics and should be considered as such. The expansion in the latter can be accepted without any changes to the former. The participants of the meeting overwhelmingly agreed that clause 2 (aa) that elaborates on the expanded areas of jurisdiction under the FST in the amended bill should be accepted. It was further proposed that the time given for the resolution of each case be reduced from 90 days to 30 days for a more quick dispensation of duties. A participant also cautioned against giving the FST too much power stating that a fairly large number of people in provincial</p>	<p>of the amended Bill.</p> <ul style="list-style-type: none"> • The amended definition of service Dispute which includes a comprehensive list of topics included in the proposed amendments should be accepted as proposed in the draft. • A separate appellate division within the Tribunal is not warranted as it is likely to create an additional layer between the FST and the Supreme Court. It will only prolong the time taken to resolve cases and is unlikely to reduce the burden of appeals on the Supreme Court. • A separate framework ought to be Considered to address the grievances OR disputes of individuals who work within the government but do not fall within the definition of civil servants. This framework is meant to reduce the burden of cases on the Hight Courts and the Supreme Court. It was recommended that improvements in departmental
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	<p>governments are currently functioning on stay. Subjects such as superannuation and postings should not be challenged as these are the governments prerogative and taking away this authority from the government will only encourage a constant rise in cases, in effect stunting the executives ability to perform well.</p> <p>The Establishment Divisions opinion on the matter was stated in that it does not endorse the expansion in the definition of civil servants as outlined in the proposed amendments. It was brought to light that variations of clause 2a had previously been added to the law to bring employees of autonomous bodies and public corporations into the fold of civil servants. A Supreme Court judgement, however, set aside that alteration and ordered to go back to the original definition. Hence, it was argued that such an attempt may not be made again. Members agreed that as long as the jurisdiction of the FST can be expanded through the amendment in the concept of service dispute there would be no need to alter the definition of civil servant. For this provision, a few laws may have to be partially amended including the Civil Servants Act, 1973. On the subject of the definition of civil servants, although some participants called for a possible expansion in the definition, the final consensus was on accepting the definition of civil servants as it exists in its current form.</p> <p>Participants also inquired what recourse if any exists for those who do not fall within the definition of civil servants. They would continue to approach the High Courts on these matters. It was suggested by members</p>	<p>remedies ought to be considered to change the culture of approaching the FST on decisions made by the executive. In this regard, proper documentation should be done during decision making in service matters so that cases can be properly advocated at the FST and courts.</p>
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	<p>that a separate but similar framework be put into place that provides non civil servant employees of the government to challenge decisions with an authority that functions along the same lines as the FST.</p> <p>The Chair questioned whether the expansion in the jurisdiction of the FST will have the desired effect of reducing writ petitions in the High Courts. Mr Raja clarified that whenever writ petitions are heard in the High Courts, judges often inquire from the petitioner why the FST was not contacted on the matter. The reason always cited is that the FST does not deal with the subject concerned. After the expansion of the FST's jurisdiction, petitioners will have to approach the FST as their petitions will not be entertained in the High Court. In effect, this is likely to reduce the number of writ petitions filed in high courts and shift the burden towards the FST. A participant stated that Article 199 of the constitution allows a citizen to approach the High Courts and increasing the jurisdiction of the FST may not be reason enough for them to avoid approaching the High Court. The Chair inquired that since the Constitution is above any individual law, would this be a possible hurdle? It was noted that while Article 199 does grant citizens this right, the FST has the sanction of Article 212 of the Constitution so once the juridical expansion is accepted, petitioners will have no choice but to approach the FST.</p> <p>A member argued that the very need for such fora as the FST exists because the system has overtime degenerated to such an</p>	
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	<p>extent that there is no recourse for people but to approach the courts or the FST. There ought to be departmental remedies in place and also a more open system of access. Today, it is increasingly difficult to gain access to Chief Secretaries to voice concerns regarding a possible miscarriage of duties etc. In times when departmental remedies existed many issues would be resolved internally without the need to refer cases to higher fora. It was stated that alongside these changes, it is also important to consider ways to improve internal departmental functioning and access to higher authorities such as the Chief Secretaries and Secretaries. Provincial representatives concurred that the volume of cases depends greatly on how the executive is perceived. If a CS is considered to be fair in their decisions, often issues stand resolved internally. If the confidence in the executive is weak as is the case today, cases will continue to multiply. The Chair stated that there is a need to create a balance between the rights of aggrieved parties and the authority of the executive branch where the latter can continue its work but where there is an infraction, there can be a recourse to the FST.</p> <p>The Chair questioned why the FST currently gives a majority of verdicts against the government stating that the governments decision making process may be in need of reform. A member stated that the government fails to properly record the cogency of its decisions on postings, transfers and removals. There used to be files on promotion and transfers that clearly documented these issues previously. FST</p>	
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	<p>existed then as well but the number of verdicts against the government were lower. There needs to be a revamp in the way that the government records its decisions so that if cases are brought to the FST, the executive can provide cogent reasons for the decisions taken. The Chair stated that further discussion and brainstorming was needed to understand how the government can improve the decision making process and defend its decisions in front of the FST.</p> <p>Discussion was also held on the status of the Appellate Tribunal. It was argued that appeals against the FST will be brought to the Supreme Court. Access to the Supreme Court will remain and hence the creation of an Appellate Tribunal at the FST will not affect the volume of cases taken to the Supreme Court nor reduce burden on the SC. Given this fact, the existence of an Appellate Tribunal will only create an additional layer of bureaucracy. Upon the Chairs inquiry on whether an additional layer should be made between the FST and the Supreme Court, the participants overwhelmingly agreed that the path from FST to SC should be direct and an Appellate Tribunal should not exist.</p>	
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AGENDA ITEMS	DISCUSSION	DECISIONS
<p>Internal Accountability Mechanisms and NAB Ordinance</p>	<p>Mr Salman Akram Raja shared his thoughts with the Task Force on the subject of Internal Accountability Mechanism and the NAB Ordinance. Mr Raja stated that as of now the internal accountability mechanism in the government was fairly weak. The role taken on by the NAB in the past few years had further undermined the need for effective internal accountability. However, there is now a renewed interest in strengthening this mechanism. Any step towards strengthening it will have to be accompanied by effectively empowering the internal process. Ministries and divisions can be empowered to look into cases relating to their employees and if this process reveals crime then action must be taken. There should be a case assessment committee that decides whether a case is legitimate or not and should be further investigated. If so, the committee can refer the case to NAB and if not, that shall be the end of investigation on the matter. This process would only work if NAB respects the decision of the committee and complies with it. Where criminality is suspected, cases will still go to NAB and FIA. Mr Raja noted that it is still worth considering whether this barrier between NAB and civil servants would be acceptable to the government as opposition to the idea has been voiced before. It has been argued that this would be synonymous to creating an exemption particularly for civil servants whereas all others would be a target of NAB scrutiny directly.</p> <p>The Chair informed the participants that an earlier proposal to create a supervisory</p>	<p>There should a neutral oversight committee that ought to consider all cases of individuals/parties within and outside the civil service to decide whether the relevant case should be taken up and further investigated by the NAB or dismissed. Permission of arrest can only be given by this oversight committee.</p>

	<p>committee that would approve investigation/ filing of reference against civil servants faced opposition and was interpreted as an attempt to protect the bureaucracy. He stated that there should hence, be a neutral oversight committee which should consider cases of all parties including civil servants, politicians, businessmen etc. and then refer cases where wrongdoing is suspected to the NAB. The comments that accompanied this proposal have been sent to the Task Force already for the review of the members. And this shall in the coming weeks go to the Cabinet for further discussion. The Chair stated that the final decision on this matter is now up to the Cabinet.</p>	
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AGENDA ITEMS	DISCUSSION	DECISIONS/ RECOMMENDATIONS
<p>Update on Implementation of PFM Law by Finance Department</p>	<p>Additional Finance Secretary, Mr. Arshad Mehmood made a presentation to the participants to apprise them regarding the progress on the implementation of the Public Financial Management Law. The AFS stated that copies of the act have been distributed among all PAOs and the provincial finance departments.</p> <p>An oversight committee to monitor the implementation of the Act has been approved by the Federal Cabinet and notified on September 3rd. The first meeting of this committee was held on the 18th of September.</p> <p>Implementation of Treasury Single Account policy is currently underway with the broad fundamentals of the policy already approved by the Cabinet. Work on rules for operationalisation of the TSA is in process and the SOPs are also being made with</p>	<ul style="list-style-type: none"> • The AFS along with his team currently working on the Internal Audit Charter will take assistance/ guidance from Mr Asad Ali Shah And Mr Abdullah Yusuf on the matter. • FABS may store the data on domestic and external debt entirely instead of the Finance Division and the EAD which can only fulfil the requirement separately in a fragmented manner. • Coordination between FABS and EAD and Finance Division to be improved. • Restructuring of the departments with regards to

	<p>consultation from stakeholders. Meetings have been held with the heads of autonomous bodies for retrieval of amounts to TSA. The 441 federal entities are being divided into profit bearing entities and operational entities to be approached separately on the matter of TSA. The complete application of TSA-1 is expected to be complete by 30th November. There are four primary areas of consideration for the implementation of the Act. Update of rules and regulations across government entities is required on the subjects of GFR, treasury rules, new accounting model, system of financial control and budgeting and the manual for development projects. Work is being done on these fronts currently and is likely to take 2 to 3 months. A budget manual is also being prepared with detailed budget making, presentation, reporting and monitoring procedures, as well as forms and letters. The first draft of the manual is projected to be completed by Mid-November. An approach paper is being developed for the purpose of clarifying delegation of financial control modalities including the role of the CF&AO and Internal Auditors.</p> <p>Given the changes made in the process of budgeting and the devolution of powers to individuals, some changes will be needed in the structure of the Finance Division itself. The budget and expenditure wings require strengthening and the harnessing of new capacities in the areas of fiscal policy, treasury and management. On this matter, positions have been identified and work is underway.</p>	<p>the CFAO scheme should be considered again with assistance from Mr Abdullah Yusuf and Mr Asad Ali Shah.</p> <ul style="list-style-type: none"> • First draft of Budget Manual to be complete by Mid- November • Complete application of TSA-1 by November 30th. • Approach paper to be Developed to clarify financial control modalities to all ministries/ departments. • Maintenance of fixed assets registers of projects on FABS. • FABS to be used for annual budgeting, cash forecasting, pension forecasting and e-procurement. • FABS to be used for output based budgeting and performance monitoring. • FABS to be converted into an IT company (government owned autonomous entity). • Payment function of CF&AOs to be piloted at 2 ministries in the coming 3 months. • Firm to be selected for implementation of Accrual Accounting.
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	<p>The AFS outlined progress made on six different key initiatives. The first relates to the creation of an Internal Audit Charter the draft of which has been submitted by the CGA to the Finance Division. Under the charter, an Internal Audit Policy Board is to be created tasked with policy and standard setting as well as updating the Charter. The post of a Chief Internal Auditor is to be created, who will report to the PAO along with the Policy Board. The Auditor will be tasked with the identification of risks and gaps in financial records and procedures and will advise the PAO on any issues noted. The AFS clarified that while the Auditor is meant to work with the PAO he/she will be independent because they will be receiving direction from the Board. It was inquired if there will be an Internal Audit Wing in every ministry. The CGA stated that the decision on this is still awaited.</p>	
	<p>Participants urged that the Internal Audit Wing should have a good rotational policy which should ideally be drafted at this time as it is still in the formational stages. A member also argued that the government should look to reduce the layers of work by limiting excessive controls. He argued that while the pre-audit system checks all transactions the internal audit would look at a random sample of about 5% of transactions and hence may not be entirely useful. It was further urged that the number of paras should be reduced and the quality of work on this matter needs improvement. The CGA added that the internal auditor will also advise on the risks and will not limit their work to just the financial side in effect</p>	

	<p>playing a supporting role to the PAO. A participant commented that to maintain the highest standard in this work, technical specialists will be required and should be engaged. Other members stressed the need for specialists from different fields other than just accounts giving the example of the Government Accountability Office in the US. The need for heavy automation which can offer opportunities for oversight from a distance should be fulfilled. The AFS requested that since the process is still in its formative stages it may greatly benefit those working on it if assistance could be taken on the subject from Mr Asad Ali Shah and Mr Abdullah Yusuf. The members readily agreed.</p> <p>The second initiative concerns the implementation of PFM reforms through an enhanced usage of FABS. The AFS stated when PIFRA was launched it was done with the purpose of looking at the full array of financial management functions including payroll, debt management and commitment accounting but the only aspect given proper attention was the expenditure side. The government now aims to correct this issue by utilising FABS. A three-year plan for enhanced FABS usage was included in the presentation whereby the entity will make possible integrated monitoring of domestic and external debt as well as daily reporting of fiscal deficit and the maintenance of fixed asset registers for ministries/departments. Ministries will be able to do their annual budgeting on the FABS system. Additionally, cash forecasting, pension forecasting previously done by EAD alone can be done through FABS which will</p>	
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	<p>require some integration between the two departments. E-procurement can also be recorded on the system. The existing portfolio of the government should be recorded on the integrated database. The AFS stated that to counter the issue of statistical discrepancies there needs to be greater emphasis on coordination between government agencies. Linkages are being strengthened, data sharing is being done between FBR and FABS and a data warehouse has been designed. A member stated that if FABS is offering to record the domestic and external debt completely then it may be advisable to hand over this responsibility to them instead of maintaining a fragmented fulfilment of this task by Finance Division and EAD.</p> <p>The third initiative involves the corporatisation of FABS and its conversion into an IT company (government owned autonomous entity). The summary for the conversion has been sent to Finance Division by CGA office and on the subsequent approval of the summary the Board of Directors will be notified and the FABS set up will be registered through SECP as an IT company. The human resource requirements of the company are to be met in the subsequent years in a phased manner. A member inquired if NITB and FABS could be merged to which the representative of FABS replied that it may not be a feasible idea since the work that FABS does is specialised in a certain field and hence the mandate of the two is vastly different.</p>	
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	<p>Fourthly, the budget manual is being currently developed. The Manual is structured in a way to provide guidance of financial management matters and provide a blueprint on the way to carry out budgeting in light of the PFM law. There is currently no single booklet that is able to fulfil this purpose. This is likely to create uniformity in practice which will make financial management more transparent and easier for the government. The CGA currently has a team working to develop chapters of the budget manual, seven of which are so far complete.</p> <p>The fifth initiative aims to re-direct the pre-audit functions at ministries as well as to implement the CFAO scheme. The CFAO will now be looking at the functions of payment of all non-ERE claims, budgeting, loan and advances subject to bifurcation of budget by Finance and pay roll statements. The payment function of the CF&AO will be implemented in a phased manner with implementation in 2 ministries in the first 3 months and an additional 8 ministries in the six months and roll out to all ministries in 9 months. The CF&AO will be using the SAP system to process vendor payments of the ministry/attached departments, record assets and record budgetary commitments. FABS is in the process of developing an online bill submission solution to avoid/minimise manual submission. A concern was highlighted by a member about increasing the workforce when the aim of the exercise was to cut the number of people involved in the financial management process. The CGA clarified that financial burden will not be added. If there is a cut in the number of the</p>	
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	<p>people at the AGP there will be an increase in the number of people at individual ministries hence the overall bill of the government and the overall number of people will not be affected. If the net productivity and public service delivery of the government is improved, then in the short term it should be acceptable to set aside the aim of downsizing government. It was also stated that the number of people needed will vary by ministry and hence smaller ministries may not need too much man power.</p> <p>The sixth and last key initiative pertains to implementing accrual accounting. An Expression of Interest (EOI) has been invited for revision of New Accounting Model and presenting an implementation plan for transition to accrual accounting. The firm selected will undertake development of plan in consultation with stakeholders at FD, AGP, CGA etc. It was stated that a gap analysis has been completed. The aim behind this exercise is to adopt international best practices and since this is a new and technical field the government is trying to harmonise teams and find the best talent for the job. It was urged by the members that accrual accounting has be to implemented and should be done in a timely fashion since there is generally a 10-year time frame for implementation. Members stated that they would be eager to assist in any way needed.</p>	
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AGENDA ITEMS	DISCUSSION	DECISIONS
<p>Update on implementation of E-Governance reform by Secretary IT</p>	<p>Secretary IT and CEO National Information Technology Board (NITB) updated the Task Force on the implementation of E-governance reform. CEO NITB made a presentation in which he provided an update for the past 90 days on goals achieved by the Board, the future work plan along varying themes and the roadblocks facing the reform process. Prior to the start of the presentation, Secretary IT noted that despite efforts he had made over the past months, Rs 1.4bn pledged towards e-governance reform by the Cabinet had not been released to date. It was agreed by the representative of the Finance Division to find a middle path acceptable to both the MoITT and the Division. Participants stressed that this initiative is of immense importance and other reforms currently being considered by the Task Forces depend on the success and progress on the matter of e-governance reforms hence a solution to this issue is imperative.</p> <p>Following this discussion, the CEO NITB commenced his presentation. The first matter for the Board to consider was the creation of charter to define the functions the Board ought to possess. A three pronged approach was finalised whereby the responsibilities of the Board would be to use technology to :</p> <ol style="list-style-type: none"> 1. Eliminate corruption 2. Extend the tax base 3. Increase foreign revenue 	<p>The following decisions/ Recommendations were made with regards to the update on e-governance reforms:</p> <ul style="list-style-type: none"> • Finance Division was requested to release the funds allotted to NITB so that work on e-governance can continue unhindered. • Case against e-office parent company filed by MoITT to be taken back from FIA following recommendation from NITB Board. • Special Secretary Cabinet to bring together the administration from NITB and NTISB to resolve the issue regarding Wireless connectivity for e-office. Sub-committee formed under Special Secretary Cabinet for the resolution of the above mentioned issues. • Manual of Secretariat Instructions to be updated in keeping with NITB proposals. • NITB is to contact Mr. Rehan Akhtar at Karandaaz with regards to the subject of digital gateways. • An Enterprise Resource Planning system should

	<p>The CEO outlined a few roadblocks in the way of achieving these aims. Firstly, financial resources are required to properly start work and secondly, in the current scenario the NITB faces the issue of a low skill set which cannot be used to push forward the agenda of the NITB. The participants were informed that the Board of Governors comprised individuals of equal number from both the private and the public sector with four federal secretaries representing the latter.</p> <p>An architectural revamp of the E-Office has been completed and the Next Generation version is now being deployed. Additionally, a mobile app is being developed which will provide messenger, email, video and office so that much of official work will be accessible from a mobile phone. 28 out of 42 divisions are on e-office, 16 of which have been enabled in the past 90 days. A few road blocks were identified by the CEO. In addition to the lack of funds for procurement, it was stated that the NITB faced a lack of internal support from the government. Ministers and heads of departments/divisions will have to push for the changes needed to create a more e-friendly system of government and that support is currently wanting.</p> <p>Furthermore, it was stated that the movement of some ministries to the Kohsar Secretariat has created a delay in bringing all ministries on to the e-office platform which will continue once the transfer is complete. An additional issue brought to light is that of a case filed in the FIA by the MoITT against its e-</p>	<p>also be made for the Gwadar Port Authority.</p> <ul style="list-style-type: none"> ● On the subject of the Centralised Data Center, the NITB may talk to the PITB to consider the method in which the Urban Unit was developed in Punjab. ● Website development and monitoring system for Ehsaas Program to be completed by September 30th 2019. ● Application development and executive dashboard for the Tasks Tracking System to be completed by September 30th 2019. ● Federal Websites Revamp Project to be completed by September 30th 2019. Cash Management System development for Attorney General of Pakistan to be complete by October 15th 2019.
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	<p>Office parent company for selling to the ministry an older, less advanced version of the software upon which the e-Office is based. This was done despite the fact that at the time of the purchase, the parent company was in possession of a newer and more advanced version of the same software. This litigation has slowed down the rollout process. Lastly, the CEO apprised the members with opposition the Board is facing from the National Telecommunication and Information Technology Security Board (NTISB) on the matter of Wireless connectivity for e-Office. The NTISB contends that the current connectivity should remain intact alongside the new platform being introduced by NITB. To resolve this, issue the Secretary IT suggested that the Special Secretary Cabinet could assist with bringing together senior administrations of both entities together to find an amicable solution to the issue.</p> <p>The CEO NITB informed that close to 40% of government websites are hosted on non-government bases. The MoITT has written to all such ministries who have their websites hosted outside government to ensure that they are brought to the official base for reasons of security.</p> <p>The NITB is currently in the process of creating a website for the Kamyab Jawan Program which will provide a centralised portal and data application and also make possible the automation of 6 different initiatives. The portal is scheduled to be complete by mid of October whereas the</p>	
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	<p>automaton of the six initiatives will be complete by 30th December. Similarly, the Board is also spearheading the website development for the Ehsaas program which will include a monitoring system. The website shall be ready for use by 30th September.</p> <p>A Tasks Tracking System will also be made which will be in the form of a dashboard for display in front of the PM during Cabinet meetings and otherwise. This dashboard will contain information on the status of tasks given to different ministries and the deadlines set for them all. Furthermore, the NITB is working on a revamp of all federal government websites which will also ensure standardization so that citizens who visit those websites can rely on a familiar interface ensuring ease of access and public use.</p> <p>Enterprise Resource Planning systems are also being developed. Currently, this is being developed for the Ministry of Maritime Affairs and its subsequent departments/entities including KPT, PNSC and PQA. The Chair stated that the same should be done for the Gwadar Port Authority. This system will provide a ministry focused application and make management more transparent. The ERP systems will provide in dashboard form information relevant to HR, Asset Management, Operational Management, Finance etc. Executive Decision Making Dashboards will be made available as well. Heads of divisions and ministers will be able to easily oversee the work of</p>	
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	<p>different entities and provide decisions on matters that require their approval without having to be at the relevant station in person.</p> <p>Work is also underway to make the provision of end-point security possible to all ministries and departments. This will be done through End-Point security encryption deployment on every device. VPN providers similar to Semantic, Microsoft or Kaspersky are being considered. To ensure security, email and websites are also to be in official control. All federal government websites are to be migrated to federal intranet and all official communication by ministries/departments is to be done gov.pk emails which are already available but seldom used.</p> <p>The creation of an e-Procurement system is underway as presentations from suppliers have begun and a World Bank funded project is also assisting on this matter. A road block being faced at this time derives from a lack of functional ownership by PPRA HQ itself. It was noted that a more proactive approach from PPRA may create greater ease in this process.</p> <p>The Presidential Secretariat is also going to be automated alongside ministries for which the tender has been floated already.</p> <p>The NITB hopes to bring a Digital Payment Gateway to Pakistan, work on which is currently in progress and is projected to be completed by the start of</p>	
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	<p>2020. For the success of this endeavour it is important to attract firms with brand equity that the public can trust. Hence, firms such as PayPal are being considered. If PayPal does not come to Pakistan, the P3 Digital Payment Gateway will be approached instead. Lastly, the CEO of NITB outlined a plan to create a Centralised Data Center for which an RFP has already been published. This will include a Federal Data Integration Program which will bring together data from all major government databases including NADRA, FBR, PBS etc and make access to this data easier. The grant for this program is currently being negotiated with the EXIM Bank. Since the volume of this data will be very large this will have to be a Tier-4 Data Center, which will also provide the required security to the system. A participant added that for data sharing at such a scale, data protection policies and security policies will also be required. It was confirmed that a security policy has already been devised and subsequent policies are being made. The example of the Urban Unit in Punjab was shared which was the first of its kind to automate land records and can prove useful as a case to follow and build upon. The Chair stated that the NITB can talk to those at PITB who spearheaded the development of the Urban Unit as that may provide a point of reference</p>	
	<p>The CEO of NITB ended the presentation stating that the agenda given to him requires much support from all quarters of the government including the Task Forces. The agenda includes many</p>	

	changes to the government system which will take time and the cooperation of ministers and heads of divisions. The participants along with the Chair pledged their support to the NITB and offered their assistance where ever it may be required.	
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The Chair stated that the next meeting of the Task Forces on Civil Service Reforms and Austerity & Restructuring of Government will be convened the following month in the week of 14th October, 2019.

**MINUTES OF THE 15th JOINT MEETING – TFCSR AND TFARG HELD
ON 08-11-2019**

Date: Friday, 8th November, 2019

Time: 10:00 am to 5:00 pm

Venue: Prime Minister's Office, Islamabad

Chairman of the meeting: Dr. Ishrat Husain

Advisor to the Prime Minister on Institutional Reforms and Austerity

Mr. Salman Siddique Member Task Force on ARG	Dr. Safdar Sohail Special Secretary, Cabinet	Mr. Faisal NITB
Mr. Ijaz Nabi Member Task Force on ARG	Dr. Arshad Mahmood Additional Secretary, Ministry of Finance	Muhammad Jamil Mushtaq NITB
Ms. Roshaneh Zafar Member Task Force on ARG	Mr. Anjum Bashir Joint Secretary, Establishment Division	Mr. Qamar Zaman Joint Secretary, IRC
Mr. Burhan Rasool Member Task Force on ARG	Masroor Hussain Establishment Division	Dr. Altamash Janjua Deputy Secretary, IRC
Mr. Abdullah Yousaf Member Task Force on ARG	Mr. Javed Sikander Chief, Ministry of Planning Development and Reforms	Mr. Najeebullah Khan Deputy Secretary, IRC
Mr. Asad Ali Shah Member Task Force on ARG	Mr. Aslam Ghauri Government of Sindh	
Mr. Shoaib Dastagir MD, National Police Foundation	Mr. Adeel Khalid UNDP	
Mr. Nadeem Ul Haq Member Task Force on CSR	Mr. Bilal Abbasi Director, Ministry of IT & T	

Agenda:

- **Discussion on Progress Review and Work Plan**
- **Discussion on draft of Government Servants Efficiency and Discipline Rules, 2019**
- **Online Degree Verification and e-Attestation**
- **Update on implementation of E-Governance reforms by Ministry of Information Technology and Telecommunication and NITB**
- **Section 42 Companies: Experiment in Modernizing Government**

AGEND A ITEMS	DISCU SSION	DECISIONS
<p>Progress Review & Work Plan</p>	<p>The Chair apprised the participants with the progress made so far and the future work plan. In particular, he highlighted that the recommendations/ proposals of the Task Forces on training strategy and performance management of civil servants have been approved by the Cabinet whereas the summaries on Induction and Recruitment and Career Progression are under process/consideration. The recommendation on induction are being examined by the Prime Minister’s office and Establishment Division in detail.</p> <p>Topics currently under consideration of the Task Forces include Compensation and Benefits, Retirement Policy and National Executive Service. In the area of Compensation and Benefits. The Chair underlined the need for the Task forces to quickly finalize their recommendations since the provinces of Punjab and Khyber Pakhtunkhwa have already announced the introduction of executive allowances for the officers posted there. This has created an adverse asymmetry between the compensation packages of Federal Government officers and those working in the provinces.</p>	<ul style="list-style-type: none"> • Mr. Nadeem ul Haq who has recently been appointed as Vice Chancellor of Pakistan Institute of Development Economics, will initiate a comprehensive study on Compensation and Benefits and retirement policy and present a report in six weeks to the task forces. The study will be financed by Planning Development and Reforms Division. Mr. Arshad Mahmood, Additional Secretary from Finance Division will act as the focal person for provision of financial data required in the process. A detailed progress review will be provided by Finance Division on the implementation of PFM

	<p>Regarding pension, the participants suggested to do away with it as Pension bill is going on upward slope every next year.</p> <p>The Chair further elaborated that various proposals of Task Force on Austerity & Restructuring of Government (ARG) have been approved by Cabinet and the implementation is underway. In the sphere of public financial management (delegation of financial powers) much work has been done. The number of Principal Accounting Officers (PAOs) in the Federal Government has increased to 70 and 150 more PAOs will be notified soon. Similarly, delegation of audit functions to the Ministries has also commenced. A detailed progress review will be provided by Finance Division in the next meeting. On the topic of reorganization of 441 federal government organizations, the chair apprised the committee that significant work has been completed by the Implementation Committee. Except the Ministry of Science and Technology, most of the divisions have accepted the proposals and the notification of changes would be made soon.</p>	<p>law in the next meeting</p>
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	<p>Two other topics currently under consideration by the Task Force on ARG are that of upgradation of Establishment Division into a Human Resource Management Division for the entire federal government and the restructuring of FBR which is being done under the supervision of the PM. On the former subject, the Establishment Division (ED) is currently working on a proposal with the assistance of UNDP. The participants suggested that ED to be restructured in line with the International Best Practices especially learning from the examples</p>	<ul style="list-style-type: none"> • Establishment Division to present a detailed proposal for upgradation of Establishment Division into a Human Resource Management Division for the entire federal government. The proposal should include extensive use of ERP software like SAP and Oracle and best
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<p>of efficient bureaucracies like the one in Singapore. Mr. Nadeem Ul Haque further advised the ED to include extensive use of ERP solutions like Oracle and SAP in the proposed model. This advice was seconded by the other Committee members.</p> <p>Similarly, it has been decided by the members of the task force to consider the creation of the National Executive Service (NES) since work on all the other aspects of the value chain of the civil service reforms has been initiated. The NES will open all seats in various Divisions of the Federal Secretariat in BPS 20 and upwards for all federal and provincial government officers. The Chair proposed that there should be 4 streams of NES which will include 1) Economic stream 2) Technical Stream 3) Social Sector stream and 4) General stream. Mr. Asad Ali Shah raised the objection that posting and transfer within such broad streams will defeat the purported benefits of specialization. The chair commented that initially 4 streams is a good structure to start with and later on the specialist streams can be made narrower. This important subject will be further deliberated upon in the future meetings of the Task forces.</p> <p>The Chair informed the participants that there is a lot of pressure on the FPSC as more than 38000 candidates applied for CSS Examinations to be held in 2020 and the desire on part of the FPSC is to introduce the reforms like screening test at the earliest. However, there is a concern that a sudden announcement of screening test may shock the candidates. One consideration is to introduce screening test for 2020 examinations and delay the regular conduct of the examinations and other proposal could be to implement screening tests from next year and continue with the CSS 2020 examination as per procedure in vogue. Final decision in this</p>	<p>practices in the world.</p> <ul style="list-style-type: none"> • A small and focused group including Mr. Abdullah Yousef, and Mr. Salman Siddique will meet FBR officers to listen to their observations and assess the situation and present their report to the Chair. Based upon the report and meeting, the chair will brief the PM.
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	<p>regard will be taken by looking at all the necessary aspects by Federal Public Service Commission and Establishment Division.</p> <p>Lastly, with regards to the restructuring of FBR, the Chair informed the Committee that there is a lot of hue and cry recently on the new reforms announced by the Government. The Chair further informed that FBR officers have announced a strike which is not desirable and in such scenario, it will become difficult for the government to achieve the ambitious revenue targets. Therefore, he requested the Task Force members to contribute in the preparation of a detailed report that can be presented to the PM on this topic. The committee members Mr. Salman Siddique and Mr. Abdullah Yousaf being former Chairmen FBR can contribute significantly in these reforms.</p>	
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AGENDA ITEM	DISCUSSION	DECISIONS/ RECOMMENDATIONS
<p>Discussion on Draft of Government Servants Efficiency and Discipline Rules, 1973</p>	<p>The Establishment Division had submitted a draft on the revision of Government Servants (Efficiency and Discipline) Rules, 1973 to the Task Forces for consideration and comments. Joint Secretary representing the ED started the discussion by first apprising the Committee about the background of the issue. He elaborated that a case of disciplinary action against an officer had been referred to the Prime Minister’s office. However, the case was returned with the observation that the current rules are silent on the clause of “exoneration of an official”. Thereafter the rules were revised and resubmitted to the PMO. The PMO then directed the ED to obtain the comments of the Task Forces on the revised rules.</p> <p>Secretary Training, Government of Sindh observed</p>	<p>The Committee recommended that Establishment Division would prepare a comprehensive proposal for the revision of all rules governing the performance and conduct of Civils Servants including Government Servants (Efficiency and Discipline) Rules, 1973 and the Government Servants (Conduct) Rules 1964. They further directed the ED to consider international</p>

	<p>that the revision of Government Servants (Efficiency and Discipline) Rules, 1973 is a comprehensive exercise. The exercise will only be meaningful if the Committee first revisits and examines the Government Servants (Conduct) Rules 1964. This view was seconded by the rest of the members of the Committee. Mr. Nadeem Ul Haque further observed that there is a need to re-examine the complete set of existing procedures governing the conduct and performance of Civil Servants since most of the rules in place are more than 50 years old. The ED should comprehensively re-examine all relevant rules in this domain and bring revisions considering the best practices adopted by other governments in the world. He further elaborated that there is a need to learn from the practises of corporate sector also in this domain. Madam Roshaneh specifically commented on Section 2 (1) (viii) of the proposed draft and commented that the definition of ‘inefficiency’ has to be further specified. She explained that such definition in rules need to be clarified keeping in view specific performance indicators so that the overall functioning of civil servants can be improved. She also added that specific clauses need to be added in the rules to also cover ‘misappropriation of public money’. The Chair added that since Mr. Salman Akram Raja, who is the designated member of the committee working on this topic, could not attend this meeting therefore the discussion on these rules will be carried forward to the next meeting of the Task Forces. The Chair on the recommendation of the Committee recommended that ED to present a comprehensive proposal including the revision of Conduct rules in the upcoming meetings of the Task Forces.</p>	<p>best practices and latest trends in the preparation of the proposal.</p>
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AGENDA ITEMS	DISCUSSION	DECISION
Online Degree Verification and e-Attestation	<p>Mr. Burhan Rasool, member of the committee, made a detailed presentation on his proposal of online verification of degrees of various universities and also e-attestation of educational documents issued by various Boards in the country. He elaborated that on one hand forgery of academic documents is becoming rampant and on the other hand holders of genuine educational documents face a lot of problems during the attestation of various documents. He proposed a simple online database that can maintain the records of all educational documents issued by various degree and academic qualification issuing authorities. The Committee members appreciated the proposal and recommended that as a first step this system should be shared by the Higher Education Commission (HEC) and if they agree the HEC should direct all universities to provide facilities for the online verification of their degrees. As a second step, the relevant educational boards in all provinces can be directed to also automate their functioning and make available services for online verification of educational documents. The Committee approved the proposal and directed that HEC should be contacted to spearhead this proposal.</p>	<ul style="list-style-type: none"> • The HEC should be advised to direct all degree awarding institutions under its supervision to immediately launch e-verification services for their issued educational documents. Furthermore, the HEC should also maintain and supervise an online system where all degree awarding institutions automatically submit copies of their issued degrees online as soon as the degrees are awarded. The educational boards in various provinces may be contacted by Ministry of Federal Education and Professional Training/ Inter Provincial Coordination Division (Inter Board Committee) and advised to immediately setup and maintain online verification services for all educational documents, issued by the respective entities.

AGENDA ITEM	DISCUSSION	DECISIONS
<p>Update on implementation of E-Governance reform by MoIT&T and NITB</p>	<p>Representative from NITB and Ministry of Information Technology and Telecommunications gave a detailed update on progress of e-governance reforms in the Federal Government. The ministry explained that they are first trying to address the concerns of Divisions that are on Level 0 of e-governance operations. In this regard they informed the committee that recently out of the 15 divisions with no connectivity, 14 divisions have been made operational and provided with the requisite connectivity.</p> <p>The Ministry submitted again that Rs 1.4 billion pledged towards e-governance reforms by the Cabinet has not been released to date. Recently the finance division had requested all divisions to surrender the amounts allocated to them for purchase of software and hardware. The representative from finance division updated the committee that due to these efforts an amount of 11 million has been surrendered till date. The chair directed the Finance division to immediately transfer this sum to the MoIT&T Division so that they can start the procurement process for the e-governance initiative. The Committee also directed the NITB to start the procurement process once they receive the 11 million transfer and use phased purchase orders to cater for the staggered financial releases by</p>	<ul style="list-style-type: none"> • Finance Division was requested to transfer the surrendered funds by various division in lieu of hardware and software purchases to MoIT&T so that NITB's work on e-governance can continue unhindered. • MoIT&T was directed to start the purchase process for the e-governance initiate using the transferred amount of 11 million using phased purchase orders. • Finance division to advice all divisions housed in Kohsar secretariat to re-appropriate/utilize funds designated for setup/partitioning/connectivity of offices for purchase of equipment urgently needed for the operationalization of e-office software. • Special Secretary Cabinet was nominated as the focal person for the introduction of electronic performance management systems in the Federal Government in collaboration with NITB • Special Secretary Cabinet was directed to invite NITB to make a presentation about the developed system in the Secretaries Committee meeting. • Planning, Development and

	<p>Finance Division. The committee further directed the finance division to advice all divisions housed in Kohsar secretariat to re appropriate/utilize funds designated for setup/partitioning/connectivity of offices for purchase of equipment urgently needed for the operationalization of e-office software.</p> <p>Following this discussion, the representative from NITB made a presentation about some of other initiatives being launched by them. They showcased software solutions made for task management, smart office and monitoring and evaluation. The Chair and committee appreciated the efforts of NITB and directed Special Secretary Cabinet to invite NITB to make a presentation about the developed system in the Secretaries Committee meeting. The Chair nominated Special Secretary Cabinet as the focal person for the introduction of electronic performance management systems in the Federal Government and directed him to implement the introduction of these reforms. The Committee also discussed the progress on the use of official email addresses by government officials and directed NITB to ensure that the official emails are used for all official correspondences by June, 2020. They further assigned Planning, Development and Reforms Division the responsibility for the introduction of “smart office”</p>	<p>Reforms Division was assigned the responsibility for the introduction of “smart office” software developed by NITB and promote its usage in the federal secretariat.</p>
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	software developed by NITB and promote its usage in the federal secretariat. The software will improve the government functioning at all levels	
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AGENDA ITEM	DISCUSSION	DECISIONS
Section 42 Companies: Experiment in Modernizing Government by Dr. Ejaz Nabi	Dr. Ijaz Nabi, a member of the Task Force, made an elaborate presentation on the incorporation and use of Section 42 Companies in the public sector with specific focus on Punjab. He elaborated that during the last decade the number of public sector companies increased exponentially and currently more than 70 such organizations are functional. This is a recent trend and was non-existent before the 2000s. He outlined the various reasons that necessitate the formation of such companies to deliver public services. The ideas were supported by Mr. Salaman Siddiq who while serving in the Government of Punjab was involved in the setup of several such companies. Dr. Ijaz Nabi further elaborated that unfortunately during the last few years such companies received huge criticism which was never backed by any data. He informed the committee that recently Mr. Salman Shah who is working Government of Punjab has initiated a thorough exercise to comprehensively evaluate the performance results of all section 42 company's setup in the province. This exercise will address most of the	<ul style="list-style-type: none"> • The Chair will organize a meeting and briefing by PPIF to Ministry of Health in the Federal Government.

	<p>concerns about such companies. Dr. Nabi then talked about the excellent performance two Section 42 companies in Punjab (i) Punjab Skill Development Fund (PSDF) (ii) Punjab Population Initiative Fund (PPIF) He explained that the PSDF had done a phenomenal job since its formation in 2011 and has received international acknowledgement for its achievement. The fund is continuing to provide excellent service in the domain of vocational and skill trainings all over Punjab. Committee members appreciated the work done by PSDF. Mr Asad Ali Shah further commented that this section 42 companies model is a good model to adopt in improving the overall functioning of all tiers of government. Dr. Nabi further explained that PPIF on the other hand is a recent initiative and has done some good work lately in the critically important area of population welfare services. However due to the change of the government it has not been receiving the due attention. Dr. Nabi requested the Chair to coordinate between the Ministry of Health in the Federal Government and PPIF so that its activities can be enhanced. The Chair agreed to the proposal.</p>	
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The Chair ended the meeting with a vote of thanks. The next date of the meeting will be communicated in due time.

**MINUTES OF THE 16th JOINT MEETING – TFCSR AND TFARG HELD
ON 17-01-2019**

Date: Friday, 17th January, 2020

Time: 10:00 am to 5:00 pm

Venue: Prime Minister’s Office, Islamabad

Chairman of the meeting: Dr. Ishrat Husain

Advisor to the Prime Minister on Institutional Reforms and

Austerity

LIST OF PARTICIPANTS

Mr. Abdullah Yousaf Member Task Force	Dr. Safdar Sohail Special Secretary, Cabinet	Dr. Muhammad Akif Deputy Coordinator, PMRU
Mr. Asad Ali Shah Member Task Force	Mr. Shabahat Ai Shah CEO, NITB	Mr. Adeel Khalid UNDP
Ms. Naheed ShahDurrani Member Task Force	Dr. Arshad Mahmood Additional Secretary, Ministry of Finance	Mr. Umar Nadeem UNDP
Mr. Nadeem Ul Haq Member Task Force	Mr. Awais Manzur Sumra Additional Secretary, Establishmen tDivision	Mr. Javed Sikander Chief, Ministry of Planning Development and Reforms
Ms. Aisha Farooq Member Task Force	Dr. Hafeez Jamali, Additional Secretary Government of Balochistan	Madam Beenish Fatima AS (School Education Department Punjab)
Mr. Syed Nadeem Hussain Rizvi Member Task Force	Mr. Aslam Ghauri, Secretary TMR Wing Government of Sindh	Mr. Qamar Zaman Joint Secretary, IRC
Mr. Muhammad Tahir Member Task Force	Noman Afridi Government of KPK	Dr. Amir Hussain Deputy Secretary, IRC

Mr. Salman Akram Raja Member Task Force	Muhammad Ilyas Government of Punjab	Dr. Altamash Janjua Deputy Secretary, IRC
Mr. Burhan Rasool Member Task Force	Mr. Shahid Sheikh Dean NSPP	Mr. Najeebullah Khan Deputy Secretary, IRC

AGENDA:

- **Discussion on up-gradation of Establishment Division into a Human Resource Management Division**
- **Discussion on draft of Government Servants Efficiency and Discipline Rules, 2019**
- **Progress/Update on implementation of Cabinet decisions on Training and Performance Management of Civil Servants.**
- **Presentation on Performance Management and Reform Unit of KP Government**
- **Progress review on E-Government by NITB**
- **Progress review on Public Financial Management (PFM) Law**
- **Presentation on E-transfer of school teachers in Punjab**

AGENDA ITEMS	DICUSSION	DECISIONS
Up-gradation of Establishment Division into a Human Resource Management Division	<p>Additional Secretary Establishment Division informed the chair that the Establishment Division has engaged a Consultant, who has shared first draft on up-gradation of Establishment Division into Human Resource Management Division. To present the first draft, he invited the consultant to make a presentation to the Task Force Members.</p> <p>The consultant started the presentation and explained the</p>	<p><i>The Task Force decide to form a subcommittee as per following composition:</i></p> <ul style="list-style-type: none"> • <i>Ms. Naheed Durrani</i> • <i>Mr. Asad Ali Shah</i> • <i>Mr. Burhan Rasool</i> • <i>Mr. Awais Manzur Sumara, AS Establishment Division (focal person)</i> <p><i>The subcommittee will review the scope of the major TORs of the consultants and will provide them guidance during the exercise.</i></p>

	<p>following roadmap to achieve its goal:</p> <ul style="list-style-type: none"> • Mapping the Journey (Transformation Blueprint) In this phase, mapping and documentation of existing Organizational Structures, HR Functions and Processes within Establishment and other divisions will be undertaken which will be followed by design stage where future roles and responsibilities between HRD and line ministers will be designed. Lastly, based upon mapping and design stage, work plan will be chalked out for implementation. • Ensuring Ownership: (Consultations & Decisions) In second phase, active collaboration with line ministries will be started and their input will be solicited. If required, changes will be made in the structure to incorporate inputs and ensure institutional alignment. Lastly, formal approval will be sought to initiate the implementation process. • Executing the Plan: (Pilot & Scale-up) In the execution stage, the module will be implemented only in Establishment Division and two divisions to get insight for future scale up. Upon successful implementation, the module will be replicated in other divisions which will be continuously monitored and tracked for any 	<p><i>Establishment Division will also liaise with PMRU KPK to benefit from the system developed by them.</i></p>
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	<p>issues. Regular monitoring reports will be generated and challenges/bottlenecks will be shared with concerned authorities/committee/ task force, etc.</p> <ul style="list-style-type: none">• Adaptive Learning: Continuous Redesign & Deployment <p>During and post implementation stage, line ministries will be engaged proactively to explore client experience and to identify innovations and evolve HR practices for the benefit of all ministries/division. In this whole process, technology roadmap will be aligned with the strategic objectives and overall transformation plan of ministries/divisions.</p> <p>During the presentation, the chair asked AS, Establishment Division whether or not, Establishment Division gave clear cut concept to the consultant regarding the needs and objectives of the Division to which he replied in agreement. The chair asked the consultant about the timelines for the task. The consultant replied that it has not been finalized since this is the first draft. In reply to it, the chair stated that as reform is a continuous process, it would be the responsibility of HRM Division to steer the reforms process once, the Task Force completes their task. The sooner the new HRM Division comes</p>	
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	<p>alive, the better-off, we would be. Dr. Asad Ali Shah also emphasized that timelines should be realistic and be followed in letter and spirit. Special Secretary, Cabinet enquired about the theory of change. The consultant replied that they want to identify quick entry points for transformation and automation. Madam Naheed Durrani stated that some services/ministries already have their own efficient HR systems, and it would be advisable to integrate and interface them with the new HRM Division. The chair replied that the government needs uniform HR policy for all cadres, non-cadres and ex-cadres with centralized data bank in Establishment Division. The chair further added that policy, standards, norms and processes have to be centralized but its execution will be decentralized. Madam Aisha Farooq informed the participants that FBR has already developed HR model and if needed, FBR can extend its help in the process.</p>	
<p>Discussion on draft of Government Servants Efficiency and Discipline Rules, 2019</p>	<p>The chair intimated the participants that Establishment Division informed the Prime Minister that they have already submitted draft of E and D Rules to the Task Forces but it has not been finalized yet. The chair emphasized that the members of the Task Forces may discuss the matter to finalize it. In order to</p>	<p><i>The Task Force recommended that 'inefficiency' as a broader concept may be addressed in Conduct Rules (which are under revision in Establishment Division) as a part of Performance Management. E& D Rules, on the other hand, may be</i></p>

	<p>attend meeting at the PM House, the chair left the meeting and Mr. Abdullah Yousaf presided the meeting. The Task Force members had a lengthy discussion on the E and D Rules by focusing on the definition of word “inefficiency” and attaching it with performance evaluation and conduct rules. Madam Naheed Durrani stated that government is impacted more due to inefficiency of employees than corruption. Dr Asad Ali Shah was of the opinion that there has to be a combined framework on performance management, conduct and efficiency rules. Madam Aisha pointed out that not attending a mandatory training/course is considered to be inefficiency but there is no exemption clause in the rules defining that in which condition the training course may not be attended like illness, unavoidable situations, etc. A member from KP government stated that we may devise the rules in a way that no one is victimized due to personal bias. Member form the Balochistan government informed the participants that “inefficiency” has a circular definition and may be linked with performance management. Dr. Nadeem ul Haq opined that efficiency is indeed performance evaluation.</p> <p>Another aspect of the discussion was that since E&D Rules are</p>	<p><i>restricted to cater for the incidence-based indiscipline, violations etc. In this regard, the following subcommittee will review the draft E&D Rules and present the final draft in next meeting of the Task Force:</i></p> <ul style="list-style-type: none"> • <i>Mr. Salman Akram Raja</i> • <i>Ms. Aisha Farooq</i> • <i>Mr. Awais Manzur Sumra, Additional Secretary, Establishment Division (focal person)</i> <p><i>It was further decided that Establishment Division will present revised draft of Conduct Rules also in the next meeting after incorporating the concepts of ‘inefficiency’ and ‘performance management’.</i></p>
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	<p>incident based, the element of efficiency may be separated and attached with conduct rules. Regarding the conduct rules, Additional Secretary, Establishment Division informed the participants that work on Conduct Rules is already going on that it will be presented in the next meeting.</p>	
<p>Progress/Update on implementation of Cabinet decisions on Training and Performance Management of Civil Servants.</p>	<p>Dean NSPP provided the feedback on training. It was stated that for post-induction training, NSPP has identified six areas and 6 weeks is sufficient training time. Regarding the pre-induction training, it was suggested that it may be done in one place that is CSA with four to six weeks' course. It was pointed out that the recruitment of different occupational groups in grade 17 is made once in a year, through CSS; on the other hand, recruitment of ex-cadre remains under process throughout the year and that too in grade 16 to 20. NSPP can run separate courses for grade 17-18 and 19-20 officers of ex-cadre. The chair inquired as to why the NSPP is providing new suggestions now once the decision has been taken by the Cabinet? The Dean informed the chair that Establishment division sought input of NSPP which he has presented accordingly. The chair stated that once Cabinet decides anything it has to be implemented generally, and it is not advisable to revert back to Cabinet seeking</p>	<p><i>Establishment Division may revisit the views of NSPP and present progress review to the Task Forces and if required, before the Cabinet.</i></p>

	amendment / modification in the decision.	
Presentation on Performance Management and Reform Unit of KP Government	<p>Deputy Coordinator from KP Government gave a detailed presentation on Performance Management and Reform Unit and shared their experience with the chair and Task Force members. The participants were informed that PMRU has vision: “Welfare of the Citizens” and the methodology is “Measure to Manage” with the following principles:</p> <ol style="list-style-type: none"> i. Culture of quantified performance management ii. Promote transparency and accountability iii. Improve service delivery iv. Promote e-governance; use of digital technologies <p>Performance Management Systems works on the principle of bottom-up and top-down approaches. On one hand, the system connects district governments, provincial departments and citizens and generates performance reports and analysis for Chief Secretary. On the other hand, Policy guidelines and tasks trickle down to the district governments and provincial departments from the Chief Secretary. The Chief Secretary’s dash board presents graphical and tabular data regarding various departments, districts and citizens’ complaints like price control, administrative inspections, khulli kacheri, land acquisition cases, redressal of grievances of citizens,</p>	<p><i>Establishment Division to coordinate with PMRU and seek their assistance and expertise for the possibility of replicating the already established systems/applications at the level of Federal Government. It also agreed that there is no need for the duplication of the effort by engaging the consultant and doing the entire need assessment and diagnosis. Establishment Division may try replicating the intervention made by Reform Unit of KP and making suitable modifications, if warranted.</i></p>

	<p>etc. It was further informed that data from various districts are retrieved from various performance management systems and are integrated to give Relative Performance Scorecard. On this basis, every district in the KP has its scorecard which is available on dash board for comparison and intervention, if required. In the same manner, the performance of officer is gauged by integrating the data retrieved from various systems. Thus, the performance of officers in measured and managed at various tiers of government through performance management systems to achieve good governance in the province. The presenter also shed light on the following initiatives of PMRU which have resulted to achieve good governance through the use of digital technologies;</p> <p>Government Productivity</p> <ul style="list-style-type: none"> i. HR System (ePerformance) ii. File Tracking System iii. Litigation Management System iv. Task Management System v. Case Tracking System vi. Land Record Monitoring System vii. Internship Portal viii. Vehicle Management System <p>Service Delivery</p> <ul style="list-style-type: none"> ix. Citizen Portal x. E-Domicile 	
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	<ul style="list-style-type: none"> xi. Inspections Management System xii. Revenue Case Management System xiii. Price Control System xiv. Khulli Kachehri <p>Another important area of interest to the Task Force was Human Resource Management System. The participants were informed that HRM system of PMRU has centralized record of government officers like bio-data, academic background, trainings and previous postings, details of enquiries, etc. The system generates profile card of officers for higher authorities to take decision regarding posting and transfers, promotions, etc. Postings and transfers are done through the system which generates notification on official web portal and transfer notification message is also sent on the mobile number of the officer. It was interesting to note that task management, the complete process of promotion selection boards (e-PSBs), annual confidential reports (e-ACRs) and enquiries against the officers (e-Enquiries) are managed through the HRM systems resulting in efficiency and transparency. The presenter emphasized that Pension tracking system has provided ease and facility to retiring employees because the system has database of the retiring employees and generates all relevant record,</p>	
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	<p>papers and calculations required for claiming the pension.</p> <p>The presenter offered that the PMRU was ready and willing to provide technical assistance to the federal government and can even replicate the established systems/applications in the federal government free of cost.</p> <p>The chair, task force members and other participants appreciated the work done by PMRU and suggested that federal government may avail the expertise of the PMRU and replicate the systems/applications for which there is no cost. In this way, both time and money will be saved.</p>	
<p>E-Government</p>	<p>CEO NITB gave the presentation on E-Government. At the very outset, it was stated that NITB's vision is the use of technology to do the following tasks:</p> <ul style="list-style-type: none"> ➤ eliminate corruption with accountability and enhanced transparency ➤ extend tax base ➤ generate foreign revenue <p>To achieve the above goal, Central Digital Automation Platform will act as Data Nervous System connecting the government and citizens. On government side, it will ensure and track transparency within the ministries/divisions; whereas, on the citizens' side, it will ensure transparency into Citizen-Government Transactions. Regarding the E-office which is</p>	<p><i>NITB will review the e-office applications developed by PMRU KPK and will compare it with the latest version of e-office of LMKT with a view to accessing the suitability of the former for its adoption at Federal level as a cost-effective method.</i></p> <p><i>NITB will also coordinate with PMRU for benefiting from their experience in developing applications other than e-office.</i></p>

	<p>the flagship initiative of MoIT & NITB and is aligned with GoP's vision of employing digitization/e-Government, the participants were informed that currently 14 ministries/departments are at level 4 whereas eight ministries/departments number as at level 0. NITB's first priority is to at least bring all ministries and allied departments at level 2 for which they are facing budgetary issues. On this, AS (Finance) replied that it has already released Rs. 11 Million and Rs.100 Million. Regarding the new version of E-office, it was informed that Ministry of Information Technology and Telecommunications has filed case against the vendor/company. CEO NITB suggested that MoIT and T may take its case back so that new version of E-office is got hold of and tested. Regarding E-commerce, it was informed that Pakistan's e-Commerce industry is emerging rapidly and has the potential to strengthen country's economy and NITB will implement National e-commerce policy throughout the Pakistan which will its exports exponentially.</p> <p>The participants were also informed about the following projects/plans/activities of NITB:</p> <ul style="list-style-type: none"> • PSDP Proposed Projects of NITB • Citizen Services 	
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	<ul style="list-style-type: none"> • City Islamabad App • Pakistan Citizen Portal • Kamyab Jawan • eProcurement • ERP System – Federal Govt. • Durust Daam – Price Control App • M&Es System – Task Tracking System • Baytee Mobile App • Mera Bacha • OPR Online Registration System • Automation of Ehsaas Program • Digital Lockers • E-Health <p>Dr. Asad Ali Shah suggested that NITB should be under PM office and E-office be used at PM office to give it ownership so the federal government/ministries may adopt it on fast track. On this the chair informed that there are two nature of cases; secret and routine matters. The routine matters can go on E-office. Mr. Burhan Rasool suggested that government may adopt KP model as it is free and easy to be replicated. When CEO NITB informed the participants that NITB has only 45 people to cater for the needs of all ministries/division, Madam Aisha Farooq stated that NITB may benefit from the achievements and interventions made by KP government in E-Government.</p>	
<p>Public Financial Management (PFM) Law</p>	<p>Additional Secretary Finance, presented progress review and implementation of the Public</p>	<ul style="list-style-type: none"> • <i>The Chair directed the Finance Division to make a presentation before the</i>

	<p>Financial Management (PFM) Law. The short, medium- and long-term initiatives were detailed for the task forces. He stated that the most critical interventions in the PFM Law are the Cash Management and Treasury Single Account policies which were approved in June 2019 and are under implementation. Multi-stakeholder engagement was carried out to create a plan on the implementation of TSA, following which the PFM Law has been sent to all PAO's. Rules relevant to both policies have been circulated to the National Bank of Pakistan and State Bank of Pakistan among others. The next step for the Finance Division is to initiate implementation of TSA-1 which is planned to be completed by September 2020. In addition, the Budget Manual has now been made available online and forwarded to all stakeholders. The Mid-Year Review on the Budget is scheduled to be tabled before parliament by the end of February 2020 whereas the Budget Strategy Paper will be approved by the Cabinet by Mid-March 2020 and uploaded on the Finance Division website. Work on the latter is currently under process.</p> <p>It was also noted that since the disbanding of the Financial Advisors' Organization, the role of CF&AOs as well as internal auditors is currently being</p>	<p><i>Secretaries Committee on the delegation of financial powers.</i></p> <ul style="list-style-type: none"> ● <i>The Chair advised that the CGA MIS should not be converted into a company instead it should be kept within the Finance ministry as a separate wing.</i> ● <i>Implementation of TSA to be initiated by Finance Division and completed by September 2020.</i> ● <i>Finance Division is to provide a rundown of the timelines for the connectivity of IFMIS with other self-accounting entities.</i>
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	<p>conceptualized and will be presented in an approach paper upon finalization. A draft of the ‘Delegation of Financial Powers’ is also under process through multi-stakeholder engagement pending finalization and issuance. The Chair stressed that the Finance Division should make a presentation to the Secretaries Committee for further clarification on the delegation of financial powers.</p> <p>AS(Finance) also identified areas in the PFM Law that will require changes in established rules and systems including the GFR, TR and SR, System of Delegation of Financial Powers, New Accounting Model and the Manual for Development Projects. A committee is being formulated which will update subsidiary legislation affected by the PFM Law. Additionally, deliberations are currently underway regarding the formation of a Fiscal Policy Unit within the Finance Division. The Division may also seek technical assistance to carry out a functional review of the role, structure and skill set needed within the ministry.</p> <p>Meetings and deliberations are also being held to make improvements towards data gathering and reporting through the SAP system. Studies have been conducted to advise on improving IFMIS</p>	
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	<p>connectivity with Pakistan Railways, Pak PWD, PPOD and CDNS. He apprised that there is a proposal to convert to convert CGA – MIS into a company. The Chair advised that on this matter it would be best to keep CGA-MIS as a separate wing within the Finance ministry.</p>	
<p>Presentation on E-Transfer of school teachers in Punjab</p>	<p>Additional Secretary, School Education Department, Punjab, (SED) gave presentation to the Task Forces. The presentation provided an overview of the digitization of work done by the department with particular focus on the e-transfer of teachers across the province. The SED is the second largest organization within the country and manages the public education system for all districts of the Punjab. Close to 90% of the SED’s time is spent on HR activities of which close to 60% are spent on transfers and postings alone. Approximately 100,000 teachers apply for transfer annually with 50,000 transfers made by the SED in the last year on behalf of 100 different approving authorities functioning in 36 districts of Punjab. It was in light of this that the department pushed to digitize the system as much as possible to reduce the amount of time officers and staff spent on catering to transfer/posting activities.</p> <p>In addition to making the process more seamless, digitization has</p>	<p><i>The Task Force noted and appreciated the progress of School Education Department Punjab in adopting and implementing the Standardized Schools Information System (SIS) and e-transfers policy of teachers.</i></p>

	<p>also introduced more transparency and merit. For teachers, the e-Transfer system offers a more systematic process that is reliable and enforces timelines while reducing in-person visits. The lack of human interface allows for the avoidance of favoritism and has also reduced bribery and corruption in the process. Since e-Transfer allows procedural work throughout the year, it also avoids back log at any particularly busy time of the year.</p> <p>SED has implemented the School Information System across all public schools in Punjab which registers students and teachers at their schools and allows administrations to self-report data on enrollment, facilities, budgets and posts. Teacher data provided through this app can then be cross-matched against databases of NADRA AND PIFRA. The smart phone app allows teachers’ access to their SIS records as it provides them with individual accounts from which they can ‘Apply for Transfer’ as well. As with most online applications, the app allows teachers to list 5 preferences for transfer, puts them on an automatic waitlist, verifies their documentation and prompts upon final decision on application. According to the system, information on vacancies is available to teachers who are matched to the schools nearby. Due</p>	
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	<p>to its digital nature, the process now entirely bypasses the clerk mafia that was once very strong and has standardized the process for the entire province.</p> <p>Furthermore, the system is designed to block transfer to schools with surplus teachers and also block transfer from schools with a minimum of 5 teachers.</p> <p>It was noted that these changes have improved quality and performance management as well as, has transformed the system from monitoring to mentoring. Assistant Education Officers have been hired who are able to assist teachers on lesson planning, teaching strategies and training through the app. Furthermore, the SED has most recently finished the 5th standard exams and is now developing internal assessment mechanisms for individual schools.</p> <p>The task force members congratulated the representatives of the SED on their successful initiatives and lauded them for incorporating technological ease in their reforms. It was stated that similar initiatives for other provinces would be advisable to create more transparent, efficient and meritocratic systems of public education across the country.</p>	
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**MINUTES OF THE MEETINGS OF CABINET
IMPLEMENTATION COMMITTEE (CIC) FOR
REORGANIZING THE FEDERAL GOVERNMENT**

CHAPTER 2: TORS AND COMPOSITION OF CABINET IMPLEMENTATION COMMITTEE

Notification

The Federal Cabinet considered a report of the Task Force on Austerity and Restructuring of the Government on 9th July 2019 and approved its Report on reorganizing the Federal Government. The Cabinet constituted an Implementation Committee to review the contents and resubmit proposals for Reorganizations. The composition of the Committee is as follows:

I.	Adviser to the Prime Minister on Institutional Reforms and Austerity	Convener
II.	Minister for Defence	Member
III.	Minister for Federal Education and professional training	Member
IV.	Chairman, Special Committee of the National Assembly on Kashmir	Member
V.	Adviser to the Prime Minister on Establishment	Member
VI.	Special assistant to the Prime Minister on Petroleum Division	Member
VII.	Secretary, Establishment Division	Member
VIII.	Secretary , Finance Division	Member
IX.	Secretary, Law and Justice Division	Member
X.	Special Secretary, Cabinet Division	Member
XI.	Secretary of the Ministry / Division concerned (on Invitation)	Member

TERMS OF REFERENCE

2. The Committee will work out an implementation strategy / work plan in consultation with the Task Force taking into consideration the following aspects:

- a. Cost benefit analysis specific to the entities concerned;
- b. Expected outcome of the proposed transformation with reference to service delivery;
- c. Constitutional and legal ramifications / considerations and ;
- d. Issues pertaining to terms and conditions of Civil Servants and impact of the re-organization exercise on career progression of existing Civil Servants.

3. The committee will complete the task within six months; and present monthly implementation progress to the Cabinet.

MINUTES OF THE MEETINGS OF CABINET IMPLEMENTATION COMMITTEE (CIC) FOR REORGANIZING THE FEDERAL GOVERNMENT

MINUTES OF 1ST MEETING - CIC HELD ON 23-07- 2019

The task forces on Austerity and Restructuring of Government and Civil Service Reforms with assistance of the Institutional Reforms Cell had carried out a comprehensive assessment of Organizational Entities (OEs) working under the Government of Pakistan. Subsequently a draft summary was sent to the cabinet for discussion and decision, which was approved in principle by the Federal Cabinet on 09.07.2019 and an Implementation Committee was notified by the Cabinet Division on 15.07.2019 to supervise the implementation. The implementation Committee was given directions to work out an implementation strategy while keeping in mind the following four aspects:

- a. Cost benefit Analysis specific to the entities concerned
- b. Expected outcome of the proposed transformation with reference to service delivery
- c. Constitutional and legal ramifications/considerations and
- d. Issues pertaining to terms and conditions of the civil servants and impact of the reorganization exercise on career progression of existing civil servants

2. The first meeting of the Implementation Committee was held on 23.07.2019 at the Prime Minister's Office and was attended by all committee members (list of participants attached). The meeting started with the Convener I.e. Advisor to the Prime Minister on Institutional Reforms and Austerity, highlighting that a thorough exercise had been conducted for the proposed restructuring. All the relevant stakeholders including Ministries were involved in those consultations and the proposals were also vetted in the Secretaries Committee meeting and the concerns of the various stake holders incorporated in the revised versions. This version was then circulated to each Minister soliciting their views. The final report submitted to the Cabinet reflected the changes and modifications suggested by several Ministers. The Convener proposed that due to the comprehensive nature of the reforms it is important that we implement them in a phased manner.

3. In the first phase, all those executive departments and autonomous bodies which will retain their current status may be proposed for notification. The Ministers may then be invited to present their views where they may have some difference of opinion with the recommendations contained in the report.

4. The committee would be the final arbiter in resolving disputes and differences that may arise as a result of the proposed reforms. It was agreed that a step wise approach was required to proceed with the implementation of the proposed reforms. Emphasis was laid upon the need to

involve the stakeholders throughout the implementation process. The Secretary of the Committee was requested to circulate the list of executive departments and autonomous bodies among all Ministries in the first instance to solicit their views keeping the four points in perspective.

5. On a query raised by a member about the category of entities to be transferred to provinces, ICT and GB, it was clarified that this category involved 14 organizations that ought to be transferred in light of the 18th amendment to the Constitution. While implementing the proposals, the committee would also consider the capacity of the various government tiers in taking care of their new responsibilities. The transfer of entities to Sarmaya-e-Pakistan was also discussed, and it was proposed to address this issue once there was a greater clarity on the status of Sarmaya-e-Pakistan, with further steps to be taken in consultation with the Adviser to PM on Finance.

6. At the end it was reiterated that the seven categories of the organizational entities should be taken up by the committee in a phased manner. The proposals where there are minor disagreements between stakeholders should be tackled first before the committee moves to the more complex areas.

DECISIONS

I. As a first step, Establishment Division to share the approved lists of Executive Departments and Autonomous Bodies with all divisions (Annex 7 & 8 of Report on Reorganizing the Federal Government). In instances where the divisions have no reservations, which inter alia includes the proposals where (i) existing attached departments/ subordinate offices have been proposed as Executive Departments and ii) existing autonomous bodies / corporations / companies / statutory bodies etc. have been proposed as Autonomous Bodies – the Divisions are to notify the new status of such entities immediately after computing all procedures and codal formalities. In case where the Divisions have reservations, they are to approach the Implementation Committee for a final decision.

II. Establishment Division to ask the Ministries / Divisions to respond before the next meeting date i.e. 06/08/2019.

III. The implementation Committee to meet every Tuesday at 10:00 a.m. starting from 06/08/2019 for the implementation of the approved reforms.

IV. The Ministries / Divisions to take into consideration the aforementioned four aspects (para 1) when formulating implementation plans.

V. Ministries / Divisions to be once again intimated as last call about submission of objection / pointation of difficulties, if any, on proposed reorganization in terms of executive departments and autonomous bodies (Annexure 7&8 of the report), under their administrative control.

VI. The meeting ended with a vote of thanks to and from the Chair.

MINUTES OF THE 2ND MEETING - CIC HELD ON 06-08-2019

The second meeting of the Implementation Committee for Reorganizing the Federal Government was held on 06.08.2019 at the Prime Minister's Office. The list of participants is attached. The agent of the meeting was to hear the reservations of each Division on the proposed configurations of Organizational Entities (OEs) falling under their jurisdiction. The Convenor i.e. Advisor to the Prime Minister on Institutional Reforms and Austerity opened the meeting giving Secretary Establishment Division the opportunity to apprise the participants on the developments so far made on this matter. The Secretary stated that Tables 7, 8 and 9 of the report on Reorganization of the Federal Government, containing information on the configuration of OEs into Executive Departments, Autonomous Bodies and Grant-in-Aid Bodies were circulated by the Establishment Division among all Federal Ministries / Divisions. Responses were received from nine Ministries / Divisions, out of which representatives from eight were present at the meeting to register their opinions before the Committee. Moreover, the Ministries / Divisions were also sensitized that in case of failing to respond, it would be deemed that there are no objections.

Finance Division

2. The Division has agreed to all the recommended configurations of OEs that fall under its jurisdiction as detailed in the report on Reorganizing the Federal Government.

Ministry of Kashmir Affairs & Gilgit Baltistan

3. The Ministry agreed with the recommended configuration of all Executive Departments under its control but expressed reservations on the proposed Autonomous Bodies. It was argued that the Gilgit Baltistan Council was established under a Presidential Order to act as an independent legislative body over 53 Federal Subjects for GB. The Council functions on the basis of its own Rules of Procedure and Conduct of Business similar to the Parliament of Pakistan. Since it acts as a legislative body, it was argued that it cannot be declared as an autonomous body.

4. Similarly, the Azad Jammu and Kashmir Council is also an independent legislative body that was established under the AJ&K Constitution. It is in effect an organ of the Azad State of Jammu and Kashmir which is part of the Federation of Pakistan. It was hence, argued that the AJ&K Council cannot be declared as an Autonomous Body of the Federal Government under the Ministry of Kashmir Affairs & Gilgit Baltistan. It was further stated that the Ministry acts only to coordinate between the government and these entities in accordance to Rules of Business.

5. The Convenor clarified that there will be no change to the legal status of either councils or any other government entity that is re-configured and this exercise has been undertaken to create greater ease of classification.

Ministry of Planning, Development & Reform

6. The Ministry did not register any objection on the proposed configurations but only aimed to offer updates on the entities included in the report as being under their jurisdiction. The Ministry accepted the proposal of placing Pakistan Bureau of Statistics as an Autonomous Body under its jurisdiction. With regard to the National Endowment Scholarships for Talent (NEST), it was stated that NEST has already been transferred to the Ministry of Federal Education and Professional Training and may thereon be considered under that Ministry. Similarly, the National Logistics Cell (NLC) is to be transferred to the Ministry of Communications. Hence, any opinions of the proposed configuration of the NLC ought to be solicited from the Ministry of Communications.

7. The members along with the Convenor, appreciated the initiative shown by the Ministry of Planning, Development & Reform in regard to the transfer of NEST and NLC to the Ministry of Federal Education and Professional Training and the Ministry of Communications, respectively, stating that the entities concerned are better aligned with the functions of their new line Ministries. The concerned ministries of FE & PT and Communication will be asked for objections, if any.

Aviation Division

8. The Division communicated their objection to the classification of the Pakistan International Airlines Corporation Limited as an Autonomous Body. It argued that since the PIA functions as a public limited company under the Companies Act and Securities Exchange Commission of Pakistan Rules, classifying it as an Autonomous Body would not be accurate.

9. The Convenor clarified that the legal status of the PIACL would not change due to its classification as an Autonomous Body and also stated that companies functioning under the Companies Act are already classified as Autonomous Bodies.

Ministry of Defence

10. The Ministry registered its reservation over the classification of the Pakistan Armed Services Board (PASB) as an Autonomous Body. It was argued that this is a small organization that looks after the welfare of ex-servicemen and the families of martyred servicemen which is the responsibility of the state. Additionally, the PASB fully falls within the parameters used for the classification of entities as Executive Departments and hence should be made as such. It was further argued that another reason for not classifying it as an autonomous body lies in the fact that it relies entirely on the government for its budget and is a non-revenue generating entity.

Textile Division

11. With regards to the classification of the Karachi Garment City Company (KGCC), Lahore Garment City Company (LGCC), Faisalabad Garment City Company (FGCC) and the Pakistan Textile City Limited (PTCL) as autonomous bodies, the Division did not make any objections. However, it was argued that this change in classification will have legal ramifications and hence a response from the Law Division may be solicited before any step is taken on this matter.

12. In response, the Convenor stated that these entities can be made into autonomous bodies without the aforementioned considerations since the legal status of these entities will remain unchanged.

Ministry of Information Technology and Telecommunication

13. The Ministry had not sent any representative to the meeting to discuss their agenda on the Telephone Industry of Pakistan and the Special Communications Organization and hence, deliberations on the points sent by the Ministry of IT and Telecom were deferred to the next meeting.

Poverty Alleviation & Social Safety Division

14. The Secretary Poverty Alleviation & Social Safety Division stated that they are agreed with the proposed Executive Department. She briefed the Committee about the following three organizations of the Division: -

- i. Trust for Voluntary Organization (TVO)
- ii. Pakistan Poverty Alleviation Fund (PPAF)
- iii. Poverty Alleviation Coordination Council (PACC)

Ministry of Federal Education and Professional Training

15. The Ministry outlined seven entities for their agenda for the meeting.

- i. It was stated that the Inter Board Committee of Chairman (IBCC) has not yet been transferred to the Ministry.
- ii. The Ministry did not agree to the classification of the Pakistan National Commission for UNESCO (PNCU) as an Executive Department and stated that it will continue to work under the Ministry as a Subordinate office.
- iii. The National Talent Pool which was earlier proposed to function as an Executive Department is now being wound up.
- iv. The National Council for Rehabilitation of Disabled Persons (NCRDP) and the National Council for Social Welfare (NCSW) have been proposed to be transferred to the Ministry of Human Rights. The summary has been approved by the Cabinet.
- v. The National Institute of Science and Technical Education (NISTE) which was earlier proposed to become an autonomous body has already been abolished.
- vi. The National College of Arts which currently works as a Grant-in-Aid institution has been proposed to be made into a Federal Institution / University. The case is currently under consideration. If it is approved the NCA will then be made into a University and shall fall under the HEC.

Decisions of the 2nd Meeting

- (1). The classification of both GB Council and AJ&K Council to be deferred for future consideration.
- (2). Pakistan Bureau of Statistics to be placed under Ministry of Planning, Development & Reform as an Autonomous Body.
- (3). It was decided that the PIACL will be classified as an Autonomous Body.
- (4). It was agreed that in consideration of the opinion of the Ministry of Defence, the Pakistan Armed Services Board will be re-classified as an Executive Department.
- (5). KGCC, LGCC, FGCC and PTCL will be classified as ABs and to be further considered for liquidation / winding up.
- (6). Discussion on the agenda of the Ministry of IT and Telecommunication was deferred to the next meeting of the Implementation Committee in which a detailed presentation will be made on SCO as well. The Convenor also requested the Ministry of Defence to contact GHQ to send a representative for discussion on the Special Communications Organisation in the next meeting, since the details offered by the Ministry of IT and Telecom states that the SCO is under the control of GHQ.
- (7). In the presence of the Poverty Alleviation and Social Safety Division, their remains no justification for the Poverty Alleviation Coordination Council (PACC).
- (8). TVO be merged with the PPAF since their functions overlap. This merged entity is to be classified as an Autonomous Body.
- (9). The Committee took into consideration the updates provided by the Ministry of Federal Education and Professional Training and endorsed the steps taken by the Ministry with regards to winding up NTP and NISTE. Moreover, as NCRDP and NCSW have been transferred by the Cabinet to the Ministry of Human Rights and their views should be sought. The case of NCA for conversion to a university is under review. It was also decided that the PNCU will be categorized as an Executive Department.

General Decisions

- I. At the end of the meeting it was agreed that the presentation on the functions and powers of Autonomous Bodies and Executive Departments is to be kept as an agenda for the next meeting of the Committee.
- II. Discussion also took place on the need for the creation of a proper Human Resource Management (HRM) Division as an upgrade to the existing Establishment Division. Work on this matter is currently under way. It was decided that MS Wing of the Establishment Division ought to be transformed into a think-tank or alternately an independent think-tank having highly qualified

human resource should be established. This think-tank ought to cater to the organizational changes within the government, align the needs of different government departments and ensure the minimization of duplication of functions. It is to be ensured that synergy exist between universities, training institutes and policy makers.

III. The Establishment Division was also directed to contact Ministries, which had not yet sent their responses on the matter of classification as a last chance.

16. The meeting ended with a vote of thanks to and from the chair.

List of participants

- i. Advisor to the PM on Institutional Reforms & Austerity
- ii. Minister for Federal Education and Professional Training, National History & Literary Heritage
- iii. Special Assistant to the PM on Petroleum
- iv. Secretary, Establishment Division
- v. Special Secretary, Cabinet Division
- vi. Secretary, M/o Planning, Development & Reform
- vii. Secretary, Poverty Alleviation & Social Safety Division
- viii. Secretary, Kashmir Affairs & Gilgit Baltistan
- ix. Additional Secretary (Expenditure), Finance Division
- x. Additional Secretary, M/o Defence
- xi. Additional Draftsman, M/o Law & Justice
- xii. Senior Joint Secretary, Aviation Division
- xiii. Senior Joint Secretary, Textile Division
- xiv. Joint Secretary, M/o Law & Justice
- xv. Joint Secretary, Aviation Division
- xvi. Chief, M/o Planning, Development & Reform
- xvii. Deputy Secretary, Textile Division

MINUTES OF THE 3RD MEETING - CIC HELD ON 20-08-2019

The 3rd meeting of the Implementation Committee chaired by Dr. Ishrat Hussain, Advisor to the Prime Minister on Institution Reforms and Austerity, was held on 20-08-2019 at 10:00 am in the Conference Room, Institutional Reforms Cell, P.M. Secretariat. The list of the participants is at Annex-I. The prime agenda of the meeting was to consider the responses / objections received from the following seven (07) Ministries / Divisions on proposed Executive Departments and Autonomous Bodies falling under their administrative control: -

- 1) M/o Information Technology & Telecommunication
- 2) M/o Inter Provincial Coordination
- 3) Maritime Affairs Division
- 4) M/o Housing & Works
- 5) M/o Railways
- 6) National History & Literary Heritage Division
- 7) Petroleum Division

Besides the above, the following items were also on the agenda: -

- i. Deliberation on the merger of Textile Division with Commerce Division.
- ii. Briefing / Presentation on Special Communication Organization (SCO).
- iii. Presentation on criteria for Autonomous Bodies & Executive Departments.

2. At the outset of the meeting the Chair invited Secretary Commerce to give presentation on the feasibility of the merger of Textile Division with Commerce Division. The Secretary briefed the Committee above the core and non-core departments of the Ministry of Commerce. It was also brought to the knowledge of the Committee that in the past Textile Division was part of the M/o Commerce and in 2004, it was established as a separate Ministry. It was further informed that after the 18th Constitutional Amendment, the role of the Textile Division has minimized. The Secretary Concern Division suggested that merger of Textile Division with the M/o Commerce is an optimal option.

3. M/o Information Technology & Telecommunication

The Secretary, M/o Information Technology & Telecommunication explained the rationale for the revival of Telephone Industry of Pakistan (TIP), Haripur. He stated that the Ministry was exploring the possibility of JV Model in consultation with private sector. On this, the chair remarked that mere revival was not a worth pursuing goal, rather we have to see utility of such an organization in Public Sector, because gadgets of Telecom are being manufactured in private sector now.

Regarding the National Information Technology Board (NITB), the Secretary informed that the legal process for making NITB an Autonomous Body is under active process. Regarding the Special Communication Organization (SCO), it was requested that the presentation on it may be deferred as its D.G. has recently returned from Hajj and was not available for today's presentation. The Committee desired that they wanted to know the core business of SCO as to avoid status quo.

4. Inter Provincial Coordination

The Secretary IPC stated that M/o IPC has no objection on proposed Executive Departments, Autonomous Bodies and Grant-in-Aid Body. All provisional education minister will also be invited for the meeting for the uniformity of the standard.

5. Maritime Affairs

The Secretary Maritime Affairs showed the agreement of the Ministry with the proposed Executive Departments and Autonomous Bodies. However, he gave some proposals regarding Pakistan National Shipping Corporation (PNSC) and for the following three other organizations as under: -

- i. Directorate of Dock Workers Safety, Karachi. It has been suggested that it be transferred to province.
- ii. Marine Biological Laboratory, Karachi to be merged with Marine Fisheries Department.
- iii. Directorate of Seamen's Welfare & Seaman Hostel, Karachi.

6. M/o Housing & Works

The Secretary Ministry of Housing & Works stated that the Ministry has no objection on the Estate Office Management and Pakistan Public Works Department as Executive Departments. He further stated that FGE Housing Foundation has been changed as FGE Housing Authority. He further stated that NCL and NHA have not been included in any category. On this, the Chair remarked that Government wants to wind up both of these departments. The Chair further remarked that the functions of the Ministry should be to promote the housing industry and not to run it as it is not possible to compete with the multi billionaires construction companies operating in private sector. The Secretary also informed the Committee that Naya Pakistan Housing Authority (NPHA) is under the Cabinet Division, as Prime Minister desired to presently monitor the program on Naya Pakistan Housing Program.

7. Ministry of Railways

The Secretary Railways informed the Committee that the Ministry has no objection on the Railway Board as Executive Department and also agreed with the three proposed Autonomous Bodies except Federal Government Inspector of Railways (FGIR). He further requested that the present status of Pakistan Railways Academy Walton may be kept intact as the academy hosts a number of training institutes related to various disciplines. Over this, the Chair remarked that at present the agenda is confined to the proposed Executive Departments and Autonomous Bodies. He further

stated that the concern of the Ministry will be considered when that agenda comes before the Committee for consideration. However, a general advice of the Committee for the participants was that they should explore various models of public private partnership instead of right away throwing the Government assets to the private sector. There exists a number of well reputed NGOs who are ready to provide their services or to do business with the Government. So in order to minimize the cost, the various options are required to be worked out. Secretary Railways also proposed that their Estate Management Company can also be transform into an Autonomous Body and oversee their hospitals and educational institutions.

8. National History & Literary Heritage

The Minister for Federal Education & Professional Training, National History & Literary Heritage who is also Member of Implementation Committee informed the forum that in principle, the Division agrees to the proposed categorization. On the invitation of the Minister, the Secretary National History & Literary Heritage explained a few concerns / complications in the implementation particularly with reference to change of status of employees which will lead to litigation. The Secretary explained the underlying intricacies regarding the merger / conversion of the following entities: -

- (i) Merger of Urdu Science Board (USB) and Urdu Dictionary Board (UDB) into National Language Promotion Department (NLPD) and conversion of NLPD into an Autonomous Body to be renamed as National Language Promotion Authority (NLPA).
- (ii) Proposed merger of Quaid-e-Azam Academy (QAA) with Quaid-e-Azam Mazar Management Board (QMMB).
- (iii) Proposed merger of Aiwan-e-Iqbal Complex (AIC) with Iqbal Academy Pakistan (IAP).
- (iv) Conversion of Aiwan-e-Quaid (AeQ) Building, F-9 Park into an Executive Department.

At the end, it was requested that they may be given one-month time for further deliberations.

9. Petroleum Division

The written response of the Petroleum Division was displayed as under: -

- i. Not agreed with the proposed Executive Departments because under the Rules of Business no office or entity defined as Executive Department.
- ii. Regarding the following five proposed Autonomous Bodies, it has been stated that the categorization will lower their independence in conduct of their day to day business: -
 - (i) Inter State Gas Systems (Pvt) Limited (ISGSL).
 - (ii) Pak-Arab Refinery Limited (PARCO).
 - (iii) Pakistan State Oil Company Limited (PSOCL).

- (iv) Sui Northern Gas Pipelines Limited (SNGPL).
- (v) Sui Southern Gas Company Limited (SSGCL).

Nevertheless, the Advisor to the Prime Minister on Petroleum Division who is also Member of the Implementation Committee stated that there was some confusion that has been clarified. So, the Petroleum Division has no objection on the proposed categorization of the organizational entities under its administrative control. Petroleum Division was recently preparing an action plan regarding Geological Survey of Pakistan

10. Before taking up the next item on the agenda, the Chair invited the Secretary Power Division to share his views on the proposed categorization of the organizational entities under the administrative control of Power Division. The Secretary stated that as far as the Autonomous Bodies are concerned, the Division has no objection. However, regarding the DISCOs (Distribution Companies, IESCO, LESCO, PESCO, QESCO...), he suggested that their proposed privatization need further deliberation and Ministry will present an action plan in this regard.

11. At the end, the presentation on the criteria of Autonomous Body and Executive Department was made. The contents of the presentation are at **Annex-III**.

Decisions

- i. Textile Division be merged with M/o Commerce.
- ii. M/o Information Technology and Telecommunication will prepare a workable plan for the revised by December, 2019.
- iii. Presentation on Special Communication Organization (SCO) will be made by D.G. SCO in the next meeting.
- iv. The comments / proposals regarding the organizational entities other than the Executive Departments and Autonomous Bodies will be considered as and when the agenda on those organizations is placed before the Implementation Committee.
- v. The M/o Railways is to place its suggestion regarding Pakistan Railways Academy Walton on reorganizing of once training institute is being conducted.
- vi. National History & Literary Heritage Division is to submit its final response on the proposed Executive Departments and Autonomous Bodies while keeping the nation's sentiments on Quaid-e-Azam and Allam Muhammad Iqbal intact.
- vii. The proposals of the Power Division on DISCOs will be considered when the agenda on these organizational entities is placed before the Committee.
- viii. The presentation on the criteria of Autonomous Bodies will be made in the ensuing Secretaries Committee.

ix. The proposed categorization of all the organizational entities into Executive Department and Autonomous Bodies in respect of all the seven Ministries / Divisions other than the ones mentioned in the above decisions stands finalized in view of the agreement by the respective Ministry / Division.

12. The meeting ended with a vote of thanks to and from the Chair.

List of participants 3rd Meeting (20-08-2019)

- i. Advisor to the PM on Institutional Reforms & Austerity
- ii. Minister for Federal Education and Professional Training, National History & Literary Heritage
- iii. Chairman, Special Committee of the National Assembly on Kashmir, Islamabad
- iv. Special Assistant to the PM on Petroleum
- v. Secretary, Establishment Division
- vi. Special Secretary, Cabinet Division
- vii. Secretary, Commerce Division
- viii. Secretary, M/o Information Technology & Telecommunication
- ix. Secretary, Inter Provincial Coordination
- x. Secretary, M/o Maritime Affairs
- xi. Secretary, M/o Housing & Works
- xii. Secretary, M/o Railways
- xiii. Secretary, Railway Board
- xiv. Secretary, National History & Literary Heritage
- xv. Secretary, Power Division
- xvi. Additional Finance Secretary (Expenditure), Finance Division
- xvii. Joint Secretary, M/o Law & Justice
- xviii. Joint Secretary, Power Division
- xix. Joint Secretary (IRC)
- xx. Representatives (Two) of HQ SCO, M/o Information Technology & Telecommunication

Annex-II

S.#	Name of Ministry / Division	Name of Executive Departments	Name of Autonomous Body
1.	Information & Broadcasting	1. Press Information Department (PID)	1. Implementation Tribunal for Newspaper Employees (ITNE)
		2. Directorate of Electronic Media and Publications (DEMP)	2. Central Board of Film Censors (CBFC)
			3. Information Service Academy (ISA)
			4. National Institute of Folk and Traditional Heritage (Lok Virsa)
			5. Institute of Regional Studies (IRS)
			6. National Press Trust (NPT)
			7. Shalimar Recording and Broadcasting Company (SRBC)
			8. Pakistan Television Corporation Limited (PTV)
			9. Pakistan National Council of Arts (PNCA)
			10. Press Council of Pakistan (PCP)
			11. Associated Press of Pakistan Corporation (APPC)
2.	Inter Provincial Coordination	1. Department of Tourist Services	1. Pakistan Sports Board
		2. National Internship Programme	2. Pakistan Veterinary Medical Council
			3. Pakistan Cricket Board
			4. Federal Land Commission
			5. Pakistan Tourism Development Corporation (PTDC) (Proposed to be transferred from Cabinet Division)
			6. National Tourism Coordination Board (NTCB) (Proposed to be transferred from Cabinet Division)
3.	Maritime Affairs	1. Marine Fisheries Department, Karachi	1. Pakistan Marine Academy, Karachi
		2. Mercantile Marine Department, Karachi	2. Gawadar Port Authority, Gawadar

		3. Government Shipping Office, Karachi	3. Port Qasim Authority, Karachi
			4. Karachi Port Trust, Karachi
			5. Pakistan National Shipping Corporation, Karachi
			6. Korangi Fisheries Harbour Authority, Karachi
4.	Housing & Works	1. Estate Office Management	1. Federal Government Employees Housing Foundation, Islamabad
		2. Pakistan Public Works Department	2. Pakistan Housing Authority Foundation
			3. Council for Works & Housing Research (CWHR)
5.	Railways	1. Railways Board (including Railways Divisions / Departments, Educational & Health Institutes & Factories / Workshops)	1. Federal Government Inspector of Railways (FGIR)
			2. Pakistan Railway Advisory & Consultancy Services Limited (PRACS) {Proposed to be evolved into Pakistan Railways Passenger Transportation Company (PRPTC)}
			3. Railway Constructions Pakistan Limited (RAILCOP)
			4. Pakistan Railways Freight Transportation Company Limited (PRFTC)
6.	National History & Literary Heritage	1. National Library of Pakistan (NLP), Islamabad	1. Pakistan Academy of Letters (PAL), Islamabad
		2. Aiwan-e-Quaid Building, F-9 Park, Islamabad	2. Iqbal Academy Pakistan (IAP), Lahore
		3. Department of Archaeology & Museums (DOAM), Islamabad	3. Quaid-i-Azam Mazar Management Board (QMMB), Karachi
			4. National Language Promotion Department (NLPD) (Proposed to be

			renamed as National Language Promotion Authority (NLPA))
			5. National Book Foundation (NBF), Islamabad
7.	Petroleum	1. Geological Survey of Pakistan	1. Inter State Gas Systems (Pvt) Ltd. (ISGSL)
			2. Pak-Arab Refinery Limited (PARCO)
			3. Pakistan State Oil Company Limited (PSOCL)
			4. Sui Northern Gas Pipelines Limited (SNGPL)
			5. Sui Southern Gas Company Limited (SSGCL)

MINUTES OF THE 4TH MEETING – CIC HELD ON 27-08-2019

The 4th meeting of the Implementation Committee was held on 27-08-2019 at 10:00 am in Institutional Reforms Cell (IRC) of the P.M. Office. It started with recitation from the Holy Quran and was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is at **Annex-I**.

The agenda of the meeting was to consider the responses / objections received from the following seven (07) Ministries / Divisions on proposed Executive Departments and Autonomous Bodies (Annex-II) falling under their administrative control in response to this Division's communications dated 24-07-2019 and 07-08-2019 on the subject: -

1. Ministry of Interior
2. Ministry of Science & Technology
3. Ministry of Foreign Affairs
4. Ministry of Information and Broadcasting
5. Ministry of Defence Production
6. Ministry of Privatization
7. Ministry of Communications

2. Before taking up the regular agenda of the meeting, the Chair invited the Special Assistant to Prime Minister (SAPM) for National Health Services, Regulations & Coordination to share the proposed restructuring plan for the Ministry of National Health Services, Regulation & Coordination with the forum. The Minister stated that at the time of 18th Constitutional Amendment 2010, the dominant thinking was that Health was a provincial subject and accordingly, the then Ministry of Health was devolved. However, later, some reflections took place and Ministry of National Health Services, Regulations & Coordination was re-established in 2011. Notwithstanding, the existing structure of the Ministry shows that it was set up in haste as its structure neither conforms to the functions nor to the deployed human resource. The SAPM shared the existing structure with the members of the committee and explained the new proposed organogram. The SAPM was of the view that top slots in the Ministry should be filled by professionals having the background of health and specifically cited the example of Law and Justice Division. On the query of Defence Minister, the SAPM also explained that the distribution of the Sehat Insaf Card is based on National Socio-Economic Registry (NSER) in BISP. The SAPM on Health in response to Mr. Fakher Imam remarked that before the present Government no functional mechanism was there to check the population. The SAPM stated that now the Ministry has started a program in this regard. On the proposal of the SAPM for establishing a new health cadre, the Chair requested the Health Ministry to come with a considered proposal which addresses the practical difficulties involved regarding inter-se seniorities of the professionals of various backgrounds within the same cadre. After detailed discussion and deliberation, the

Committee authorized the Ministry to prepare a summary on the proposed restructuring and submit the case to the Cabinet after incorporating the views of Establishment and Finance Divisions.

3. After this the regular agenda of the meeting was discussed, which is as under: -

4. Ministry of Interior

The representative of the Ministry stated that the Ministry has no objection on proposed Executive Departments and Autonomous Bodies. In addition to it, he requested that National Police Academy (NPA) and National Police Foundation (NPF) may also be included in Annex-7 or Annex-8.

5. Ministry of Science & Technology

The Secretary explained the reasons and rationale for retaining Council for Works & Housing Research (CWHR), Pakistan Council of Renewable Energy Technology (PCRET) and Pakistan Council of Research in Water Resources (PCRWR) in Ministry of Science & Technology. On this topic the SAPM on Petroleum specifically asked details of past research outcomes which these organizations have contributed to the economy. The SAPM on Petroleum further stated that research has only two purposes a) research which is done for pure academic purposes b) research done for the transfer of technology and knowledge to relevant industries. In former case, academic research can be carried out by universities while in the latter case the applied research institutions should be closely tied to the sectoral ministries for wider dissemination. Those which do not add value may be wound up. The Committee did not agree with the observations tabled by the Ministry of Science & Technology and unanimously agreed to implement the proposals as outlined in the report approved by the cabinet. At the end, it was pointed out that Pakistan Museum of National History, (PMNH) Islamabad (Sr. No.219 of Annex-8) is a subsidiary of Pakistan Science Foundation, (PSF) Islamabad (Sr. No. 221 of Annex-8), and needs to be reflected, accordingly.

6. Ministry of Foreign Affairs

No representative from the Ministry participated. However, the written response of the Ministry was presented before the committee in which they agreed to all the proposals outlined in the report.

7. Ministry of Information and Broadcasting

The representative of the Ministry besides the written request for reconsidering the proposal for transferring of Pakistan Media Electronic Regulatory Authority (PEMRA) to Cabinet Division stated that the Ministry has been facing some problems regarding the Institute of Regional Studies (IRS) after the disbandment of its secret services expenditure. The committee disagreed with proposal to retain PEMRA. The chair further remarked that by declaring any institute as an autonomous body they are not going to change its legal status. The Committee recommended that MOFA may be consulted for merging IRS with Institute of Strategic Studies (ISS) considering the synergies between the two institutions.

8. Ministry of Defence Production

The Ministry intimated a day before the meeting that it was not possible for the Secretary to participate in the meeting as he was out of station and requested for rescheduling their agenda as the Ministry required 2-3 weeks' time. The Ministry was seeking to find out the difference between the Attached Department and Executive department. It was explained that in substance there was no difference and it was only renaming and rationalizing a wide array of organizational entities under the Federal Government.

9. Ministry of Privatization

The representative of the Ministry stated that Ministry has no objection on categorization of the Privatization Commission.

10. Ministry of Communications

The Secretary of the Ministry stated that the Ministry has no objection on the proposed Executive Departments and Autonomous Bodies. However, he stated that National Highways Authority (NHA) carries a federal government debt of Rs. 2.3 trillion and after becoming an Autonomous Body the raising loans from Banks, may hamper its functioning and future developments. On this, the SAPM on Petroleum suggested that these were Capital Development Loans (CDL) which were extended for executing projects under Public Sector Development Program. The Chair further remarked that the current liability would not be an obstacle in acquiring future loans, say, from banks. The condition which financial institutions usually put in such cases is that the borrower will not pay the public loan prior to their loan. The Committee advised the Ministry that it should beef up the infrastructure and faculty of National Transport Research Centre (NTRC) and revitalize it.

Decisions

- I. The Committee agreed in principle with the proposed reorganization of M/o National Health Services, Regulations & Coordination.
- II. National Police Academy (NPA) and National Police Foundation (NPF) of the Ministry of Interior be included in Annex-8 (list of Autonomous Bodies).
- III. Council for Works & Housing Research (CWHR) be transferred to M/o Housing & Works as Autonomous Body, Pakistan Council of Renewable Energy Technology (PCRET) be transferred to Power Division as Autonomous Body and Pakistan Council of Research in Water Resources (PCRWR) be transferred Water Resources Division as Autonomous Body.
- IV. The classification earlier approved in respect of Ministry of Science and Technology would remain intact. A National Commission on Science and Technology needs to be established for the promotion of science and technology in the country.

V. Finance Division needs to expedite the implementation of the Public Finance Management Act with regards to abolishing FA Organization and putting in place the system of CFAOs and Internal Auditors.

VI. The proposal for retaining Pakistan Electronic Media Regulatory Authority (PEMRA) under the M/o Information and Broadcasting was not agreed. PEMRA would remain under the Cabinet Division.

VII. M/o Foreign Affairs be invited in next meeting to give its views on the feasibility of merging Institute of Regional Studies (IRS) with Institute of Strategic Studies under M/o Foreign Affairs.

VIII. The difference between an Attached Department and Executive Department be conveyed to Ministry of Defence Production.

IX. NTRC be revitalized.

X. The classification of the Organizational Entities (OEs) into Executive Departments and Autonomous Bodies in respect of the following Ministries / Divisions, other than the issues specifically discussed in the above paras, stands finalized

- i. Ministry of Interior
- ii. Ministry of Science & Technology
- iii. Ministry of Foreign Affairs
- iv. Ministry of Information and Broadcasting
- v. Ministry of Defence Production
- vi. Ministry of Privatization
- vii. Ministry of Communications

List of participants 4th Meeting (27-08-2019)

- i. Advisor to the PM on Institutional Reforms & Austerity
- ii. Minister for Defence
- iii. Advisor to the PM on Establishment
- iv. Chairman, Special Committee of the National Assembly on Kashmir, Islamabad
- v. Special Assistant to the PM on Petroleum
- vi. Secretary, Establishment Division
- vii. Secretary, Communications
- viii. Secretary, M/o National Health Services, Regulations & Coordination
- ix. Secretary, M/o Science and Technology
- x. Additional Secretary, Cabinet Division
- xi. Additional Secretary, M/o Interior
- xii. Additional Finance Secretary (Expenditure), Finance Division
- xiii. Additional Secretary, Privatization Division
- xiv. Chairman, National Highways Authority
- xv. Additional Draftsman / Joint Secretary, M/o Law & Justice
- xvi. Joint Secretary, M/o Law & Justice
- xvii. Joint Secretary (IRC)
- xviii. Deputy Secretary, M/o Information and Broadcasting.

List of Executive Departments and Autonomous Bodies of seven Ministries / Divisions

S.#	Name of Ministry / Division	Name of Executive Departments	Name of Autonomous Body
1.	Interior	1. Directorate General of Immigration and Passports	1. National Database & Registration Authority (NADRA)
		2. Directorate General of Civil Defence	2. Metropolitan Corporation Islamabad
		3. Pakistan Rangers (Punjab), Lahore	3. National Public Safety Commission
		4. Pakistan Coast Guards, Karachi	4. Capital Development Authority (CDA)
		5. Frontier Corps, (North), Khyber Pakhtunkhwa, Peshawar	
		6. Frontier Corps, (South), Khyber Pakhtunkhwa, Peshawar	
		7. Frontier Corps, (North), Balochistan, Quetta	
		8. Frontier Corps, (South), Balochistan, Quetta	
		9. Office of the Chief Commissioner, Islamabad (ICT)	
		10. Pakistan Rangers (Sindh), Karachi	
		11. Federal Investigation Agency (FIA), Islamabad.	
		12. Office of the Commandant, Frontier Constabulary, Khyber Pakhtunkhwa, Peshawar	
		13. Gilgit Baltistan Scouts, Gilgit	

		14. National Police Bureau	
		15. National Academy for Prisons Administration, Lahore	
2.	Science & Technology		1. COMSATS University, Islamabad (CUI) 2. National Institute of Electronics, Islamabad (NIE) 3. National Institute of Oceanography, Karachi (NIO) 4. National University of Science & Technology, Islamabad (NUST) 5. Pakistan Council of Scientific & Industrial Research, Islamabad (PCSIR) 6. Pakistan Council for Science & Technology, Islamabad (PCST) 7. Pakistan Engineering Council, Islamabad (PEC) 8. Pakistan National Accreditation Council, Islamabad (PNAC) 9. Pakistan Science Foundation, Islamabad (PSF) 10. Pakistan Standard & Quality Control Authority, Karachi (PSQCA) 11. Pakistan Halal Authority, Islamabad (PHA) 12. National University of Technology, Islamabad (NUTECH) 13. STEDEC Technology Commercialization Corporation of Pakistan Pvt. Ltd., Lahore (STEDEC)
3.	Foreign Affairs	1. All Pakistan Missions Abroad	1. Foreign Service Academy, Islamabad

		2. Afghan Trade Development Cell	2. Institute of Strategic Studies, Islamabad
4.	Information and Broadcasting	3. Press Information Department (PID)	12. Implementation Tribunal for Newspaper Employees (ITNE)
		4. Directorate of Electronic Media and Publications (DEMP)	13. Central Board of Film Censors (CBFC)
			14. Information Service Academy (ISA)
			15. National Institute of Folk and Traditional Heritage (Lok Virsa)
			16. Institute of Regional Studies (IRS)
			17. National Press Trust (NPT)
			18. Shalimar Recording and Broadcasting Company (SRBC)
			19. Pakistan Television Corporation Limited (PTV)
			20. Pakistan National Council of Arts (PNCA)
			21. Press Council of Pakistan (PCP)
		22. Associated Press of Pakistan Corporation (APPC)	
5.	Defence Production	1. Directorate General Munitions Production (DGMP) – (MVRDE, ARDE & IOP)	1. Defence Export Promotion Organization (DEPO)
		2. Directorate General Defence Purchase (DGDP)	2. Pakistan Ordnance Factories (POFs) Board, Wah Cantt.
			3. Heavy Industries Taxila (HIT) Board, Taxila
			4. Pakistan Aeronautical Complex (PAC) Board, Kamra

			5. Karachi Shipyard & Engineering Works (KS&EW), Karachi
			6. National Radio Telecommunication Corporation (NRTC)
6.	Privatization	1. National Highways & Motorways Police (NH&MP)	1. Privatization Commission
7	Communications		1. National Highway Authority (NHA)
			2. Construction Technology Training Institute (CTTI)

MINUTES OF THE 5TH MEETING - CIC HELD ON 06-09-2019

The 5th meeting of the Implementation Committee was held on 06-09-2019 at 11:00 am in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is annexed. The agenda of the meeting was as under:

(i) Briefing on Institute of Strategic Studies and proposals of placement of Institute of Regional Studies with Ministry of Foreign Affairs by Secretary Ministry of Foreign Affairs.

(ii) Objections received from the Ministry of Postal Services and also to reconsider the reservations received from the Poverty Alleviation and Social Safety Division and Textile Division regarding the previous decisions taken in the 2nd meeting.

2. The proceedings of the meeting started when the Chair invited the Secretary, Poverty Alleviation and Social Safety Division to present the reservations on the decisions of the Committee. She first of all stated about the decision of the Committee regarding the merger of Trust for Voluntary Organizations (TVO) and Pakistan Poverty Alleviation Fund (PPAF), which are as under:

a. TVO is the “Trust for Voluntary Organizations” established under charitable endowment Act 1890 and notified vide SRO 171(1)190 of 15th February, 1990. The PPAF is a Section ‘42’ Company under the Companies Ordinance 1984, now replaced by, The Companies Act 2017.

b. TVO entered into an agreement by signing an MOU with USAID. The guidelines for implementation of the Special Development Fund (SDF) Agreement by the TVO, and to enable USAID to monitor the progress of the SDF, both parties agreed to administer the funds in accordance with the precepts of the SDF agreement and, in doing so, maintain the funds in a non-comingled manner to be utilized only in accordance the purpose of the SDF agreement.

c. The SDF agreement was signed between the Islamic Republic of Pakistan and United States of America. The same agreement provides for administration of SDF funds which cannot be altered as stated above and is enshrined in the said MOU as Annual report of the TVO is to be sent to USA Embassy. In the light of this agreement, it is not feasible for TVO to be merged with PPAF.

3. On this, Mr. Shafqat Mahmood, Member, remarked that the Division should utilize the existing infrastructure of the departments available in other Ministries / Divisions instead of establishing a new entity for such activities. The Chair remarked that by merger it was never meant to dissolve TVO or to alter the existing agreement with the USAID. The Committee further inquired the existing cost of the overheads so that it could objectively analyze the share of public funds on overheads vis-à-vis functional performance. It was emphasized that a clear picture of objectives along with available resources was necessary for reconsideration of the case. The

Committee made it clear that they did not find any rationale to allow the existence of any entity, if its funds were only catering for the overheads.

4. Regarding the existence of Poverty Alleviation Coordination Council (PACC), the secretary stated that the Division required frequent interaction with experts from public & private sector in poverty alleviation, nutrition, disability, orphanages, street children, labour issues, health issues, micro financing, poverty graduation, etc. Hence, its existence was justified. She further stated that PACC stage served as a country wide “consultative platform” with the built-in provision to establish subordinate groups for consultation prior to launching schemes / programmes for poverty alleviation by the PA&SS Division.

5. The Chair made it quite clear that the Committee had no objection on the creation of council or cell by any Division for the smooth functioning provided it was not made part of the Rules of Business. The Committee made it quite clear that if private sector or civil society organization could perform any function better at comparatively in a low cost for community welfare, then its existence in the public sector was unjustified. The members of the Committee in this connection also shared different national and international success stories / case studies in the area of micro financing.

6. The representatives of the Textile Division expressed their reservations on an earlier decision taken in the second meeting of the Committee regarding the liquidation/winding up of the following four companies:

- i. Karachi Garment City Company (KGCC).
- ii. Lahore Garment City Company (LGCC).
- iii. Faisalabad Garment City Company (FGCC).
- iv. Pakistan Textile City Limited (PTCL), Karachi

The representatives stated that Lahore and Faisalabad Garment Cities Companies were self-generating and meeting their operational cost from their own sources. They further stated that LGCC has generated 4,800 employment and is earning foreign exchange amounting to US \$ 40 million per annum through export while FGCC has generated 6000 employment and is earning US \$ 38 million annually through export. Regarding the KGCC and PTCL, they tabled different justifications for slow progress. They further stated that previous government instructed to liquidate PTCL and give land back to Port Qasim Authority. However, the liquidation process has been stopped by the present government.

7. The Chair remarked that this industry needed flexibility and agility to grow and negotiate various contracts, which was not possible while remaining in the public sector. The Advisor to PM on Petroleum stated that PTCL had obtained loan from National Bank of Pakistan and due to nonpayment, the burden of interest was accruing with every passing day, and with liquidation, the government could shed this burden. The Committee made it conspicuously clear that it did not see

any justification of public sector ownership and wanted to unburden the government. The Chair while alluding to the industrial development experience of 1960s remarked that at least we should learn from our own experience. The representatives were also informed that their views are not in conformity with the stance of high-ups / decision-making authority in the Ministry.

8. No one from the Ministry of Postal Services participated in the meeting.

9. On the agenda of Institute of Regional Studies, the Chair invited Special Secretary, Ministry of Foreign Affairs to share the Ministry's views. He stated that as for as Institute of Strategic Studies Islamabad (ISSI) under the Ministry of Foreign Affairs is concerned, it was undertaking research at global level, while MoFA was not fully aware of the quality of research / researchers in the Institute of Regional Studies (IRS) under the M/o Information and Broadcasting. On this,

Mr. Fakhar Imam, Member, briefed the Committee that IRS was established in 1982 with specific focus on the region around Pakistan i.e South and Southwest Asia. The representative of the Ministry further stated that MoFA was not much enthusiastic about this proposed merger of IRS with ISSI. In response to it, the Chair made it clear that firstly, there was no justification for retaining IRS under the M/o Information and Broadcasting and secondly, the Committee also did not want to merge IRS with ISSI and instead wanted to make it a part of ISSI. AFS, M/o Finance, also supported the move due to financial problems IRS is facing.

9. **Decisions**

I. The independent statutory status of Poverty Alleviation Coordination Council was not agreed. The Council should continue as an internal coordination mechanism of the Division.

II. Poverty Alleviation and Social Safety Division should properly present the financials of TVO-the amount spent on salaries and allowances, rentals, at other overheads and the amount left for grants to NGO's. The Secretary shall present the income receipt from the Special Development Fund (SDF) created by the USAID and submit the case with numbers and provide solid justifications for its continuation as standalone body in the next meeting.

III. Textile Division should present the exit strategy regarding the liquidation / winding up of KGCC, LGCC, FGCC and PTCL after consulting with the Minister.

IV. After due consultation with M/o Information and Broadcasting and IRS management, M/o Foreign Affairs should make a presentation to the Committee regarding the feasibility of making IRS as part of ISSI.

9. The meeting ended with a vote of thanks to and from the Chair.

List of participants of the 5th Meeting of Implementation Committee held on (06-09-2019)

- i. Advisor to the PM on Institutional Reforms & Austerity
- ii. Minister for Federal Education & Professional Training and National History & Literary Heritage
- iii. Advisor to the PM on Establishment
- iv. Chairman, Special Committee of the National Assembly on Kashmir, Islamabad
- v. Special Assistant to the PM on Petroleum
- vi. Secretary, Establishment Division
- vii. Special Secretary, Cabinet Division
- viii. Secretary, Poverty Alleviation & Social Safety Division
- ix. Special Secretary, Foreign Affairs
- x. Additional Finance Secretary (Expenditure), Finance Division
- xi. Senior Joint Secretary, Textile Division
- xii. Solicitor, M/o Law and Justice
- xiii. Joint Secretary (IRC)
- xiv. Chief, (NTRC) M/o Communication
- xv. Deputy Secretary, Textile Division
- xvi. Deputy Secretary, M/o Communication
- xvii. Deputy Chief, NTRC, M/o Communication

MINUTES OF THE 6TH MEETING - CIC HELD ON 13-09-2019

The 6th meeting of the Implementation Committee was held on 13-09-2019 at 11:00 am in Institutional Reforms Cell (IRC), the P.M. Office, chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is annexed. The agenda of the meeting was as under:

- (i) Objections by Ministries / Divisions.
- (ii) Exit strategy vis-à-vis Garment Cities in pursuance of the directions in 5th Meeting of IC.
- (iii) Comprehensive Briefing on TVO.
- (iv) Proposal of placement of IRS with MoFA.

Objections by Ministries / Divisions

2. The proceedings of the meeting started when the Chair invited

Mr. Shafqat Mahmood, Member / Federal Minister for M/o Federal Education & Professional Training, National History & Literary Heritage to share his views regarding the deferred agenda of National History & Literary Heritage Division. With permission of the Minister, Secretary, National History & Literary Heritage Division stated that the Division has no objection on the merger of Urdu Science Board (USB) and Urdu Dictionary Board (UDB) into National Language Promotion Department (NLPD) and the conversion of NLPD into an Autonomous Body having the name as National Language Promotion Authority (NLPA). However, the modalities in this respect are yet to be worked out / finalized by the Division. Regarding the following three proposals, the Secretary requested that they will present their case in the next meeting: -

- (i) Proposed merger of Quaid-e-Azam Academy (QAA) with Quaid-e-Azam Mazar Management Board (QMMB).
- (ii) Proposed merger of Aiwan-e-Iqbal Complex (AIC) with Iqbal Academy Pakistan (IAP).
- (iii) Conversion of Aiwan-e-Quaid (AeQ) Building, F-9 Park into an Executive Department.

3. The representatives of the M/o Postal Services showed their reservations as under: -

- i. After becoming an Autonomous Body how they will get subsidy.
- ii. What would be the status of employees?
- iii. Is it a downsizing?
- iv. What would be fate of Postal Group?

To begin with, the Chair commented that Japan Post is the major source of revenue for that country. He further stated that the underlying purpose of declaring any entity as an Autonomous Body is to

liberate it from the rules and regulation of the Government so that it could easily compete with the private companies. It was also stated that by this the Government wants to elevate the status of the organization. The Committee suggested that the department can support offices generating revenue below the subsistent level through cross-subsidization. The representatives were also informed that if the organization incurs losses in the rural area then the Government may grant subsidy. The representative of the Finance Division updated the members that the overall budget of PPOD is approximately Rs. 23 billion that includes approximately Rs. 12 billion as subsidy from the Government. Regarding the fate of the employees, it was informed that the terms and conditions of the existing employees working in these Autonomous Bodies would not be altered to their disadvantage. It was also informed that it is neither rightsizing nor downsizing rather simply reorganization. The Committee categorically made it clear that nobody will be laid off and no one will go home. As far as the future employment in the organization is concerned, it would be the Board of Director that will take the decision. The Committee appreciated the concerns of the representatives and ensured that they are here to address the concerns as the conversation ventilates reservations. It was also stated that the first step is the acceptance and then comes the implementation. The Committee advised the representatives to come again after examining the proposal keeping in view the parameters of cost-benefit analysis and expected outcome / service delivery as has been directed by the Cabinet. The Committee desired that the proposals of the Ministry should come through the Minister i.e. the Ministry should seek the approval of the Minister.

M/o Religious Affairs and Interfaith Harmony

4. No representative from the Ministry participated in the meeting. However, the reply of the Ministry was read out to the Committee. It was that the Ministry has no objection on reorganization of Hajj and Umrah Directorate as an Executive Department. Regarding the two proposed Autonomous Bodies, Evacuee Trust Property Board (ETPB) and Pakistan Madrassah Education Board (PMEB), it was stated the first was established as a body corporate through an Act, 1975 while the second was established through an Ordinance on 18-08-2001. The Ministry also pointed out that the case for transfer of PMEB to Ministry of Federal Education and Professional Training is under process.

Prime Minister's Office

5. The reply of the Prime Minister's Office on the three proposed Autonomous Bodies namely BOI, NDMA and NACTA was also tabled before the Committee. The reply read that these statutory bodies have already been established through Ordinance and Act. These are not categorized as Ministries / Divisions / Attached Departments or Subordinate Offices.

Exist strategy vis-à-vis Garment Cities in pursuance of the directions in 5th Meeting of IC

6. No representative from the Textile Division participated in the meeting. Hence the agenda at Sr.No. ii in para 1 was not discussed.

Comprehensive Briefing on TVO

7. The Chair invited Dr. Sania Nishtar, SAPM on Social Protection and Poverty Alleviation / Chairperson BISP to present the case of TVO. She briefed the Committee. Following are a few highlights of her presentation: -

- TVO was created in 1990 under the Special Development Fund (SDF) Agreement signed between the Government of Pakistan and USA (USAID) in 1988 (after the closure of USAID office/operation in Pakistan). TVO became operational in 1992.
- TVO is registered under Charitable Endowment Act 1890.
- An Endowment fund of USD 30 million/PKR 520 million was created for this purpose.
- These funds are invested in banks and their interest/proceeds are used to run TVO operations.
- The status of the organization is that of an NGO created to avoid bureaucratic procedures.
- TVO has a Head Office in Islamabad and nine Regional Offices located at Muzaffarabad, Peshawar, Lahore, D.I. Khan, Multan, Quetta, Larkana, Hyderabad and Karachi.
- Current staff strength of the Trust is 58, of which 54 employees are regular and 4 on daily-wages.
- The last TVO Board of Directors retired en-masse on 31st August 2013, without forwarding nominations for the vacancies on Board as per its by-laws.
- The government nominated the Secretary Economic Affairs Division as acting Chairperson TVO Board of Directors on 30th January 2014, to run its day-to-day operations except grant making activities.
- Nominations for the vacancies on Board remained under consideration with the Federal Minister for Finance, Revenue and Economic Affairs but were not finalized till in April 2019 TVO was assigned under Administrative Control of the new PASSD.
- As per clauses of MoU signed in pursuance of SDF agreement, the TVO will administer the funds of the SDF in accordance with the precepts of the SDF Agreement and, in doing so, maintain the SDF funds in a non-commingled manner to be utilized only in accordance with the purposes of the SDF Agreement.

8. Regarding the future road map of TVO, it was stated that the Ministry wants to use the infrastructure and human resource of TVO and PPAF for the implementation of Tahafuz which is a part of one of the four major components of the Ehsaas, poverty reduction strategy. Tahafuz is a safety net to protect the vulnerable against the shocks. It has the following four areas through which it would help the uninsured beneficiaries: -

- a. Health shocks
 - b. Provision of assistive devices to special person
 - c. Extending the legal aid to the women
 - d. Aiding the local organization
9. The bottom line of the briefing was that the TVO has a special status that needs to be kept intact, its existence has absolutely no drain on the Government exchequer and finally its infrastructure / assets are squarely necessary for the accomplishment of the objectives of Tahafuz. It was categorically mentioned that while conceiving Ehsaas, it was fairly assumed that the infrastructure of TVO and PPAF is available. The Committee appreciated the concerns, efforts and future resolve of Dr. Sania Nishtar to transform the otherwise dysfunctional entities taking due cognizance of not incurring any additional fund.

Proposal of placement of IRS with MoFA

10. The Chair invited the Special Secretary M/o Foreign Affairs

Mr. Moazam Ahmad Khan to brief the Committee on the possibility and feasibility of merging Institute of Regional Studies (IRS), **M/o Information & Broadcasting** with Institute of Strategic Studies, Islamabad (ISSI), **M/o Foreign Affairs** in order to gain synergy. He stated that M/o Foreign Affairs has not much appetite because the sphere of both the organizations is different. Each has its own ambit. The focus of IRS is on South and South West Asian Region while the perspective of ISSI is global. The Chair also invited Dr. Rukhsana Qamber, President IRS to share her views. She stated that the performance of the Institute is improving and at this juncture she does not support the proposal of merger. The Member from the Cabinet Division was of the view that these are anecdotal character organizations and purpose is almost identical. Therefore, putting the two entities together is not irrational. The Member from the M/o Finance was of the view that IRS can be attached with ISSI as satellite and thereby M/o Foreign Affairs can make use of the research work done by both these institutes. He further stated that IRS after the disbandment of the secret service expenditure was first shifted to Assignment Account and in the recent past it has been put on pre audit system through AGPR. He further stated that because of the deficiency of requisite documents related to appointment of the researchers, some of the employees of the Institute have not been getting their salary. The Chair remarked that he has been visiting both of the Institutes in connection with his own research, therefore, he too has firsthand knowledge about them. The Chair further remarked that we should take the issues beyond individual consideration in the larger national interest. He opined that M/o Information & Broadcasting neither has the capacity nor the direction to guide and harness the potential of such think tank. Mr. Mohammad Shehzad Arbab, Advisor to P.M. on Establishment suggested that for the time being IRS should be transfer to M/o Foreign Affairs within a time line and subsequently be merged with ISSI. He was of the view that the point is that we have to see that where the proper utilization of the resources is more likely.

Decisions

- I. National History & Literary Heritage Division will submit their final views / objections in respect of the Organizational Entities as proposed in Annex-VII (Proposed Executive Departments), Annex-VIII (Proposed Autonomous Bodies) and Annex-III (Organization proposed for Transfer to Provinces, Gilgit Baltistan & ICT).
- II. M/o Postal Services will submit their views on the proposed categorization of Pakistan Post Office Department (PPOD) as Autonomous Body after due consultation with the Minister.
- III. The Committee agreed with the proposals by Poverty Alleviation & Social Safety Division for not merging TVO with PPAF.
- IV. Institute of Regional Studies be transferred to M/o Foreign Affairs with timeline for its subsequent attachment or merger with ISSI as the case may be.
11. The meeting ended with a vote of thank to and from the Chair.

List of participants of the 6th Meeting of Implementation Committee
held on (13-09-2019)

- i. Advisor to the PM on Institutional Reforms & Austerity
- ii. Minister for Federal Education & Professional Training and National History & Literary Heritage
- iii. The Chairman, Special Committee of the National Assembly on Kashmir, Islamabad
- iv. Advisor to the PM on Establishment
- v. The SAPM on Social Protection and Poverty Alleviation / Chairperson BISP.
- vi. The Secretary, Establishment Division
- vii. The Secretary, National History & Literary Heritage.
- viii. The Secretary, Poverty Alleviation & Social Safety Division
- ix. The Special Secretary, Foreign Affairs.
- x. The Additional Secretary (II), Cabinet Division.
- xi. The Additional Finance Secretary (Expenditure), Finance Division
- xii. The Senior Joint Secretary, M/o Postal Services.
- xiii. The Director General, PPOD.
- xiv. The Additional Director General, M/o Postal Services.
- xv. The Joint Secretary, M/o Law & Justice
- xvi. The Joint Secretary, National History & Literary Heritage.
- xvii. The Joint Secretary, M/o Information & Broadcasting.
- xviii. The President, Institute of Regional Studies (IRS).
- xix. The Chief Executive Officer, TVO.
- xx. The Section Incharge, HR, TVO.
- xxi. The PC, Project & D.M. Tahafuz.
- xxii. The Operation Coordinator, Tahafuz.

xxiii. The Team Leader, Tahafuz.

Special Secretary	Moazzam Ahmad Khan	051-9204502	051-9203271
(A & C/OP/Administration)			

Mr. Mohammad Shehzad Arbab

MINUTES OF THE 7TH MEETING - CIC HELD ON 01-10-2019

The 7th meeting of the Implementation Committee was held on 01-10-2019 at 10:00 am in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is annexed. The agenda of the meeting was as under:

- (i) Objections by M/o Science & Technology and Information & Broadcasting
- (ii) Objections by Ministries / Divisions on Annex-3
- (iii) Exit strategy vis-à-vis Garment Cities in pursuance of the directions in 5th Meeting of IC.
- (iv) Objections by National History and Literary Heritage Division

Agenda Item No. (i) M/o Science & Technology and Information & Broadcasting

Objections by M/o Science & Technology

2. The Chair welcomed the Federal Minister for Science & Technology and invited him to share his views regarding the transferring of some of the entities from M/o Science & Technology to other Federal Ministries / Divisions. The Minister first of all conveyed his gratitude to the Committee for providing him the opportunity to share his views on the subject. To begin with, he stated that out of fourteen (14) organizations of the M/o Science & Technology (perhaps reference to Annex-8 of the Report), almost nine organizations from different forums have been proposed for transfer to other Federal Ministries / Divisions .¹ He suggested that the Ministry as a whole should be restructured instead of focusing the organizations one by one. On this, the Chair commented that the Committee has already recommended that a National Commission on Science & Technology needs to be established for promotion of Science & Technology. He further made it clear that there is no two opinions that the country can progress and pace with the international community only when it excels in the field of Science & Technology. But as for the present performance of the Ministry is concerned that is hardly satisfactory. The Chair recalled that in the past, Pakistan Council for Scientific and Industrial Research (PCSIR) under the supervision of Mr. Salim-u-Zaman Siddiqui, the then Chairman made such a marvelous performance that its counterpart organizations were left for behind it. The Committee made it categorically clear that the real progress is possible only through triangular approach i.e. policy, institute and leadership. Resuming his talk, the Minister further stated that he has a business plan for his Ministry which he

¹ To the knowledge of this forum, Council for Works & Housing Research (CWHR), Pakistan Council of Renewable Energy Technology (PCRET) and Pakistan Council of Research in Water Resources (PCRWR) has been recommended for transfer to M/o Housing & Works, Power Division and Water Resource Division respectively. And PHA for its placement under M/o Commerce.

would like to present before the Committee. The Chair professed his convictions on the decisions. Nevertheless, he referred the matter to members of the Committee for deliberation.

Ministry of Information & Broadcasting

3. The Chair welcomed the Minister of State for Information & Broadcasting and invited her to share the reservations regarding the earlier decisions of the Implementation Committee for transferring PEMRA to Cabinet Division and IRS to Ministry of Foreign Affairs. She first of all thanked the Members of the Committee for providing the opportunity to share her views. She stated that PEMRA was set up in 2000 to regulate the private channels and not the state broadcast, therefore, there arises no question of conflict of business interests between the private channels and that of the state broadcast. She further said that there is no denying the fact that private channels apart from community service do business and also some of them are prone to disseminating negative news. So such trends need to be controlled by the regulator. She also viewed that PEMRA does not work in isolation rather it has other stakeholders and the supportive organizations like Press Information Department (PID). Therefore, she is of the view that if PEMRA is given to Cabinet Division then the supportive entity of it may also be transferred to the Cabinet Division. She concluded that her request is that before finalizing the decision, all the stakeholders / aspects of the case may be taken into account. The Committee agreed, however, it was made conspicuously clear that regulator has always to be independent and should not be under the control of the Ministry / Division whose business it has to regulate and there should be a categorical partitioning among policy, operation and regulation.

4. Regarding the transfer of Institute of Regional Studies (IRS) from Ministry of Information & Broadcasting to Ministry of Foreign Affairs and its timeline merger with Institute of Strategic Studies Islamabad (ISSI), she said that the research perspective of both the institutes differs from one another and they fulfill the needs of different public sectors. She was of the view that the separate existence of both the institutes is not a duplication. To substantiate the proposition, she quoted the example of foreign mission where diplomatic wing and press wing concurrently work. The former is backed by the officers of the M/o Foreign Affairs while the latter is supported by the M/o Information & Broadcasting and are facilitated by the respective research work. She again showed her consent with the decision of the Committee, however, requested that before finally inking the decision all the aspects may be given due consideration.

Agenda Item No. (ii) Objections by Ministries / Divisions

M/o Overseas Pakistanis and Human Resource Development

5. The representative of the Ministry of Overseas Pakistanis and Human Resource Development (OP&HRD) stated that the Ministry is not agreed with the transfer of Directorate of Workers Education (DWE) to Islamabad Capital Territory (ICT). She stated that the Directorate has been imparting professional training to trade unions (Labour leaders and workers) enabling them to settle their issues amicably with the employers. She stated that the Directorate

approximately gives training to 2,000 persons. She further stated that the Directorate has no regional centres; those were already devolved to provinces under 18th Constitutional Amendment. She further stated that the Ministry is bound to fulfill the international obligations for the education of workers in the essentials of trade unions including education in respect of their rights and obligations. One of the members of the Committee also viewed that ICT might not have the capability just like the Ministry to handle the affairs of the Directorate.

M/o Industries & Production

6. The representative of the Ministry stated that Department of Explosive deals the subject of explosive as administered under Explosive Act 1884 and petroleum as administered under Petroleum Act 1934. He further stated that the subject of explosive has been devolved to provinces under 18th Constitutional Amendment while the subject of petroleum is a Federal subject. On this, the Minister for Defence / Member showed his reservation. The Chair in due recognition of the comments constituted a Sub Committee consisting of Mr. Pervez Khattak, Minister for Defence / Member and Mr. Nadeem Babar, Advisor to the Prime Minister on Petroleum / Member to explore the subject matter.

M/o Kashmir Affairs & Gilgit Baltistan

7. The reply of the Ministry was presented before the Committee wherein it was stated that NATCO has already been transferred to Gilgit Baltistan and for Directorate of Health Services (GB), it has no objection.

National History & Literary Heritage Division

8. The Secretary stated that the Division is agreed with the proposed transfer of Department of Libraries (DOL) to ICT.

Agenda Item No. (iii) Exit strategy vis-à-vis Garment Cities in pursuance of the directions in 5th Meeting of IC.

9. The agenda item was not discussed due to shortage of time.

Agenda Item No. (iv) Objections by National History and Literary Heritage Division (regarding Annex-7 & 8)

10. Regarding the previous agenda i.e. Annex-7 (proposed Executive Department) and Annex-8 (proposed Autonomous Bodies), the Secretary Incharge of the Division stated that the Division is agreed to the categorization of National Library of Pakistan, Islamabad and Department of Archaeology and Museum, Islamabad as proposed Executive Departments. However, the Division is not agreed with the categorization of Aiwan-e-Quaid Building, F-9 Park, Islamabad as proposed Executive Department with the justification that it may not be retained as an Executive Department because the building is property of Federal Government which is presently in possession of a private Trust (Nazariya-e-Pakistan Council Trust). There is no permanent establishment /

manpower and budget for this building to run as “Executive Department”. It is therefore, proposed that the building continue to remain with NH&LH Division for Art and Cultural related activities.

11. He further stated that the Division is agreed with proposed Autonomous Bodies with the updation that National Book Foundation (NBF) has been transferred to Federal Education & Professional Training Division. Requisite views may be obtained from them.

Decisions

i. The Ministry of Science & Technology will present future business plan of the Ministry of Science & Technology after two weeks.

ii. The Committee agreed with the proposal of the M/o OP&HRD to retain Directorate of Workers Education under its administrative control and not to transfer it to ICT.

iii. A Sub Committee consisting of Mr. Pervez Khattak, Defence Minister / Member of the Implementation Committee and Mr. Nadeem Babar, Advisor to the P.M. on Petroleum / Member has been constituted to examine the proposal of transferring Department of Explosive from Ministry of Industries & Production to provinces, Gilgit Baltistan and ICT and give the recommendation to the Implementation Committee.

iv. The proposal of the National History & Literary Heritage Division for not categorizing Aiwan-e-Quaid Building F-9 Park as Executive Department is agreed and it will continue as it is.

12. The meeting ended with a vote of thanks to and from the Chair.

List of participants of the 7th Meeting of Implementation Committee held on (01-10-2019)

- i. Advisor to the PM on Institutional Reforms & Austerity
- ii. Minister for Defence.
- iii. The Minister for Science & Technology, Islamabad
- iv. The Minister for State on Information & Broadcasting, Islamabad.
- v. Advisor to the PM on Establishment.
- vi. Advisor to the PM on Petroleum.
- vii. The Secretary, Establishment Division.
- viii. The Special Secretary, Cabinet Division.
- ix. The Secretary, National History & Literary Heritage.
- x. The Secretary, M/o Information & Broadcasting.
- xi. The Additional Finance Secretary (Expenditure), Finance Division
- xii. The Additional Secretary, M/o Industries & Production.
- xiii. The Senior Joint Secretary, National History & Literary Heritage Division.
- xiv. The Joint Secretary, M/o Law & Justice
- xv. The Joint Secretary, M/o Overseas Pakistanis & Human Resource Development.
- xvi. The Director, Textile Division.

MINUTES OF THE 8TH MEETING - CIC HELD ON 08-10-2019

The 8th meeting of the Implementation Committee was held on 08-10-2019 at 11:00 am in Institutional Reforms Cell (IRC), the P.M. Office. It was Chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is annexed. The agenda of the meeting was as under:

- (i) Objections by Ministries / Divisions on Annex-5 (copy enclosed)
- (ii) Exit strategy vis-à-vis Garment Cities in pursuance of the directions in 5th Meeting of IC.

Agenda Item No.(i) Objections by Ministries / Divisions on Annex-5

Ministry of Industries & Productions

2. The Chair invited representative of the M/o Industries & Productions to share the views / objections of the Ministry regarding the proposed merger of fourteen entities as given in the Annex-5 of the report on Re-organizing the Federal Government. He after some introductory remarks stated that the Ministry agrees to the proposed merger / handing over of the following eight entities: -

- i. Furniture Pakistan with Technology Up-gradation & Skill Development (TUSDEC).
- ii. Handing over of ENAR Petrotech Services Pvt. Limited to OGDCL, Petroleum Division.
- iii. National Fertilizer Marketing Limited (NFML) with Trading Corporation of Pakistan (TCP), Commerce Division.
- iv. Handing over of NFC-Institute of Engineering and Technology Multan to M/o Federal Education & Professional Training.
- v. Handing over of NFC-Institute of Fertilizers & Research, Faisalabad to M/o Federal Education & Professional Training.
- vi. Merger of National Industrial Parks Development and Management Company with Pakistan Industrial Development Corporation (PIDC).
- vii. Merger of TUSDEC with PIDC.
- viii. Merger of Industry Facilitation Center (IFC) with PIDC. Given its five shareholders i.e. PIDC, National Fertilizers Corporation (NFC), Pakistan Steel, Engineering Development Board (EDB) and PERAC, merger of IFC with PIDC would involve buying of shares of the other companies by PIDC and taking other of liabilities, if any, proportionate to the respective shares.

3. He further stated that for the merger of remaining six (06) entities, the Ministry has following suggestions: -

- a. Karachi Tools, Dies & Moulds Centre (KTDMC), Furniture Pakistan and Gujranwala Business Center (GBC) are being merged in Technology Up-Gradation & Skill Development (TUSDEC) and TUSDEC is further being merged into Pakistan Industrial Development Corporation (PIDC). These three organizations may preferably be merged directly with PIDC, without first merging them with TUSDEC.
- b. Gujranwala Business Center (GBC) was established as a joint nature of Gujranwala Chamber of Commerce and Industry (GCCCI) and Small and Medium Development Authority (SMEDA). The proposed merger of GBC in TUSDEC without the consent of GCCCI may entail legal challenges. SMEDA would therefore be asked to propose a modality for merger of GBC with PIDC after due consultation with GCCCI and SECP. The Chair remarked that let the difficulties be converted into opportunities and it is the responsibility of concerned Ministry to sort out these petty inter-agency issues and complete the process of consultations with all the stakeholders including SMEDA.
- c. Aik Hunar Aik Nagar (AHAN) is a **Not-For-Profit organization**, licensed under Section 42 of the Companies Act 2017 and can only be merged with a company of similar legal status, as prescribed under section 43 (c) of the companies Act 2017 read with the regulation 11(5) & 12 of Association with Charitable and Not for Profit Objects Regulation, 2018 as well as Para 66 of Guide for Obtaining License for Section 42 companies Act. AHAN therefore cannot be merged with SMEDA. However, liquidation of the company may serve as a viable option.
- d. Pakistan Hunting and Sporting Arms Development Company (PHSADC), registered under Section 42 of Companies Act 2017, cannot be merged into a statutory body. PHSADC would be merged in Pakistan Industrial Development Corporation (PIDC) under the relevant rules and regulations in consultation with SECP. In reply to a comment that merging of the Company with PIDC might not be a viable option, the representative of the Ministry stated that PHSADC is a subsidiary of PIDC and has no assets. After the introduction of Section 199 of the Companies Act, 2017(**investments in associated companies and undertaking**), the Company is at the verge of financial collapse. Either PIDC has to give it loan or to invest in it otherwise there is no third option to finance it. Further substantiating the stance, the Chair remarked that the fact of the matter is that sources of financing to the Company have dried up. On the observation of another Member suggesting winding up, the Chair remarked that the aim is to nurture this Company to increase the export. He further said that we are seeing the Company through a futuristic view instead of taking a static view of it. Member of Defence opined that the Ministry of Industries & Productions should also seek the viewpoint of the Ministry of Defence to take it over and aim it.
- e. As per decision of ECC of the Cabinet, made in case No.ECC-22/S/2019 dated 04-02-2019, the handing over of Pakistan Machine Tools Factory (PMTF) to Strategic Plans Division (SPD) was decided subject to clearance of liabilities. This Ministry intends to implement the decision at the earliest subject to clearance of liabilities by the Finance Division. The accounts of PMTF have been audited up to 2017-18. As per the audit report, the total liability is booked at

Rs.5.03 billion. The audit for the year 2018-19 is under process and likely to be finalized within the time prescribed by SECP. The final amount of the aggregate liabilities shall be confirmed after the audit of the last financial year.

g. The merger of Export Processing Zones Authority (EPZA) into PIDC is not feasible because PIDC is mandated to facilitate industrialization in the country. On the other hand, EPZA is responsible for the establishment of export processing zones across the country in order to attract export oriented industries and seeking foreign direct investment. PIDC is working as a Private Limited Company under Companies Act 2017, while EPZA is a statutory body established through an Ordinance. Therefore, both entities cannot be merged legally and have to be maintained as separate entities.

M/o Housing & Works

3. The response of the Ministry of Housing & Works was presented before the Committee. The Ministry informed that it has no objection regarding merger of National Housing Authority under its control into Naya Pakistan Housing Authority.

National Commission for Human Development (NCHD) under M/o Federal Education & Professional Training

4. National Commission for Human Development (NCHD) submitted following observations / justifications on its proposed status as Grant-in-Aid Body that was earlier agreed by its Ministry vide letter No.5(6)/2012-Coord, dated 31-07-2019: -

i. National Commission for Human Development (NCHD) was established through Presidential Ordinance in 2002 and the Ordinance was also protected in the 18th Constitutional Amendment. Therefore, in the presence of the Ordinance, NCHD may not be operated by any non-governmental or private organization.

ii. Currently, NCHD is operational in 145 districts of Pakistan including Gilgit Baltistan and Azad Jammu Kashmir.

iii. In the past 18th Constitutional Amendment scenario, the projects of NCHD and National Education Foundation (NEF) were placed before the Council of Common Interest (CCI) in 2011. The Council decided that the provinces may be convinced for adoption of useful components of both the projects. Otherwise both organizations would be wound up after June, 30, 2011 and the component related to Federal areas shall be protected for the duration of the projects. However, the decision was challenged in the Honourable Supreme Court of Pakistan by employees and parents of students. The Honourable Supreme Court of Pakistan decided that winding up of the Commission is illegal and unlawful.

iv. NCHD would be the most appropriate organization to implement the vision of government.

v. The major source of funding for NCHD is from Government of Pakistan to fulfill national & international obligations.

vi. It has the capacity to generate its resources partially. Presently and in the past too, NCHD has been generating resources through various means.

5. The representative of the M/o Federal Education & Professional Training informed that a special Committee under the Chairmanship of Advisor to the Prime Minister on Institutional Reforms and Austerity has been set up to decide about the future of NCHD and BECS. It was decided that to defer this agenda till the submission of the report by the Committee.

M/o Commerce

6. The Ministry of Commerce through its three communications vide O.M. No.16(4)/2019-AOs, dated 04-10-2019, on the subject of Executive Departments and Autonomous Bodies, dated 03-10-2019 on the subject of Minutes of the 3rd Meeting regarding the merger of Textile Division with Commerce Division and again dated

04-10-2019 on the subject of proposal for strengthening and reorganization (regarding the merger of PITAD) submitted as under: -

(i) The Ministry is agreed with proposed Executive Departments and Autonomous Bodies (reference Annex-7 & 8).

(ii) PITAD may not be merged into the proposed Industry & Policy Institute (IPI) (reference Annex-5).

(iii) While referring to the decision by the Implementation Committee regarding the merger of Textile Division with Commerce Division in its 3rd meeting, the Ministry desired Implementation Committee to consider the following aspects of proposed merger: -

There would not be additional cost.

- Service delivery is expected to improve.
- Only amendment in Rules of Business would be required, and
- Career path of Civil Servants posted in Textile Division would be unaffected.

(iv) To work out an Implementation strategy for the proposed transfer of three public sectors insurance companies to Sarmaya-e-Pakistan.

(v) Functions of Pakistan Institute of Fashion and Design may be transferred to M/o Federal Education & Professional Training.

(vi) The Division is carrying out an internal consultation on possible transfer of Pakistan Tobacco Board to M/o National Food Security & Research.

7. The Chair invited the representative of the M/o Commerce to present the viewpoint of the Ministry. He stated that broadly PITAD has been performing two types of functions. On the one hand, it has been imparting ten months Specialized Training (STP) to the newly recruited officers of the Civil Services of Pakistan belonging to Commerce and Trade Group and on the other it is working as a policy think-tank on international trade and research organ. He further stated that PITAD, Pakistan Institute of Management (PIM), Engineering Development Board (EDB), Pakistan Industrial Technical Assistance Centre (PITAC), Fertilizer Research Institute (FRI) and National Productivity Organization (NPO) all have different mandates. The Chair stated that the proposed merger will not affect the functioning of PITAD which will remain intact. The purpose is only to bring all these institutes under one governing structure. The proposed Industry & Policy Institute (IPI) would be a kind of apex body. The representative also recalled the earlier decision of the Implementation Committee regarding merger of Textile Division with Ministry of Commerce. On this, the Chair remarked that the Ministry of Commerce should move the summary and in that they can record the deliberation and decision of the Implementation Committee.

Agenda No. (ii) Exit strategy vis-à-vis Garment Cities in pursuance of the directions in 5th Meeting of IC.

8. The Representative of Textile Division informed that advice / directions of the Advisor to the Prime Minister on Commerce & Textile was solicited on the recommendations of the Implementation Committee which is awaited as he accompanied the Prime minister during his visit to USA and China. However, Textile Division opposes the liquidation of Garment/Textile Cities due to the following reasons: -

- Under the Trade Policy 2003-04, the Karachi Garment City Company (KGCC), Lahore Garment City Company (LGCC) and Faisalabad Garment City Company (FGCC) were incorporated under Section 42 of the Company Ordinance, 1984 as public sector companies in 2004 and 2006 respectively. The objective of these companies is to provide state of the art facilities for export of value added garment from the country and to patronize/ encourage SMEs.
- Present Government has patronized and encouraged these entities. Recently, honorable Prime Minister vide his orders dated 15.04.2019 has stopped the liquidation process of Pakistan Textile Company Limited (PTCL) and directed to present the revival/ business plan before the ECC.
- A recent meeting on the development of garment sector in Pakistan was held under the chairmanship of the Prime Minister on 06-09-2019 in which it was unanimously decided to establish more garment cities in order to boost textile exports.

9. He further apprised that these companies are self-governing entities having their own independent BOD, representing prominent businessmen, to manage their affairs.

10. At the end, the Chair invited Secretary, M/o Communication to apprise the Committee regarding the proposed categorization of Pakistan Post Office Department (PPOD) as Autonomous

Body. He stated that after becoming an Autonomous Body it can attract the investment, do the business and can raise fund. On a question that after becoming Autonomous Body, it is apprehended that the far-flung areas of the country would be deprived from the services. In reply to it, he stated that the function of reaching out to far-flung area would not be curtailed. He also informed that at present the department is providing services to two million pensioners. The Chair remarked that it is responsibility of the Government either to give funding or PPOD cross-subsidize its operations. The Committee desired that the department should ensure the continuity of the services to the people of backward area after becoming Autonomous.

11. Decisions: -

- i. The Committee agreed with the proposal of merging Karachi Tools, Dies & Moulds Centre (KTDMC), Furniture Pakistan and Gujranwala Business Center (GBC) directly into Pakistan Industrial Development Corporation (PIDC).
- ii. It is the M/o Industries & Productions that has to finalize the modalities for merging Gujranwala Business Center (GBC) in Technology Up-Gradation & Skill Development (TUSDEC).
- iii. The Committee agreed with the proposal of M/o Industries & Productions regarding the liquidation of Aik Hunar Aik Nagar (AHAN) and not merging it with SMEDA.
- iv. The Committee agreed with the proposal of M/o Industries & Productions regarding the merger of Pakistan Hunting and Sporting Arms Development Company (PHSADC) with Pakistan Industrial Development Corporation (PIDC). However, prior to it, the Ministry should seek the views of the M/o Defence for the possibility of transferring the Company to M/o Defence.
- v. The Committee agreed with the line of action being taken by the M/o Industries & Production for handing over of Pakistan Machine Tools Factory (PMTF) to Strategic Plans Division (SPD) as per decision of ECC (in Case No.ECC-22/S/2019 dated 04-02-2019) subject to clearance of liabilities.
- vi. The Committee agreed with the suggestion of the M/o Industries & Production for not merging Export Processing Zones Authority (EPZA) into PIDC and keeping it as a separate entity as presently it is.
- vii. The proposal of merging National Housing Authority into Naya Pakistan Housing Authority stands finalized.
- viii. The Committee deferred considering the request of NCHD till the finalization of the report by the special Committee made for NCHD and BECS.
- ix. The Committee did not agree with the suggestion of the Ministry of Commerce for not merging PITAD into proposed Industry & Policy Institute (IPI).

- x. M/o Commerce should move the summary for merger of Textile Division and Commerce Divisions in accordance with the decision of the 3rd meeting of Implementation Committee.
- xi. The Ministry should present the agenda of transfer of three public sector insurance companies to Sarmay-e-Pakistan when the Annex-2 will be discussed in the Committee. Moreover, the Ministry may also present its suggestion regarding transferring the functions of Pakistan Institute of Fashion & Design to M/o Federal Education & Professional Training and possible transfer of Pakistan Tobacco Board to M/o National Food Security & Research.
- xii. The Committee agreed with the proposal of Textile Division regarding the proposed status of the following four garment companies as Autonomous Body and not liquidating / winding them up: -
 - i. Karachi Garment City Company (KGCC).
 - ii. Lahore Garment City Company (LGCC).
 - iii. Faisalabad Garment City Company (FGCC).
 - iv. Pakistan Textile City Limited (PTCL), Karachi

The decision No.5 of the minutes of 2nd meeting of the Implementation Committee stands modified to the above extent.

- 12. The meeting ended with a vote of thanks to and from the Chair.

**List of participants of the 8th Meeting of Implementation Committee
held on (08-10-2019)**

- i. Advisor to the PM on Institutional Reforms & Austerity
- ii. Minister for Defence.
- iii. Advisor to the PM on Establishment.
- iv. The Secretary, Establishment Division.
- v. The Secretary, M/o Communications.
- vi. The Additional Secretary-II, Cabinet Division.
- vii. The Additional Finance Secretary (Expenditure), Finance Division
- viii. The Additional Secretary, M/o Federal Education & Professional Training.
- ix. The Additional Secretary, M/o Industries & Production.
- x. The Senior Joint Secretary, Textile Division.
- xi. The Joint Secretary, Institutional Reforms Cell (IRC).
- xii. The Joint Secretary, M/o Law & Justice.
- xiii. The Joint Secretary (Admn), M/o Commerce.
- xiv. The Director General (PITAD), M/o Commerce.
- xv. The Director, Textile Division.
- xvi. The Deputy Secretary, Textile Division.
- xvii. The Deputy Director, M/o Commerce.

TABLE-5 – MERGERS

Sr. No.	Division	Name of Department	Remarks
01	Commerce	1. Pakistan Institute of Trade & Development, Islamabad	To be merged into the proposed Industry and Policy Institute (IPI)
02	Establishment	2. Akhtar Hameed Khan National Centre for Rural Development (AHKNCRD)	To be merged into NSPP
		3. Secretariat Training Institute (STI)	To be merged into NSPP
		4. Pakistan Academy for Rural Development (PARAD)	To be merged into NSPP
03	Federal Education & Professional Training	5. Pakistan Manpower Institute (PMI)	To be merged into the proposed Human Development Policy Institute (HDPI)
		6. Academy of Educational Planning & Management (AEPAM)	To be merged into the proposed Human Development Policy Institute (HDPI)
04	Housing & Works	7. National Housing Authority	To be merged with Naya Pakistan Housing Authority (NPHA)
05	Industries & Production	8. Karachi Tools, Dies & Moulds Centre, Karachi 9. Furniture Pakistan 10. Gujranwala Business Centre, Gujranwala	To be merged into TUSDEC
		11. AikHunarAik Nagar (AHAN)	To be merged into SMEDA

		12. Pakistan Hunting & Sports Arms Development Company, Peshawar	
		13. Pakistan Machine Tool Factory, Karachi	To be transferred to Special Projects Division (SPD), with the condition to continue it for civilian use too
		14. ENAR Petrotech Services Pvt Limited	To be handed over to OGDCL, Petroleum Division
		15. National Fertilizer Marketing Limited (NFML)	To be merged with Trading Corporation of Pakistan, Commerce Division
		16. NFC Institute of Engineering and Technology, Multan 17. NFC Institute of Engineering and Fertilizer Research, Faisalabad	To be handed over to Ministry of Federal Education & Professional Training
		18. National Industrial Parks Development and Management Company 19. Technology Up-Gradation & Skill Development Company (TUSDEC) 20. Export Processing Zone Authority (EPZA) 21. Industry Facilitation Centre	To be merged into Pakistan Industrial Development Corporation (PIDC)
06	Maritime Affairs	22. Marine Biological Lab. Karachi	To be merged with Marine Fisheries Department
		23. Directorate of Dock Workers' Safety, Karachi	To be merged with Mercantile Marine Department

		24. Directorate of Seamen's Welfare & Seamen Hostel, Karachi	To be merged with Pakistan Marine Academy
07	National Health Services, Regulations & Coordination	25. Directorate of Central Warehouse of Supplies	To be merged with Population Wing of National Health Services, Regulations & Coordination Division
		26. Islamabad Blood Transfusion Authority (IBTA)	To be merged with Federal Health Regulatory Authority (FHRA)
		27. National Health Information Resource Centre (NHIRC)	To be merged with Health Planning, System Strengthening & Information Analysis Unit (HPSIU)
		28. District Population Office (DPO), Islamabad	To be merged with District Health Office, Islamabad
08	National History & Literary Heritage	29. Quaid-i-Azam Academy (QAA), Karachi	To be merged with Quaid-e-Azam Mazar Management Board
		30. Aiwan-e-Iqbal Complex (AIC), Lahore	To be merged with Iqbal Academy, Lahore
		31. Urdu Science Board (USB), Lahore	To be merged with National Language Promotion Department (NLPD), which is proposed to be renamed as National Language Promotion Authority
		32. Urdu Dictionary Board (UDB), Karachi	
09	Petroleum	33. Pakistan LNG Limited (PLL)	To be merged into a single unit as Autonomous Body
		34. Pakistan LNG Terminals Limited (PLTL)	
10	Others	35. Earthquake Reconstruction & Rehabilitation Authority (ERRA)	To be merged with NDMA

MINUTES OF THE 9TH MEETING - CIC HELD ON 15-10-2019

The 9th meeting of the Implementation Committee was held on 15-10-2019 at 11:00 am in Institutional Reforms Cell (IRC), the P.M. Office under the Chairmanship of Dr. Ishrat Hussain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is annexed. The agenda items of the meeting were as under:

- (i) Objections by Ministries / Divisions on Annex-4
- (ii) Objections by Ministries / Divisions on Annex-5
- (iii) Objections by Ministries / Divisions on Annex-3
- (iv) Views / comments of Commerce Division regarding placement of PIF&D under Ministry of Federal Education & Professional Training and Pakistan Tobacco Board under National Food Security & Research Division.
- (v) The recommendation of Anomalies Committee under Shaheed Zulfiqar Ali Bhutto Medical University Act 2018.

Agenda Item No.(i)

Objections by Ministries / Divisions on Annex-4(Proposed Winding up / Liquidation of organizations)

2. The agenda of organizations proposed for winding up / liquidation as per Annex-4 was deliberated upon. The response / views of the leftover Ministries / Divisions are as under: -

S.#	Division	Name of Department proposed for winding up / liquidation	Response / views by the Ministry and remarks by the Committee
1.	Cabinet	1. Abandoned Properties Organization, Islamabad. 2. Department of Stationery and Forms	The Division agreed to wind up APO. However, it informed that an enabling amendment would be required in Abandoned Properties Act, 1975 which is currently underway. Agreed.
2.	Federal Education & Professional Training	National Education Assessment System (NEAS)	The Federal Minister for Federal Education / Member sensitized the Committee about the

			importance of the NEAS and requested for deferment of agenda to the next meeting.
3.	Finance	Industrial Development Bank Limited (IDBL)	The Chair remarked that the bank was recommended for its winding up in 2005-but unfortunately it still exists. The Additional Finance Secretary, who is also the Member of the Committee, requested that he will check and present the current status before the Committee.
4.	Kashmir Affairs & Gilgit Baltistan	TB Wing, Attock.	No representative from the Ministry participated in the meeting.
5.	Planning, Development & Reforms	National Construction Company Limited, Islamabad.	The representative informed that in 1973 a company named National Construction Company Limited (NCCL) was registered. Later on in 1978 it was bifurcated into National Construction Company (Pakistan) Limited and National Construction Company Limited. The former was for overseas construction while the latter for domestic construction. At that time both the companies were under the M/o Housing & Works. Presently the former is with M/o Planning, Development & Reforms and is under liquidation, while the latter is under the M/o Housing & Works. Therefore, views on it may be asked from M/o Housing & Works. He further suggested that NCCPL may also be transferred to M/o Housing & Works.

6.	Railways	<p>1. Railway Estate Development and Marketing Company Limited (REDAMCO)</p> <p>2. Kashmir Railway Limited (KR).</p>	Agreed on both. The action of winding up / liquidation is in the process.
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Agenda Item No.(ii)

Objections by Ministries / Divisions on Annex-5 (Organizations proposed for merger)

S.#	Division	Name of Department	Remarks / of the Task Force	Response / views by the Ministry and remarks by the Committee
1	Federal Education & Professional Training	36. Pakistan Manpower Institute (PMI)	To be merged into the proposed Human Development Policy Institute (HDPI)	It was informed that the Institute and the Academy are included in Annex-6 of the approved report on restructuring and will be discussed when the agenda on Annex-6 will be placed before the Committee.
		37. Academy of Educational Planning & Management (AEPAM)	To be merged into the proposed Human Development Policy Institute (HDPI)	
2	Maritime Affairs	1. Marine Biological Lab. Karachi	To be merged with Marine Fisheries Department	Agreed.
		2. Directorate of Dock Workers' Safety, Karachi	To be merged with Mercantile Marine Department	
		3. Directorate of Seamen's Welfare & Seamen Hostel, Karachi	To be merged with Pakistan Marine Academy	

3	National Health Services, Regulations & Coordination	1. Directorate of Central Warehouse of Supplies	To be merged with Population Wing of National Health Services, Regulations & Coordination Division	The Ministry Agreed. The Committee observed that the the merger of District Population Office and District Health Office will not only be cost-effective but will also improve the service delivery. The Committee also appreciated the efforts of the Ministry for being the only Ministry restructuring itself thoroughly. The Committee encouraged the M/o Federal Education & Professional Training to follow the suit.
		2. Islamabad Blood Transfusion Authority (IBTA)	To be merged with Federal Health Regulatory Authority (FHRA)	
		3. National Health Information Resource Centre (NHIRC)	To be merged with Health Planning, System Strengthening & Information Analysis Unit (HPSIU)	
		4. District Population Office (DPO), Islamabad	To be merged with District Health Office, Islamabad	
4	National History & Literary Heritage	1. Quaid-e-Azam Academy (QAA), Karachi	To be merged with Quaid-e-Azam Mazar Management Board	Agreed.
		2. Aiwan-e-Iqbal Complex (AIC), Lahore	To be merged with Iqbal Academy, Lahore	The Ministry requested its deferment to next meeting.
		3. Urdu Science Board (USB), Lahore 4. Urdu Dictionary Board (UDB), Karachi	To be merged with National Language Promotion Department (NLPD), which is proposed to be renamed as National Language	Already agreed. Reference minutes of the 6 th meeting decision No.1.

			Promotion Authority	
5	Petroleum	1. Pakistan LNG Limited (PLL) 2. Pakistan LNG Terminals Limited (PLTL)	To be merged into a single unit as Autonomous Body	Agreed.
6	Others	Earthquake Reconstruction & Rehabilitation Authority (ERRA)	To be merged with NDMA	It was informed that process has already been initiated.

Agenda Item No.(iii)

Objections by Ministries / Divisions on Annex-3 (Organizations proposed for transfer to Provinces, Gilgit Baltistan & ICT)

S.#	Division	Name of Department	Response / views by the Ministry and remarks by the Committee
1.	Federal Education & Professional Training	1. Federal Directorate of Education (FDE) 2. Directorate General of Special Education 3. Federal College of Education 4. Federal Government Polytechnic Institute of Women, Islamabad 5. Sir Syed Schools and College of Special Education 6. Federal Government College of Home Economics & Management Sciences	The matter (serial no 1 -6) was deferred to next meeting except for BECS which is being separately considered in a special committee constituted under the chairmanship of Advisor on Government Reform and Austerity.

		7. Basic Education Community Schools (BECS)	
2.	Petroleum	Saindak Metals Limited (SML)	Agreed
3.	Railways	Pakistan Railways Police	Agreed.

Agenda Item No.(iv)

Views / comments of Commerce Division regarding placement of PIF&D with Ministry of Federal Education & Professional Training and Pakistan Tobacco Board with National Food Security & Research Division.

3. The representative of the Ministry informed that the Ministry proposes the transfer of functions of Pakistan Institute of Fashion & Design to M/o Federal Education & Professional Training. He further informed that the views and comments of Cabinet, Law & Justice Division and M/o Federal Education & Professional Training have already been obtained. The said Division have supported the proposal of the Ministry. Concurrently, he also referred to sub section (3) of section-8 of the Pakistan Institute of Fashion and Design Act, 2016 which reads as under: -

(3) The Federal Minister for Commerce or as, the case may be, the Minister-in-Charge of the administrative Ministry, shall be the Pro-Chancellor of the Institute and Deputy Chairperson of the Senate.

4. The Committee remarked that the above mentioned clause does not restrict that only the Federal Minister for Commerce should be the Pro-Chancellor of the Institute. The phrase as the case may be gives ample room to the Minister-in-Charge of the administrative Ministry of the Institute to become Pro-Chancellor of the Institute. The representative further stated that the Ministry also carrying out an internal consultation on the possibility of transfer of Pakistan Tobacco Board to the M/o National Food Security & Research. The Committee categorically conveyed that the commodities' production should not be with the Commerce as its function is to promote Commerce rather than production.

Agenda Item No.(v)

The recommendation of Anomalies Committee

5. The representatives of the M/o National Health Services, Regulations & Coordination stated that the recommendations of the Anomalies Committee constituted under section 6(7) of Shaheed Zulfiqar Ali Bhutto Medical University (Amendment) Act, 2018 were submitted to Prime Minister through M/o Law and Justice vide summary of even number dated 2nd July, 2019. Prime

Minister's Office vide their U.O.No.1871/SPM/2019 dated 20th August, 2019 has informed as under: -

“The Prime Minister has seen and is pleased to desire that the recommendations of the Anomalies Committee alongwith the observations of Ministry of Law & Justice may be placed before the Committee on Structural Reforms constituted under Advisor to the Prime Minister on Institutional Reforms and Austerity for its recommendations.”

6. The recommendations of the Anomalies Committee are as under: -

i. Delete clauses 2 (a) (ga) of SZABMU (Amendment) Act 2018.

ii. After the deletion of above clause, the FM&DC may be declared ‘Constituent College’ of SZABMU through an Executive Order and option would be provided to employees regarding maintaining their ‘Civil Servants’ status.

iii. Federal General Hospital (FGH) may be declared ‘own’ hospital of FM&DC.

iv. FMDC & SZABMU will induct / establish their own faculty on need basis within a period of 2 to 5 years.

v. All faculties of PIMS will be teaching faculty of FM&DC by declaring PIMS as teaching hospital of FM&DC.

Decisions: -

i. The Committee approved the winding up / liquidation of Abandoned Properties Organization and directed the Cabinet Division to immediately fulfill the legal requirements enabling liquidation.

ii. The Committee approved the winding up / liquidation of Department of Stationery and Forms, Cabinet Division. The Committee further directed that the functions of the Department be transferred to Printing Corporation of Pakistan.

iii. The discussion on winding up / liquidation of the National Education Assessment System (NEAS) was deferred to next meeting.

iv. The Additional Finance Secretary (Expenditure) will check the status of winding up of the Industrial Development Bank Limited (IDBL) and will inform the Committee.

v. The views on National Construction Company Limited, (usually known as NC Limited) Islamabad regarding its winding up / liquidation be obtained from M/o Housing & Works.

vi. The Committee also approved the already ongoing process of liquidation of National Construction Company (Pakistan) Limited under M/o Planning, Development & Reforms.

vii. The Committee approved the winding up / liquidation of Railway Estate Development and Marketing Company Limited (REDAMCO) and Kashmir Railway Limited (KR).

- viii. The Committee deferred the discussion on the merger of Pakistan Manpower Institute (PMI) and Academy of Education Planning & Management (AEPAM) into proposed Human Development Policy Institute (HDPI) to the meeting in which Annex-6 of the Report will be discussed.
- ix. The Committee approved the merger of Marine Biological Lab. Karachi with Marine Fisheries Department, Directorate of Dock Workers' Safety, Karachi with Mercantile Marine Department and Directorate of Seamen's Welfare & Seamen Hostel, Karachi with Pakistan Marine Academy.
- x. The Committee approved the merger of Directorate of Central Warehouse of Supplies with Population Wing of National Health Services, Regulations & Coordination Division, Islamabad Blood Transfusion Authority (IBTA) with Federal Health Regulatory Authority (FHRA), National Health Information Resource Centre (NHIRC) with Health Planning, System Strengthening & Information Analysis Unit (HPSIU) and District Population Office (DPO), Islamabad with District Health Office, Islamabad.
- xi. The Committee approved the merger of Quaid-e-Azam Academy (QAA), Karachi with Quaid-e-Azam Mazar Management Board.
- xii. The discussion on the merger of Aiwan-e-Iqbal Complex (AIC), Lahore with Iqbal Academy, Lahore was deferred to next meeting.
- xiii. The Committee approved the merger of both Pakistan LNG Limited (PLL) and Pakistan LNG Terminals Limited (PLTL) into a single Unit as Autonomous Body.
- xiv. The discussion on the organizations (seven in number) proposed for transfer to Provinces, Gilgit Baltistan and ICT in respect of Federal Education & Professional Training was deferred to next meeting.
- xv. The Committee approved the transfer of Saindak Metals Limited (SML) to the Province of Balochistan.
- xvi. The Committee in principle agreed for the transfer of Pakistan Railways Police to Provinces. The Ministry should take up the matter with respective Provinces to finalize modalities of transfer.
- xvii. The Committee approved the transfer of Pakistan Institute of Fashion & Design to M/o Federal Education & Professional Training and Pakistan Tobacco Board to M/o National Food Security & Research Div.
- xviii. The Committee recommended the recommendations of the Anomalies Committee appearing at sub para (i) of para 6 above may be taken up with Law & Justice Division.
- xix. The Committee seconded the recommendations of the Anomalies Committee appearing at sub para (ii), (iii) & (iv) of para 6 above.

xx. The Committee did not agree to the recommendations of the Anomalies Committee appearing at sub para (v) of para 6 above.

xxi. The Committee agreed to remove the name of Federal Shariat Court appearing at S.No.123 under the M/o Law & Justice in Annex-8 (proposed Autonomous Body) of the Report on Re-organizing the Federal Government by the Institutional Reforms Cell (IRC).

7. The meeting ended with a vote of thanks to and from the Chair.

**List of participants of the 9th Meeting of Implementation Committee
held on (15-10-2019)**

- i. Advisor to the PM on Institutional Reforms & Austerity
- ii. Federal Minister for Federal Education & Professional Training.
- iii. Advisor to the PM on Establishment.
- iv. Advisor to the PM on Petroleum.
- v. The Secretary, Establishment Division.
- vi. The Special Secretary, Cabinet Division.
- vii. The Secretary, M/o National Health Services, Regulations & Coordination.
- viii. The Secretary, M/o Maritime Affairs
- ix. The Secretary, Railway Board.
- x. The Additional Secretary, Cabinet Division.
- xi. The Additional Secretary, M/o Planning, Development & Reforms.
- xii. The Additional Secretary, M/o Federal Education & Professional Training.
- xiii. The Additional Finance Secretary (Expenditure), Finance Division
- xiv. The Vice Chancellor, Shaheed Zulfiqar Ali Bhutto Medical University, PIMS.
- xv. The Executive Director, PIMS.
- xvi. The Joint Secretary, Institutional Reforms Cell (IRC).
- xvii. The Joint Secretary, M/o Planning, Development & Reforms.
- xviii. The Chief Governance, M/o Planning, Development & Reforms.
- xix. The Joint Secretary, M/o Law & Justice.
- xx. The Director General (PITAD), M/o Commerce.
- xxi. The Director, M/o Commerce.
- xxii. The Director (Estab), M/o Railways.
- xxiii. The Deputy Secretary (Coord), Establishment Division, Islamabad

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Most Immediate/

By Special Messenger

- i. Advisor to the PM on Institutional Reforms & Austerity
- ii. Federal Minister for Federal Education & Professional Training.
- iii. Advisor to the PM on Establishment.
- iv. Advisor to the PM on Petroleum.
- v. The Secretary, Establishment Division.
- vi. The Special Secretary, Cabinet Division.
- vii. The Secretary, M/o National Health Services, Regulations & Coordination.
- viii. The Secretary, M/o Maritime Affairs
- ix. The Secretary, Railway Board.
- x. The Additional Secretary, Cabinet Division.
- xi. The Additional Secretary, M/o Planning, Development & Reforms.
- xii. The Additional Secretary, M/o Federal Education & Professional Training.
- xiii. The Additional Finance Secretary (Expenditure), Finance Division
- xiv. The Vice Chancellor, Shaheed Zulfiqar Ali Bhutto Medical University, PIMS.
- xv. The Executive Director, PIMS.
- xvi. The Joint Secretary, Institutional Reforms Cell (IRC).
- xvii. The Joint Secretary, M/o Planning, Development & Reforms.
- xviii. The Chief Governance, M/o Planning, Development & Reforms.
- xix. The Joint Secretary, M/o Law & Justice.
- xx. The Director General (PITAD), M/o Commerce.
- xxi. The Director, M/o Commerce.
- xxii. The Director (Estab), M/o Railways.
- xxiii. Ms. Lubna Said Ghias, D.S.(Coord), Estab. Division, Islamabad.

Advisor to the PM on Institutional Reforms & Austerity
Federal Minister for Federal Education & Professional Training.
Advisor to the PM on Establishment.
Advisor to the PM on Petroleum.
The Secretary, Establishment Division.
The Special Secretary, Cabinet Division.
The Secretary, M/o National Health Services, Regulations & Coordination.
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The Additional Secretary, M/o Federal Education & Professional Training.
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The Vice Chancellor, Shaheed Zulfiqar Ali Bhutto Medical University, PIMS.
The Executive Director, PIMS.
The Joint Secretary, Institutional Reforms Cell (IRC).
The Joint Secretary, M/o Planning, Development & Reforms.
The Chief Governance, M/o Planning, Development & Reforms.
The Joint Secretary, M/o Law & Justice.
The Director General (PITAD), M/o Commerce.
The Director, M/o Commerce.
The Deputy Secretary (Coord), Establishment Division, Islamabad.

MINUTES OF THE 10TH MEETING - CIC HELD ON 22-10-2019

The 10th meeting of the Implementation Committee was held on 22-10-2019 at 10:00 am in Institutional Reforms Cell (IRC), the P.M. Office under the Chair of Advisor to the P.M. on Establishment, Mr. Mohammad Shehzad Arabab. The list of the participants is annexed. The agenda items of the meeting were as under:

- (i) Comments / Views of M/o Information Technology as conveyed vide its letter #2-9/2019-Admn, dated 10-10-2019.
- (ii) Views and Comments of Defence Production Division on proposed Executive Departments and Autonomous Bodies as per Annex-7 & 8 of the Report.
- (iii) Briefing by Pakistan Post Office Department (PPOD) on future business plan.
- (iv) Views and Comments by Federal Education and Professional Training Division on Annex-3 as already communicated vide Establishment Division's Meeting Notice dated 11-10-2019.

Agenda Item No. i Comments / Views of M/o Information Technology as conveyed vide its letter #2-9/2019-Admn, dated 10-10-2019.

2. To begin with the Chair invited Secretary Information Technology to share his views on the proposed categorization of the entities of M/o Information Technology. The Secretary stated that organizations of M/o Information Technology already have a specific statutory structure as under: -

S.#	Organizations	Legal Origin
a)	NITB	Is a Statutory Body established under the National Information Technology Board Ordinance 2019
b)	NTC	Corporation established under the Pakistan Telecommunication (Re-Organization) Act, 1996 with a Management Board.
c)	IGNITE	Companies established under Section 42 of the Companies Act 2017
d)	USF	
e)	PSEB	
f)	PTET	Trusts established under respective statues and the charitable Endowments Act, 1890
g)	TF	
h)	ECAC	Statutory Body established under the Electronic Transaction Ordinance, 2002
i)	VU	Established under the Virtual University Ordinance, 2002

Each of the above organizations performs very different tasks, requiring distinct decision making hierarchy, workflows and HR Structure to match. It is for this reason that these organizations based

on the required quantum were either moulded into different frames of existing functioning structures (Such as formations laid down in the Companies Act 2017) or had unique statutes laying down their unique organizational structure. Applying the same standard boundaries of being defined as “Autonomous Bodies” would create massive legal and audit ramifications, ineffectiveness in intra organizational communication and reduced transparency. The Ministry would like to retain their existing status. He further stated that all these entities have sufficient autonomy and further increasing autonomy may affect performance adversely.

3. In view of the above context, one of the members pointed out that the present 441 organizations in the Federal Government have been classified in 18 different categories. The idea is to simplify the broad array of organizational categories into only two types; one is Executive Department and other is Autonomous Body. As for the legal status of the present statutory bodies, limited companies and corporations it will remain unchanged but for the administrative purposes, all such bodies would be classified as Autonomous Bodies distinct from the Executive Department(ED).

4. The Secretary M/o Information Technology & Telecommunications while referring to the proposal of making the Head of the Executive Department as Principal Accounting Officer stated that he did not support the idea. He viewed that in this way it will become difficult to take results from so many people. He further stated that implementation of this scheme would not only undermine the accountability and implementation of directions and vision of the government, but would also cause disintegration of responsibility which, in turn, would severely impact effectiveness of the Government Public Accountability Mechanism which is one of the essential constituents of Parliamentary Dominion. This arrangement also has consequences in terms and conditions, and career progression of officers and staff.

5. In response to above observations, the Chair remarked that it is a step towards decentralization. He further said that the idea was to shift the burden from Secretary to enable him to focus more towards policy instead of engaging him too much in the process of implementation. Member from M/o Finance responded that the present reorganization is actually a sort of realignment based on the functionality. The purpose of it is to remove duplicity and to bring efficiency in the service delivery. Advisor to the Prime Minister on Petroleum stated that Responsibility, Authority and Accountability go simultaneously and dropping anyone of them will adversely affect the desired outcome. Accountability makes sense when Head of the Executive Department is delegated adequate financial and administrative powers. He further said that the present pattern in which we are entrenched in doing and not thinking needs reversal. He concluded that the present reforms are not an end rather means to an end.

Agenda Item No. ii: Views and Comments of Defence Production Division on proposed Executive Departments and Autonomous Bodies as per Annex-7 & 8 of the Report.

6. To begin with, the Secretary Defence Production desired the support of the Committee for restructuring the Ministry. The Chair agreed.

Agenda Item No.iii Briefing by Pakistan Post Office Department (PPOD) on future business plan

7. The Ministry requested in writing that the agenda may be deferred which was accepted.

Agenda Item No. iv Views and Comments by Federal Education and Professional Training Division on Annex-3 as already communicated vide Establishment Division's Meeting Notice dated 11-10-2019

8. The Secretary Ministry of Federal Education & Professional Training stated that after 18th Constitutional Amendment, the jurisdiction of all the above mentioned organizations is already confined to Islamabad Capital Territory (ICT) only and they are working under the Ministry and cannot be transferred to Provinces or Gilgit Baltistan. On this, the Committee remarked that the point is not working of these organizations to the jurisdiction of ICT instead it is about the transferring of these organizations to ICT Administration. On this, the Secretary viewed that the Ministry is not agreed. Nevertheless, he requested that the agenda may be deferred to the next meeting.

Decisions

i. The Committee agreed with the proposed categorization of the Organizations of the Ministry of Information Technology tabulated in para 2 ante as Autonomous Bodies (reference Annex-8 of the Report).

ii. The Committee agreed to the request by the Secretary Defence Production Division to support him in the restructuring plan of the Ministry. He was asked to bring the proposal before the Committee after two weeks.

iii. The Committee accepted the written request of PPOD, Postal Services Division and deferred the agenda item to the next meeting.

iv. The Committee agreed to the request of the Secretary M/o Federal Education & Professional Training for deferring the agenda regarding transfer of the organizations of the Ministry to ICT administration (reference Annex-3 of the Report) to next meeting.

9. The meeting ended with a vote of thanks to and from the Chair.

**List of participants of the 10th Meeting of Implementation Committee
held on 22-10-2019**

- i. Advisor to the Prime Minister on Establishment.
- ii. Chairman, Special Committee of the National Assembly on Kashmir.
- iii. Special Assistant to the Prime Minister on Petroleum Division.
- iv. The Special Secretary, Cabinet Division.
- v. The Secretary, M/o Information Technology.
- vi. The Secretary, M/o Defence Production.
- vii. The Secretary, M/o Federal Education & Professional Training.
- viii. The Additional Secretary-I, Establishment Division.
- ix. The Additional Finance Secretary (Expenditure), Finance Division
- x. The Member, Management Services Wing, Establishment Division.
- xi. The Joint Secretary, Ministry of Law and Justice
- xii. The Joint Secretary, Institutional Reforms Cell (IRC).

MINUTES OF THE 11TH MEETING - CIC HELD ON 29-10-2019

The 11th meeting of the Implementation Committee was held on 29-10-2019 at 10:00 am in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is annexed. The agenda of the meeting was to discuss the views / comments of Ministries / Divisions on proposed training, policy support and research institutes as per Annex-VI of the **REPORT ON REORGANIZING THE FEDERAL GOVERNMENT**.

2. The Chair while opening the meeting briefly apprised the participants about the essence of the reorganization in the federal government, its underlying rationale, its relevance in the present context and its future needs so that it could facilitate them in taking the right decisions. He stated that the idea behind this scheme is to pool the wisdom of technical side and that of generalist side. The proposed institutes in which the existing institutes / academies / centres are going to be merged have been conceived on the notion of different clusters like technical cluster, social sector cluster, financial & economic cluster and administrative cluster. Each cluster contains in it a common grouping of Ministries / Divisions. For instance, the Ministries / Divisions like Communications, Railways etc. can be included in technical cluster while the Economic Affairs, Finance etc. can be grouped under financial and economic cluster, Health, Education, Human Rights under social cluster and Establishment Division, Cabinet Division etc. can be clubbed under the general administrative cluster. The purpose of aligning these training institutes on the basis of this blended approach is to meet the emerging future challenges in building our capacity. Such comprehensive trainings will definitely prepare officers for effectively discharging responsibilities not only in a particular Ministry but in a cluster of Ministries / Divisions. The Chair further said that there is no specification of a particular qualification at the time of recruitment which means that the system has to filter these officers at some higher level. These institutes will further synthesize the generalists' skills with those of the professionals and will contribute towards formulation of a comprehensive policy, its effective implementation and result oriented monitoring. He further remarked that we cannot do away with generalists because we need field knowledge as well as individuals who can synthesize various viewpoints -technical, financial, legal, administrative and take decisions. He lamented that in the current scheme of things, the training has become mere formality for promotion having little links with preparedness for next assignments. He urged that training should be geared in such a way that it should prepare officers for shouldering the future responsibilities. He observed that presently a lot of expenditure is being made on training but still it is not result oriented. He emphasized on introducing elective subjects in training institutes enabling the participants to improve their deficient area of expertise. Another member of the Committee invited the attention of the Committee towards imparting training of soft skills in these institutes. In reply to a query, the chair stated that the word 'merger' has been misconstrued. He explained that even after merger, the core functions of existing training institutes will remain intact. He further mentioned that the purpose is to bring all these institutes under a common

governing structure which is currently missing as the ministries do not have adequate time to spare resources to look after these institutes. These institutes would become constituent colleges of the respective as proposed apex bodies. This arrangement will also remove the element of duplication presently prevalent among the different training institutes and at the same time will take care of the inherent weaknesses. The Chair informed the participants about the non-availability of qualified or trained financial analysts in finance Division and their limited ability in financial reporting and forecasting. He concluded his introductory remarks by stating that we have to think through the whole of government perspective and should not confine ourselves to our respective turfs. In response to the request by the Secretary, M/o Information & Broadcasting that the Ministries may be given the target to propose reforms, one of the member clarified that the Committee is doing the job of inter-Ministerial / Divisions reorganization and as far as the intra Ministries / Divisions reforms are concerned every Ministry / Division is free to take the initiative.

3. After giving the background of the merger, the views / comments of the following Ministries / Divisions were invited for deliberation as under: -

Industries & Production Division

4. The representatives of the Ministry stated that Ministry wanted to maintain the status quo of National Productivity Organization (NPO) instead of merging it with proposed Industry and Trade Policy Institute (ITPI) because NPO is a liaison office of an international organization i.e. Asian Productivity Organization (APO) which is an intergovernmental organization committed to improving productivity in the Asia-Pacific region. Secondly, Pakistan is one of the founding members of APO and is paying obligatory contribution fee annually. Secretary, Industries & production is the ex-officio Director on the APO Governing Body under intergovernmental Convention. Meanwhile NPO benefits from the additional grants allocated by Government of Japan to the APO platform. Thirdly, NPO is leading the Productivity movement in Pakistan. Its role has transformed over years and, presently, works on smart industry, smart agriculture and smart services under APO mandate. Lastly, National Productivity Master Plan for Pakistan is being developed with the assistance of APO Japan. NPO capacity building is already under way with APO funding and technical assistance.

5. The Committee was not satisfied by the justification given by the representative of the Ministry. It was asked by the committee what contribution NPO had been making in the realm of productivity. Secondly, the Committee was also not satisfied with the justification given by the Ministry regarding the engagement of NPO on small agriculture / green project rather it was termed as a sort of encroachment in the portfolio of other Division. The Committee made it clear that as for the liaison with Asian Productivity Organization (APO) is concerned that will remain intact.

Commerce Division

6. The representative of the Commerce Division stated that though in writing the Division conveyed unwillingness on the merger of Pakistan Institute of Trade and Development (PITAD)

into proposed Industry & Trade Policy Institute (ITPI) but after the clarification of the concept of merger, he conveys the consent of the Ministry for it.

M/o Communications

7. The representative of the Ministry stated that the Ministry will beef up the infrastructure and faculty of National Transport Research Centre (NTRC) and revitalize it as per decision of Implementation Committee held on 27-08-2019, as a research wing, till the establishment of IPI.

8. The Committee remarked that throughout the world all modes of communications are parked under one umbrella which is not only cost-effective but also efficient. It was informed that Government is determined to follow the world best practices and wants to bring the various modes of communications / transportations under a unified control. In this way, an inter-modal transport synergy will be achieved.

Finance Division

9. The representatives of the AGP stated that they did not support the proposal of merger of Pakistan Audit & Accounts Academy with the proposed Institute of Fiscal Policy and Financial Management (IFPFM). One of the representatives stated that Audit & Accounts has no relation with financial management. On this, the Chair questioned whether the CF&AOs were not doing financial management in Ministries / Divisions? The representatives further stated that the proposed merger is against the functional autonomy granted to the Auditor General by the Constitution. On this, one of the members remarked that imparting training to the officers of Audit & Accounts is not interference into the functioning of AGP and therefore it should not be termed as such. It was emphasized by the Committee that the purpose of proposed merger of these training institutes is to make the training more comprehensive instead of confining it to any of a single group, minimizing the cost and achieving synergy. The proposed merger will hardly have any bearing on the existing autonomy of the institute.

10. The representatives of the following Ministries / Divisions were present in the meeting but the agenda could not be discussed and thereby deferred to next meeting: -

- i. M/o Federal Education & Professional Training.
- ii. M/o Interior.
- iii. M/o National Food Security & Research.

11. No representative from the following Ministries/Divisions participated:

- i. M/o National Health Services, Regulations & Coordination.
- ii. M/o Railways.

Decisions

- i. The Committee recommended the merger of National Productivity Organization (NPO), M/o Industries & Production as a constituent unit of the proposed Industry & Trade Policy Institute (ITPI) while maintaining the existing arrangements with APO intact.
- ii. The Committee recommended the merger of Pakistan Institute of Trade and Development (PITAD), M/o Commerce into proposed Industry & Trade Policy Institute (ITPI).
- iii. The Committee recommended the merger of National Transport Research Centre (NTRC), M/o Communications into proposed Infrastructure Policy Institute (IPI).
- v. Further discussion on the proposed merger of Audit & Accounts Academy into proposed Institute of Fiscal Policy and Financial Management (IFPFM) was deferred to the next meeting. The Committee also desired to invite the Auditor General and Chairman FBR in the next meeting.

List of participants of the 11th Meeting of Implementation Committee

held on 29-10-2019

- i. Advisor to the PM on Institutional Reforms & Austerity.
- ii. Minister for Defence.
- iii. The Chairman, Special Committee of the National Assembly on Kashmir.
- iv. Advisor to the PM on Petroleum.
- v. Advisor to the PM on Establishment.
- vi. The Special Secretary, Cabinet Division.
- vii. The Secretary, Petroleum Division.
- viii. The Secretary, Information & Broadcasting Division.
- ix. The Additional Secretary, M/o Federal Education & Professional Training.
- x. The Additional Secretary, M/o National Food Security & Research.
- xi. The Additional Secretary-I, M/o Interior.
- xii. The Senior Joint Secretary (Exp & Plg), Finance Division.
- xiii. The Senior Joint Secretary, M/o Communications.
- xiv. The Joint Secretary, Institutional Reforms Cell (IRC).
- xv. The Joint Secretary, M/o Law & Justice.
- xvi. The Joint Secretary, M/o Industries & Production.
- xvii. The Joint Secretary, M/o Industries & Production.
- xviii. The Director General, PITAD, Commerce Division.
- xix. The Director General (Tech), IR/FBR.
- xx. The Director General (Policy AGP), M/o Finance.
- xxi. The Director General (Policy Wing), M/o Finance.
- xxii. The Chief Management, IR/FBR.
- xxiii. The Deputy Secretary (Coord), Establishment Division.

MINUTES OF THE 12TH MEETING - CIC HELD ON 05-11-2019

The 12th meeting of the Implementation Committee was held on 05-11-2019 at 10:00 a.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is annexed. The agenda of the meeting was to discuss the views / comments of Ministries / Divisions on proposed Training, Policy Support and Research Institutes as per Annex-6 of **the REPORT ON REORGANIZING THE FEDERAL GOVERNMENT**. Here are the deliberations:

Finance Division

2. To begin with, the Chair welcomed the Auditor General and briefed about the merger of Audit and Accounts Academy into proposed Institute of Fiscal Policy and Financial Management (IFPFM). He stated that the underlying purpose of this merger is to remove the duplication existing in the curricula of the different training institutes and also to align the governance structure of these institutions on the model of NSPP i.e to give them operational autonomy. He further stated that they want to introduce the scheme of core subjects, common subjects and elective subjects in the training institutes enabling the trainees to select the course(s) in which she / he needs to enroll. He also stated that the purpose of the reorganization of training institutes is to create synergies between training policy, formulation, implementation and research. Specifically talking about the Audit and Accounts Academy, he stated that the proposed Institute of Fiscal Policy and Financial Management (IFPFM) would be a kind of governing body and the institutes under it would be like its constituent colleges maintaining their present identity. While ruling out the misconception of takeover, he clarified that as far as the management of these institutes is concerned that will remain with the present authorities. After these introductory remarks, the Chair invited Auditor General to share his views with the Members of the Committee on the merger of Audit and Accounts Academy into the proposed Institute of Fiscal Policy and Financial Management (IFPFM).

3. The Auditor General of Pakistan stated that the Academy of Audit and Accounts is already imparting specialized training and effectively engaged in the capacity building of officers concerned and is well equipped with the skills specifically required for such training. He agreed with the proposed governing body to the extent of it would be a kind of superstructure. He further stated that AGP has a Constitutional role and was of the view that the generalized trainings like MCMC / SMC at NIM do not fulfill the specialized needs of the officers of his cadre. He further stated that it is Audit and Accounts Academy that caters for the requirements of Specialized Training Programme (STP). While agreeing with the observation of the Auditor General of Pakistan, the Chair remarked that the Cabinet has already approved the bifurcation of the time currently allocated for generalized training such as MCMC and SMC into two parts; half of the time would be spent on generalized training and the other half for specialized training. He further informed that it will solely depend on the Auditor General to decide what type of specialized training the Department wants to impart to their officers at different levels. The Chair further

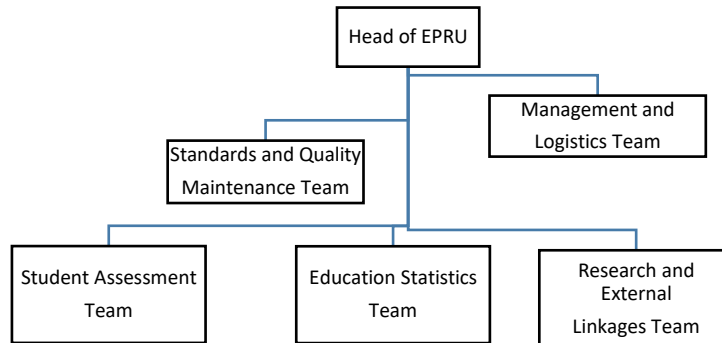
clarified that the role of proposed institute would be that of oversight and to observe whether compliance with the set standards for training in these institutes is being met. The Committee observed that these institutes would also be linked with the universities in order to get the expert resource persons for training and also to collaborate in research studies, which has been the most neglected area in the training institutes. However, the Auditor General was of the view that only academicians cannot fulfill the requisite requirements of our training institutes. He stated that we need the combination of both knowledge and experience and trainers should be able to relate bookish knowledge with actual practice and technicalities. The Chair remarked that the proposed institute will be given autonomy so that it could hire the services of the best and most relevant human resources for its constituent colleges. Before concluding the discussion on the agenda, the Chair once again desired to know the final stance of the Auditor General, who stated that he had no objection on the creation of a governing body over the academy provided that the management of Audit and Accounts Academy remains with AGP.

Federal Education & Professional Division

4. The agenda was to discuss the views / objections regarding the proposal of merging Pakistan Manpower Institute (PMI) and Academy of Educational Planning & Management (AEPAM) into the proposed Human Development Policy Institute (HDPI). The Chair stated that the concept of HDPI is to promote an integrated approach to Human Development sectors. HDPI would be a governing body with financial autonomy. It will encourage participation and inclusiveness among the existing institutes. He invited the Minister of Federal Education who is also Member of the committee to share his views. The Minister initiated the discussion and passed it on to Technical Advisor to the Ministry. She stated that the Ministry intends to retain some of the functions that exist under AEPAM and NEAS² and strengthen them further to perform the following functions:
 - a. A national education data compilation and analysis and quality review of existing data systems
 - b. Conduct research and coordinate with external partners that are involved in research on education issues and dissemination of the research. Compilation of best practices and their dissemination.
 - c. Sample based student assessments and their analysis, analysis of other exam and assessment result on student learning and achievements.
5. She further stated that the re-organization of AEPAM, PMI and NEAS to perform the above functions can result in the formulation of an Education Policy and Research Unit (EPRU) under the M/o Federal Education and Professional Training. EPRU will help policy makers to make well-informed decisions regarding education policies. This unit will also be crucial in

² NEAS is included in Annex-4 of the Report and is proposed for winding up / liquidation. It was discussed in the 9th Meeting but was deferred.

maintaining linkages with key research organizations and think tanks which could potentially provide research and analysis for the country. She shared a proposed structure as under: -



6. She further stated if the above structure is approved, the terms of reference and the skills required for staff under EPRU should be considered before transferring various officers of NEAS, PMI and AEPAM to the reorganized entity. As for the general trainings offered by PMI and AEPAM for government officers of the Federal Government these can easily be performed by the proposed HDPI.

7. Regarding the Federal College of Education (FCE)³, she stated that it is a pre-service teacher education institute and its functions should continue as it is. The FDE may wish to engage them for ICT schools.

8. The Members of the Committee specifically emphasized that the important aspect of teacher training is to relate it with the teaching plan which is missing. It was stated that until training is linked with delivery, the potential outcome of the training cannot be achieved.

Information & Broadcasting

9. The representative of the Division stated that they have no objection on making Information Services Academy (ISA) as part of the proposed Media University.

Interior Division

10. The agenda was to discuss the proposal of merging National Police Bureau and National Police Academy into the proposed National Police Training and Research Institute (NPTRI). The Chair invited the representative of the Ministry of Interior to share the views of the Ministry on the proposal. The representative stated that the Ministry contacted heads of both the institutes and they are here to apprise the Committee about their viewpoints. The Chair made it clear that the

³ FCE is included in Annex-3 of the Report and is proposed for transfer to ICT. The fate of FCE alongwith other 5 organizations (S.#.1 to 6) was discussed in 9th Meeting but was deferred.

Committee has no plan to abolish the BS-21 positions of these institutes. Therefore, keeping this apprehension aside, they should present their views.

11. To begin with, the Director General, National Police Bureau stated that the Bureau serves as joint headquarter of 15 police organizations whose heads meet there twice a year. He further stated that the Bureau also collects and analyses crime statistics to find patterns of crime to provide guidance in crime prevention. It also provides a national level coordination in connection with the donor assistance programmes. All the donor assistance programme are implemented under the supervision of the Bureau. On a query from the Chair whether basically Bureau is a research institute and performs these other ancillary functions assigned to it, the DG stated that research is only a part of their overall activities. In reply to another question, he stated that the total strength of Bureau is 165; one position of BS-22 and four positions of BS-21. On the question by the Committee what research output the Bureau has produced during the last two years, the DG replied that they did not receive funds for research during this period. However, some of the projects that have already been implemented include National Integrated Trunking Radio System (NITRS), No-Intrusive Vehicles System (NVIS) and General Responsive Policing Program (GRPP). The Committee viewed that Bureau should perform the role of bridge between the police and universities.

12. The Commandant of National Police Academy apprised the Committee that NPA is an Autonomous Body and is being governed by an independent Board of governors (BOG), with the Federal Minister of Interior as its ex-officio Chairman and Commandant NPA as ex-officio Secretary. It undertakes Specialized Training for ASPs, Command Courses for SPs and Capacity Building Courses for the officers of Police, FIA, NAB and other departments. The academy enjoys autonomy. He stated that functions of the Academy are different to those of the Bureau's, therefore, the Academy does not support its merger with Bureau. On query from the Chair, he stated that the sanctioned strength of the Academy is 193 but the present working strength is 123 in which the numbers of officials are above one hundred. He further stated that the officers in the Academy are on deputation. The Chair remarked that the number of officials should be reduced and the strength of directing staff should be increased.

13. The representatives of the following Ministries / Divisions were present. However, the respective agenda was deferred to the next meeting: -

- a. M/o National Food Security & Research.
- b. M/o National Health Services, Regulations & Coordination.
- c. Revenue Division.
- d. M/o Railways

Decisions

- i. The Committee recommended merger of Pakistan Audit and Accounts Academy of the Department of Auditor General of Pakistan, M/o Finance into proposed Institute of Fiscal Policy and Financial Management (IFPFM). The academy would continue to be managed and operated by the office of the Auditor General of Pakistan.
- ii. The Ministry agreed on the proposal of merging PMI and AEPAM into the proposed Human Development Policy Institute (HDPI). With regards to the reorganization of the other entities in M/o of FEPT the committee agreed with the proposal submitted by the Ministry. Detailed plans will be presented by the Ministry to the Committee once they are finalized.
- iii. The Committee recommended making Information Service Academy (ISA), M/o Information & Broadcasting to be part of the proposed Media University.
- iv. National Police Bureau (NPB) and National Police Academy (NPA) would retain their separate organizational entities.

List of participants of the 12th Meeting of Implementation Committee

held on 05-11-2019

- i. Advisor to the PM on Institutional Reforms & Austerity.
- ii. Minister for Federal Education & Professional Training.
- iii. The Chairman, Special Committee of the National Assembly on Kashmir.
- iv. Advisor to the PM on Petroleum.
- v. Advisor to the PM on Establishment.
- vi. The Secretary, Establishment Division.
- vii. The Special Secretary, Cabinet Division.
- viii. The Secretary, M/o National Health Services, Regulations & Coordination.
- ix. The Secretary, Railway Board, M/o Railways.
- x. The Auditor General of Pakistan.
- xi. The Commandant, National Police Academy.
- xii. The Director General, National Police Bureau.
- xiii. The Additional Secretary, Finance Division.
- xiv. The Additional Secretary, M/o Federal Education & Professional Training.
- xv. The Additional Secretary-I, M/o Interior.
- xvi. The Member, M.S. Wing, Establishment Division.
- xvii. The Technical Advisor, M/o Federal Education & Professional Training.
- xviii. The Chief, Federal Board of Revenue.
- xix. The Deputy Auditor General of Pakistan.
- xx. The Joint Secretary, Institutional Reforms Cell (IRC).
- xxi. The Joint Secretary, M/o Law & Justice.
- xxii. The Joint Secretary, M/o National Food Security & Research.
- xxiii. The Deputy Director General (ISA), M/o Information & Broadcasting.

MINUTES OF THE 13TH MEETING - CIC HELD ON 26-11-2019

The 13th meeting of the Implementation Committee was held on 26-11-2019 at 10:00 a.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is annexed. The agenda of the meeting included a presentation by the Ministry of Defence Production on its restructuring and to discuss the views / comments of Ministries / Divisions on proposed Training, Policy Support and Research Institutes as per Annex-6 of the **REPORT ON REORGANIZING THE FEDERAL GOVERNMENT**.

PROPOSED RESTRUCTURING OF M/O DP

2. The meeting started with the presentation by M/o Defence Production (DP) regarding its proposed restructuring. To begin with, the Secretary M/o DP showed his gratitude to the Committee for affording them an opportunity to present the proposed restructuring of the Ministry. He also introduced his team to the Committee which inter alia consisted of the Heads of the Attached Departments / Wings of the Ministry. After this, Major General Khurram Anwar Qadri, DG, MVRDE made the presentation and started with the background of the restructuring plan and also afreshed the mandate of DP as given in the Rules of Business, 1973. He specifically highlighted the mandate of defining Defence Production Policy, carrying out the research and development regarding the defence equipment / stores and coordinating the production activities of all the DP organizations. While explaining the existing organizational structure, he stated that the Ministry has two Attached Departments, namely, DGDP and DGMP. The latter has further three subordinate offices, namely, MVRDE, ARDE and IOP. Besides this, other Defence Production Entities like POF, HIT, PAC and two corporations, KS&EW and NRTC are also working under MoDP. The representative also explained existing ministerial set up.

3. While commenting on the proposed Executive Departments as mentioned at Sr.No.18 and 19 in the Annex-7 of the Task Force Report, the representative stated the Ministry agreed to the categorization of DGMP (excluding MVRDE, ARDE and IOP) and DGDP as Executive Departments. They are proposed that MVRDE, ARDE and IOP will be merged together under one department with the name of "Research & Development Establishment" which will be an Executive Department under a Director General.

4. The representative also stated that the Ministry agreed to the categorization of the following entities as proposed Autonomous Bodies except Defence Export Promotion Organization (DEPO), which would be Executive Department, as given in Annex-8 of the Task Force Report: -

- i. Pakistan Ordnance Factories (POFs) Board, Wah Cantt.
- ii. Heavy Industries Taxila (HIT) Board, Taxila.
- iii. Pakistan Aeronautical Complex (PAC) Board, Kamra.

- iv. Karachi Shipyard & Engineering Works (KS&EW), Karachi.
- v. National Radio Telecommunication Corporation (NRTC).
5. The rationale for restructuring / existing structural weaknesses so to say were also presented by the Ministry as under: -
 - a. Absence of DP Policy Formulation & Strategic Decision Making.
 - b. Lack of Legal and Financial Experts.
 - c. Limited Private Sector Interface.
6. In order to address these weaknesses, the Ministry tabled the following suggestions: -
 - Re-composition of the Boards of Autonomous Bodies (PoFs Wah, HIT and PAC Kamra).
 - Creation of new EDs within existing resources
 - a. MVRDE, ARDE & IOP working under DGMP may be reorganized to form a new ED as “Directorate General Research and Development Establishment” under MoDP. Reorganization of MoDP and DGRDE will be done from within available resources.
 - b. DEPO may be re-designated as ED instead of AB with redefined mandate.
 - Delegation of power to Secretary, Defence Production for internal transfers / deputation of officers and staff of Executive Departments.
 - A new proposed ministerial set up.
 - PAO powers of POF Wah, HIT and PAC, Kamra are exercised by Secretary, Ministry of Defence Production, which needs to be delegated to respective organizational heads.
7. The views, analysis and suggestions of the Ministry were discussed in detail and the Committee appreciated the initiatives taken by the Secretary M/o Defence Production.

REVENUE DIVISION

8. The agenda was to discuss the proposal of merger of Directorate General Training Customs and Directorate General Training Inland Revenue Services into the proposed Institute of Fiscal Policy and Financial Management (IFPFM) as given in Annex-6 of the Task Force Report. The Chair welcomed Chairman FBR and gave introductory remarks. The Chair made it clear that the status of proposed Institute of Fiscal Policy and Financial Management (IFPFM) is that of like a governing body. The status of both the Training Institutes would be like constituent colleges of the proposed IFPFM. Each institute will be independent in its functioning under the proposed Institute. The purpose is also to remove the duplication from the training courses. The Chair stated that the word ‘merger’ has been a bit misconstrued. Here the word ‘merger’ is not in its traditional sense or in literatim, rather it simply means reorganization of both the Training Directorates in order to

develop synergy. The focus here is on governance. The Chairman FBR gave his consent for the proposed arrangement after this clarification. The Committee further remarked that the name of these training institutes are not self-explanatory and needs renaming.

M/o Railways

9. The agenda was to discuss the proposal of merging Pakistan Railways Academy, Walton into the proposed Infrastructure Policy Institute (IPI). The Chair briefly explained the misconception arising out from the word ‘merger’ and stated that it was a sort of reorganization of the academy in which the structure and function of the academy would remain intact. After this, the Chair invited the Secretary of the Railway Board to share his views with the Committee on the subject. To begin with the Secretary stated that the academy has been conducting almost 130 training programmes for all of the railway staff. He further stated that the academy has been giving specific trainings in the discipline of Civil, Mechanical, Electrical / Electronic Engineering and Signaling Telecommunication etc. On this, the Chair remarked that the academy would keep on imparting all these trainings which the academy has presently been conducting. The purpose is to improve the performance and not otherwise.

Decisions

- i. The categorization of DGMP (excluding MVRDE, ARDE & IOP) and DGDP as Executive Departments of M/o Defence Production was approved.
- ii. The status of following entities of the M/o Defence Production as Autonomous Bodies was agreed: -
 - a. Pakistan Ordnance Factories (POFs) Board, Wah Cantt.
 - b. Heavy Industries Taxila (HIT) Board, Taxila.
 - c. Pakistan Aeronautical Complex (PAC) Board, Kamra
 - d. Karachi Shipyard & Engineering Works (KS&EW), Karachi
 - e. National Radio Telecommunication Corporation (NRTC)
- i. The reorganization of MVRDE, ARDE & IOP (subordinate offices of DGMP) as an Executive Department named as DGDP (Directorate General Research & Development Establishment) was agreed.
- ii. The Committee was agreed with the proposal of M/o Defence Production to re-designate Defence Export Promotion Organization (DEPO) as Executive Department.
- iii. The Committee seconded the proposal of formulation of a policy and desired that the Secretary should take initiative.

- iv. The Committee agreed in principle with the proposals of restructuring of the M/o Defence Production. However, it advised the Ministry to move summary for its formal approval after the issuance of minutes of the meeting.
- v. The cases of internal transfers / deputation be dealt by the Secretary, Ministry of Defence Production as per policy in vogue.
- vi. The Ministry of Defence Production will ensure zero financial impact for the instant restructuring.
- vii. The Committee recommended the placement of Directorate General Training Customs and Directorate General Training Inland Revenue Services into the proposed Institute of Fiscal Policy and Financial Management (IFPFM).
- viii. The Committee recommended to rename Directorate General Training Customs as Customs Training Academy and Directorate General Training Inland Revenue Services as Inland Revenue Training Academy.
- ix. The Committee approved the merger of Pakistan Railways Academy, Walton, into the proposed Infrastructure Policy Institute.
- 10. The meeting ended with a vote of thanks to and from the Chair.

List of participants of the 13th Meeting of Implementation Committee
held on 26-11-2019

- i. Advisor to the PM on Institutional Reforms & Austerity.
- ii. Minister for Federal Education & Professional Training.
- iii. The Chairman, Special Committee of the National Assembly on Kashmir.
- iv. Advisor to the PM on Petroleum.
- v. Advisor to the PM on Establishment.
- vi. The Secretary, Establishment Division.
- vii. The Secretary, M/o Defence Production.
- viii. The Additional Secretary, Finance Division.
- ix. The Chairman, Federal Board of Revenue.
- x. The Secretary, Railway Board, M/o Railways.
- xi. The Additional Secretary, M/o Defence Production.
- xii. The Director General MP, M/o Defence Production.
- xiii. The Director General DP, M/o Defence Production.
- xiv. The Director General MVRDEP, M/o Defence Production.
- xv. The Joint Secretary, Institutional Reforms Cell (IRC).
- xvi. The Joint Secretary, M/o Law & Justice.
- xvii. The Joint Secretary, M/o National Food Security & Research.
- xviii. The Deputy DG, MVRDEP, M/o Defence Production.

MINUTES OF THE 14TH MEETING - CIC HELD ON 03-12-2019

The 14th meeting of the Implementation Committee was held on 03-12-2019 at 10:00 a.m. in Institutional Reforms Cell (IRC) at the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is annexed. The agenda of the meeting was to deliberate upon the views of the Ministries / Divisions concerned with the organizational entities proposed to be privatized or transferred to Sarmaya-e-Pakistan, as given in Annex-2 of the Report. The agenda also included discussion on the views / comments of the remaining Ministries / Divisions about the proposed Training, Policy Support and Research Institutes as per Annex-6 of the REPORT ON REORGANIZING THE FEDERAL GOVERNMENT.

2. The meeting started with recitation from the Holy Quran. After this the Chair invited Secretary Privatization to share the progress with the Committee on the subject. He stated that out of 204 Organizational Entities (OEs) present with the Federal Government, almost 60-65 units have been identified for transfer to Sarmaya-e-Pakistan. On this

Mr. Shoukat Tareen, informed the Committee that in the first phase, Sarmaya-e-Pakistan expects to take over about 22 units. He further stated that Sarmaya-e-Pakistan will not take over these units all at once. Instead, it will pick up only those units which have potential to be reformed and revitalized. As for the rest of the units, they will continue to remain with the respective Ministries / Divisions till the time these are subsequently picked up by the Sarmaya-e-Pakistan or are directly privatized by the Privatization Division. In this context, it was also brought to the notice of the Committee that some Ministries / Divisions are a bit reluctant to hand over these units. On this, the Committee made it conspicuously clear that undertaking of business ventures is not the function of public sector. Government in fact should only have policy and regulatory functions. Mr. Shoukat Tareen further stated that the strategy of Sarmaya-e-Pakistan is to initially take over OEs that are causing maximum losses to the Government exchequer. The Committee gave general caution that while privatizing these units, due care should be taken to ensure that the selected private investors are willing to undertake strategic investments and also that private monopolies are not created. The Chair highlighted that the underlying purpose of this exercise is to increase the efficiency of these enterprises and also to reduce the loss of the Government, besides encouraging the participation of the private sector. He further stated that in order to achieve this, all these enterprises were classified into the following four categories: -

- a. The units which could directly be privatized.
- b. The units which could be privatized but needed initial restructuring by Sarmaya-e-Pakistan before their privatization so that their sale value can be enhanced.
- c. The units whose privatization was not required and instead they should be merged and/or liquidated.

- d. Strategic units / companies which are to be retained by the Federal Government.

The Chair further stated that the privatization of HBL is a very good example to follow. Before its privatization in 2002, Government had to give subsidy to compensate for the losses but within three years of its privatization, it became a profit earning unit. The Secretary Privatization Division then informed that out of 204 units, 48 units are on the Active List of Privatization and it is expected that the privatization of 18 units will be completed within the next 6 months. On this, Mr. Shoukat Tareen, expressed his concerns that keeping past precedents under consideration, the process is expected to take much longer.

3. After the general discussion, the status of the enterprises falling under the relevant Ministries / Divisions was discussed one by one as under: -

M/o Commerce

4. Secretary Privatization informed the Committee that all the following four departments of the Ministry of Commerce proposed to be transferred to Sarmaya-e-Pakistan are already on the Active List of Privatization: -

- i. State Life Insurance Corporation of Pakistan, Karachi.
- ii. National Insurance Company Limited (NICL), Karachi.
- iii. Pakistan Reinsurance Company Limited, Karachi.
- iv. Services International Hotel, Lahore.

M/o Finance

5. The representative of the Finance stated that the Ministry has no objection on the transferring of the following two departments to Sarmaya-e-Pakistan / Privatization and it was further informed that both the OEs are also present on the Active List of Privatization maintained by the Privatization Division: -

- i. First Women Bank Limited (FWBL)
- ii. SME Bank Ltd.

M/o Industries and Production

6. The representative of the Ministry stated that the Ministry is agreed with the privatization of the following companies: -

- i. Sindh Engineering Limited (SEL).
- ii. Republic Motors Private Limited.
- iii. Pakistan Engineering Company Limited (PECO).

- iv. Heavy Electrical Complex (HEC).
- v. Morafco Industries Private Limited.
- vi. Pakistan Automobile Corporation (PACO).

Regarding the National Fertilizer Corporation of Pakistan Private Limited, the representative from the Ministry stated that the Ministry proposes its merger with Pakistan Industrial Development Corporation (PIDC). With regards to the State Engineering Corporation (SEC), the representative stated that the Ministry proposes its liquidation instead of privatization. Secretary Privatization informed that these two entities are already present on the active list for privatization.

For the following three entities, the representative stated that they are joint ventures and have accumulative losses of Rs. 85.121 million, Rs. 27 million and Rs. 48.03 million respectively. Therefore, their privatization has financial and legal implication and a proper feasibility study is needed to proceed further. He requested the help of Legal and Financial advisors of Privatization Commission for this feasibility study: -

- i. Spun Yarn Research and Development Company, Multan
- ii. Southern Punjab Embroidery Industries, Multan
- iii. Khadi Crafts Development Company

M/o Information Technology & Telecommunications

7. It was informed by the M/o Information Technology & Telecommunications that the Cabinet Committee on Privatization (CCoP) in its meeting held on 18th September 2019 approved the delisting of Telephone Industries of Pakistan from the Privatization Program. This decision was ratified by the Federal Cabinet in its meeting held on the 1st of October, 2019.

Petroleum Division

8. The Advisor to the Prime Minister on Petroleum, who is also the Member of the Implementation Committee, stated that Petroleum Division had no objection on the privatization / transferring of following entities to Sarmaya-e-Pakistan. Moreover, the Secretary Privatization also informed that these entities of the Ministry were already on the Active List of Privatization: -

- i. Oil & Gas Development Company Ltd., Islamabad
- ii. Pakistan Mineral Development Corporation (PMDC)
- iii. Pakistan Petroleum Limited (PPL)

Power Division

9. The Committee discussed the following companies included in the Annex-2 of the Report under the M/o Power: -

- i. Power Holding (Private) Limited (PHPL)
- ii. National Power Parks Management Company (Private) Limited (NPPMCL)
- iii. Jamshoro Power Generation Company (GENCO-I)
- iv. Central Power Generation Company (GENCO-II)
- v. Northern Power Generation Company (GENCO-III)
- vi. Lakhra Power Generation Company (GENCO-IV)
- vii. Islamabad Electric Supply Company (IESCO)
- viii. Lahore Electric Supply Company (LESCO)
- ix. Gujranwala Electric Power Company (GEPCO)
- x. Faisalabad Electric Supply Company (FESCO)
- xi. Hyderabad Electric Supply Company (HESCO)
- xii. Multan Electric Power Company (MEPCO)
- xiii. Quetta Electric Supply Company (QESCO)
- xiv. Peshawar Electric Supply Company (PESCO)
- xv. Sukkur Electric Power Company (SEPCO)
- xvi. Tribal Areas Electric Supply Company (TESCO)
- xvii. Lakhra Coal Development Company Ltd., Karachi
- xviii. Government Holdings (Pvt.) Limited (GHL)
- xix. KotAddu Power Company (KAPCO)
- xx. 1233 MW Balloki Power Plant
- xxi. 1230 MW Haveli Bahadur Power Plant

The Committee was informed that most of these companies were incurring loss. The consensus of the Committee prima facie was that they all should be privatized. However, the decision was postponed to the next meeting. The Committee desired that Mr. Omar Ayub Khan, the Federal Minister for Energy (Power Division) and Mr. Irfan Ali, the Secretary Power Division may be invited in future meetings for deliberation.

M/o Interior

10. Secretary Privatization informed that the privatization of Jinnah Convention Centre, CDA, M/o Interior was also on the Active List of Privatization.

Discussion on Annex-6 (PROPOSED TRAINING, POLICY SUPPORT AND RESEARCH INSTITUTES)

M/o National Food Security & Research

11. The Ministry agreed on the merger of Agriculture Policy Institute into the proposed Agriculture, Food and Environment Policy Institute (AFEPI).

M/o National Health Services, Regulations & Coordination

12. The Ministry agreed on the proposal of making National Institute of Population Studies and National Research Institute of Fertility Control a part of the Pakistan Health Research Council (PHRC). With regard to the Health Services Academy (HSA), it was stated that it has already become a University.

Petroleum Division

13. The Ministry agreed to the merger of Hydrocarbon Development Institute of Pakistan (HDIP) into the proposed Energy Policy Institute (EPI).

14. Decisions

i. Sarmaya-e-Pakistan Ltd (SPL) will select the entities from the list of entities given in 'Annex-2 of the Report' for restructuring with a view to make their privatization more profitable and inform the committee so that the approval of the Cabinet is sought. Other entities will be privatized by the Privatization Commission.

ii. The Committee recommended the privatization of the following OEs of M/o Commerce: -

- (i) State Life Insurance Corporation of Pakistan, Karachi.
- (ii) National Insurance Company Limited (NICL), Karachi.
- (iii) Pakistan Reinsurance Company Limited, Karachi.
- (iv) Services International Hotel, Lahore.

iii. The Committee recommended the privatization of the following OEs of M/o Finance: -

- (i) First Women Bank Limited (FWBL)
- (ii) SME Bank Ltd.

iv. The Committee recommended the privatization of the following OEs of M/o Industries and Production: -

- i. Sindh Engineering Limited (SEL)
- ii. Republic Motors Private Limited
- iii. Pakistan Engineering Company Limited (PECO)
- iv. Heavy Electrical Complex (HEC)
- v. Morafco Industries Private Limited
- vi. Pakistan Automobile Corporation (PACO)
- v. Regarding the National Fertilizer Corporation (NFC) of Pakistan Private Limited, the proposal by M/o Industries and Production for merger with PIDC was not endorsed. The Committee recommended that the Privatization Commission should continue with the privatization of NFC and State Engineering Corporation, which are already on the active list for privatization, after prior consultation with the M/o Industries and Production.
- vi. The Committee decided that the Government should divest its shares from the following three organizations of the M/o Industries and Production and give the joint ventures the right of first refusal.
 - a. Spun Yarn Research and Development Company, Multan
 - b. Southern Punjab Embroidery Industries, Multan
 - c. Khadi Crafts Development Company
- vii. The Committee recommended the privatization of the following departments of M/o Petroleum: -
 - i. Oil & Gas Development Company Ltd., Islamabad
 - ii. Pakistan Mineral Development Corporation (PMDC)
 - iii. Pakistan Petroleum Limited (PPL)
- viii. The decision on the departments as mentioned in para 9/ante was postponed to the next meeting.
- ix. The Committee recommended the privatization of the Jinnah Convention Centre, CDA, M/o Interior.
- x. The Committee approved the merger of Agriculture Policy Institute, M/o National Food Security & Research into the proposed Agriculture, Food and Environment Policy Institute (AFEPI).

xi. The Committee approved the proposal of making National Institute of Population Studies and National Research Institute of Fertility Control, M/o National Health Services, Regulations and Coordination as part of Pakistan Health Research Council (PHRC).

xii. The Committee approved the merger of Hydrocarbon Development Institute of Pakistan (HDPI) into the proposed Energy Policy Institute (EPI).

The meeting ended with a vote of thanks to and from the Chair.

List of participants of the 14th Meeting of Implementation Committee

held on 03-12-2019

- i. Advisor to the PM on Institutional Reforms & Austerity.
- ii. Minister for Defence.
- iii. Minister for Federal Education & Professional Training.
- iv. Advisor to the PM on Establishment.
- v. Advisor to the PM on Petroleum.
- vi. Mr. Shaukat Tareen.
- vii. The Secretary, Establishment Division.
- viii. The Secretary, Privatization Division.
- ix. The Secretary, M/o National Health Services, Regulations & Coordination.
- x. The Special Secretary, Cabinet Division.
- xi. The Additional Finance Secretary, Finance Division.
- xii. The Additional Finance Secretary, Finance Division.
- xiii. The Additional Secretary, M/o Interior.
- xiv. The Additional Secretary, M/o Commerce.
- xv. The Additional Secretary, Privatization Division.
- xvi. The Additional Secretary, M/o Petroleum.
- xvii. The Deputy Financial Advisor, Capital Development Authority, Islamabad.
- xviii. The Member (Engineering) Capital Development Authority, Islamabad.
- xix. The Director General (E&M), Capital Development Authority, Islamabad.
- xx. The Joint Secretary, Power Division.

- xxi. The Joint Secretary, M/o Industries & Production.
- xxii. The Joint Secretary, M/o Law & Justice.
- xxiii. The Joint Secretary, M/o Information Technology & Telecommunications.
- xxiv. The Joint Secretary, M/o National Food Security & Research.
- xxv. The Joint Secretary, Institutional Reforms Cell (IRC).

MINUTES OF THE 15TH MEETING - CIC HELD ON 10-12-2019

The 15th meeting of the Implementation Committee was held on 10-12-2019 at 10:00 a.m. in **Institutional Reforms Cell (IRC), the P.M. Office**. It was Chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is at Annex-I. The agenda of the meeting was as under: -

- (i) Presentation by Ministry of Science & Technology on proposed roadmap
- (ii) Presentation by Ministry of Federal Education and Professional Training on proposed roadmap.
- (iii) Views / comments of the Ministries/Divisions on the proposed Executive Departments (Annex-7) and proposed Autonomous Bodies (Annex-8).

2. The meeting started with the recitation from the **Holy Quran**. The Chair welcomed all the participants and opened the discussion. He highlighted that in the current times the Ministry of Science and Technology has become extremely important since it needs to spearhead the development of science of technology in the country. In order to achieve this there is a critical need to reorganize and revitalize the Ministry on the lines of international best practices. The Chair then stated that the present system of Research and Development under the Ministry of Science and Technology (S&T) is highly fragmented and lacks focus. There is a lot of duplication of efforts in the system due to lack of coordination. Furthermore, little attention is being paid to the promotion of applied sciences and technologies for solving the real problems being faced in the different sectors of the national economy. At the Federal level, there is no coordination between Defence and Civilian research organizations. Moreover, within the civilian structure, there is a weak link between the Federal and provincial governments. The 21st century is the century of knowledge economy and therefore there is a need to rethink about the functions of Ministry of S&T in a holistic manner rather than to persist with the current silo based mindsets based on turf protection by different R&D organizations. The Chair further stated that the vision of the national research ecosystem should be developed to build capacity for innovation and then the application of innovation in key sectors of the economy to improve competitiveness of Pakistani economy and also to enhance the living standards of citizens of Pakistan. There is very little possibility for socio economic progress unless we reform the national ecosystem for science, knowledge creation and holistic application of modern technologies.

3. The Chair then elaborated on his proposed strategy and informed the committee that the reforms should begin with the teaching STEM subjects in our schools and by making science education interesting, experiential and focused on application to real world problems. In the next stage, the national colleges and universities should create more facilities and increase enrollment in science related subjects particularly in Life Sciences, Natural sciences, ICT, and other emerging technologies. Faculty members should be attracted from the best universities in the world and

allowed liberal research funding for setting up their own labs. Public Research Institutes should form integral part of the respective sectoral Ministries which will assign pressing real world problems to these institutes to find the solutions. New incentives will have to be introduced to attract and retain talent in these research institutes as was the case in early 60s and 70s. Pakistan's expenditure on R&D is negligible in relation to the country's requirements and has been drastically cut down since the 1990s. Government has to increase allocations but the funding will be linked directly to output and performance.

4. To bring about this shift and implement the stated strategy there is a need to create an apex high powered National Science and Technology Commission (NSTC) headed by the President of Pakistan and consisting of the Federal and Provincial Ministers of all S&T related ministries including Defence Production and SPD. The NSTC will also have private sector representatives and a few eminent scientists. The NSTC would be the highest direction setting body integrating the efforts in all areas of S&T in the country under a unified national platform. The MoST would act as the Secretariat of this Commission and would be assisted by an Executive Committee consisting of the Secretaries of key ministries including Agriculture, Energy, Industries, ICT, Water Resources etc., Chairman HEC and senior heads of leading S&T organizations. For this purpose, the present structure of MoST has to be completely revamped and a new organizational architecture has to be established. The MoST will be drawing its mandate from the NSTC and will also be collaborating with bilateral, regional and international scientific organizations. The details of the proposed functions and responsibilities of the reformed MoST is placed at Annex-II.

PROPOSED ACTION PLAN FOR RESTRUCTURING OF THE M/o S&T

5. The proposed Action Plan given by the Chair was as under: -

i. Make the Pakistan Science Foundation (PSF) the funding arm of NSTC for all R&D support from the Federal Government. This can be initiated by making an endowment fund of Rs.10 billion for PSF. HEC funding for R&D may also be linked to recommendations of PSF.

ii. Pakistan Council of Science and Technology (PCST) should be redesigned for promotion of STEM education and scientific literacy, National Science Parks, Technology Parks, National Science Research Centers. Five-year funding for these initiatives has to be committed through PSDP, Provincial ADPs, Private sector and international donor agencies.

iii. Both PSF and PCST should be strengthened by increasing the numbers of quality and experienced scientists, making them financially and operationally autonomous, raising their annual budget and offering MP1 scales to the heads of these institutions.

iv. Reorganize the Secretariat of MoST by setting up separate cells for (a) Policy formulation, monitoring and implementation including Human resource Development of Scientific manpower (b) Industry-academia-research institute-Technical and vocational training linkages; (c) coordination between Federal ministries and their research institutes and provincial departments

and their institutes, universities, Technical and Vocational training institutions and R&D organizations; (d) International cooperation and exchange programs.

v. Transfer the existing sector specific research institutions to respective sectoral ministries to forge linkage between application of research to policies and programs. However, the governance structure of all these bodies has to be revisited: -

- a) PCSIR to Ministry of Industries
- b) PRCWR to Ministry of Water Resources
- c) PSQCA to be placed with Cabinet Division as other regulatory authorities
- d) CWHR to Ministry of Works and Housing
- e) NIO to Ministry of Maritime affairs
- f) NIE to Ministry of ITT and PCRET to Ministry of Energy
- g) PHA to Ministry of Commerce
- h) COMSAT, COMSTECH, ECO Science to Ministry of Foreign Affairs
- i) STEDEC can play a major role in commercialization of patents and innovations

6. After this Chaudhry Fawad Hussain, Federal Minister for Science & Technology was invited to share his views with the Committee on the proposed reorganization of the Ministry. He stated that he agreed with the problems identified by the Chair but was not in complete agreement with the proposed solution and reorganization. He stated that the incumbent Government was also well cognizant of the importance of S&T sector for socio-economic growth in the country. The Federal Minister expressed his conviction that MoST was the national focal point for planning & coordination of S&T programmes and this role needs to be further strengthened. He went on to say that the process of disintegration of S&T started in 1972, when PAEC and SUPARCO were detached from MoST which resulted in disconnect of Civilian and Defense R&D. He informed the forum that National Commission on Science and Technology (NCST) was already created in 1984 under the Chairmanship of the Prime Minister of Pakistan. Pakistan Council for Science and Technology (PCST) acts as the Secretariat of NCST. He further stated that Executive Committee of NCST called ECNCST was also established in 1989 and Federal Minister for S&T is its Chairman. He elaborated that Ministry has recently taken a number of steps to resolve the issues as pointed out by the Chair. He further suggested that CWHR may be merged with PCSIR and PASTIC may be merged with PCST.

7. After this there was a general discussion between the Members of the Committee and the representatives of the Ministry. The Minister seconded the comments of the Advisor by agreeing that the 567 national R&D institutes are mostly underperforming. The Committee observed that one of the major causes of this inefficiency was the lack of coordination and focus. The committee

recommended a holistic and integrated approach to reinvigorate these institutes. It was stressed that the Ministry of Science & Technology should also address the recent negative trend of students opting for non-science subjects in public universities. The example of Karachi University was cited. The Committee emphasized that the Ministry needs to foster the interest of nation's youth in new emerging technologies. The Committee also observed that there is an urgent need to increase funding for R& D and promote higher education in Science and Technology.

8. The Federal Minister of Science & Technology then informed the Committee that the Ministry has taken some new joint ventures with private sector in the areas of biotechnology, herbal extraction, alternative medicine and hydroponics. He also apprised the Committee that the number of schools in which STEM subjects are being taught has increased from 150 to 400 during recent years. On the query of the Committee about his reservations on the proposal of the Chair, the Minister stated that primary objection of the Ministry is on the transfer of sectoral R&D departments present in Ministry of Science & Technology to other Ministries. Secondly he also disagrees with the transfer of executive powers of the NCST from the Prime Minister to the President. He also stated that another important problem he has been facing is the non-appointment of heads of a few departments in M/o S&T on MP-I scale. In response the Chair stated that he has only proposed the transfer of sectoral R&D institutes to the relevant Division as per the international best practices. He further stated that if the proposed plan is accepted it would lead to a large expansion in scope of the Ministry even without these institutes. He further informed that M/o S&T was facing problems in finding suitably qualified candidates to head various institutions, due to the lack of specialist domain knowledge amongst the candidates, shortlisted for these positions. There is a need to re-advertise these positions at the earliest so that expert specialists can be selected to make these institutes functional.

9. Special Assistant to the Prime Minister on Petroleum emphasized the need to connect industry with the academia and public research institutes in the country. He further explained that applied research should be promoted by the Federal Government and it should also facilitate its dissemination in the industry. The Committee after deliberation decided to give the Ministry three weeks to develop and present a new business/re-organizational plan in light of the proposal of the Chair and the discussion during this meeting.

10. Agenda No. ii. Ministry of Federal Education and Professional Training: -

a. The Technical Advisor of the Ministry stated that in order to improve the Ministry's performance, it is proposed to reorganize some of the organizational entities present. AEPAM and NEAS will be merged into a new Education Policy and Research Unit (EPRU). The Ministry agreed with the proposal to merge Pakistan Manpower Institute (PMI) into Human Development Policy Institute (HDPI) as proposed in the Annex-6 of the Report.

b. Regarding the proposals in Annex-3 of the report, the Federal Minister for Federal Education and Professional Training stated that the Ministry agrees in principle to the transfer of

the following institutes to ICT Metropolitan Corporation, once new local government system is put in place.

- i. Federal Directorate of Education (FDE)
- ii. Directorate General of Special Education
- iii. Federal College of Education
- iv. Federal Government Polytechnic Institute of Women, Islamabad
- v. Sir Syed Schools and College of Special Education
- vi. Federal Government College of Home Economics & Management Sciences
- vii. Basic Education Community Schools (BECS)

11. Agenda No.iii: Views and comments by Cabinet Division, M/o Climate Change and M/o Human Rights on proposed Executive Departments and Autonomous Bodies as given in Annex-7 and Annex-8 of the Report.

- The part related to Cabinet Division was not discussed.
- No one participated from M/o Climate Change.

M/o Human Rights

The representative from the Ministry stated that the Ministry has no objection on the proposed categorization as under: -

Executive Departments

1. Family Protection & Rehabilitation Centre for Women
2. National Child Protection Centre (NCPC)
3. Implementation of National Plan of Action (INPAC)
4. National Commission for Child Welfare & Development (NCCWD)

Autonomous Bodies

1. National Commission for Human Rights (NCHR)
2. National Commission on the Status of Women (NCSW)

Decisions

- i. The Ministry of Science & Technology will present their business / restructuring plan to the Committee after three weeks.

ii. The Committee approved the merger of Pakistan Manpower Institute (PMI), M/o Federal Education & Professional Training into the proposed Human Development Policy Institute (HDPI).

iii. The Committee agreed with the proposal of M/o Federal Education & Professional Training against winding up National Education Assessment System (NEAS). It was decided to merge it with Academy of Education Planning and Management (AEPAM) and create the new autonomous body of Education Policy and Research Unit (EPRU) under the Ministry.

c. The Committee decided in principle to transfer the following departments of M/o Federal Education & Professional Training to Islamabad Metropolitan Corporation, once the new local government system is put in place: -

i. Federal Directorate of Education (FDE)

ii. Directorate General of Special Education

iii. Federal College of Education

iv. Federal Government Polytechnic Institute of Women, Islamabad

v. Sir Syed Schools and College of Special Education

vi. Federal Government College of Home Economics & Management Sciences

vii. Basic Education Community Schools (BECS)

iv. The Committee agreed to categorize the following departments of M/o Human Rights as Executive Departments: -

i. Family Protection & Rehabilitation Centre for Women

ii. National Child Protection Centre (NCPC)

iii. Implementation of National Plan of Action (INPAC)

iv. National Commission for Child Welfare & Development (NCCWD)

v. The Committee agreed to categorize the following departments of M/o Human Rights as Autonomous Bodies: -

i. National Commission for Human Rights (NCHR)

ii. National Commission on the Status of Women (NCSW)

12. The meeting ended with a vote of thank from the Chair.

List of participants of the 15th Meeting of Implementation Committee held on 10-12-2019

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity.
- ii. Mr. Shafqat Mahmood, Minister for Federal Education & Professional Training.
- iii. Chaudhry Fawad Hussain, Minister for Science & Technology.
- iv. Mr. Nadeem Babar, Advisor to the PM on Petroleum.
- v. Mr. Mohammad Shehzad Arbab, Advisor to the PM on Establishment.
- vi. Mr. Muhammad Ali Shahzada, Special Secretary, Establishment Division.
- vii. Dr. Safdar Sohail, Special Secretary, Cabinet Division.
- viii. Capt. (Retd). Nasim Nawaz, Secretary, M/o Science & Technology.
- ix. Dr. Arshad Mahmood, Additional Finance Secretary, Finance Division.
- x. Ms. Umbreen Arif, T.A. M/o Federal Education & Professional Training.
- xi. Mr. Umar Aziz Khan, Joint Secretary, M/o Law & Justice.
- xii. Mr. Kamran Rajar, Joint Secretary, M/o Human Rights.

Annex-II

PROPOSED FUNCTIONS AND RESPONSIBILITIES OF MoST

- A unified national platform for S&T management in Pakistan that brings all ongoing public and private research in different sectors under one umbrella i.e. of NSTC
- Formulate national research plans, policies and standards and seek funding from national budget and international donor agencies (creation of endowment funds is recommended so that the funding can be made regular and independent)
- Prioritize within the approved plan and establish Innovation Promotion Fund for financing priority research projects on a competitive basis, appointing expert committees and expert panels and arranging the peer review, supervision, implementation and Evaluation of these research projects
- Plan and oversee the spread of STEM education and supporting infrastructure and teaching faculty at school, college and university levels in close coordination with the provincial education and S&T departments and HEC

- Support professional science academies and associations in their outreach activities and science literacy campaigns particularly using the media and internet
- Develop National Science Centers that include Technology and Science Parks, Museums, national laboratories in emerging technologies with open access and sharing of S&T resources
- Promote collaboration among research institutes, universities. NAVTC, TEVTA and enterprises to undertake research projects applicable to national development priorities and provide funding for Manufacturing Innovation Centers for industrial application of new technologies
- International S&T exchanges and open cooperation in innovation capacity building, bringing in high-end foreign experts in their fields for joint research projects, training and dissemination of new knowledge
- Set up Challenge Funds for young scientists who have just completed their PhD degrees to incentivize them to work on problems and constraints facing different sectors of the economy

MINUTES OF THE 16TH MEETING - CIC HELD ON 17-12-2019

The 16th meeting of the Implementation Committee was held on 17-12-2019 at 10:00 a.m. in **Institutional Reforms Cell (IRC)**, the P.M. Office. It was Chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is annexed. The agenda discussed in the meeting was as under: -

- (i) Views and comments of Ministries/ Divisions on proposed Executive Departments and Autonomous Bodies.
 - (ii) Presentation by Ministry of IPC on Transfer of National Internship Programme from M/o IPC to M/o FE & PT.
2. The Chair welcomed the representatives of the Ministries / Divisions and all the other participants and invited them to share their views with the Committee.

Agenda No. i Views and comments of the Ministries / Divisions on proposed Executive Departments and Autonomous Bodies.

M/o Industries & Production

3. The Ministry agreed with the proposed status of the following Organizational Entities (OEs) as Autonomous Bodies: -
- i. Pakistan Gems & Jewellery Development Company
 - ii. Pakistan Institute of Management
 - iii. Small and Medium Enterprises Development Authority (SMEDA)
 - iv. Utility Stores Corporation (USC)
 - v. Engineering Development Board
 - vi. Pakistan Industrial & Technical Assistance Centre (PITAC), Lahore
 - vii. Pakistan Industrial Development Corporation (PIDC) and its subsidiary and units
 - viii. Pakistan Stone Development Company
 - ix. Agro Food Processing (AFP) Facilities, Multan
4. Regarding Pakistan Steel Mills Corporation (PSMC) and its subsidiary, Pakistan Steel Fabricating Company, the Ministry recommended their privatization in line with the decision of Cabinet Committee on Privatization (CCoP) in case No. CCoP-2/2/2019 dated June 17, 2019.
5. Regarding Leather Crafts Development Company, Multan and Pakistan Chemical and Energy Sector Skill Development, which were proposed in the report as Autonomous Bodies, the

Ministry stated that since these projects were joint ventures having majority share from the private sector therefore the proposal to make them autonomous bodies is not feasible. The Ministry recommended their privatization and further suggested that Privatization Commission may be requested to initiate feasibility studies for both the entities.

M/o Overseas Pakistanis and Human Resource Development

6. The Ministry agreed with the categorization of its entity Bureau of Emigration & Overseas Employment as Executive Department as proposed in Annex-7 of the Report. The Ministry further suggested that the department of Directorate of Workers Education (DWE) may also be categorized as Executive Department.

7. The Ministry also agreed with the proposed categorization of the following entities as Autonomous Bodies: -

- i. National Industrial Relations Commission, Islamabad
- ii. Overseas Pakistanis Foundation, (including employees of Educational Institutions under OPF), Islamabad
- iii. Employees Old Age Benefits, Institutions, Karachi
- iv. Workers Welfare Fund, Islamabad
- v. Overseas Employment Corporation, Islamabad

M/o Kashmir Affairs & Gilgit Baltistan

8. The representative of the Ministry stated that both of the following councils are constitutional bodies and therefore, their status may remain as it is:-

- i. Gilgit Baltistan Council
- ii. Azad Jammu and Kashmir Council

Narcotics Control Division

9. The Ministry agreed with the proposed categorization of the Anti-Narcotics Force as Executive Department.

Water Resources Division

10. The Ministry agreed with the proposed categorization of the following two Organizational Entities (OEs) as Executive Departments: -

- i. Office of Engineering Advisor / Chairman Federal Flood Commission (CEA/CFFC).
- ii. Office of Pakistan Commissioner for Indus Waters (PCIW).

11. The Ministry agreed with the proposed categorization of the following three Organizational Entities (OEs) as Autonomous Bodies: -

- i. Water and Power Development Authority (WAPDA)
- ii. Indus River System Authority (IRSA)
- iii. Pakistan Council of Research in Water Resources, Islamabad (PCRWR)

States and Frontier Regions Division

12. The Ministry agreed with the proposed categorization of the Chief Commissionerate for Afghan Refugees, Islamabad as Executive Department.

M/o Religious Affairs & Interfaith Harmony

13. The Ministry stated that Pakistan Madrassah Education Board has already been transferred to M/o Federal Education and Professional Training. Regarding the Evacuee Trust Property Board (ETPB), the Ministry agreed with its proposed categorization as Autonomous Body.

M/o Climate Change

14. The representative of the Ministry agreed on the proposed categorization of the following two entities as Executive Department: -

- i. Zoological Survey of Pakistan (ZSP).
- ii. Pakistan Environmental Protection Agency (Pak-EPA)

Regarding the proposed status of Climate Change Authority (CCA) as an executive department, the Ministry informed that CCA has been established through an Act of Parliament, Pakistan Climate Change Act, 2017. He further informed that as per Act, the Authority shall be a body corporate and its draft service rules have also been prepared considering it as an Autonomous Body.

15. Regarding the following two proposed Autonomous Bodies, the Ministry agreed with the categorization:

- i. Global Change Impact Studies Centre, Islamabad (GCISC)
- ii. Islamabad Wildlife Management Board (IWMB)

CABINET DIVISION

16. Special secretary Cabinet, who is also member of the Committee, stated that the Cabinet Division agreed to the proposed categorization of the following OEs as Executive Departments:

- i. Department of Communications Security
- ii. National Archives of Pakistan

iii. Printing Corporation of Pakistan

17. The Special Secretary also informed that the Cabinet Division was in agreement with the categorization of the following OEs as Autonomous Bodies:

- i. Pakistan Telecommunications Authority, Islamabad
- ii. National Electric Power Regulatory Authority, Islamabad
- iii. Oil and Gas Regulatory Authority, Islamabad
- iv. Public Procurement Regulatory Authority, Islamabad
- v. Frequency Allocation Board, Islamabad
- vi. Sheikh Sultan Trust, Karachi
- vii. Islamabad Club, Islamabad
- viii. Karachi Infrastructure Development Company Ltd (KIDCL)

18. Regarding Private Educational Institutions Regulatory Authority (PEIRA), the representative stated that the Division agreed to its continued attachment with M/o Federal Education & Professional Training. In the same way the Division also recommended the continued attachment of Pakistan Electronic Media Regulatory Authority (PEMRA) with Information & Broadcasting Division. The Special Secretary also proposed the liquidation of Sheikh Sultan Trust, Karachi which was agreed by the Committee. The status of Islamabad Club was also discussed and it was decided to maintain its present status.

M/o National Food Security & Research

19. The representative of the Ministry agreed with the proposed categorization of the following six entities as Executive Department: -

- i. Federal Seed Certification & Registration Departments (FSC&RD)
- ii. Department of Plant Protection (DPP)
- iii. Animal Quarantine Department (AQD)
- iv. Plant Breeders' Rights Registry
- v. National Veterinary Laboratory (NVL)
- vi. Federal Water Management Cell (FWMC)

20. The Ministry of National Food Security & Research also agreed with the categorization of the following seven entities as Autonomous Bodies: -

- i. Pakistan Oilseed Development Board (PODB)

- ii. Fisheries Development Board (FDB)
- iii. Livestock Dairy Development Board (LDDDB)
- iv. National Fertilizer Development Centre (NFDC)
- v. Pakistan Agriculture Research Council (PARC)
- vi. Pakistan Agriculture Service & Storage Corporation (PASSCO)
- vii. Pakistan Central Cotton Committee (PCCC)

M/o Law & Justice

21. The Joint Secretary Ministry of Law & Justice conveyed the consent of the Ministry for the proposed categorization of the following organizations as Autonomous Bodies. He further stated that the Office of the Attorney General of Pakistan may also be included in the list of Autonomous Body: -

- i. Law and Justice Commission of Pakistan
- ii. Banking Mohtasib Pakistan
- iii. Appellate Tribunal Inland Revenue
- iv. Customs Appellate Tribunal
- v. Federal Service Tribunal
- vi. Federal Judicial Academy
- vii. Appellate Tribunal Inland Revenue
- viii. National Accountability Bureau (NAB)
- ix. Wafaqi Mohtasib (Ombudsman)
- x. Federal Tax Ombudsman Secretariat
- xi. Federal Insurance Ombudsman Secretariat
- xii. Federal Ombudsman for Protection against Harassment of Women at the Workplace
- xiii. Banking Courts
- xiv. Special Courts (Offences in Banks)
- xv. Drug Courts
- xvi. Special Courts (Anti-Terrorism) (ICT)
- xvii. Commercial Courts

- xviii. Foreign Exchange Regulation Appellate Board
- xix. Accountability Courts
- xx. Special Courts (Central)
- xxi. Special Courts (Control of Narcotic Substances)
- xxii. Competition Appellate Tribunal, Islamabad
- xxiii. Anti-Dumping Appellate Tribunal
- xxiv. Environmental Protection Tribunal
- xxv. Intellectual Property Tribunal
- xxvi. Insurance Appellate Tribunal
- xxvii. Special Judge, (Customs, Taxation & Anti-Smuggling)

The Committee recommended the removal of the Council of Islamic Ideology from the list since it is a constitutional body.

M/o Information & Broadcasting

22. The representative of the Ministry agreed with the proposed categorization of the following two Organizational Entities (OEs) as Executive Departments: -

- i. Press Information Department (PID)
- ii. Directorate of Electronic Media and Publications (DEMP)

23. The Ministry also agreed with the categorization of the following Organizational Entities (OEs) as Autonomous Bodies: -

- i. Implementation Tribunal for Newspaper Employees (ITNE)
- ii. Central Board of Film Censors (CBFC)
- iii. National Press Trust (NPT)
- iv. Shalimar Recording and Broadcasting Company (SRBC)
- v. Pakistan Broadcasting Corporation (PBC)
- vi. Pakistan Television Corporation Limited (PTV)
- vii. Press Council of Pakistan (PCP)
- viii. Associated Press of Pakistan Corporation (APPC)

24. The placement of the Institute of Regional Studies would be resolved by a separate Committee. The representative stated that the merger of Information Service Academy (ISA) with the proposed Islamabad Media University is already under consideration. He further stated that Pakistan Information Commission has also been established under the Right of Access to Information Act, 2017 and it may also be included in the list of proposed Autonomous Bodies.

M/o Human Rights

25. According to Annex-7 of the Report, National Council for Rehabilitation of Disabled Persons (NCRDP) and National Council for Social Welfare (NCSW) were proposed as Executive Departments under M/o Federal Education and Professional Training. The Ministry informed during the 2nd Meeting of the IC that both NCRDP and NCSW have been transferred to M/o Human Rights by the Cabinet Division and suggested that the views may be obtained from the Ministry of Human Rights. The views of the M/o Human Rights were accordingly solicited. The Ministry stated that it recommends and agrees with the proposal of categorizing both the departments as Executive Departments (Reference M/o Human Rights O.M.No.F.12-1/2013-Admn (Pt), dated 13-12-2019).

Agenda Item No. ii Presentation by Ministry of IPC on Transfer of National Internship Programme (NIP) from M/o IPC to M/o FE & PT

26. The Secretary of the M/o IPC presented the historical background of the National Internship Programme (NIP), which is as under: -

- The idea of National Internship Program (NIP) was conceived and designed by the then government in FY 2006-07 under the Establishment Division on national basis.
- The objective was to equip the un-employed educated youth with professional skills to enhance their employability.
- Since inception in FY 2006-07 onwards, the program remained under the admin control of the following: -
 - i. Establishment Division (2006-08 and again from December, 2010 to June, 2011)
 - ii. Ministry of Youth Affairs till its devolution (Jan, 2009 to December, 2010)
 - iii. M/o Professional and Technical Training (July, 2011 to September, 2014)
- In 2013, the Government announced Prime Minister's Youth Program comprising six components including Prime Minister's Youth Training Scheme (PMYTS). NIP was to act as executing agency for PMYTS; hence, its business was assigned to **M/o IPC in 2014.**

27. Regarding the achievement of the programme, the Secretary presented the following figures: -

Description	Geographical spread	Number of Interns		
		Total	Male	Female
Regular Program 2007-10 (P-I to IV)	National	95,957	55,865	40,092
2012 (P-V)	Federal ICT, GB, AJK & FATA	3,349	2,402	947
PMYTS 2015-18 (P-I & II)	National	81,047	58,995	22,052

28. While giving the way forward, the Secretary stated that the vision of present Government is to broaden the scope of internships to university graduates. Keeping in view the required active coordination with HEC, universities and other academic institutions, it is more appropriate to transfer NIP's to Ministry of Federal Education and Professional Training.

29. On the query of one Member of the Committee about the impact of this programme in term of getting employment for the youth, the representative stated that 27% of the selected interns eventually got a job. It was further informed that the programme is currently completely online. One member of the Committee suggested that a third-party evaluation of the programme is needed to establish its utility and to further enhance its efficiency.

DECISIONS:

- 1). The committee recommended the categorization of the following OEs of the Ministry of Industries & Production as AB: -
 - i. Pakistan Gems & Jewellery Development Company
 - ii. Pakistan Institute of Management
 - iii. Small and Medium Enterprises Development Authority (SMEDA)
 - iv. Utility Stores Corporation (USC)
 - v. Engineering Development Board
 - vi. Pakistan Industrial & Technical Assistance Centre (PITAC), Lahore
 - vii. Pakistan Industrial Development Corporation (PIDC) and its subsidiaries and units
 - viii. Pakistan Stone Development Company
 - ix. Agro Food Processing (AFP) Facilities, Multan
- 2). The Committee recommended the privatization of the following four OEs of the Ministry of Industries and Production: -

- i. Pakistan Steel Mills Corporation (PSMC)
- ii. Pakistan Steel Fabricating Company
- iii. Leather Crafts Development Company, Multan
- iv. Pakistan Chemical and Energy Sector Skill Development
- 3). The Committee recommended the categorization of the following two departments of the M/o Overseas Pakistanis & Human Resource Development as ED: -
 - i. Bureau of Emigration & Overseas Employment
 - ii. Directorate of Workers Education (DWE)
- 4). The Committee recommended the following five OEs of the M/o Overseas Pakistanis & Human Resource Development as ABs: -
 - i. National Industrial Relations Commission, Islamabad
 - ii. Overseas Pakistanis Foundation, (including employees of Educational Institutions under OPF), Islamabad
 - iii. Employees Old Age Benefits, Institutions, Karachi
 - iv. Workers Welfare Fund, Islamabad
 - v. Overseas Employment Corporation, Islamabad
- 5). The Committee agreed to maintain the status quo in respect of the following two councils of the M/o Kashmir Affairs & Gilgit Baltistan as constitutional bodies: -
 - i. Gilgit Baltistan Council
 - ii. Azad Jammu and Kashmir Council
- 6). The Committee recommended the categorization of the Anti-Narcotics Force, Narcotics Control Division, as Executive Department.
- 7). The Committee agreed with the categorization of the following two departments of Water Resources Division as Executive Departments: -
 - i. Office of Engineering Advisor / Chairman Federal Flood Commission (CEA/CFFC).
 - ii. Office of Pakistan Commissioner for Indus Waters (PCIW).
- 8). The Committee recommended the categorization of the following three Organizational Entities (OEs) of Water Resources Division as Autonomous Bodies: -
 - i. Water and Power Development Authority (WAPDA)

- ii. Indus River System Authority (IRSA)
- iii. Pakistan Council of Research in Water Resources, Islamabad (PCRWR)
- 9). The Committee recommended the categorization of the Chief Commissionerate for Afghan Refugees, Islamabad, States and Frontier Regions Division as Executive Department.
- 10). The Committee recommended the categorization of Evacuee Trust Property Board (ETPB), M/o Religious Affairs & Interfaith Harmony as Autonomous Body.
- 11). The Committee recommended the categorization of the following two entities of the M/o Climate Change as Executive Departments: -
 - i. Zoological Survey of Pakistan (ZSP).
 - ii. Pakistan Environmental Protection Agency (Pak-EPA)
- 12). The Committee recommended the categorization of the following three OEs of Ministry of Climate Change as ABs: -
 - i. Global Change Impact Studies Centre, Islamabad (GCISC)
 - ii. Islamabad Wildlife Management Board (IWMB)
 - iii. Climate Change Authority (CCA)
- 13). The Committee recommended the categorization of the following three entities of the Cabinet Division as Executive Departments: -
 - i. Department of Communications Security
 - ii. National Archives of Pakistan
 - iii. Printing Corporation of Pakistan
- 14). The Committee recommended the categorization of the following OEs of the Cabinet Division as Autonomous Bodies: -
 - i. Pakistan Telecommunications Authority, Islamabad
 - ii. National Electric Power Regulatory Authority, Islamabad
 - iii. Oil and Gas Regulatory Authority, Islamabad
 - iv. Public Procurement Regulatory Authority, Islamabad
 - v. Frequency Allocation Board, Islamabad
 - vi. Islamabad Club, Islamabad

- vii. Karachi Infrastructure Development Company Ltd (KIDCL)
- 15). The Committee recommended the proposed liquidation of Sheikh Sultan Trust, Karachi by Cabinet Division
- 16) The Committee recommended the continued attachment of Private Educational Institutions Regulatory Authority (PEIRA) with M/o FE & PT.
- 17*&). The Committee recommended the continued attachment of Pakistan Electronic Media Regulatory Authority (PEMRA) with Information & Broadcasting Division.
- 17). The Committee recommended the categorization of the following six entities of M/o National Food Security & Research as Executive Department: -
 - i. Federal Seed Certification & Registration Departments (FSC&RD)
 - ii. Department of Plant Protection (DPP)
 - iii. Animal Quarantine Department (AQD)
 - iv. Plant Breeders' Rights Registry
 - v. National Veterinary Laboratory (NVL)
 - vi. Federal Water Management Cell (FWMC)
- 18). The Committee recommended the categorization of the following seven entities of M/o National Food Security & Research as Autonomous Bodies: -
 - i. Pakistan Oilseed Development Board (PODB)
 - ii. Fisheries Development Board (FDB)
 - iii. Livestock Dairy Development Board (LDDB)
 - iv. National Fertilizer Development Centre (NFDC)
 - v. Pakistan Agriculture Research Council (PARC)
 - vi. Pakistan Agriculture Service & Storage Corporation (PASSCO)
 - vii. Pakistan Central Cotton Committee (PCCC)
- 19). The Committee the removal of Council of Islamic Ideology (CII) from the classification list of autonomous bodies since it is a constitutional body.
- 20). The Committee recommended the categorization of the following OEs of M/o Law& Justice as Autonomous Bodies: -
 - i. Law and Justice Commission of Pakistan

- ii. Banking Mohtasib Pakistan
- iii. Appellate Tribunal Inland Revenue
- iv. Customs Appellate Tribunal
- v. Federal Service Tribunal
- vi. Federal Judicial Academy
- vii. Appellate Tribunal Inland Revenue
- viii. National Accountability Bureau (NAB)
- ix. Wafaqi Mohtasib (Ombudsman)
- x. Federal Tax Ombudsman Secretariat
- xi. Federal Insurance Ombudsman Secretariat
- xii. Federal Ombudsman for Protection against Harassment of Women at the Workplace
- xiii. Banking Courts
- xiv. Special Courts (Offences in Banks)
- xv. Drug Courts
- xvi. Special Courts (Anti-Terrorism) (ICT)
- xvii. Commercial Courts
- xviii. Foreign Exchange Regulation Appellate Board
- xix. Accountability Courts
- xx. Special Courts (Central)
- xxi. Special Courts (Control of Narcotic Substances)
- xxii. Competition Appellate Tribunal, Islamabad
- xxiii. Anti-Dumping Appellate Tribunal
- xxiv. Environmental Protection Tribunal
- xxv. Intellectual Property Tribunal
- xxvi. Insurance Appellate Tribunal
- xxvii. Special Judge, (Customs, Taxation & Anti-Smuggling)
- xxviii. Office of the Attorney General of Pakistan

- 21). The Committee recommended the categorization of the following two Organizational Entities (OEs) of M/o Information & Broadcasting as Executive Departments: -
- i. Press Information Department (PID)
 - ii. Directorate of Electronic Media and Publications (DEMP)
- 22). The Committee recommended the categorization of the following Organizational Entities (OEs) of M/o Information & Broadcasting as Autonomous Bodies: -
- i. Implementation Tribunal for Newspaper Employees (ITNE)
 - ii. Central Board of Film Censors (CBFC)
 - iii. National Press Trust (NPT)
 - iv. Shalimar Recording and Broadcasting Company (SRBC)
 - v. Pakistan Broadcasting Corporation (PBC)
 - vi. Pakistan Television Corporation Limited (PTV)
 - vii. Press Council of Pakistan (PCP)
 - viii. Associated Press of Pakistan Corporation (APPC)
 - ix. Pakistan Information Commission
- 23). The matter of placement of the Institute of Regional Studies (IRC) has been referred by the Cabinet to a Committee consisting of Ministry of Foreign Affairs, Advisor to PM on Institutional Reforms and Special Assistant to the PM on Information and Broadcasting. The Committee recommended the categorization of following two departments of M/o Human Rights, transferred to it from M/o E & PT, as ED:
- i. National Council for Rehabilitation of Disabled Persons (NCRDP)
 - ii. National Council for Social Welfare (NCSW)
- 24). The Committee recommended the transfer of NIP from M/o IPC to M/o FE & PT.
- 25). The Committee directed M/o FE & PT to have third party evaluation of NIP from a public research institute.

The meeting ended with a vote thanks to and from the Chair.

List of participants of the 16th Meeting of Implementation Committee

held on 17-12-2019

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity.
- ii. Mr. Shafqat Mahmood, Minister for Federal Education & Professional Training.
- iii. Syed FakharImam, Chairman, Special Committee of the National Assembly on Kashmir.
- iv. Mr. Nadeem Babar, Advisor to the PM on Petroleum.
- v. Mr. Mohammad Shehzad Arbab, Advisor to the PM on Establishment.
- vi. Mr. Muhammad Ali Shahzada, Special Secretary, Establishment Division.
- vii. Dr. Safdar Sohail, Special Secretary, Cabinet Division.
- viii. Dr. Muhammad Hashim Papozi, Secretary, National Food Security & Research Division, Islamabad.
- ix. Mr. Muhammad Ashraf, Secretary, M/o Water Resources, Islamabad.
- x. Representative from M/o Religious Affairs & Interfaith Harmony, Islamabad.
- xi. Mr. Muhammad Aslam, Secretary, States & Frontier Regions Division, Islamabad.
- xii. Mr. Tariq Mahmood Pasha, Secretary, M/o Information & Broadcasting, Islamabad.
- xiii. Mr. Afzal Latif, Secretary, M/o Industries & Production, Islamabad.
- xiv. Mr. Hasan Noor Jami, M/o Climate Change, Islamabad.
- xv. Ms. Zahida Perveen, Secretary, M/o Information and Broadcasting, Islamabad.
- xvi. The Secretary, Narcotics Control Division, Islamabad.
- xvii. Engr. Aamir Hasan, Secretary, M/o Overseas Pakistanis & Human Resource Development, Islamabad.
- xviii. Dr. Arshad Mahmmod, Additional Finance Secretary (Exp), Finance Division, Islamabad.
- xix. Mr. Saleem Ranjha, Additional Secretary, M/o Federal Education & Professional Training.
- xx. Mr. Muhammad Umer Aziz Joint Secretary, M/o Law & Justice, Islamabad.
- xxi. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC).
- xxii. Mr. Mustaeen Alvi, Joint Secretary.

- xxiii. Syed Noor-ul-Hassnain, Director General, Directorate Worker of Education, M/o Human Rights.
- xxiv. Mr. Kashif Ahmed Noor, Director General BEOE, M/o OPHRD
- xxv. Mr. Muhammad Rafiq, Director General.
- xxvi. Ms. Azra Jamali, M/o FE & PT
- xxvii. Mrs. Lubna Said Ghias, Deputy Secretary (Coord), Establishment Division, Islamabad.

MINUTES OF THE 17TH MEETING - CIC HELD ON 24-12-2019

The 17th meeting of the Implementation Committee was held on 24-12-2019 at 10:00 a.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was Chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is at Annex-I. The agenda of the meeting was as under: -

- i. Placement of COMSTECH, COMSATS & ECO Science Foundation at the disposal of Ministry of Foreign Affairs.
- ii. Transfer of National Textile University from Commerce Division to Federal Education & Professional Training Division.
- iii. Establishment of Council of Common Interest Secretariat at IPC Division.
- iv. Views / objections of M/o Kashmir Affairs & Gilgit Baltistan on the winding up / liquidation of TB Wing, Attock.
- v. Position paper on “Reorganization of Training and Policy Research Institutions in the Federal Government” by Institutional Reform Cell (IRC).
- vi. Views / objections of M/o Federal Education & Professional Training on the proposed categorization of National Endowment Scholarships for Talent (NEST) and Inter Board Committee of Chairmen (IBCC) as Executive Departments.
- vii. Views / objections of M/o Housing & Works on winding up / liquidation of National Construction Company Limited (NCCL).

Agenda item i: Placement of COMSTECH, COMSATS & ECO Science Foundation at the disposal of Ministry of Foreign Affairs.

2. The Chair welcomed all the participants and requested Minister for Foreign Affairs to share his views on the agenda items captioned above. To begin with, the Minister stated that first of all it should be clear that all the three organizations are not scientific organizations in true sense of the words. Secondly, the heads of these organizations themselves requested that these organizations may be brought under the Ministry of Foreign Affairs. He further said that the present day challenges are not confined to discipline of science only, rather these are simultaneously scientific, economic, legal, political as well as tactical. He viewed that the purpose of outreaching to the international community and developing institutional linkage with the international organizations can best be served by these organizations through M/o Foreign Affairs. He showed his conviction that this is quite a logical approach and stated that practicability and functionality also demand that these organizations should be placed where they can best serve. He also made it clear that as for the job is concerned that is to be done by the scientists and what the M/o Foreign Affairs has to do is only creating linkages with other foreign partners in these

organizations. The approach is in line with strategic and regional objectives and in accordance with the international best practices. The Chair remarked that Foreign Office is an external face of Pakistan for the outer world, and by shifting these organizations to M/o FA, the effectiveness of our representation will be enhanced. The Secretary of M/o Science & Technology stated that his Ministry is maintaining a strong liaison with M/o Foreign Affairs for the affairs of these entities having international linkages and bearings. This request of their transfer from S&T to MoFA has specific audit relating context and background. The Minister after replying the point related to audit stated that even after placement in the M/o FA, these organizations will remain in liaison with M/o S&T. The Chair remarked that the bottom line is that whether the national interest of the country would be best served in placing these three organizations in M/o FA or in M/o S&T? The Minister made it clear that on this front we are being blamed as not to effectively managing the affairs of these organizations. For instance, the meeting of COMSTECH has not been held in spite of the fact that the President of Pakistan is its Chairman. The Special Secretary Establishment Division stated that before reaching at any final conclusion, situational analysis is to be done. For instance, if the meeting of COMSTECH has not been held, then what is its reason? In reply to it, the secretary M/o S&T stated that these organizations are inter-governmental organizations and are not proper scientific organizations. These are governed through Board of Trustee and moreover, the Ministry has as such no control on convening their meeting(s). Another member opined that there is no denying the fact that the international dealings of all the Ministries / Divisions are done through M/o Foreign Affairs but it does not mean that all such business(es) may be transferred to M/o FA. On the queries of the functions of these organizations, the Chair asked the Secretary S&T to give a brief introduction of these organizations.

3. The secretary gave brief introductions of these organizations as under:

COMSTECH, the Ministerial Standing Committee on Scientific and Technological Cooperation of the Organization of Islamic Cooperation (OIC) was established by the Third Islamic Summit of OIC held at Makkah, Saudi Arabia in January 1981. The President of Pakistan is Chairman of COMSTECH. The core mandate of COMSTECH is to strengthen cooperation among OIC Member States in science and technology (S&T), and enhance their capabilities through training in emerging areas.

THE FUNCTIONS/OBJECTIVES OF COMSTECH

1. Assessment of human and material resources of Member States and identification of scientific and technological needs and requirements of the Ummah.
2. Building indigenous capabilities of Member States in the fields of science and technology through cooperation and mutual assistance,
3. Enhancement of cooperation and coordination in scientific and technological fields amongst the OIC member states with a view to achieving collective competence in science and technology for solution of the problems of the OIC member states.

4. Creation of an effective institutional structure for planning, research, development and monitoring of scientific and technological activities at national, regional, and international levels.

COMSATS in the year 1994, on the invitation from the Prime Minister of Pakistan, representatives from several developing countries met on 4th and 5th October in Islamabad and agreed to establish the Commission as a high-level forum, represented by Heads of State/Government, aiming at sustainable socio-economic uplift of the developing countries through appropriate applications of science and technology. The General Meeting of the Commission is the highest forum of COMSATS, which is represented by the Heads of State/Government of COMSATS' twenty-seven Member States. COMSATS' membership is spread across three continents, i.e. Asia, Africa and Latin America.

THE FUNCTIONS OF COMSATS

1. To sensitize the countries in the South to the centrality of science and technology in the development process, to the adequate resource allocation for research and development, and to the integration of science and technology in the national and regional development plans.
2. To support the functioning and activities of the Network of International Science and Technology Centres for Sustainable Development in the South, established at the foundation meeting of the Commission.
3. To support other major initiatives designed to promote indigenous capacity in science and technology for science-led sustainable development, and to help mobilise long-term financial support from international donor agencies and from Government / Institutions in the North and the South to supplement the financing of international scientific projects in the South.

ECO Science Foundation

The Basic Charter of ECO was formed under the Treaty of Izmir as a result of the meeting of the member countries held in Izmir, Turkey on 12th March, 1977. It was envisaged that the establishment of ECO Science Foundation as a specialized agency of ECO to function as a reservoir of highly skilled scientific and technical manpower and to facilitate promotion of scientific research among the Member States. The ECO Council of Ministers (COM) at its 3rd meeting held on 6-7 Feb, 1993 at Quetta, Pakistan called for establishing such an institution by 1995. The Charter of the Foundation was signed by all the 10 Member States at the 3rd ECO Summit in 1995 at Islamabad, however, so far only Afghanistan, Iran, Pakistan, Tajikistan and Turkmenistan have ratified it. Other Member States viz., Azerbaijan, Kazakhstan, Kyrgyzstan, Turkey and Uzbekistan have to rectify the Charter.

Functions of ECO Science Foundation (ECOSF)

1. Promotion of improved methods in the teaching of science.

2. Holding of science and technology fairs and exhibitions in collaboration with the Member States.
3. Grant of awards and prizes to eminent scientists in the field of science and technology in ECO region.
4. Strengthening of the scientific and technological libraries in the Member States.
5. Exchange of Science and Technology information through designated Centres and Institutions working as a network.

4. The Minister of Foreign Affairs commented that theoretically these organizations are placed where they should be, but the question is that in spite of this all, why was it felt necessary to transfer them from MoST. The Chair stated that in actual facts, the objectives and goals of these organization are not being met. The purpose was that the focus of the Ministry of Science and Technology should remain on promoting science literacy, education, research and on developing emerging technologies in the Country. The Advisor to PM on Petroleum stated that it is a misconception that there is no competition in various sectors of the economy. The real malaise is inefficiency and what makes it worse is that we want to protect the state of inefficiency. He lamented that it seems as if we have chosen to be frozen in time. After a marathon discussion, it was decided that let the Ministry present its futuristic plan for the revitalization of these organizations within next two weeks and till that time the decision of its transfer was pended.

Agenda item ii. Transfer of National Textile University from Commerce Division to Federal Education & Professional Training Division.

5. The Advisor to PM on Commerce, Textile, Industry & Production stated that the M/o Commerce has no objection on the transfer of Textile University from M/o Commerce to the M/o Federal Education & Professional Training.

6. Regarding the proposed Industrial and Trade Policy Research and Training Board, Advisor to PM on Commerce, Textile, Industry & Production stated that the M/o Commerce will take lead in setting up of the proposed Board.

Agenda item iii. Establishment of Council of Common Interest Secretariat at IPC Division

7. The Secretary IPC while highlighting the Constitutional provisions stated that Article 153 of the Constitution of the Islamic Republic of Pakistan, 1973 provides for the Council of Common Interests (CCI). The Council consists of the Prime Minister as Chairman, Chief Ministers of the Provinces and three Federal Ministers as its members. He further referred that Article 154 (1) of the Constitution provides that the Council shall formulate and regulate policies in relation to matters in Part II of the Federal Legislative List and shall exercise supervision and control over related institutions. Regarding the establishment of secretariat, he mentioned that Article 154 (3)

of the Constitution of Islamic Republic of Pakistan provides that “the CCI shall have a permanent secretariat and shall meet at least once in ninety days”.

8. The secretary, IPC also provided a rundown of the steps taken for the establishing permanent secretariat of CCI, which is as follow:

i. A new organogram for permanent secretariat of CCI was discussed with Advisor to PM (Mr. Shehzad Arbab) and forwarded to Establishment Division (Management Services Wing) for vetting/ concurrence.

ii. Meeting held with Secretary Establishment on 23.04.2019 wherein, it was agreed that CCI Secretariat may be established within IPC Division. The MS Wing endorsed the proposed organizational structure with slight modifications and advised to take up the Recruitment Rules and re-designation of posts with Regulation Wing of Establishment Division.

iii. Draft Recruitment Rules along with proposal for re-designation of existing posts forwarded to Establishment and Finance Divisions on 17th May, 2019.

9. He also presented the organogram before the committee (**Annex-II**).

10. Mr Arbab Shehzad commented that the post of Director (Legal) must be in MP-I instead of MP-II because no competent legal professional would be available in MP-II. The Ministry may surrender other post(s) in lieu of it, if need be. He further stated that the nature of the major problems which the secretariat would be facing would be the legal ones.

Agenda item iv. Views / objections of M/o Kashmir Affairs & Gilgit Baltistan on the winding up / liquidation of TB Wing, Attock.

11. The representative of the Ministry of Kashmir Affairs & Gilgit Baltistan stated that the Ministry has no objection.

Agenda item vi. Views / objections of M/o Federal Education & Professional Training on the proposed categorization of National Endowment Scholarships for Talent (NEST) and Inter Board Committee of Chairmen (IBCC) as Executive Departments.

12. The representative of the Ministry stated that the Ministry of Federal Education & Professional Training has no objection on the proposed categorization.

13. The agenda items v and vii were deferred to next meeting.

DECISIONS:

i. The Secretary Ministry of Science & Technology will present future business plan in respect of COMSTECH, COMSATS and ECO Science Foundation after two weeks.

ii. The Committee recommended the transfer of Textile University from M/o Commerce to M/o Federal Education & Professional Training. M/o Commerce will take lead in setting up

Industrial and Trade Policy Research and Training Board after merger of other training entities in PITAD.

iii. The Committee recommended the establishment of Council of Common Interest (CCI) Secretariat at IPC Division.

iv. The Committee recommended winding up / liquidation of TB Wing, Attock, M/o Kashmir Affairs & Gilgit Baltistan.

v. The Committee recommended the categorization of National Endowment Scholarships for Talent (NEST) and Inter Board Committee of Chairmen (IBCC), M/o Federal Education & Professional Training as Executive Departments.

14. The meeting ended with a vote of thanks to and from the Chair.

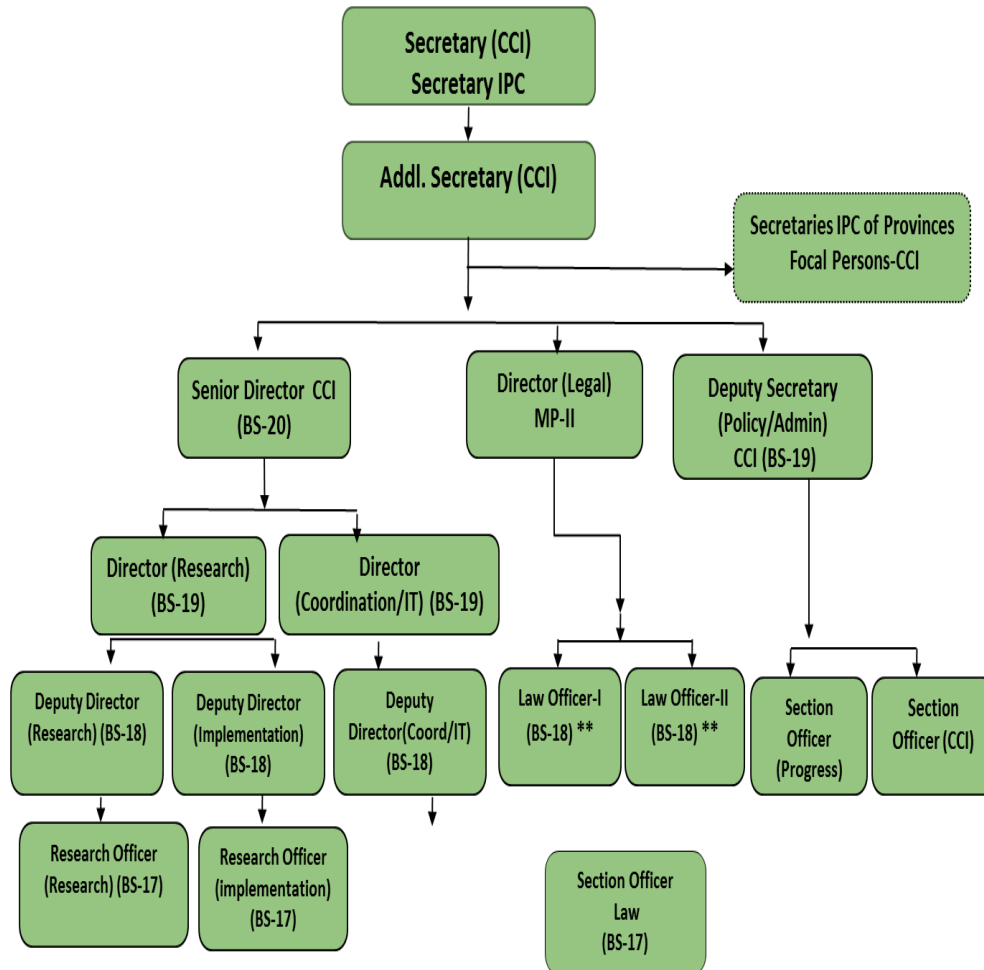
List of participants of the 17th Meeting of Implementation Committee

held on 24-12-2019

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity.
- ii. Mr. Shah Mehmood Qureshi, Minister for Foreign Affairs, Islamabad.
- iii. Mr. Abdul Razzaq Dawood, Advisor to PM on Commerce, Textile, Industry & Production, Islamabad.
- iv. Syed Fakhar Imam, Chairman, Special Committee of the National Assembly on Kashmir.
- v. Mr. Nadeem Babar, Advisor to the PM on Petroleum.
- vi. Mr. Mohammad Shehzad Arbab, Advisor to the PM on Establishment.
- vii. Mr. Muhammad Ali Shahzada, Special Secretary, Establishment Division.
- viii. Dr. Safdar Sohail, Special Secretary, Cabinet Division.
- ix. Mr. Akbar Durrani, Secretary, M/o Inter Provincial Coordination, Islamabad.
- x. Capt.(Retd) Nasim Nawaz, Secretary, M/o Science & Technology, Islamabad.
- xi. Mr. Fakhre Alam, Additional Secretary, M/o Interior, Islamabad.
- xii. Mr. Zahoor Ahmed, Additional Secretary, M/o Housing & Works, Islamabad.
- xiii. Mr. Saleem Ranjha, Additional Secretary, M/o Federal Education & Professional Training, Islamabad.
- xiv. Dr. Arshad Mahmmod, Additional Finance Secretary (Exp), Finance Division, Islamabad.
- xv. Mr. Arshad Salam Khattak, Secretary, Railway Board, Islamabad.
- xvi. Mr. Sajjad Ahmed, Joint Secretary, Power Division, Islamabad.
- xvii. Capt.(R) Mushtaq Ahmed, Member (Admn), National Highway Authority, Islamabad.
- xviii. Mr. Hameed Akhtar, Chief NTRC, M/o Communications, Islamabad.
- xix. Dr. Muhammad Khurshid, Joint Secretary, M/o National Food Security & Research, Islamabad.
- xx. Mr. Sheraz M. Hyder, Director General, Auditor General of Pakistan, Office, Islamabad.

- xxi. Dr. Iftikhar Ahmed Babar, Director General, Auditor General of Pakistan, Office, Islamabad.
- xxii. Mr. Sabir Ahmed, Director General, National Police Bureau, Islamabad.
- xxiii. Lt. (Retd) Ejaz Ahmad Khan, Additional Secretary, Islamabad.
- xxiv. Dr. Nazim Latif, Director General, Commerce Division, Islamabad.
- xxv. Engr. Athar Nawaz Malik, Managing Director, NCL, M/o Housing & Works, Islamabad.
- xxvi. Mr. Mohammad Kamran Akhtar, Director General, M/o Foreign Affairs, Islamabad.
- xxvii. Dr. Dawood Shah, Director General, M/o Federal Education & Professional Training, Islamabad.
- xxviii. Dr. Muhammad Ali Noor, Director General, PPMI, M/o Planning, Development & Special Initiatives, Islamabad.
- xxix. Dr. M. Tariq Masood, Joint Scientific Advisor, M/o Science & Technology, Islamabad.
- xxx. Mr. Sajid Mehmood Qazi, Joint Secretary, Petroleum Division, Islamabad.
- xxxi. Ms. Samina Farzin, Deputy Director General, M/o Information & Broadcasting, Islamabad.
- xxxii. Mr. Shahzad Durrani, Joint Secretary, M/o Climate Change, Islamabad.
- xxxiii. Mr. Arshad Ali Chaudhary, Joint Secretary, M/o Planning, Development & Special Initiatives, Islamabad.
- xxxiv. Mr. Muhammad Umer Aziz Joint Secretary, M/o Law & Justice, Islamabad.
- xxxv. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC).
- xxxvi. Mrs. Lubna Said Ghias, Deputy Secretary (Coord), Establishment Division, Islamabad.
- xxxvii. Mr. Natiq Hussain Shah, Deputy Secretary (Admn), M/o Water Resources.

ORGANOGRAM OF CCI SECRETARIAT



MINUTES OF THE 18TH MEETING - CIC HELD ON 31-12-2019

The 18th meeting of the Implementation Committee was held on 31-12-2019 at 10:00 a.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is annexed. The agenda of the meeting was as under: -

- i. Briefing by Pakistan Post Office Department (PPOD) on future business plan.
- ii. Position paper on “Reorganization of Training and Policy Research Institutions in the Federal Government” by Institutional Reform Cell (IRC).
- iii. Presentation on “TIP” by Ministry of Information and Technology in the light of decision in 3rd meeting of the Implementation Committee.

Agenda item ii: Position paper on “Reorganization of Training and Policy Research Institutions in the Federal Government” by Institutional Reform Cell (IRC).

2. The Chair welcomed all the participants. To begin with, he clarified that the use of word “merger” had created some confusion. It was not meant to undo the identity of the existing training institutes. The purpose of bringing sister institutes under one umbrella was to ensure the efficient use of resources while avoiding duplications. For this purpose, clusters of training and policy research boards, essentially on the model of National School of Public Policy were proposed in the discussion paper under consideration. Each cluster of institutes would be overseen / governed by an independent Board in the areas of determining training and policy research needs, faculty, curriculum and assessments etc. The Secretaries of the Divisions/heads of the cadre will act as the Chairman of the Board on a rotating basis with ex-officio members drawn from the Finance and Establishment Divisions. The names of these proposed boards were as under: -

- Fiscal Policy and Financial Management Research and Trainings Board
- Energy Policy Research and Trainings Board
- Infrastructure Policy Research and Trainings Board
- Human Development Policy Research and Trainings Board
- Industrial and Trade Policy Research and Trainings Board
- Agriculture and Environment Policy Institute (AEPI)

2. The Chair elaborated the model and functioning of some Boards as under: -

- i. **Fiscal Policy and Financial Management Research and Training Board.** It will cater to the specialized needs of the fiscal and financial managers of the Federal Government at all levels – post induction, mid career, refresher, senior workshops and will also carry out research in fiscal

policy, domestic resource mobilization, taxation, audit and accounts and debt issues. The existing Audit and Accounts Academy, Income Tax Academy and Customs & Excise Academy will become training arms (constituent units) with expanded responsibilities for policy research in their respective areas. The officers of the National Savings, Debt Office and the different Wings of the Ministry of Finance, Revenue Division, Economic Affairs Division, senior Finance staff of major spending agencies e.g. WAPDA, NHA, regulatory bodies and large public sector companies such as OGDCL, PPL etc. will be trained at these institutes. The challenge would be to integrate those who do not belong to these cadres in the training architecture and also bring in policy support and research activities within the purview of the proposed Institute. The Ministry of Finance would take the lead role in setting up the Board in close coordination with the AGP and Chairman FBR and also examine as to how the Medium term budgetary framework, Macro policy and fiscal units to be located in the Ministry itself can get backstopping from the Board.

ii. **Energy Policy Research and Trainings Board.** This Board will be responsible for the technical training, and policy research needs of the Ministries of Water and Power, Petroleum and Natural Resources, including WAPDA, NEPRA, OGRA, AEDB, PPIB and the organizations working under these Ministries. The Hydrocarbon Development Institute, ENAR Petro-tech Services, should become part of this institute. Professional Training Courses for new recruits, mid career officers and senior officers in technical fields to upgrade their knowledge and skills and familiarize them with new technologies, techniques and processes would be carried out by the institute. Policy research in all the areas of energy will be part of its mandate. This would be a new institute and the Ministries of Petroleum and Power are requested to take the lead in conceptualizing and setting up this Board. The existing training facilities, faculty and courses offered by various organizations in energy should be scanned so that there is no extra expenditure on brick and mortar.

iii. **Infrastructure Policy Research and Trainings Board.** This Board, like Energy Policy and Trainings Board will meet the specialized training needs of the Ministries of Railways, Water reservoirs and infrastructure, Communications, Ports and Shipping and Civil Aviation and Infrastructure project facility. Training and research – will form the basic mandate of this institute. NTRC, Pakistan Railways Academy, NHA Academy, Postal Staff College will become constituent parts of the Infrastructure Policy Research and Training Board. Professional training of infrastructure engineers and technicians at post induction, mid career, refresher and senior managers level will be provided by IPI. As this would be a new institute, the Ministry of Communications and Ministry of Railways which are already engaged in training would take the lead to establish the proposed IPI.

iv. **Human Development Policy Research and Trainings Board:** It will serve the Ministries of Education, Health, HUMAN Resources, Poverty Alleviation and Social Protection. The existing Academy of Educational Planning and Management, Health Service Academy, Pakistan Manpower Institute will become part of the proposed HDPI. National Institute of Population Studies and National Research Institute of Fertility Control would be part of Pakistan Health

Research Council. The Ministries of Education and Health would take the lead in the setting up of this Institute.

3. After this, a general discussion among the members of the Committee and representatives of the Ministries/Divisions started. One of the members while summarizing the idea stated that there are three aspects of imparting the training: -

- General management trainings
- Specialized sector-specific trainings
- Interdisciplinary trainings

He further stated that these boards will better take care of the third level of training. It was further elaborated that the professional trainings like MCMC and SMC were already split into common and specialized components with seven weeks each at NIMs and respective specialized training institutions. Another member opined that instead of spreading the training to three tiers, it should be at two levels. He further suggested that instead of separate boards, a common institute in Islamabad may be established in order to augment the training being provided by NIMs and by other professional / specialized institutes. This institute would be fulfilling the common needs of all the Ministries / Divisions. Besides such common institute each Ministry / Division will have its own specialized institute for the professional training of their officers as some Ministries / Divisions already have this facility.

4. The representative of the office of Auditor General shared the recent advancements and achievements in the areas of trainings being imparted at Audit & Accounts Academy and expressed reservations on the part of Auditor General of Pakistan regarding the proposal of bringing of the said Academy under Fiscal Policy and Financial Management Research and Training Board. In response to this the Chair clarified that individual institutes under the proposed Boards would retain their governance and administrative set up under the respective Ministries/Divisions. The whole point of proposal was to better leverage the existing facilities for research and trainings purposes in the cluster areas while avoiding duplications and ensuring state of the art outputs capable of keeping pace of the emerging technologies. Instead of viewing in the backdrop of individual turfs, the proposal was meant to be evaluated in the larger public interest.

5. On a query by the member, Director General, PPMI, stated that PPMI is imparting trainings on different modules of project management. However, it was observed that officers participating in certain trainings are not essentially working on similar projects and those who actually deal with the concerned assignments, seldom attend the relevant trainings. On this, the Committee suggested that mechanism should be developed to ensure that relevant trainings be made compulsory for the officers dealing with projects.

Agenda items (i) and (iii) were deferred.

Decisions

- i. The specialized training institutions will retain their existing set up and will continue to undertake sector-specific policy research and impart specialized trainings under their respective Ministries /Divisions.
 - ii. In order to fulfill the deficiency of generalized management trainings to the officers of all Ministries/Divisions/Departments, a single large management training institute will be set up at Islamabad to impart across the board trainings at wider scale. The terms of reference, governance, management structure and the financial modalities for such an institute would have to be worked out. The Committee would revisit these issues in its next meeting.
5. The meeting ended with a vote of thank by the Chair.

List of participants of the 18th Meeting of Implementation Committee
held on 31-12-2019

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity.
- ii. Mr. Shafqat Mahmood, Minister for Federal Education & Professional Training.
- iii. Mr Pervez Khattak, Federal Minister for Defence, Rawalpindi.
- iv. Syed Fakhar Imam, Chairman, Special Committee of the National Assembly on Kashmir.
- v. Mr. Nadeem Babar, Advisor to the PM on Petroleum.
- vi. Mr. Mohammad Shehzad Arbab, Advisor to the PM on Establishment.
- vii. Dr. Ijaz Munir, Secretary, Establishment Division.
- viii. Dr. Safdar Sohail, Special Secretary, Cabinet Division.
- ix. Mr. Arshad Salam Khattak, Secretary, Railway Board, Islamabad.
- x. Dr. Arshad Mahmmod, Additional Finance Secretary (Exp), Finance Division, Islamabad.
- xi. Mr. Joudut Ayaz, Additional Secretary, M/o Climate Change, Islamabad.
- xii. Mr. Hameed Akhtar, Chief, National Transport Research Centre, M/o Communications, Islamabad.
- xiii. Dr. Shafeeq Ahmed, Executive Director, National Highway Authority, Islamabad.
- xiv. Mr. Javed Sikandar, Chief, M/o Planning Development & Special Initiatives, Islamabad.
- xv. Mr. Hameed Akhtar, Chief NTRC, M/o Communications, Islamabad.
- xvi. Capt.(R) Mushtaq Ahmed, Member (Admn), National Highway Authority, Islamabad.
- xvii. Mr. Akhlaq Rana, Director General, Pakistan Post Office, Islamabad.

- xviii. Mr. M. Yaseen Baloch, Joint Secretary, M/o Housing & Works, Islamabad.
- xix. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- xx. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC).
- xxi. Dr. Muhammad Khurshid, Joint Secretary, M/o National Food Security & Research, Islamabad.
- xxii. Mr. Sabir Ahmed, Director General, National Police Bureau, Islamabad.
- xxiii. Dr. Nazim Latif, Director General, (PITAD), M/o Commerce, Islamabad.
- xxiv. Dr. Muhammad Ali Noor, Director General, PPMI, M/o Planning, Development & Special Initiatives, Islamabad.
- xxv. Ms. Samina Farzin, Deputy Director General, M/o Information & Broadcasting, Islamabad.
- xxvi. Mr. Mahfooz Bhatti, Director General (Policy) Auditor General of Pakistan, Islamabad.
- xxvii. Mr. Sheraz Manzoor, Director General (B&A) Auditor General of Pakistan, Islamabad.
- xxviii. Mr. Ejaz Ahmed Minhas, Additional Director General (Financial Services), Pakistan Post Office, Islamabad.
- xxix. Ms. Umbreen Arif, Technical Advisor, M/o Federal Education & Professional Training.
- xxx. Mr. Akbar Azam, Deputy Secretary, Power Division, Islamabad.
- xxxi. Mr. Sabir Ahmed, Director, National Police Bureau, Islamabad.
- xxxii. Mrs. Lubna Said Ghias, Deputy Secretary (Coord), Establishment Division, Islamabad.
- xxxiii. The Deputy Secretary, IRC, Prime Minister's Office, Islamabad.
- xxxiv. Mr. Khurshid Ahmed

MINUTES OF THE 19TH MEETING - CIC HELD ON 07-01-2020

The 19th meeting of the Implementation Committee was held on 07-01-2020 at 2:00 p.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is annexed. The agenda of the meeting was as under: -

- i. Finalizing the proposal of merging Aiwan-e-Iqbal Complex (AIC), Lahore with Iqbal Academy, Lahore and the status of Aiwan-e-Quaid Building, F-9 Park, Islamabad proposed as Executive Department, National History & Literary Heritage Division (Reference, Annex-5 & 7 of the Report).
- ii. Finalizing the proposal of making National Museum of Pakistan, Karachi an autonomous body under National History & Literary Heritage Division. It was devolved but later returned to the Division under directions from the Honorable Supreme Court in January, 2019. Currently NMP is part of Department of Archaeology and Museums in the Division, which is proposed as Executive Department.
- iii. Views / observations of the Establishment Division on the following proposals:

Establishment	1. Staff Welfare Organisation (SWO)	Proposed as Executive Department
	2. Akhtar Hameed Khan National Centre for Rural Development (AHKNCRD)	To be merged into NSPP
	3. Secretariat Training Institute (STI)	
	4. Pakistan Academy for Rural Development (PARA)	
	5. Civil Services Academy (CSA)	
	6. Federal Public Service Commission (FPSC)	Proposed as Autonomous Bodies
	7. Federal Employees Benevolent & Group Insurance Funds (FEB & GIF)	
	8. National School of Public Policy (NSPP)	

- iv. Finalizing the status of Federal Government Inspector of Railways (FGIR) proposed as Autonomous Body, Ministry of Railways (Reference, Annex-8 of the Report).
- v. Finalizing the proposed status of Federal Board of Revenue (FBR) as Autonomous Body, Revenue Division (Reference, Annex-8 of the Report).
- vi. Finalizing the proposal of winding up / liquidation of National Construction Company Limited, Islamabad, Ministry of Housing & Works (Reference, Annex-4 of the Report).

vii. Finalizing the proposal of transferring of Department of Explosive to Provinces / GB / ICT, Ministry of Industries and Production (Reference, Annex-3 of the Report).

Agenda Item No. I

2. The representative of the Ministry stated that Iqbal Academy is a statutory body established through Iqbal Academy Ordinance of 1962. The Chair stated that his vision is that both the departments should be united in such a way that they become wings of a single entity and their cost and revenue are pooled. The Ministry agreed to the proposal.

3. Regarding the Aiwan-e-Quaid Building, F-9 Park, the representative stated that it may not be given the status of an Executive Department as it does not fulfill that criterion. He further stated that only the building structure is the property of Federal Government and is presently in possession of a private trust (Nazariya-e-Pakistan Council Trust). He further informed that it has no permanent establishment / manpower / budget. He viewed that its property has a lot of potential to be utilized for multipurpose. He requested that the decision on it may be deferred and Ministry may be given some time to propose plan for its best utilization.

Agenda Item No. II

3. Regarding the National Museum of Pakistan, the representative stated that it was devolved to the Province of Sindh in the wake of 18th Constitution Amendment, 2010. Last year, in compliance with the judgment of Supreme Court of Pakistan, it has been returned to the Federal Government and currently is under the administrative control of National History and Literary Heritage Division. The Division proposed that it may be categorized as Autonomous Body.

Agenda Item No. III

5. Regarding the proposed status of Staff Welfare Organization (SWO) as an Executive Department, the Division agreed. After this, the proposal of merging Akhtar Hameed Khan National Centre for Rural Development (AHKNCRD) with National School of Public Policy (NSPP) was discussed. The viewpoint of the Establishment Division was that its separate identity may be kept intact as an Executive Department of the Establishment Division.

6. Regarding the Secretariat Training Institute (STI), it was suggested that instead of merging with National School of Public Policy (NSPP), it may be made a constituent of Civil Service Academy (CSA).

7. Regarding the Pakistan Academy for Rural Development (PARD), it was suggested that it may be retained as an Autonomous Body with the existing mandate under Establishment Division as NIM Peshawar and KPK Provisional Services Academy are based in the same premises and pool their resources for offering training to various groups.

8. The representative of the Establishment Division agreed with the categorization of Civil Service Academy (CSA), Federal Employees Benevolent & Group Insurance Funds (FEB & GIF), National School of Public Policy (NSPP) and Federal Public Service Commission as Autonomous Bodies.

Agenda Item No. IV

10. The Secretary Railway Board explained in detail the importance of the Federal Government Inspectorate of Railways (FGIR). He stated that Inspector has a technical advisory role without having any executive authority. The department inspects railway infrastructure in line with safety standards. He further informed that the inspector certifies the fitness of the train for its functionality well before its departure. It is also his responsibility to inspect the track structures and other related installations. Due to its importance, he suggested that instead of categorizing it as an Autonomous Body, it may be kept as an Executive Department. On a question by a Member of the Committee, the representative stated that the budget of the railway is Rs.100 billion. Out of which the pension share is Rs.38 billion. Regarding the revenue, he stated that it is almost Rs.62 to 63 billion. In reply to another question, the representative informed that every year the inspector inspects all systems. The Chair commented that separation of regulations and operation are deemed as the best practices across the world, while the same is being neglected here, as no such demarcation exists. The representative of the Pakistan Railways stated that they are working on this aspect.

Agenda Item No. V

11. The representatives of FBR stated that on the direction of Prime Minister, a Steering Consultative Committee was formed which has further constituted different sub-Committees to work on the plan of restructuring FBR. They further informed that many co-opted members taken from all services are also part of these Committees. On the query of the Chair that what timeline have they committed with the Prime Minister; the representative stated that by March, they plan to complete it. The representative requested to postpone the agenda till first week of March, 2020.

Agenda Item No. VI

12. The representative agreed on the proposal of winding up / liquidation of the National Construction Company Limited (NCCL), Islamabad, M/o Housing and Works. Subsequently, the Minister for Housing and Works requested that this decision of winding up NCCL may be kept on hold.

Agenda Item No. VII

13. The representative of the Ministry stated that Department of Explosive dealt the subject of explosive as administered under Explosive Act 1884 and petroleum as administered under Petroleum Act 1934. He further stated that the subject of explosive has been devolved to provinces

under 18th Constitutional Amendment. He further stated that presently the department has been dealing the subject of petroleum only. On the proposal the representative stated that the Ministry has no objection on transferring the department to M/o Petroleum.

Decisions

- i. The Committee approved the merger of Aiwan-e-Iqbal Complex (AIC), Lahore with Iqbal Academy, Lahore.
- ii. Finalizing the status of Aiwan-e-Quaid Building, F-9 Park was deferred.
- iii. The Committee agreed to the proposal of National History & Literary Heritage Division for making National Museum of Pakistan, Karachi as an Autonomous Body under National History & Literary Heritage Division.
- iv. The Committee recommended the categorization of Staff Welfare Organization (SWO) as Executive Department under Establishment Division.
- v. The Committee recommended the categorization of Akhtar Hameed Khan National Centre for Rural Development (AHKNCRD) as Executive Department of the Establishment Division.
- vi. The Committee recommended to retain Secretariat Training Institute (STI) as a constituent of Civil Service Academy (CSA), under Establishment Division.
- vii. The Committee recommended the categorization of Pakistan Academy for Rural Development (PARAD), Civil Service Academy (CSA), Federal Employees Benevolent & Group Insurance Funds (FEB & GIF), National School of Public Policy (NSPP) and Federal Public Service Commission as Autonomous Bodies.
- viii. The Committee agreed to the proposal of M/o Railways for retaining Federal Government Inspectorate of Railways (FGIR) as an Executive Department.
- ix. Finalizing the status of FBR as an Autonomous Body was deferred till first week of March, 2020.
- x. The Committee recommended winding up / liquidation of National Construction Company Limited, Islamabad, M/o Housing & Works. This decision has been held in abeyance at the request of the Federal Minister of Housing and Works.
- xi. The Committee recommended the transfer of Petroleum Wing of the Department of Explosive from M/o Industries & Production to M/o Petroleum.

The meeting ended with a vote of thank by the Chair.

List of participants of the 19th Meeting of Implementation Committee

held on 07-01-2020

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity, Islamabad.
- ii. Mr. Shafqat Mahmood, Minister for Federal Education & Professional Training, Islamabad.
- iii. Syed Fakhar Imam, Chairman, Special Committee of the National Assembly on Kashmir, Islamabad.
- iv. Mr. Nadeem Babar, Advisor to the PM on Petroleum, Islamabad.
- v. Mr. Mohammad Shehzad Arbab, Advisor to the PM on Establishment, Islamabad.
- vi. Dr. Safdar Sohail, Special Secretary, Cabinet Division.
- vii. Dr. Nadeem Shafiq Malik, Secretary, National History & Literary Heritage Division, Islamabad.
- viii. Dr. Arshad Mahmmod, Additional Finance Secretary (Exp), Finance Division, Islamabad.
- ix. Mr. Awais Manzur Sumra, Additional Secretary, Establishment Division, Islamabad.
- x. Mr. Zahoor Ahmed, Additional Secretary, M/o Housing & Works, Islamabad.
- xi. Mr. Arshad Salam Khattak, Secretary, Railway Board, Islamabad.
- xii. Ms. Naushin Javed Amjid, Acting Chairperson, Federal Board of Revenue, Islamabad.
- xiii. Dr. Hamid Ateeq Sarwar, Member (Inland Revenue – Policy), Federal Board of Revenue, Islamabad.
- xiv. Mr. M. Salman, Senior Joint Secretary, National History & Literary Heritage Division, Islamabad.
- xv. Mr. Mohammad Naeem Jan Khan, Senior Joint Secretary (IID), M/o Industries & Production, Islamabad.
- xvi. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- xvii. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC).
- xviii. Ms. Mariam Kayani, Deputy Secretary, Establishment Division, Islamabad.
- xix. The Deputy Secretary, IRC, Prime Minister’s Office, Islamabad.

MINUTES OF THE 20TH MEETING - CIC HELD ON 14-01-2020

The 20th meeting of the Implementation Committee was held on 14-01-2020 at 10:00 p.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is annexed. The agenda of the meeting was as under: -

- i. Views and comments by Ministry of Inter Provincial Coordination on establishment of the Council of Common Interests Secretariat at IPC.
- ii. Views and comments by Ministry of Religious Affairs & Interfaith Harmony on abolishing the Executive Department of Hajj & Umrah Directorate.
- iii. Views and comments by Ministry of Religious Affairs & Interfaith Harmony on the proposal of retaining the Office of Pilgrims Affairs, Jeddah, Kingdom of Saudi Arabia as Executive Department of the Ministry.
- iv. Discussion on the proposal by Ministry of Overseas Pakistanis and Human Resource Development for transferring of the Labor Department from ICT Administration to it.
- v. Views and comments on transfer of National Academy of Performing Arts (NAPA) from Ministry of IPC to National History and Literary Heritage Division.
- vi. Transfer of Institute of Regional Studies to Ministry of Foreign Affairs

2. Before taking up the regular agenda of the meeting, the Chair stated that so far, we have been following a binary system of classification for all the existing Organizational Entities. They were either recommended as an Executive Department or Autonomous Body. He placed a proposal before the Members of the Committee that there should be a third category as well by the name of “Constitutional Body” because there are a number of departments which by virtue of their formation fall under this category. For instance, Supreme Court of Pakistan, Auditor General of Pakistan, Election Commission of Pakistan, Federal Shariat Court, Council of Islamic Ideology and Federal Public Service Commission etc. The members showed their agreement with the Chair, accordingly, a list of such organizations will be shared with the members of the Committee in its forthcoming meeting.

Agenda item ii.

Views and comments by Ministry of Religious Affairs & Interfaith Harmony on abolishing the Executive Department of Hajj & Umrah Directorate

3. The Secretary, M/o Religious Affairs & Interfaith Harmony stated that Hajj & Umrah Directorate was established in 2017. The sanctioned strength of the Directorate is 145. Besides, the seasonal staff is also recruited during the Hajj Operation. He further stated that the Directorate is yet to become functional, which would also entail an extra financial burden of Rs.50 million per

annum on the government exchequer. Moreover, it has been creating administrative problems due to transfer of 130 non cadre / ministerial post from Ministry to Hajj & Umrah Directorate. It has rendered the existing hierarchy between the Directorate General of Hajj, KSA and the Ministry more complicated and has created hindrances in the discharge of official business. One of the Members of the Committee commented that at the time of its establishment, a lot of justification was given by the Ministry like placing the services of Hajj & Umrah under one roof and relieving the Ministry for policy formulation etc. In response to it, the Secretary stated that underlying purpose was political. He further stated that the business of Umrah is unregulated and is being well performed by the private sector and therefore the Government should not interfere in it / bring it under its direct administrative control. In response to another query by a Member regarding any possible repercussions of the abolition of Hajj & Umrah Directorate, the Secretary stated that in the presence of Directorate General of Hajj KSA and seven Hajji Camps in Pakistan he doesn't foresee any issue. At the end, the Secretary suggested that Hajj & Umrah Directorate may abolish the three newly created posts (Director General (BS-20), Director I.T

(BS-19), Network Administrator (BS-17) and the officers / officials which were transferred from Ministry to Directorate may be transferred back along with post and budget to the main Ministry.

Agenda item iii:

Views and comments by Ministry of Religious Affairs & Interfaith Harmony on the proposal of retaining the Office of Pilgrims Affairs, Jeddah, Kingdom of Saudi Arabia as Executive Department of the Ministry.

4. The Ministry informed the committee that this organization is the same as Hajj & Umrah Directorate and showed its agreement with the classification.

Agenda item ii.

Discussion on the proposal by Ministry of Overseas Pakistanis and Human Resource Development for transferring of the Labor Department from ICT Administration to it.

3. The representative of the M/o Overseas Pakistanis & Human Resource Development stated that the labour welfare is a devolved subject but under Entry No.3 and 32 of Part-I and Entry No.13 in Part-II of Federal Legislative List (FLL), the Federation is competent to enact laws relating to the matters covered by International Convention and inter provincial matters. He further stated that Pakistan has ratified 36 ILO Conventions including 08 Conventions called the Core Labour Conventions and the Ministry is the custodian of these Conventions. He also stated that the Ministry has administrative control of all the labour related organizations like Directorate of Worker Education (DWE), Workers Welfare Fund (WWF) and Employees Old Age Benefits Institutions (EOBI). The representative of the Ministry was of the view that the bifurcation between training of the labour and administration of the labour is not justified. He further stated that against this backdrop, it is perfectly rational and logical to transfer the administrative control of Labour Department, ICT to the Ministry.

6. The Chair invited the representative of the Ministry of Interior to share his views. The representative of the Ministry read the Entry 3 and Entry 32 of Part-I and Entry 13 of the Part-II of the Fourth Schedule as under:

3. *External affairs; the implementing of treaties and agreements, including educational and cultural pacts and agreements, with other countries; extradition, including the surrender of criminals and accused persons to Governments outside Pakistan.*

32. *International treaties, conventions and agreements and International arbitration.*

13. *Inter-provincial matters and co-ordination.*

He stated that the inference derived by these entries hardly gives justification for transferring the responsibility of implementing Factories Act and Payment of Wages Act etc. from ICT to the M/o Overseas Pakistanis & Human Resource Development. Secondly, the laws like Factories Act, 1934, Payment of Wages Act, 1936 and West Pakistan Shops & Establishment Ordinance 1969 and other such laws are to be enforced by local governments/administration. Thirdly, he stated that the Government is decentralizing / delegating powers from District to Tehsil level but this proposal recommends centralization and is against the spirit of devolution. Members of the committee commented that inspection of shops and checking of wages etc. is a local level activity and a federal ministry should not become involved in it. The Special Assistant to the P.M. on Overseas Pakistanis & Human Resource Development consented to the objections and agreed that the subject should remain with ICT. He however recommended that a close relationship between the Ministry and the Labour department of the CT needs to be established.

Agenda item i:

Views and comments by Ministry of Inter Provincial Coordination on establishment of the Council of Common Interests Secretariat at IPC

7. The Special Secretary of the M/o IPC stated that in the previous meeting of the Implementation Committee held on 24-12-2019, the agenda of establishing the Secretariat of Council of Common Interest in M/o Inter Provincial Coordination (IPC) was discussed and the Committee accorded its recommendation with some revisions like the re-designation of the post of Director Legal to MP-I instead of MP-II etc. Now M/o IPC again intends to place the revised organogram before the Committee. The Ministry has incorporated the above-mentioned suggestion and has re-designated the post of Senior Director (Legal) in MP-I. The Ministry has also added two more posts of Director (Legal) in MP-II, re-designation of two posts from the existing posts as Deputy Director (Law) and upgraded of one post of Director (BS-19) as Senior Director (BS-20). The Ministry also requested permission to hire the services of a legal consultancy firm as per rules. The committee agreed to the proposals provided principle of budget neutrality is observed.

Agenda item v:

Views and comments on transfer of National Academy of Performing Arts (NAPA) from Ministry of IPC to National History and Literary Heritage Division

8. The agenda was deferred to the next meeting.

Agenda item vi:

Views and comments on transfer of Institute of Regional Studies to Ministry of Foreign Affairs

9. The Chair informed the committee that the cabinet had constituted as sub-committee under the chairmanship of Minister of Foreign Affairs to decide on the issue. The sub-committee has agreed to the proposal and therefore IRS will be transferred to MOFA. The committee agreed with the decision.

Decisions

i. The Committee recommended that the departments like Supreme Court of Pakistan, Auditor General of Pakistan, Election Commission of Pakistan, Federal Shariat Court, Council of Islamic Ideology and Federal Public Service Commission and other like these which have constitutional provisions for their establishment will be listed under the new category of “Constitutional Bodies”.

ii. The Committee agreed to the following proposals of M/o Religious Affairs & Interfaith Harmony: -

a. Hajj & Umrah Directorate, Executive Department, may be abolished.

b. Sanctioned strength of the main Ministry may be restored at the position prior to 01-07-2018.

c. Officers / officials along with posts and budget be transferred back in the main Ministry.

d. Following three newly created posts may be abolished: -

(i) Director General (BS-20)

(ii) Director-IT (BS-19)

(iii) Network Administrator (BS-17)

iii. The Committee recommended categorization of Office of Pilgrims Affairs, Jeddah, Kingdom of Saudi Arabia as Executive Department of the Ministry.

iv. The Committee agreed to the following proposals of M/o Inter Provincial Coordination in connection with the organogram of CCI Secretariat provided that the principle of budget neutrality is observed.

- i. Creation of one post of Senior Director (Legal) in MP-I
- ii. Creation of two posts of Director (Legal) in MP-II
- iii. Re-designation of two posts from the existing (BS-18) posts as Deputy Director (Law)

iv. Up-gradation of one post of Director (BS-19) as Senior Director (BS-20)

v. The Committee did not agree to the proposal by the M/o Overseas Pakistanis & Human Resource Development for transferring Labour Department from ICT to M/o Overseas Pakistanis & Human Resource Development.

vi. The Committee agreed to the transfer of IRS from Ministry of Information and Broadcasting to Ministry of Foreign Affairs.

9. The meeting ended with a vote of thank from the Chair.

List of participants of the 20th Meeting of Implementation Committee

held on 14-01-2020

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity, Islamabad.
- ii. Syed Fakhar Imam, Chairman, Special Committee of the National Assembly on Kashmir, Islamabad.
- iii. Mr. Nadeem Babar, Advisor to the PM on Petroleum, Islamabad.
- iv. Mr. Mohammad Shehzad Arbab, Advisor to the PM on Establishment, Islamabad.
- v. Syed Zulfikar Abbas Bukhari, Special Assistant to the PM for Overseas Pakistanis & Human Resource Development, Islamabad.
- vi. Dr. Ijaz Munir, Secretary, Establishment Division, Islamabad.
- vii. Dr. Safdar Sohail, Special Secretary, Cabinet Division.
- viii. Mr. Muhammad Mushtaq Ahmad, Secretary, M/o Religious Affairs & Interfaith Harmony, Islamabad.
- ix. Dr. Pervaiz Ahmed Khan, Special Secretary, M/o Inter Provincial Coordination, Islamabad.
- x. Engr. Aamir Hasan, Secretary, M/o Overseas Pakistanis & Human Resource Development, Islamabad.
- xi. Dr. Arshad Mahmmod, Additional Finance Secretary (Exp), Finance Division, Islamabad.
- xii. Dr. Muhammad Fakhre Alam, Additional Secretary, M/o Interior, Islamabad.
- xiii. Mr. M. Salman, Senior Joint Secretary, National History & Literary Heritage Division, Islamabad.
- xiv. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- xv. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC).
- xvi. Mr. Tanveer Khaliq, Chief (Public and Policy Unit), M/o Overseas Pakistanis & Human Resource Development, Islamabad.
- xvii. Ms. Lubna Said Ghias, Deputy Secretary (Coord).

MINUTES OF THE 21ST MEETING - CIC HELD ON 23-01-2020

The 21st meeting of the Implementation Committee was held on 23-01-2020 at 10:00 p.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is at **Annex-I**. The agenda of the meeting was as under: -

- i. Re-structuring Plan for TIP by M/o Information Technology & Telecommunication.
- ii. Presentation on proposed restructuring of Ministry of Science & Technology.
- iii. Views and Comments by Ministry of Science & Technology for placement of COMSTECH, COMSAT & ECO Science Foundation with M/o Foreign Affairs.
- iv. Views and Comments on transfer of National Academy of Performing Arts (NAPA) from Ministry of Inter Provincial Coordination to National History & Literary Heritage Division.

Agenda Item No.i. Re-structuring Plan for TIP by M/o Information Technology &Telecommunication

2. The representative of the Ministry stated that Telephone Industries of Pakistan (TIP) was established in 1953 but after the privatization of PTC in 2006 and due to technological advancement, the output of the company has substantially declined. It was also put on the list of privatizations. However, later on, it was delisted. Now the Ministry has pursuing joint venture (JV) model for its revival and Expression of Interest (EOI) has been invited. On the query by the Committee, it was revealed that the instant EOI is only for the appointment of Financial Advisor. The Committee directed that Ministry to present the restructuring plan for TIP after finalization of report by the Financial Advisor.

Agenda Item No. ii. Presentation on proposed restructuring of Ministry of Science & Technology.

3. The Committee welcomed the Minister for Science & Technology, Chaudhry Fawad Hussain and invited him to share the restructuring plan of the Ministry. To begin with, the Minister outlined the historical background of the Ministry, mentioned the steps that have been taken during the last eight months and the initiatives, which the Ministry plans to undertake in various areas during the next three years. He showed his conviction to create a civil-defence interface in the area of Research and Development. He informed that the Ministry intends to make Agriculture Mechanical Complex on the pattern of HMC. The second thrust area is biotechnology and genetic engineering. The target is to increase of the exports of the country. Thirdly, the Ministry through PCSIR and with the help of other stakeholders wants to establish Metals and Material Research Centre. Fourthly, in order to create a culture of science and technology, they want to review the curricula. He mentioned that the subject of 'STEM' (Science, Technology, Engineering and Mathematics) is being taught in 456 schools to the students of 6th, 7th and 8thclasses. Fifth area

is strengthening / up-gradation of Herbal Medicine. The Minister expressed that they want to bring industry, entrepreneur and students together. The Ministry plans to make Herbal Medicine Park in Jhelum. Another important area where the Ministry has been focusing is the protection and conservation of water resources. The Ministry with the help of PCRWR and other stakeholders has targeted to provide safe drinking water at the lower rate by taking necessary measures. He also pleaded the case of appointing the heads of various organizations of M/o Science and Technology on MP-II / MP-I. The Committee suggested that for this the Ministry should consider appointment of the Heads of the departments from the pool of applicants outside the country to have a real contribution.

4. In order to achieve the aforementioned goals and may others, the vision of the Ministry was shared with the Committee as under: -

“Ministry of Science and Technology to act as a catalyst, enabler and convener of equitable and sustainable socio-economic progress using Science, Technology and Innovation as a central pillar of development in all sectors of economic activity”

The representatives also presented the detail mission of the Ministry. On this the Committee suggested that the mission should be crisp and not more than five points. The representative showed the existing structure of M/o Science and Technology (**Annex-II**) and then proposed structure (**Annex-III**). The Chair, inter-alia, commented that it seems more administrative rather than ‘enabler’ and ‘catalyst’ which is a real requirement of a scientific organization. The representatives further explained the proposed structure. The Committee suggested that the portfolios of JSA (IL) (BS-20) and JSA (HEI) (BS-20) should be merged. The Minister stated that the restructuring of organizations working under the Ministry will be presented subsequently before the Committee.

5. Towards the end of the presentation, the Minister briefed the Committee on National Commission for Science & Technology (NCST) (**Annex-IV**). He further stated that Pakistan Council for Science and Technology (PCST) being the Secretariat of NCST and its Executive Committee is being strengthened (**Annex-V**). The Committee suggested that the composition of ECNCST may be revisited and the number of its members may be limited to 8/9.

Agenda Item No.iii Views and Comments by Ministry of Science & Technology for placement of COMSTECH, COMSAT & ECO Science Foundation with M/o Foreign Affairs

6. The Minister of Science and Technology did not agree to the proposal of transferring three organizations to M/o Foreign Affairs rather suggested that these should remain with the M/o Science and Technology. The Secretary, M/o Foreign Affairs stated that they too did not intend to take over and were only interested in invigorating the organizations as per their original mandate. The Committee therefore, recommended that the institutes under discussion may remain with M/o Science and Technology, however, the Ministry needs to develop a business plan at the earliest to

improve the functionality of these institutes. The Committee further directed that M/o S&T may develop a more efficient interface with Foreign Office in respect of the institutes.

Agenda Item No. iv Views and Comments on transfer of National Academy of Performing Arts (NAPA) from Ministry of Inter Provincial Coordination to National History & Literary Heritage Division

7. The Secretary, Ministry of Inter Provincial Coordination agreed to the proposal. The Committee accordingly recommended that NAPA may be transferred from M/o IPC to M/o National History and Literary Heritage Division.

Decisions

i. The Committee directed the Ministry of Information Technology & Telecommunication to present the restructuring / revival plan of TIP after finalization of the report by Financial Advisor.

ii. The proposed organogram of M/o Science & Technology may be revised by creating 1-2 posts in MP-Scales for top scientists or technologists by surrendering BS-20 posts of JSA in consultation with Establishment Division and M/o Finance. The revised organogram may be brought back before the Committee. The Ministry may curtail their Mission Statement to make it crisper by reducing it into 4-5 points. Subsequently, the restructuring plan of the science and technology organizations under the administrative control of the Ministry would be presented to the Committee with rationale and justification.

iii. M/o Science & Technology to interface with Government of Japan for collaboration and seeking assistance in the field of Science & Technology through Foreign Office.

iv. Size of National Commission for Science & Technology be curtailed and M/o Defence Production may also be added in the array of members.

v. Executive Committee of National Commission be formulated under Minister for Science & Technology and representation from areas of thrust be ensured.

vi. COMSTECH, COMSAT & ECO Science Foundation may remain with M/o Science & Technology, however, the Ministry may develop a mechanism for better interface with M/o Foreign Affairs regarding these organizations.

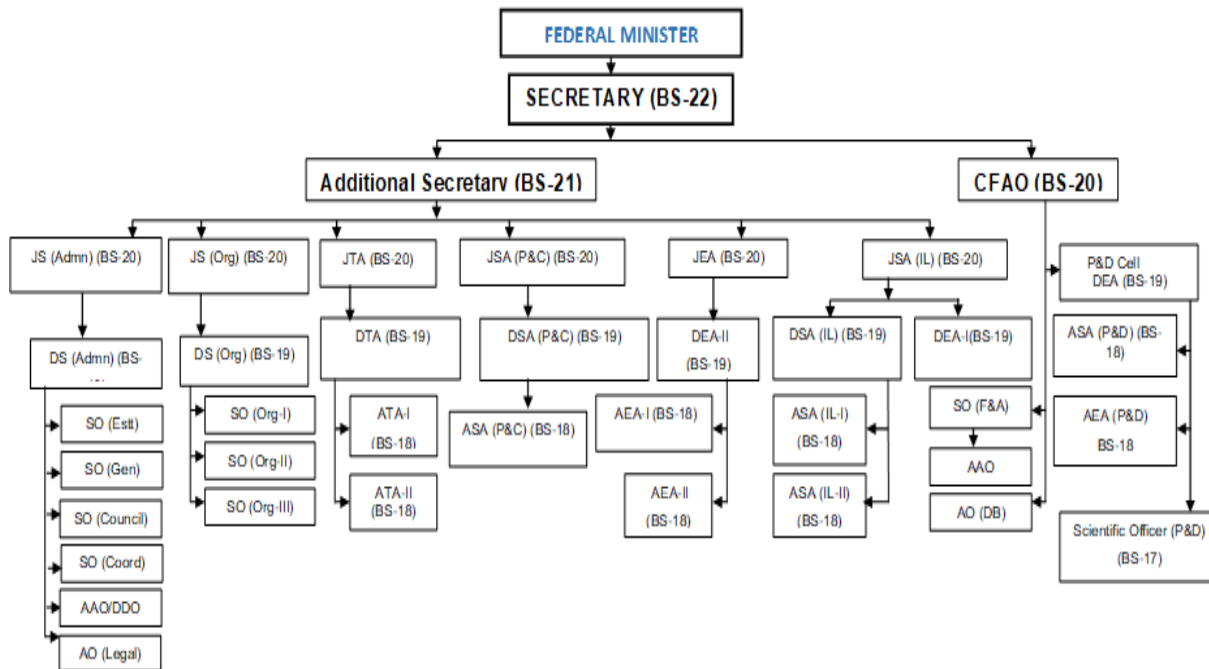
vii. The Committee recommended to transfer National Academy of Performing Arts (NAPA) from Ministry of Inter Provincial Coordination to National History & Literary Heritage Division.

The meeting ended with a vote thanks to and from the Chair.

List of participants of the 21st Meeting of Implementation Committee

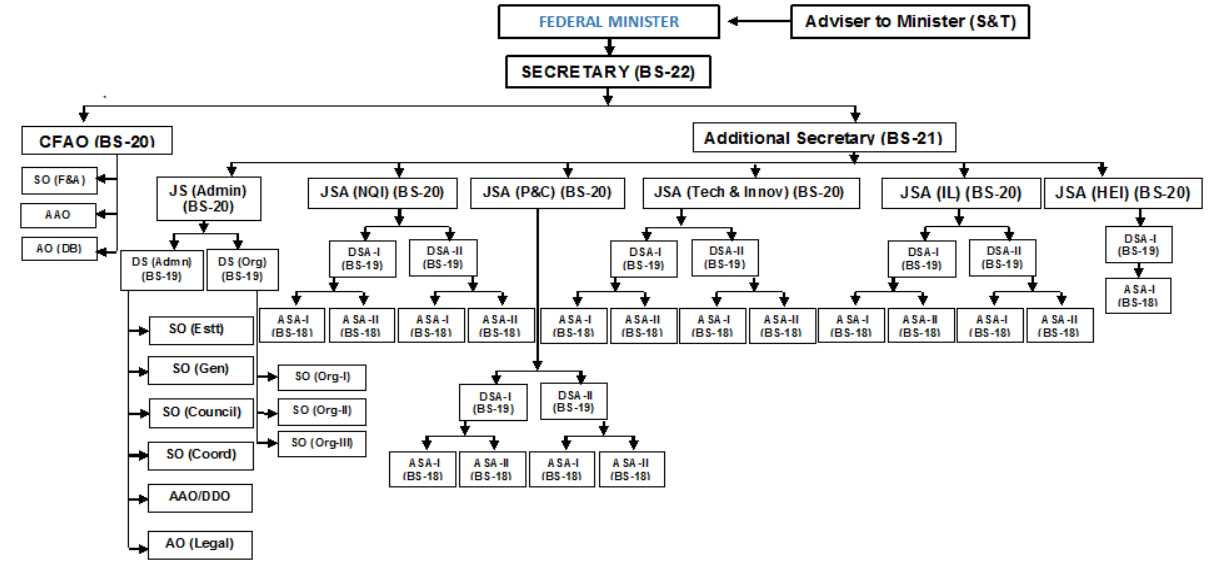
held on 23-01-2020

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity, Islamabad.
- ii. Syed Fakhar Imam, Chairman, Special Committee of the National Assembly on Kashmir, Islamabad.
- iii. Chaudhry Fawad Hussain, Federal Minister for Science & Technology, Islamabad.
- iv. Mr. Nadeem Babar, Advisor to the PM on Petroleum, Islamabad.
- v. Mr. Mohammad Shehzad Arbab, Advisor to the PM on Establishment, Islamabad.
- vi. Mr. Sohail Mahmood, Secretary, M/o Foreign Affairs.
- vii. Capt. (Retd). Nasim Nawaz, Secretary, M/o Science & Technology, Islamabad.
- viii. Mr. Muhammad Ali Shahzada, Secretary, M/o Inter Provincial Coordination, Islamabad.
- ix. Dr. Safdar Sohail, Special Secretary, Cabinet Division.
- x. Mr. Akhtar Jan Wazir, Additional Secretary, Establishment Division, Islamabad.
- xi. Dr. Arshad Mahmmod, Additional Finance Secretary (Exp), Finance Division, Islamabad.
- xii. Mr. M. Salman, Senior Joint Secretary, National History & Literary Heritage Division, Islamabad.
- xiii. Mr. Kamran Akhtar, Director General (ACDIS), M/o Foreign Affairs, Islamabad.
- xiv. Dr. Syed Muhammad Junaid Zaidi, Executive Director, COMSATS, Islamabad.
- xv. Dr. Tariq Masood, Joint Scientific Advisor, M/o Science & Technology, Islamabad.
- xvi. Dr. S. Zaheer Hussain, Deputy Scientific Adviser (P&C), M/o Science & Technology, Islamabad.
- xvii. Mr. Muhammad Taimur Khan, Joint Secretary, M/o Information Technology & Telecommunication, Islamabad.
- xviii. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- xix. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC).
- xx. Ms. Lubna Said Ghias, Deputy Secretary (Coord).
- xxi. The Deputy Secretary, IRC, Prime Minister's Office, Islamabad.



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|---------------------------------------|---------------------------------------|-----------------------------|--------------------------------|
| JTA = Joint Technological Adviser | SO = Section Officer | Admn. = Administration | F&A = Finance and Accounts |
| JSA = Joint Scientific Adviser | ASA = Assistant Scientific Adviser | Org = Organizations | P&C = Planning & Coordination |
| JEA = Joint Electronics Adviser | ATA = Assistant Technological Adviser | Estl = Establishment | P&D = Planning & Development |
| JS = Joint Secretary | AEA = Assistant Electronics Adviser | GA = General Administration | DB = Development Budget |
| CFAO = Chief Finance Accounts Officer | AO = Accounts Officer | Coord = Coordination | H = Human Resource Development |
| DS = Deputy Secretary | AO (Legal) = Admin Officer (Legal) | | |
| DSA = Deputy Scientific Adviser | | | |
| DTA = Deputy Technological Adviser | | | |
| DEA = Deputy Electronics Adviser | | | |

Structure of MoST (Proposed) Ministry of Science & Technology



- | | | |
|---------------------------------------|------------------------------------|----------------------------|
| JSA = Joint Scientific Adviser | DS = Deputy Secretary | Org = Organizations |
| JS = Joint Secretary | DSA = Deputy Scientific Adviser | Estt = Establishment |
| NQI = National Quality Infrastructure | SO = Section Officer | Coord = Coordination |
| P&C = Policy & Coordination | ASA = Assistant Scientific Adviser | F&A = Finance and Accounts |
| T&I = Technological & Innovation | AO = Accounts Officer | DB = Development Budget |
| IL = International Liaison | AO (Legal) = Admin Officer (Legal) | |
| HEI = Higher Education Institutes | AAO = Assistant Accounts Officer | |
| CFAO = Chief Finance Accounts Officer | Admn. = Administration | |

COMPOSITION OF NCST

1. Prime Minister/Chief Executive of Pakistan	(Chairman)
2. Federal Minister for Science and Technology	(Vice-Chairman)
3. Federal Minister/ Adviser for Finance	(Ex-officio Member)
4. Federal Minister for Agriculture	(Ex-officio Member)
5. Federal Minister for Industries	(Ex-officio Member)
6. Federal Minister for Education	(Ex-officio Member)
7. Deputy Chairman, Planning Commission	(Ex-officio Member)
8-11. Provincial Minister in-charge for S&T from each Province	(Ex-officio Member)
12. Secretary, S&TR Division, Ministry of S&T	(Ex-officio Member)
13. Secretary, Information Technology & Telecom. Division	(Ex-officio Member)
14. Secretary, Ministry of Education	(Ex-officio Member)
15. Chairman, Pakistan Engineering Council	(Ex-officio Member)
16. Chairman, Higher Education Commission	(Ex-officio Member)
17. Chairman, Pakistan Atomic Energy Commission	(Ex-officio Member)
18. Chairman, Pakistan Council for Scientific and Industrial Research.	(Ex-officio Member)
19. President, Pakistan Academy of Sciences	(Ex-officio Member)
20. Chairman, Pakistan Agricultural Research Council	(Ex-officio Member)
21. Prof. Dr. Muhammad Iqbal Choudhary (HI, SI, TI)	(nominated scientist)
22. Engr. Jehangir Bashar	(nominated scientist)
23. Syed Muhammad Mohsin	(nominated industrialist)
24. Mr. Almas Hyder	(nominated industrialist)
25. President, FPCCI	(Ex-officio Member)
26. Chairman, Pakistan Council for Science & Technology	(Ex-officio Member)

**COMPOSITION OF EXECUTIVE COMMITTEE OF NATIONAL
COMMISSION FOR SCIENCE AND TECHNOLOGY (ECNCST)**

- | | |
|--|-----------------------|
| 1. Federal Minister for Science and Technology | (Chairman) |
| 2. Deputy Chairman, Planning Commission | (Ex-officio Member) |
| 3. Secretary, Ministry of Science & Technology | (Ex-officio Member) |
| 4. Secretary, Finance Division | (Ex-officio Member) |
| 5. Secretary, Ministry of Defence Production | (Ex-officio Member) |
| 6. Secretary, Ministry of Industries & Production | (Ex-officio Member) |
| 7. Secretary, Ministry of Health Services, Regulations &
Coordination | (Ex-officio Member) |
| 8. Secretary, Ministry of Climate Change | (Ex-officio Member) |
| 9. Secretary, Ministry of Information Technology &
Telecommunication | (Ex-officio Member) |
| 10. Chairman, Pakistan Atomic Energy Commission | (Ex-officio Member) |
| 11. Executive Director, Higher Education Commission | (Ex-officio Member) |
| 12. Chairman, Pakistan Agriculture Research Council | (Ex-officio Member) |
| 13. Chairperson, Pakistan Engineering Council | (Ex-officio Member) |
| 14. Chairman, Intellectual Property Organization | (Ex-officio Member) |
| 15. Chief Secretary, Punjab | (Ex-officio Member) |
| 16. Secretary, ST&IT Department, KP | (Ex-officio Member) |
| 17. Chief Secretary, Sindh | (Ex-officio Member) |
| 18. Chief Secretary, Balochistan | (Ex-officio Member) |
| 19. (Nominated Scientist) | (Nominated Scientist) |
| 20. (Nominated Scientist) | (Nominated Scientist) |
| 21. (Nominated Scientist) | (Nominated Scientist) |

22. (Nominated Industrialist)

(Nominated Industrialist)

23. (Nominated Industrialist)

(Nominated Industrialist)

24. Chairman, Pakistan Council for Science and Technology

(Ex-officio Member)

MINUTES OF THE 22ND MEETING - CIC HELD ON 30-01-2020

The 22nd meeting of the Implementation Committee was held on 30-01-2020 at 02:00 p.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is at Annex-I. The agenda of the meeting was as under: -

I. Update by the Privatization Division on the status of the privatization candidates / transfer to Sarmaya-e-Pakistan as per Annex-2 of the Task Force Report (**Annex-II**).

II. Views and comments by Water Division on privatization / transfer of Kot Addu Power Company (KAPCO) to Sarmaya-e-Pakistan as per Annex-2 of the Task Force Report.

III. Views and comments by Petroleum Division on privatization candidates / transfer to Sarmaya-e-Pakistan for the following two departments as per Annex-2 of the Task Force Report.

- Lakhra Coal Development Company Ltd., Karachi
- Government Holdings (Pvt.) Limited (GHL)

IV. Views by the Economic Affairs Division on the proposed status of National Disaster Risk Management Fund (NDRMF) as Autonomous Body as per Annex-8 of the Report.

V. Views by the Aviation Division on the proposed status of Pakistan International Airlines Corporation Limited as Autonomous Body as per Annex-8 of the Report.

VI. Constitutional Bodies on behalf of Federal Government Functionaries regards, to the following departments: -

- National Assembly
- Senate Secretariat
- Attorney General
- Council of Common Interest
- Auditor General of Pakistan
- Supreme Court of Pakistan
- Federal Shariat Court
- Chief Election Commissioner of Pakistan
- Council of Islamic Ideology
- Federal Public Service Commission
- Islamabad High Court

Agenda item. I Update by the Privatization Division on the status of the privatization candidates / transfer to Sarmaya-e-Pakistan as per Annex-2 of the Task Force Report (Annex-II).

2. The Chair invited the representative of the Privatization Division to update the Committee on the ongoing status of the privatization with reference to the 43 departments mentioned at Annex-II (reproduced with these minutes as Annex-II) of the Task Force Report on Reorganization of the Federal Government proposed for privatization/transfer to Sarmaya-e-Pakistan. Privatization Division shared that process was underway and 17 out of the 43 entities were on active privatization list. In certain cases, the process was taking longer than expected due to intra and inter-organizational issues and not due to privatization process itself. The Committee recommended that in view of the active privatization list shared by Privatization Division, 43 entities mentioned at Annex-II of the mentioned report may be further bifurcated as under:

Sr.	Category	Sr. No. of the organization as per Annex-II of the Task Force Report on Reorganization of the Federal Government
1.	Entities on Active Privatization List	1, 3, 4, 5, 6, 7, 8, 9, 18, 20, 22, 24, 25, 40, 41, 42, 43
2.	Entities both on Privatization/ Transfer to Sarmaya Pakistan List	2, 10, 11, 12, 13, 14, 15, 16, 17, 19, 21, 23, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39

Agenda item. II Views and comments by Water Division on privatization / transfer of Kot Addu Power Company (KAPCO) to Sarmaya-e-Pakistan as per Annex-2 of the Task Force Report.

The Committee was informed by Member Finance WAPDA that WAPDA was the biggest shareholder in Kot Addu Power Power Company (KAPCO) and was receiving dividends against their share. However, the management control of the company was with private sector. The Committee took note of the fact that the plant was quite low on the IPP priority order based on its efficiency and further that its existing profitability was mainly due to the existing structure of their Power Purchase Agreement (PPA). Mr. Nadeem Babar, Advisor to the Prime Minister/member of the Committee shared that as per existing policy, the Government is not planning to extend any PPA after its lapse. Accordingly, there was virtually no chance that PPA of KAPCO will be extended after its expiry in June 2021.

5. In view of this, the Committee recommended that WAPDA may review the post June 2021 scenario. Since the management control of the company already resides with the private sector, no

further efficiency improvement was expected. Moreover, after the lapse of the PPA, the company will be in the open market to compete with other IPPs to sell electricity. There are some hopes that KAPCO may sell electricity during peak season, but in off-peak seasons, the possibility is remote, which is likely to make the company running into deficit. The Committee therefore directed that WAPDA may evaluate the profitability of the plant in post-PPA scenario on long term basis. Planning Wing of the NTDC could be consulted in this regard.

Agenda item.III Views and comments by Petroleum Division on privatization candidates / transfer to Sarmaya-e-Pakistan for the following two departments as per Annex-2 of the Task Force Report.

- Lakhra Coal Development Company Ltd., Karachi
- Government Holdings (Pvt.) Limited (GHL)

6. Lakhra Coal Development Company

The Committee was apprised that Lakhra Coal Development Co. was jointly owned by Government of Pakistan, Government of Sindh and WAPDA with equity share of 50%, 25% and 25% respectively. After the expiry of their 30-year coal mining lease, Government of Sindh has refused to extend the lease agreement. The Company has entered into litigation against Sindh government for continuation of agreement and the Court decision was expected shortly.

7. The Committee, while reasserting the broader principle that government should not enter into businesses, recommended that decision about Lakhra Coal Development Co. will be taken subsequent to the outcome of the ongoing case.

8. Government Holdings (Pvt) Ltd.

The representative of the Division stated that they want to retain it as it has a lot of potential for capital formation and has been earning money for the Government. The Committee agreed that GHPL may be retained in public sector. However, plan should be made for mergers and placements of other entities (PLL, PLTL and ISGSL) under GHPL as subsidiary so as to leverage the tax concessions in efficient manner.

Agenda item. IV Views by the Economic Affairs Division on the proposed status of National Disaster Risk Management Fund (NDRMF) as Autonomous Body as per Annex-8 of the Report.

9. The representative of the Climate Change Division stated that the Division has no objection to the proposed reclassification of the Fund as AB. Accordingly, the Committee recommended that the Fund may be categories as Autonomous Body under Climate Change Division. The existing framework of the organization as Section 42 Company shall remain intact.

Agenda item V: Views by the Aviation Division on the proposed status of Pakistan International Airlines Corporation Limited as Autonomous Body as per Annex-8 of the Report.

10. The representative after a clarification that the existing structure of the organization will not be affected by this classification agreed to the proposal.

Agenda item No.VI: Constitutional Bodies on behalf of Federal Government Functionaries regards, to the following departments: -

- ✓ National Assembly
- ✓ Senate Secretariat
- ✓ Attorney General
- ✓ Council of Common Interest
- ✓ Auditor General of Pakistan
- ✓ Supreme Court of Pakistan
- ✓ Federal Shariat Court
- ✓ Chief Election Commissioner of Pakistan
- ✓ Council of Islamic Ideology
- ✓ Federal Public Service Commission
- ✓ Islamabad High Court

11. The Committee decided that Secretaries of Establishment, Cabinet, Law and Finance Division will meet and deliberate upon the proposal and will come up with their recommendations in the next meeting

Decisions:

- i. The committee decided that 43 entities mentioned at Annex-II of the Task Force on Reorganization of the Federal Government may be bifurcated into those on active privatization list and the ones both on privatization/transfer to Sarmaya Pakistan list as detailed at para-2 above.
- ii. The Committee urged that Privatization Division may expeditiously complete the ongoing privatization process per the decisions of CCoP in a transparent manner.
- iii. WAPDA may evaluate the situation about KAPCO profitability in a post-PPA scenario and come up with recommendations about retention or disposal of their investments in KAPCO in the next meeting of the Implementation Committee.
- iv. The Committee recommended that decision about Lakhra Coal Development Co. will be taken subsequent to and contingent upon the outcome of the ongoing case about extension of mining lease agreement.

v. The Committee agreed that GHPL may be retained in public sector. However, plan should be made for mergers and placements of other entities (PLL, PLTL and ISGSL) under GHPL as subsidiary so as to leverage the tax concessions in efficient manner.

vi. The Committee recommended that NDRMF may be categorized as Autonomous Body under Climate Change Division.

vii. The Committee recommended the categorization of Pakistan International Airlines Corporation Limited as Autonomous Body

viii. The Committee decided that Secretaries of Establishment, Cabinet, Law and Finance Division will meet and deliberate upon the proposal of categorizing certain entities as Constitutional Bodies and will come up with their recommendations in the next meeting

The meeting ended with a vote thanks to and from the Chair.

List of participants of the 22nd Meeting of Implementation Committee

held on 30-01-2020

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity, Islamabad.
- ii. Mr. Nadeem Babar, Advisor to the PM on Petroleum, Islamabad.
- iii. Dr. Ijaz Munir, Secretary, Establishment Division, Islamabad.
- iv. Mr. Rizwan Malik, Secretary, Privatization Division, Islamabad.
- v. Mr. Asif Hyder Shah, Additional Secretary, Cabinet Division, Islamabad.
- vi. Dr. Arshad Mahmmod, Additional Finance Secretary (Exp), Finance Division, Islamabad.
- vii. Mr. Naveed Ashar, Member Finance, WAPDA, Islamabad.
- viii. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- ix. Mr. M. Iqbal Asif, Joint Secretary, Aviation Division, Islamabad.
- x. Syed Mujtaba Hussain, Joint Secretary, Economic Affairs Division, Islamabad.
- xi. Mr. Sajid Mehmood Qazi, Joint Secretary, Petroleum Division.
- xii. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC).
- xiii. Ms. Lubna Said Ghias, Deputy Secretary (Coord).
- xv. The Deputy Secretary, IRC, Prime Minister's Office, Islamabad.

TABLE-2 - PRIVATIZATION CANDIDATES / TRANSFER TO SARMAYA-E-PAKISTAN

Sr. No.	Division	Name of Department
01	Commerce	1. State Life Insurance Corporation of Pakistan, Karachi 2. National Insurance Company Limited (NICL), Karachi 3. Pakistan Reinsurance Company Limited, Karachi
02	Finance	4. First Women Bank Limited (FWBL) 5. SME Bank Ltd.
03	Industries & Production	6. Sindh Engineering Limited (SEL) 7. Republic Motors Private Limited 8. Pakistan Engineering Company Limited (PECO) 9. Heavy Electrical Complex (HEC) 10. National Fertilizer Corporation of Pakistan Private Limited 11. State Engineering Corporation (SEC) 12. Morafco Industries Private Limited 13. Pakistan Automobile Corporation (PACO) 14. Spun Yarn Research and Development Company, Multan 15. Southern Punjab Embroidery Industries, Multan 16. Khadi Crafts Development Company
04	Information Technology & Telecommunication	17. Telephone Industries of Pakistan (TIP)
05	Petroleum	18. Oil & Gas Development Company Ltd., Islamabad 19. Pakistan Mineral Development Corporation (PMDC) 20. Pakistan Petroleum Limited (PPL)
06	Power	21. Power Holding (Private) Limited (PHPL) 22. National Power Parks Management Company (Private) Limited (NPPMCL) 23. Jamshoro Power Generation Company (GENCO-I) 24. Central Power Generation Company (GENCO-II) 25. Northern Power Generation Company (GENCO-III) 26. Lakhra Power Generation Company (GENCO-IV)

		27. Islamabad Electric Supply Company (IESCO) 28. Lahore Electric Supply Company (LESCO) 29. Gujranwala Electric Power Company (GEPCO) 30. Faisalabad Electric Supply Company (FESCO) 31. Hyderabad Electric Supply Company (HESCO) 32. Multan Electric Power Company (MEPCO) 33. Quetta Electric Supply Company (QESCO) 34. Peshawar Electric Supply Company (PESCO) 35. Sukkur Electric Power Company (SEPCO) 36. Tribal Areas Electric Supply Company (TESCO) 37. Lakhra Coal Development Company Ltd., Karachi 38. Government Holdings (Pvt.) Limited (GHL) 39. KotAddu Power Company (KAPCO) 40. 1233 MW Balloki Power Plant 41. 1230 MW Haveli Bahadur Power Plant
07	Others	42. Jinnah Convention Centre, Islamabad 43. Services International Hotel, Lahore

MINUTES OF THE 23RD MEETING - CIC HELD ON 06-02-2020

The 23rd meeting of the Implementation Committee was held on 06-02-2020 at 10:00 a.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is at **Annex-I**. The agenda of the meeting was, as under: -

- I. Briefing on the status of vacancy positions of heads of Public Sector Entities.
- II. Briefing by Finance Division on the list of existing PAOs and procedure for creation of more PAOs in the light of IRC report.
- III. Views and Comments on granting power of PAOs to the heads of PTV, Pakistan Broadcasting Corporation, PIA, WAPDA and PEPCO.

Agenda Item No. I Briefing on the status of vacancy positions of heads of Public Sector Entities

2. The exhaustive discussion on the agenda was deferred. However, the representative of Petroleum Division informed that MD/CEO of OGDCL has been appointed and for Pakistan State Oil Company Limited (PSOCL), Pakistan Petroleum Limited (PPL), SNGPL, SSGCL and Pakistan Mineral Department Corporation (PMDC), the recruitment of heads is in active process. Hopefully, it will be completed within 6 or 7 weeks and in this way 70 to 80 percent of vacant posts will be filled. He further stated that the reason for delay was the non-formation of the respective BOD.

Agenda Item No. II Briefing by Finance Division on the list of existing PAOs and procedure for creation of more PAOs in the light of IRC report

3. The representative of the Ministry showed the list of PAOs of the Ministries / Divisions (**Annex-II**). In response to the query by the Chair as what was criterion of granting status of PAO to the head of Autonomous Bodies, the representative stated that position of pension fund, service perks and privileges and status of the outstanding liabilities are taken into account. The Committee discussed the matter in detail.

Agenda Item No. III Views and Comments on granting power of PAOs to the heads of PTV, Pakistan Broadcasting Corporation, PIA, WAPDA and PEPCO

4. The representative of the M/o Water Resources stated that the consensus of the higher officials of the WAPDA is that PAO status may remain with the Secretary, Water Resources as per present system. The Committee showed their strong conviction for separating execution and oversight. They further suggested that Policy Board should be at the top of the hierarchy and it should have no executive powers. Moreover, the members of the policy board will be non-official, under the Chairman. The officials who would manage the operations/ affairs of WAPDA will be

appointed on merit. The representative stated that for this, they have to amend the WAPDA Act. The Committee made it further clear that audit and appointment of top executive positions will also be supervised by the board. The underlying rationale is that accountability should be clearly defined. The Chair made it quite clear that efficiency can be ensured only when policy, regulation and execution are separate. The representative of the Ministry of Information and Broadcasting while referring to Cabinet Decision regarding PTV stated that role of the Ministry has been delimited. He viewed that control of the administrative Ministry would help the organization to perform better.

5. The Committee commented that the Ministry will control the organization through policy directives and performance contracts. The Chair further invited the attention of all the representatives to para 6 of **Annex-1** of the Task Force Report. It reads as under: -

The Boards of Autonomous Bodies would have appropriate representation from the Federal Government and these representatives should be empowered to convey the stated policy, position or stance of the Federal Government at the Board meetings, articulate the views on behalf of the Federal Government and fully participate in the deliberations of the Board. In cases where the Federal Government has to make financial commitments a senior officer of the Ministry of Finance of the status not less than Grade-21 should be member of the Board. He should be authorized, prior to the meetings, to take positions on behalf of the Federal Government provided all papers for discussion at the Board meeting are received at least 15 days prior to the meeting while those requiring budgetary allocations at least one month in advance. In case where the entire or partial expenditure is borne by the Government the representative of the Ministry of Finance on the Board would carry veto powers in matters that commit or create future financial liabilities for the Federal Government. No references should be made to the Ministry after the Board's decision except in the matters of budgetary allocations or approval of development schemes to the Ministries. The Board, can however, appeal to the Ministry of Finance against the decision of their representative on the Board. The normal procedure prescribed by the Government for budget submissions and allocations and processing of development schemes will be followed by the ABs only if they are seeking subsidies, grants, loans, equity injection grant-in-aid, financial relief or guarantees or other types of financial assistance from the Government. In case they are using their own financial resources the Board of Directors will have the final authority. The audit of the ABs will be carried out both by the external auditors as well as the Auditor General of Pakistan. For the purposes of the reports of AG and for appearances before the Public Accounts Committee (PAC) the head of the AB will be fully accountable. He/she will serve as the Principal Accounting Officer of the body he/she is heading.

Chair opined that strong regulatory body, an effective Board of Directors and clear policy directive and ensuring their execution from an interlinked chain of corporate good governance.

6. The representative of Power Division stated that PEPCO acts a link between NEPRA and DISCOs. Therefore, by virtue of its function, conferring the status of PAO to its CEO is not warranted. In the same way, the status of PAO is not required for MD, NTDC.

7. The representative of Aviation Division stated that PIA is a commercial organization. Therefore, sometimes, the strict observance of PPRA rules become an obstacle in the smooth functioning. The Committee while endorsing the suggestion of the representative stated that for such organization a different model is required. The Committee desired that before taking any decision, PPRA be invited to share their restructuring plan with the Committee.

Decisions: -

i. Public Procurement Regulatory Agency (PPRA) be invited in next meeting to share what amendments they are doing in PPRA rules for facilitating those public sector bodies, which are engaged in commercial activities and have to compete with the private sector.

ii. The Committee observed that if PAO status is granted to the executive head of an Autonomous Body, it has to be ensured that the pension liability of the employees of that Autonomous Body should rest with the organization and not with the administrative Ministry, concerned.

iii. The Secretaries of the administrative Ministry / Divisions of large corporations and autonomous bodies should decide as, to which of the heads of the organizations should be granted PAO status. DAC can either be chaired by Secretary or PAO (Executive Head) of Autonomous Body, if the Secretary decided so. If Secretary believes that PAO should have DAC, then the presence of representatives of Finance Division and administrative Ministry should be ensured.

8. The meeting ended with a vote of thank by the Chair.

List of participants of the 23rd Meeting of Implementation Committee

held on 06-02-2020

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity, Islamabad.
- ii. Mr. Mohammad Shehzad Arbab, Advisor to the PM on Establishment, Islamabad.
- iii. Mr. Shafqat Mahmood, Minister for Federal Education & Professional Training.
- iv. Mr. M. Ashraf, Secretary, M/o Water Resources, Islamabad.
- v. Mr. Akbar Durrani, Secretary, M/o Information & Broadcasting, Islamabad.
- vi. Dr. Safdar Sohail, Special Secretary, Cabinet Division.
- vii. Mr. Waseem Mukhtar, Additional Secretary, Power Division, Islamabad.
- viii. Mr. Aamer Mahmood Hussain, Senior Joint Secretary, Finance Division, Islamabad.
- ix. Mr. Abdul Sattar Khokhar, Senior Joint Secretary, Aviation Division, Islamabad.
- x. Brig.(Retd) Shoaib Taqi, General Manager LA&R/HRD, WAPDA, M/o Water Resources, Islamabad.
- xi. Mr. Sajid Mehmood Qazi, Joint Secretary, M/o Energy Petroleum Division, Islamabad.
- xii. Mrs. Samina Waqar, Director General, Pakistan Broadcasting Corporation, Islamabad.
- xiii. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- xiv. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC).
- xv. Ms. Lubna Said Ghias, Deputy Secretary (Coord).
- xvi. Dr. Amir Hussain, Deputy Secretary, IRC, Prime Minister's Office, Islamabad.
- xvii. Dr. Altamash Janjua, Deputy Secretary, IRC, Prime Minister's Office, Islamabad.

Current List of PAOs in FG (1/4)

PAO	PAO Name	List of Demands
PAO 1	Secretary Cabinet	1,2,3,4A,17
PAO 2	Deputy Chairman ERRa	4B
PAO 3	Secretary Aviation	5,6,7
PAO 4	Secretary Establishment	8A,10
PAO 5	DG Civil Services Academy	8B
PAO 6	Rector National School of Public Policy	8C
PAO 7	Secretary National Security	11
PAO 8	Secretary Poverty Alleviation	12
PAO 9	Secretary Prime Minister's Sectt. (Public)	13A
PAO 10	Military Secretary Prime Minister's Sectt. (Internal)	13B
PAO 11	Chairman National Disaster Management Authority	13C
PAO 12	Secretary Board of Investment	14
PAO 13	Chairman Prime Minister's Inspection Commission	15
PAO 14	Chairman Pakistan Atomic Energy Commission	16A
PAO 15	Chairman Pakistan Nuclear Regulatory Authority	16B
PAO 16	Secretary Climate Change	18
PAO 17	Secretary Commerce	19
PAO 18	Secretary Textile	20
PAO 19	Secretary Communication	21,22
PAO 20	Secretary Defence	23,24,25,26
PAO 21	Secretary Defence Production	27
PAO 22	Secretary Power	28,29
PAO 23	Secretary Petroleum	30,31,32
PAO 24	Secretary Federal Education	33A

Current List of PAOs in FG (2/4)

PAO 25	Executive Director NAVTTAC	33B
PAO 26	Secretary Finance	34,36,37,38,39,
PAO 27	Controller General of Pakistan (CGA)	35
PAO 28	Executive Director Higher Education Commission	42
PAO 29	Secretary Economic Affairs	43
PAO 30	Secretary Revenue	44,45,46,47
PAO 31	Secretary Foreign Affairs	48,49,50
PAO 32	Secretary Housing & Works	51,52,53,54
PAO 33	Secretary Human Rights	55
PAO 34	Secretary Industries & Production	56,57,58
PAO 35	Secretary Information & Broadcasting	59,60,61,62,63
PAO 36	Secretary National Heritage	64
PAO 37	Secretary Information Technology	65
PAO 38	Secretary Interior	66,67,68,69,70, 71,72,73
PAO 39	Secretary Inter Provincial Coordination	74
PAO 40	Secretary Kashmir Affairs	75,76,77
PAO 41	Secretary Law & Justice	78,79A
PAO 42	Registrar Federal Shariat Court	79B

Current List of PAOs in FG (3/4)

PAO 43	Chief Executive Officer/PAO Ombudsman for Protection against Harassment	79C
PAO 44	Chairman Islamic Ideology Council	80
PAO 45	Registrar Islamabad High Court	81, Charge
PAO 46	Chairman National Accountability Court	82
PAO 47	Secretary Maritime Affairs	83
PAO 48	Secretary Narcotics Control	84
PAO 49	Secretary National Assembly	85
PAO 50	Secretary Senate	86
PAO 51	Secretary Food Security	87
PAO 52	Secretary National Health	88
PAO 53	Secretary Overseas Pakistanis	89
PAO 54	Secretary Parliamentary Affairs	90
PAO 55	Secretary Planning, Development & Special Initiatives	91
PAO 56	Secretary Postal Services	92,93

Current List of PAOs in FG (4/4)

PAO 56	Secretary Postal Services	92,93
PAO 57	Secretary Privatization	94
PAO 58	Secretary Railways	95
PAO 59	Secretary Religious Affairs	96,97
PAO 60	Secretary Science & Technology	98,99
PAO 61	Secretary SAFRON	100,101,102,103
PAO 62	Secretary Water Resources	104
PAO 63	Secretary President's Sectt. (Public)	Charge
PAO 64	Military Secretary President Sectt. (Personal)	Charge
PAO 65	Additional Auditor General-I (AGP)	Charge
PAO 66	Registrar Supreme Court of Pakistan	Charge
PAO 67	Secretary Election Commission of Pakistan	Charge
PAO 68	Secretary Wafaqi Mohtasib Sectt.	Charge
PAO 69	Secretary Federal Tax Ombudsman	Charge
PAO 70	Secretary Federal Public Service Commission	9

→ Secy BISP

→ M.O Pakistan Bait-ul-Mal.

MINUTES OF THE 24TH MEETING - CIC HELD ON 13-02-2020

The 24th meeting of the Implementation Committee was held on 13-02-2020 at 02:00 p.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is at **Annex-I**. The agenda of the meeting was as under: -

- i. Briefing on the status of vacancy positions of heads of Public Sector Entities by Establishment Division.
- ii. Status /update on the recruitment process of vacant positions of heads of Public Sector Entities under M/o Industries & production, M/o National Health Services, Regulations & Coordination and Power Division.
- iii. Briefing on the status of Privatization of KAPCO by WAPDA.
- iv. Views and Comments of Industries & Production Division on status of Pakistan Hunting and Sports Arms Development Co. in consultation with M/o Defence as decided in 8th Meeting of Implementation Committee.
- v. Status update on classification of Constitutional Bodies by Establishment Division.

The meeting started with recitation from Holly Quran.

Agenda Item No. I Briefing on the status of vacancy positions of heads of Public Sector Entities by Establishment Division

3. On the invitation of the Chair, the Special Secretary, Establishment Division started presentation and gave an overall picture of the vacancy position (**Annex-II**), particularly in respect of the following five Ministries / Division where the vacancy position is maximum: -

S. No.	Name of Ministry/ Division	Vacancy position on 19.11.2019	Number of positions filled after 19.11.2019	New vacancies	Latest vacancy position
1.	Power Division	16	-	-	16
2.	Petroleum Division	10	02	03	11
3.	Industries & Production Division	19	04	03	18
4.	NHS,R & Coordination Division	17	05 (as reported by NHSR &C)	-	12

5.	Science & Technology Division	09	-	02	11
Total		71	11	08	68

Agenda Item No. II Status update on the Recruitment process of vacant positions of heads of Public Sector Entities under M/o Industries & production, M/o National Health Services, Regulations & Coordination and Power Division

3. The respective representative of the Ministry / Division explained the position as under:

Power Division: Vacant Position

S.No.	Name of Organization	S.No.	Name of Organization
1.	PEPCO	2.	GEPCO
3.	MEPCO	4.	IESCO
5.	LESCO	6.	TESCO
7.	HESCO	8.	PESCO
9.	FESCO	10.	QESCO
11.	SEPCO	12.	National Energy Efficiency and Conservation Authority (NEECA)
13.	National Transmission & Dispatch Company (NTDC)	14.	National Power Parks Management Company Limited (NPPMCL)
15.	Power Holding Private Limited (PHPL)	16.	Central Power Purchasing Agency (CPPAG)

4. The representative stated that in most of the cases, senior engineers are performing the duties of CEO. On the query by the Committee, he stated that rules / regulations for appointment of CEOs are not conspicuously clear.

M/o Petroleum: Vacant Position

S. No.	Name of Organization
1.	Pakistan Mineral Development Corporation (PMDC)
2.	Sui Northern Gas Pipeline Limited(SNGPL)
3.	Sui Southern Gas Company Limited (SSGCL)
4.	Government Holdings Private Limited (GHPL)
5.	Lakhra Coal Development Company Limited (LCDCL)
6.	Pakistan LNG Terminals Limited (PLTL)
7.	Geological Survey of Pakistan (GSP)
8.	Pak-Arab Refinery (PARCO)
9.	Pakistan Petroleum Limited (PPL)
10.	Pakistan LNG Limited (PLL)
11.	Hydro Carbon Development Institute of Pakistan (HDIP)

5. The Advisor to the Prime Minister on Petroleum who is also Member of the Committee briefed the forum that the summary for entity at S.No. 1 has been sent to the PM, for S.No.2, the candidates were finalized but due to the issue of dual nationality and NAB inquiry they were rejected and the process has been again started and for entity at S.No.3 the interview has been completed. For the entity at S.No.4, the selection has been completed and summary has been submitted to P.M. Office. For the entity at S.No.5, the post has recent been vacated, however, selection for new CEO is in process. He further stated that the entity at S.No.6 and 10 are to be merged. Regarding the entity at S.No.7, the summary for one-time relaxation in age limit criteria is being submitted to P.M. as the post could not be filled on the current terms and conditions. The short listing is in process for entity at S.No.8. The entity at S.No.9 is a new entry, however, the short listing of applications is in process. The post of CEO for entity at S.No.11 has recently become vacant.

M/o Industries & Production: Vacant Position

S. No.	Name of Organization	S. No.	Name of Organization
1.	Export Processing Zones Authority (EPZA)	2.	Pakistan Steel Mill (PSM)
3.	Furniture Pakistan (FP)	4.	Gujranwala Business Center (GBC)
5.	Pakistan Stone Development Company (PASDEC)	6.	Pakistan Gems & Jewellery Development Company (PG&JDC)
7.	Pakistan Hunting & Sports Arms Development Company (PHSADC)	8.	Aik Hunar Aik Nagar (AHAN)
9.	Agro Food Processing (AFP)	10.	State Engineering Corporation (SEC)
11.	Pakistan Machine Tools Factory (PMTF)	12.	ENAR Petrotech Services Limited (EPSL)
13.	Sindh Engineering (Pvt) Limited (SEL)	14.	National Institute of Engineering & Fertilizer Research (NFC-IEFR)
15.	Industrial Facilitation Centre (IFC)	16.	National Industrial Parks Development Company (NIP)
17.	Department of Explosive (DOE)	18.	National Fertilizer Corporation (NFC)

6. The representative updated the forum as under: -

i. **Export Processing Zones Authority (EPZA):** The advertisement was published on 07-07-2019. Summary proposing a panel of three suitable candidates was placed before the Federal Cabinet on 11-02-2020.

ii. **Pakistan Steel Mill (PSM):** The advertisement was published on 20-08-2019. The BoD could not find a suitable candidate; therefore, the post was re-advertised on 3rd November, 2019. The last date for submission of applications was 18th November, 2019. Interviews were held on 18th December, 2019. The BoD of PSM in its 407th meeting considered the nominations for the post of CEO. Summary for the Prime Minister / Cabinet will be submitted as soon as concrete and complete proposal is received from PSM.

iii. **Furniture Pakistan (FP):** Mr. Muhammad Alamgir Chaudhry has been notified as CEO, NPO and he relinquished the charge of CEO, FP. The post has therefore fallen vacant. Cabinet

Division approved the merger of FP in PIDC vide Cabinet Division's Memorandum No. 4-11/2019-Min-I dated 23rd December, 2019.

iv. **Gujranwala Business Center (GBC):** Mr. Muhammad Alamgir Chaudhry has been notified as CEO, NPO and he relinquished the charge of CEO, GBC. The post has therefore fallen vacant. The Company is in transition and Mo I&P during the process of re-structuring recommends that GBC may be merged with PIDC.

v. **Pakistan Stone Development Company (PASDEC):** Recommended for privatization by Mo I&P. The implementation committee has also recommended the same, therefore Mr. Zahid Mehmood (current CEO) may continue for the time being.

vi. **Pakistan Gems & Jewellery Development Company (PG&JDC):** Interviews of six shortlisted candidates were held on 14-11-2019. The BoD recommended suitable candidates to MoI&P dated 4th December, 2019. This Ministry has requested PG&JDC to scrutinize their recommendations as per the procedures laid out in Companies Act, 2017 and Public Sector Companies (Corporate Governance Rules), 2013. A Summary for the Prime Minister / Cabinet will be submitted as soon as this process of scrutiny is completed.

vii. **Pakistan Hunting & Sports Arms Development Company (PHSADC):** Mr. Tahir Nawaz Khattak appointed as CEO on acting basis w.e.f 11-07-2017. Mo I&P during the process of re-structuring recommends that PHSADC may be merged with PIDC. Therefore, a CEO has not been appointed since the future of the company is unclear.

viii. **Aik Hunar Aik Nagar (AHAN):** Cabinet Division approved Liquidation of AHAN vide Memorandum No. 4-11/2019-Min-I dated 23rd December, 2019.

ix. **Agro Food Processing (AFP):** Summary for the Cabinet for appointing Chief Executive Officer of Agro Food Processing (AFP) Facilities, Multan is under process in consultation with the Finance Division. However, Mr. Zafar Ahmad will continue to serve as CEO, AFP till appointment of his successor.

M/o National Health Services, Regulations & Coordination

7. No representative from M/o National Health Services, Regulations & Coordination participated.

Science & Technology: Vacant Position

S. No.	Name of Organization
1.	Pakistan Council of Scientific & Industrial Research (PCSIR)
2.	Pakistan Council for Science & Technology (PCST)
3.	Pakistan Council of Research in Water Resources (PCRWR)
4.	Council for Works and Housing Research (CWHR)
5.	National Institute of Oceanography (NIO)
6.	Pakistan National Accreditation Council (PNAC)
7.	National Institute of Electronics (NIE)
8.	Pakistan Halal Authority (PHA)
9.	STEDEC Technology Commercialization Corporation on Pakistan (STEDEC)
10.	Pakistan Science Foundation (PSF)
11.	COMSATS University, Islamabad (CUI)

8. The representative stated that they want to fill the vacant positions of headship on MP Scales. On this, the Chair informed that a Committee under the chair of Mr. Shafqat Mahmood, Minister for Federal Education & Professional Training and having Secretary Establishment, Finance and Law as its members has already been constituted that will examine the conversion of posts from Basic Pay Scale to Management Pay Scale. The Committee suggested to the Ministry that first it should fill the posts and then take up the process of restructuring. The Committee further observed that Establishment Division should obtain information from these Ministries / Divisions concerned as to what are the obstacles in the way of appointing CEOs for these Organization. Are there problems in the procedures/ hiring process or the resources of requisite skillset is unavailable? The Committee Desired Establishment Division to analyze the data and prepare a working paper for the Committee.

M/o Water:

9. The Secretary, Ministry stated that the position of CEO for PCIW could not be filled due to recruitment rules. But now they have submitted summary to the Prime Minister.

Agenda No. III Briefing on the status of Privatization of KAPCO by WAPDA

10. MD KAPCO shared the overview of the company with the Committee. He stated that they were working on different options to ensure that the company remains in business in long term scenario. They were keeping all the three scenarios in view i.e. a) the extension of PPA b) securing a hybrid extension of agreement, or c) the non-extension of PPA. Advisor to PM on Petroleum informed that Government was pursuing a strict policy of non-extension of PPAs on the existing contractual terms i.e. Take or Pay, and as such, there was virtually no chance that KAPCO will get any extension or hybrid extension of the PPA after its expiry in June 2021. Therefore, the Company should focus only on post-PPA scenario and CEO should present the long-term plan so that the Government may take an informed decision about the fate of its 40% equity in it (through WAPDA). MD, KAPCO stated that he was in talks with multiple parties with a view to strike some joint ventures. He sounded optimistic about the future of KAPCO and apprised that a sensitivity analysis of the company is underway, and the details thereof, would be shared with shareholders to make informed decisions.

The Committee desired KAPCO to finalize its plans at the earliest and share with WAPDA. The Committee also directed the WAPDA to complete their study regarding the long-term fate of its investments in KAPCO and finalize its recommendations at the earliest in this regard.

Agenda No. IV Views and Comments of Industries & Production Division on status of Pakistan Hunting and Sports Arms Development Co. and Gujranwala Business Center in consultation with M/o Defence as decided in 8th Meeting of Implementation Committee.

11. The representative stated that the case is in the process for finalization.

Agenda No. V Status update on classification of Constitutional Bodies by Establishment Division

12. The discussion on the matter was deferred.

13. The Committee Desired Finance Division to brief the Committee on the proposal of Executive Allowance.

Decisions:

i. Establishment Division should obtain information from the Ministries / Divisions concerned to determine the obstacles hindering appointments of the CEOs of these Organizations. The Committee also desired Establishment Division to analyze the data, identify generic issues and prepare a working paper for the Committee.

ii. The Committee desired KAPCO to finalize its plans at the earliest and share with WAPDA. The Committee also directed the WAPDA to complete their study regarding the long-term fate of its investments in KAPCO and finalize its recommendations at the earliest in this regard.

iii. The Committee directed to Industries & Production Division to early finalize the matter of Pakistan Hunting and Sports Arms Development Company in consultation with M/o Defence as

per decision taken in 8th Meeting of Implementation Committee. Likewise, the decision regarding future of GBC, Gujranwala may also be decided in consultation with Gujranwala Chamber of Commerce and Industries and other stakeholders.

iv. The Committee Desired Finance Division to brief the Committee on the proposal of enhancement of salary package.

14. The meeting ended with a vote of thanks to and from the Chair.

List of participants of the 24th Meeting of Implementation Committee held on 13-02-2020

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity, Islamabad.
- ii. Mr. Shafqat Mahmood, Minister for Federal Education & Professional Training, Islamabad.
- iii. Syed Fakhar Imam, Chairman, Special Committee of the National Assembly on Kashmir, Islamabad.
- iv. Mr. Nadeem Babar, Advisor to the PM on Petroleum, Islamabad.
- v. Mr. Mohammad Shehzad Arbab, Advisor to the PM on Establishment, Islamabad.
- vi. Secretary, M/o Water Resources, Islamabad.
- vii. Secretary, M/o National Health Services, Regulations & Coordination, Islamabad.
- viii. Dr. Safdar Sohail, Special Secretary, Cabinet Division.
- ix. Mr. Amir Mehmood, Senior Joint Secretary, Finance Division, Islamabad.
- x. Managing Director, KAPCO, Islamabad.
- xi. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- xii. Mr. Sajjad Ahmed, Joint Secretary, Power Division, Islamabad.
- xiii. Mr. Mehr Ali Shah, Joint Secretary, Water Division, Islamabad.
- xiv. Mr. Niaz Mohammad Khan, Joint Secretary, Industries & Production Division, Islamabad.
- xv. Mr. Azhar Amin Chaudhry, Joint Secretary, Industries & Production Division, Islamabad.
- xvi. Mr. Amir Ahmed Khan, Joint Secretary, Finance Division, Islamabad.
- xvii. Mr. Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- xviii. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC).
- xix. Ms. Lubna Said Ghias, Deputy Secretary (Coord), Establishment Division, Islamabad.
- xx. The Deputy Secretary, IRC, Prime Minister's Office, Islamabad.

ANNEX II

S. No.	Name of Ministry/Division	Vacancy position on 9.11.2019	Number of positions filled after 19.11.2019	New vacancies	Latest vacancy position
1.	Aviation Division	01	-	-	01
2.	Cabinet Division	04	-	01	05
3.	Establishment Division	02	-	-	02
4.	Climate Change Division	01	-	01	02
5.	Commerce Division	07	03	-	04
6.	Textile Division	01	-	01	02
7.	Defence Division	01	-	-	01
8.	Power Division	16	-	-	16
9.	Petroleum Division	10	02	03	11
10.	FE&PT Division	07	-	01	08
11.	National History & Literary Heritage Division	06	02	-	04
12.	Finance Division	07	-	01	08
13.	Revenue Division	01	-	-	01
14.	Housing & Works Division	02	-	-	02
15.	Human Rights Division	-	-	01	01
16.	Industries & Production Division	19	04	03	18
17.	Information & Broadcasting Division	03	-	-	03
18.	IT & Telecom Division	04	-	01	05
19.	Inter Provincial Coordination Division	03	-	-	03
20.	Kashmir Affairs & Gilgit-Baltistan Division	01	-	-	01
21.	Maritime Affairs Division	02	-	05	07
22.	National Food Security & Research Division	04	-	02	06

23.	NHS, R & Coordination Division	17	05 (as reported by NHSR &C)	-	12
24.	OP & HRD Division	02	-	-	02
25.	Planning, Development & Special Initiatives Division	02	-	01	03
26.	Religious Affairs and Interfaith Harmony Division	01	01 (Transferred to FE&PT)	-	Nil
27.	Science & Technology Division	09	-	02	11
28.	Water Resources Division	01	-	-	01
Total		134	17	23	140

MINUTES OF THE 25TH MEETING - CIC HELD ON 27-02-2020

The 25th meeting of the Implementation Committee was held on 27-02-2020 at 02:00 p.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is annexed. The agenda of the meeting was as under: -

- (i) Discussion on revamping of Defence Production Division.
- (ii) Briefing by Finance Division on the draft summary on enhancement of salary packages.
- (iii) Briefing by Finance Division on streamlining the process of opening of Assignment Accounts.
- (iv) Progress report by Establishment Division on the selection of Technical Advisors in 17 Ministries / Divisions.
- (v) Discussion on Management Training for ex-cadre officers in the Federal Government.

Agenda Item No. I Discussion on revamping of Defence Production Division

2. On the request of the Ministry the agenda was deferred to subsequent meeting.

Agenda Item No. II Briefing by Finance Division on the draft summary on enhancement of salary packages

3. On the invitation of the Chair, the representative of the Ministry of Finance started the presentation. He presented the different proposals worked out so far for the consideration of the Committee. He stated that it is up to the forum to recommend any of the proposals. He explained details of each option, containing its financial impact on various pay grades. He also addressed the various queries raised by the members of the Committee. In reply to a query, he stated that out of 1.4 million employees in the Federal Government, 1.1 million were already receiving enhanced pay packages and there is a need to enhance the pays of the remaining 0.3 million. After exhaustive discussion, the Committee recommended two proposals with financial impacts of Rs.4.0 billion and Rs.2.9 billion, respectively. Besides this immediate relief, the Committee also directed the Ministry for the immediate constitution of a PAY & Pension Committee to study and recommend a comprehensive solution for the existing pay discrepancies in Federal and Provincial Governments and also to address the critical problem of rapidly increasing pension payments.

Agenda Item No. III Briefing by Finance Division on streamlining the process of opening of Assignment Accounts

4. The representative of the Ministry explained the procedure for opening of 'Assignment Accounts' and their operationalization which includes placement of ceiling in assignment account

and authorization of funds by AGPR to NBP. He stated that this system was introduced in 2008 with lapsability feature and was revised in 2012 and then in 2018. He further explained all the steps for opening of the account and placement of ceiling. The Chair inquired about the reasons due to which it was not possible to start both the processes simultaneously to remove the duplication and make the process faster. He also commented that a number of stakeholders have repeatedly complained to him about extraordinary delays in connection with opening of such accounts. The representatives assured the Committee that they will revise the procedure in the light of direction / guidance as given by the Committee.

Agenda Item No. IV Progress report by Establishment Division on the selection of Technical Advisors in 17 Ministries / Divisions

5. The representative of the Establishment Division stated that filling the post of Technical Advisor was made conditional with the abolishment of a post in the Ministry / Division concerned. The condition has created a logjam as a large number of ministries either did not have similar positions or were unwilling to surrender a permanent post. In order to overcome this conundrum, a summary was submitted to P.M. Office for relaxation / exemption of the condition of surrender of a post. The summary has been approved and now it is expected that the process for filling these posts of Technical Advisor in the remaining Ministries / Divisions would be expedited.

Agenda Item No. V Discussion on Management Training for ex-cadre officers in the Federal Government

6. The agenda was deferred to the next meeting.

Decisions

i. For immediate relief, the Committee recommended that Finance Division should urgently move the summary for enhancement of salary packages recommending the two options with financial impacts of Rs. 2.9 billion and Rs. 4.0 billion respectively.

ii. For the comprehensive rationalization of pay and pension packages, the Finance Division should immediately initiate the proposal for the constitution of a Pay and Pension Commission consisting of inter alia the representatives from all the Provinces and from the private sector so that the Commission can come up with recommendations, well before the next financial budget.

iii. The Committee directed Finance Division to revise and streamline the procedure of opening of assignment account and make the process faster. The revised process may be shared with Committee, after one month.

iv. The forum was informed by the Chair that the Federal Cabinet has desired that all proposals for institutional reforms will first be discussed in the Implementation Committee and the recommendations of the Committee will be placed before the Federal Cabinet for approval. A notification to this effect would be issued by the Cabinet Division for general information.

7. The meeting ended with a vote of thank by the Chair.

List of participants of the 25th Meeting of Implementation Committee held on 27-02-2020

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity, Islamabad.
- ii. Syed Fakhar Imam, Chairman, Special Committee of the National Assembly on Kashmir, Islamabad.
- iii. Dr. Safdar Sohail, Special Secretary, Cabinet Division.
- iv. Mr. Awais Manzur Sumra, Additional Secretary, Establishment Division, Islamabad.
- v. Dr. Arshad Mahmmod, Additional Finance Secretary (Exp), Finance Division, Islamabad.
- vi. Mr. Muhammad Humair Karim, Additional Secretary, M/o Planning Development and Special Initiatives, Islamabad.
- vii. Mr. Saad Fazal Abbasi, Joint Secretary, Finance Division, Islamabad.
- viii. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- ix. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC).
- x. Malik Aman, Deputy Secretary, Finance Division, Islamabad.
- xi. Ms. Lubna Said Ghias, Deputy Secretary (Coord), Establishment Division, Islamabad.
- xii. The Deputy Secretary, IRC, Prime Minister's Office, Islamabad.
- xiii. Mr. Rashid Ahmad, Section Officer, Finance Division, Islamabad.

MINUTES OF THE 26TH MEETING – CIC HELD ON 05-03-2020

The 26th meeting of the Implementation Committee was held on 05-03-2020 at 02:00 p.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Mohammad Shehzad Arbab, Advisor to the PM on Establishment, Islamabad. The list of the participants is at **Annex-I**. The agenda of the meeting was as under: -

- (i) Briefing on revision / up-dation of PPRA rules
 - (ii) Progress update on restructuring of M/o National Health Services, Regulations & Coordination and the classification of following OEs:
 - i. Expanded Program Immunization
 - ii. CUMGF
 - iii. Sheikh Zayed PGMC, Lahore
 - iv. PMDC / PMC?
 - v. FHRA
 - vi. HPSIU
 - vii. Red Crescent
 - (iii) Briefing by Finance Division on updated list of SOEs
 - (iv) Progress update on devolution of accounting sub-offices to Ministries / Divisions by AGPR, CGA and Finance
 - (v) Discussion of creation of new PAOs in the Federal Government: Case of Utility Store Corporation
 - (vi) Discussion on categorization of OEs as ‘Constitutional Bodies’
2. The meeting started with the recitation from the Holy Quran.

Agenda Item No. I Briefing on revision / updation of PPRA rules

3. The representatives after giving the background of the proposed amendments stated that there are two amendments that have been proposed in the PPRA Ordinance, 2002 and thirteen in PPRA Rules. Besides this, three (03) amendments have also been proposed under P for R Program of World Bank in PPRA Rules. While giving the details of amendments in the Ordinance, he stated that the definition of “Public Procurement” (Section 2 (1) of the Ordinance, 2002) and “goods” (Section 2(e) *ibid*) has been revised with the purpose of making it elaborate and expansive. He also stated that the definition of “disposal” and “public assets” has also been added in the array of definitions. He further stated that sub section (h) & (j) of Section 5 of Ordinance has also been

amended. He further said that after Section 20 of the ordinance, a new section (20-A) has been inserted that elaborates a new mechanism for grievance redressal. They also gave the details of proposed amendments in Public Procurement Rules (Annex-II). The proposed revisions were discussed in detail.

Agenda Item No. II Progress update on restructuring of M/o National Health Services and the classification of OEs:

4. The discussion on the agenda was deferred as no representative participated from the Ministry.

Agenda Item No. III Briefing by Finance Division on updated list of SOEs

5. The representative of the Finance division stated that in 2013-14, the data regarding SOEs was compiled according to which the total number of the entities was 204 with the following breakup:

Development Finance Institutions	8
Federal Authority	10
PSC (commercial)	138
PSC (non-commercial)	46

He further stated that new sectoral distribution has also been devised including the following sectors:

- | | |
|-----------------------------------|---|
| 1. Oil & Gas | 5. Real Estate Development & Management |
| 2. Power | 6. Wholesale, Retail, & Marketing |
| 3. Finance | 7. Infrastructure, Transport & Communications |
| 4. Metals, Mining & Manufacturing | 8. Miscellaneous |

Furthermore, the subsidiaries have now been excluded and the list has been revised with the distribution into commercial and non-commercial having as 88 and 55 entities respectively (**Annex-III & Annex-IV**). He apprised the committee about the overall profile of these entities during 2017-18 as under and also showed separately the lists of entities making losses and profits respectively (**Annex-V & VI**).

Agenda Item No. IV Progress update on devolution of accounting sub-offices to Ministries / Divisions by AGPR, CGA and Finance

7. The representatives of the Finance Division, CGA and AGPR apprised the Committee about the devolution of Accounting Sub Offices to the Ministries / Divisions enabling them to make the payment inside divisions. They also informed that the scheme is cost neutral and will be

gradually rolled out. The Committee was satisfied with the pace of progress and accordingly gave some directions.

Agenda Item No. V Discussion of creation of new PAOs in the Federal Government: Case of Utility Store Corporation

8. The representative of the Finance Division apprised the Committee that at present there are 72 PAOs and the proposal to make heads of large autonomous bodies PAOs like Utility Stores Corporation is being considered. MD USC emphatically supported the proposal and requested that such a decision will greatly improve the functioning of large government entities. He further elaborated that currently Secretary Industries is the PAO for more than 30 large government entities and it is physically not possible for him to take care of all these responsibilities in an effective manner. The Committee observed that it is a right step that will make the business smooth and efficient. However, it recommended that the creation of new PAOs will not be done across the board and instead a case to case approach will be followed. The Committee also recommended revisiting the composition of DAC in the changed scenario. Representatives from the AGPR and CGA also agreed with the proposal.

Agenda Item No. VI Discussion on categorization of OEs as ‘Constitutional Bodies’

9. The discussion on the agenda was deferred.

DECISIONS:

- i) PPRA should ensure the revision of the rules in a fashion that makes it easy to understand the rules, convenient to follow them while leaving no room for ambiguity, manipulation and discretion.
- ii) The committee recommended that the lower limit for procurement of small items without quotations be increased to Rs. 500,000 from the proposed Rs. 100,000. Similarly, the limit for purchases which need to be published on PPR’s website be increased to Rs. 5 million instead of the proposed Rs. 1 million.
- iii) The committee recommended that the PPRA rules should be revised so that the purchasing entity should not go ahead with the single bid in the first instance of the call for bids. However, in case on the second call for bids there is again a single bid than it may be accepted, provided it conforms to rest of the conditions.
- iv) The committee recommended that the words “negotiate” in the Rule 40 be replaced with the phrase “discuss and mutually agree as per agreement”.
- v) The committee recommended that the PPRA should not have the adjudicating role in the redressal of grievances as proposed in Rule 48. It further recommended that only the PAO be empowered to constitute the Grievance Redressal Committee (GRC) and not the head of the entity

as proposed under 48(1). Furthermore, after the GRC, the appeal will lie with the PAO only and not the head as proposed under 48(2)(b).

vi) The Committee recommended the insertion of provision of grievance redressal that if PPRA does not respond to the query by PAO within a stipulated time then it would be presumed as that the authority has no comments to offer.

vii) The Finance Division should separately give a presentation to the Committee on loss and profitability of the SOEs.

viii) The Committee directed the Finance Division, CGA and AGPR to initiate the devolution of accounting sub offices to the four divisions of Finance, Commerce, Cabinet and EAD by 15th April, 2020 and complete the remaining divisions within one year. The Secretary of concerned division will provide the necessary logistical support.

ix) The Committee also directed AGPR to write to the Chief Secretaries of all the Provinces for replication of the model of devolution of accounting sub-offices to the respective provincial departments.

x) The committee recommended that the granting of the status of PAO to heads of autonomous bodies be treated on a case to case basis.

xi) The committee directed AFS (expenditure) Finance to suggest the names of ten large autonomous bodies whose heads should be considered for granting status of PAO and present a work plan to achieve this in next meeting.

xii) DAC would continue to be headed by PAO as per prevalent practice. In case the PAO is head of an Autonomous Body then the composition of DAC will include the representation of the Ministry/Division concerned. Necessary changes in relevant rules may be made accordingly and the process will be initiated by Finance Division.

10. The meeting ended with a vote of thanks to and by the Chair.

List of participants of the 26th Meeting of Implementation Committee held on 05-03-2020

- i. Mr. Mohammad Shehzad Arbab, Advisor to the PM on Establishment, Islamabad.
- ii. Mr Pervez Khattak, Federal Minister for Defence, Rawalpindi.
- iii. Dr. Safdar Sohail, Special Secretary, Cabinet Division.
- iv. Mr. Awais Manzur Sumra, Additional Secretary, Establishment Division, Islamabad.
- v. Dr. Arshad Mahmmod, Additional Finance Secretary (Exp), Finance Division, Islamabad.
- vi. Sardar Azmat Shafi, Accountant General Pakistan Revenues, AGPR, Islamabad.
- vii. Mr. Khurram Humayun, Controller General of Accounts Pakistan, CGA, Islamabad
- viii. Mr. Fida Muhammad Wazir, Managing Director, Public Procurement Regulatory Agency (PPRA), Islamabad.
- ix. Mr. Muhammad Zubair, Director General (M&E), Public Procurement Regulatory Agency (PPRA), Islamabad.
- x. Dr. Imran Ullah Khan, Joint Secretary, Finance Division, Islamabad.
- xi. Mr. Umer Lodhi, Managing Director, Utility Stores Corporation, M/o Industries Production, Islamabad.
- xii. Mr. Ghulam Murtaza, Manager (Coordination), Utility Stores Corporation, M/o Industries Production, Islamabad.
- xiii. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- xiv. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC).
- xv. Ms. Lubna Said Ghias, Deputy Secretary (Coord), Establishment Division, Islamabad.
- xvi. The Deputy Secretary, IRC, Prime Minister's Office, Islamabad.
- xvi. Mr. Zafar Iqbal, Research Officer, Finance

Proposed Amendments in Public Procurement Rules

Sr .	Reference	Existing Provision	Proposed amendment
1	Rule 2(1)	Nil	<p>In the aforesaid Rules, _____</p> <p>(i) in rule 2, in sub-rule (1),-</p> <p>(a) after clause (b) , following new clauses shall be inserted, namely: -</p> <p>“(ba) “call off order” means an order placed by a procuring agency under general terms and pricing on a range of goods under closed framework agreement, without having to negotiate terms every time;</p> <p>(bb) “Closed framework agreement” means an agreement with specified terms and conditions with an agreed price;”;</p>
2	Rule 2 (h)	<p>Lowest Evaluated Bid.</p> <p>i. a bid most closely conforming to evaluation criteria and other conditions specified in the bidding documents; and</p> <p>ii. having lowest evaluated cost;</p>	<p>(b) for clause (h), the following shall be substituted, namely: -</p> <p>“(h) “most advantageous bid” means, -</p> <p>(i) a bid or proposal for goods, works or services that after meeting the eligibility and or qualification criteria, is found substantially responsive to the terms and conditions as set out in the bidding or request for proposals document; and</p> <p>(ii) evaluated as the highest ranked bid or proposal on the basis of cost or quality or qualification or any combination thereof, as specified in the bidding documents or request for proposal documents which shall be in</p>

			conformity with the selection techniques to be issued by the Authority;”;
3	Rule 2 (1) New Clause to be inserted	Nil	(c) after clause (h), amended as aforesaid, the following new clause shall be inserted, namely: - “(h-a) “Open framework agreement” means an agreement with specified terms and conditions without an agreed price;”
4	Rule 2 (1) New Clause to be inserted	Nil	(d) after clause (g), the following new clauses shall be inserted: - “(g-a) “e-Procurement” means the digitalization of public procurement process by utilizing electronic procurement system; (g-b) “Force Account” means execution of procurement of small works and non-consultancy services by the use of the procuring agency’s own resources or by other public authority; (g-c) “Framework agreement” means a contractual arrangement which allows a procuring agency to procure goods, services or works that are needed continuously or repeatedly at agreed terms and conditions over an agreed period of time, through placement of a number of orders;”;

5	Rule 2 (1) Clause K	Nil	(e) in clause (k), at the end the word “and” shall be omitted and thereafter the new clause shall be inserted
6	Rule 7(A)	Nil	(i) after rule 7, the following new rule shall be inserted, namely: - “7(A) e-Procurement.- The procuring agencies may carry out e-procurement process by using information and communication technologies or digital or electronic means, in such manner as to cover any or all aspects of the procurement process, in accordance with the regulations or guidelines to be prescribed by the Authority.”;
7	Rule 12(1)	(1) Procurements over one hundred thousand rupees and up to the limit of two million rupees shall be advertised on the Authority’s website in the manner and format specified by regulation by the Authority from time to time. These procurement opportunities may also be advertised in print media, if deemed necessary by the procuring agency:	(ii) in rule 12, in sub-rule (1), - (a). for the words “one hundred thousand Rupee”, for the words “five hundred thousand Pakistani Rupees” and for the words “two million rupees”, the words “three million Pakistani Rupees” shall be substituted; and (b). the words “by regulation” shall be omitted;
8	Rule 13(2)	Nil	(iii) in rule 13, in sub-rule (2), at the end following proviso shall be added, namely: - “Provided that for all procurements up to three million Pakistani Rupees, the response time shall be considered from the date of appearance of the

			advertisement on the Authority’s website.”;
9	Rule 16(A)	Nil	<p>(iv) after rule 16, the following new rules shall be inserted, namely: -</p> <p>“16A. Procurement of common use items, services and commodities through framework agreements. - (1) The Procuring Agency shall arrange the procurement through framework agreements of recurrent or common use items, services including maintenance services and those commodities, whose market prices fluctuate during the term of the agreement, for a maximum period of three years.</p> <p>(2) The Procuring Agency shall prepare provisional annual estimates including description, specifications, statement of requirements and quantities, based on rational demand estimates.</p> <p>(3) Based on such estimate, Procuring Agency shall initiate the prequalification proceedings for selection of suppliers and service providers.</p> <p>(4) Open and closed framework agreements may be made with the selected suppliers and service providers. Maximum duration of open framework agreements shall not be more than three years and the closed framework agreements shall not exceed on year.</p> <p>(5) The procuring agency may on need basis pre-qualify new suppliers and or service providers during continuity of framework agreements with previously</p>

			<p>pre-qualified suppliers and or service providers.</p> <p>(6) The Authority shall issue regulations, regulatory guides, guidelines or templates for procurement through framework agreements.;</p>
10	Rule 16(B)	Nil	<p>16B. Price adjustment for framework agreements. - (1) The procuring agency may, during the contract execution, accept a request to make price adjustment (under circumstance of above normal price volatility) and shall make a comparison of the prices requested against the national/international price indicator guides adopted by the Authority, and verify the justification for such price adjustment.</p> <p>(2) The procuring agency shall determine the factor or percentage for price adjustment approved by the Principal Accounting Officer.”;</p>
11	Rule 37(A)	Nil	<p>(v) after rule 37, the following new rule shall be inserted, namely: -</p> <p>“37A.Force account. - (1) Procuring agency may execute procurement of small works, under Force Account, subject to any of the following conditions, namely: -</p> <p>(a) the required works are small and scattered or are in remote locations for which qualified construction firms are unlikely to bid at reasonable prices;</p> <p>(b) work is required to be carried out without disrupting ongoing operations;</p>

			<ul style="list-style-type: none"> (c) urgent repairs, rehabilitation and re-modelling works of national heritage requiring prompt attention to prevent further damages and where private firms may not be interested; (d) risk of unavoidable work interruption are better borne by a procuring agency itself or public authority than by a contractor; (e) there are extreme emergencies which require a prompt attention; (f) the procuring agency has qualified personnel to carry out and supervise the required assignment; or (2) in order to use force account, it must be ascertained that it is cost and time effective to execute the assignment with in-house expertise or that of some public Authority.
12	Rule 37(B)	Nil	<p>37(B). Unsolicited Proposal. - (1) An unsolicited proposal received by the procuring agency from any individual or agency, private or public, consistent with the mission of the procuring agency, shall be assessed by the Assessment Committee, consisting of at least three technical experts, to be notified by the procuring agency. The assessment committee shall ascertain the viability of the proposal. If the proposal is found viable, the procuring agency shall-</p> <ul style="list-style-type: none"> (a) advertise the proposal for open competition without disclosing the name of the initiator of unsolicited proposal;

			<p>(b) conduct prequalification process;</p> <p>(c) exempt the initiator of the unsolicited proposal from the prequalification; and</p> <p>(d) award five percent additional weightage to the project proponent in the combined evaluation of his proposal.</p> <p>(2) If no other bidder in response to the advertisement submits bid, the procuring agency may award the contract to the initiator of the proposal.</p> <p>(3) In case of bidding competition, if the bid of initiator does not emerge as most advantageous bid, procuring agency shall give him the opportunity to make his bid at par with the most advantageous bid, however if the initiator does not want to accept the challenge to match the proposal, he shall</p> <p>be given right of refusal without forfeiture of bid security.</p> <p>(4) The proprietary information of the initiator contained in the proposal shall remain confidential and shall not be disclosed to any interested bidder.</p> <p>(5) Subject to sub-rule (4), the procuring agency shall not be responsible for any intellectual property rights accruing to the proposal of the initiator.</p> <p>(6) Unless otherwise expressly stated in writing by the initiator, the procuring agency may, if it considers necessary, disclose any information of the</p>
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			unsolicited proposal or the bidders as part of procurement process.
13	Rule 38(A)	Nil	<p>(vi) after rule 38 the following new rules shall be inserted, namely: -</p> <p>“38A. Bid Discount. - The procuring agencies may seek unconditional discount by incorporating the same in bid solicitation documents. The bidder may offer unconditional discount, in percentage of their quoted price/bids, before opening of the financial proposal. The discounted bid price shall be considered as original bid for evaluation being an integral part of the bid. No offer of discount shall be considered after the bids are opened.</p>
14	Rule 38(B)	Nil	<p>38B. Single responsive bid in goods, works and services. - (1) The procuring agency shall consider single bid in goods, works and services if,-</p> <ul style="list-style-type: none"> (a) It meets the evaluation criteria, ensures compliance of specifications and other terms & conditions expressed in advertisement or bid solicitation documents; (b) It is not in conflict with any provision of PPRA Ordinance; (c) It conforms to the technical specifications; (d) It has financial conformance in terms of rate reasonability: <p>Provided that except unsolicited proposal, in case of pre-qualification proceedings</p>

			<p>single bid shall not be entertained.</p> <p>(2) The procuring agency shall make a decision with due diligence and in compliance with general principles of procurement like economy, efficiency and value for money.”;</p>
15	Rule 39(A)	Nil	<p>(vii) After rule 39, the following new rule shall be inserted, namely: -</p> <p>“39A. Letter of Credit.- Where required the procuring agency may incorporate the provision of letter of credit (LC) and International Chamber of Commerce incoterms, in such processes where shipments and custom clearance are involved and where <u>Client’s bank</u> mitigate procurement risk in terms of quality assurance and delivery mechanism and Bidder’s bank in terms of its payments.”</p>
16	Rule 40	<p>40. Limitation on negotiations. -</p> <p>Save as otherwise provided there shall be no negotiations with the bidder having submitted the lowest evaluated bid or with any other bidder:</p> <p>Provided that the extent of negotiation permissible shall be subject to the regulations issued by the Authority.</p>	<p>(viii) for rule 40, the following shall be substituted, namely: -</p> <p>“40. Limitation on negotiations. - (1) Without changing the cost and scope of work or services, the procuring agency may negotiate with the successful bidder (with a view to streamline the work/task execution, at the time of contract finalization) on methodology, work plan, staffing and special conditions of the contract.</p> <p>(2) Authority may determine the extent and types of negotiations on</p>

			procurement by regulations to be issued.
17	Rule 42(a)	<p>(a) petty purchases. - Procuring agencies may provide for petty purchases where the object of the procurement is below the financial limit of twenty-five thousand rupees. Such procurement shall be exempt from the requirements of bidding or quotation of prices:</p> <p>Provided that the procuring agencies shall ensure that procurement of petty purchases is in conformity with the principles of procurement prescribed in rule 4:</p> <p>Provided further that procuring agencies convinced of the inadequacy of the financial limit prescribed for petty purchases in undertaking their respective operations may approach the Federal Government for enhancement of the same with full and proper justifications.</p>	<p>(ix) in rule 42, in the first paragraph for clause (a), the following shall be substituted as follows:</p> <p>“(a) Petty Purchases._ Procuring agency may provide for petty purchases through single quotation where value of the object of the procurement is up to the financial limit of one hundred thousand Pakistani Rupee, without resorting to bidding or quotations and the contract for the provision of such goods, services or works may be a Local Purchase Order.”</p>

18	Rule 42(b)	<p>(b) request for quotations. -</p> <p>A procuring agency shall engage in this method of procurement only if the following conditions exist, namely: -</p> <p>(i) the cost of object of procurement is below the prescribed limit of **one hundred thousand rupees:</p> <p>**Provided that the respective Boards of Autonomous bodies are authorized to fix an appropriate limit for request for quotations method of procurement subject to a maximum of rupees five hundred thousand which will become financial limit under this sub-rule</p>	<p>(x) in rule 42, in clause (b), for sub-clause (i) the following shall be substituted, namely: -</p> <p>“(i) Where the value of procurement is more than one hundred thousand Pakistani Rupee up to a limit of five hundred thousand Pakistani Rupee, the procuring agency may engage in procurement through request for three quotations from GST registered firms, original equipment manufacturers or authorized dealers, without resorting to bidding.”</p>
19	Rule 48		<p>(xi) for rule 48, the following shall be substituted, namely: -</p> <p>“48. Redressal of grievances by the procuring agency. _ (1) The procuring agency shall constitute a grievance redressal committee, duly approved by the Principal Accounting Officer or head of the procuring agency, comprising of at least three persons, with proper powers and authorizations, to address the grievance of the bidders</p>

			<p>that may occur prior to entry into force of the procurement contract.</p> <p>(2) There shall be a two tier mechanism for grievance redressal, namely: -</p> <p>(a) any bidder (s), after the submission of bid, feeling aggrieved by any act of the procuring agency, during procurement process, may lodge a written complaint to the Head of the procuring agency, concerning its grievances, not later than ten days, after the announcement of bid evaluation report under Rule 35. Grievance Redressal Committee (GRC), within ten days of lodging of such complaint (s) shall investigate and decide upon the complaint.</p> <p>(b) Any bidder not satisfied with the decision of GRC may lodge an appeal before the PAO or head of the procuring agency within seven days of the decision of GRC. The PAO or head of the procuring agency may, if required, forward to the Authority, copy of appeal along-with all relevant records. The Authority shall evaluate the case and communicate its decision in writing to PAO or head of the procuring agency, within ten working days.</p> <p>(3) The initial complaint and subsequent appeal shall accompany an affidavit confirming the veracity of the information submitted by the appellant. Mere fact of lodging of a complaint or appeal shall not warrant suspension of the procurement process.</p>
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Volume 01: Commercial Footprint of Federal Government	
Commercial Enterprises (Incorporated as Companies with SECP)	
Oil and Gas	
1	Government Holdings (Private) Limited
2	State Petroleum Refining & Petrochemical Corporation
3	Oil and Gas Development Company Limited
4	Pakistan Petroleum Limited
5	Sui Southern Gas Company Limited
6	Pakistan State Oil Company Limited
7	Sui Northern Gas Pipelines Limited
8	Pak Arab Refinery Company
Power	
9	Faisalabad Electric Supply Company Limited
10	Hyderabad Electric Supply Company Limited
11	Quetta Electric Supply Company Limited
12	Tribal Electric Supply Company Limited
13	Peshawar Electric Supply Company Limited
14	Lahore Electric Supply Company Limited
15	Islamabad Electric Supply Company Limited
16	Gujranwala Electric Power Company Limited
17	Multan Electric Power Company Limited
18	Sukkur Electric Power Company Limited
19	GENCO-I: Jamshoro Power Company Limited
20	GENCO-II: Central Power Generation Company Limited , Thermal Power Station, Guddo
21	GENCO-III: Northern Power Generation Company Limited, Thermal Power Station, Muzaffargarh
22	GENCO-IV: Lakhra Power Generation Company Limited
23	National Power Parks Management
24	National Transmission and Dispatch Company
25	Pakistan Electric Power Company (Private) Limited
26	Central Power Purchase Agency (Guarantee) Limited
27	Power Holding (Private) Limited

28	MW Baloki Power Plan
29	MW Haveli Bahadur Power Plant
30	Kot Addu Power Company
Finance	
31	Zarai Taraqiati Bank Limited
32	SME Bank
33	Industrial Development Bank Limited
34	National Bank of Pakistan
35	First Women Bank Limited
36	House Building Finance Company Limited
37	State Life Insurance Corporation
38	National Insurance Company Limited
39	Pakistan Reinsurance Company Limited
Development Finance Institutions	
40	Pak China Investment Company Limited
41	Pak Iran Investment Company
42	Pak Libya Holding Company (Private) Limited
43	Pak Oman Investment Company
44	Pak Kuwait Investment Company (Private) Limited
45	Pak Brunei Investment Company
46	Saudi Pak Industrial and Agricultural Investment Company Limited
47	Exim Bank of Pakistan Limited
48	National Investment Trust Limited
Infrastructure, Transportation & Communication	
49	Pakistan National Shipping Corporation
50	Karachi Urban Transport Corporation
51	Pakistan International Airlines Corporation
52	National Telecommunication Corporation
Manufacturing, Mining & Engineering	

53	State Engineering Corporation (Private) Limited
54	Heavy Mechanical Complex (Private) Limited
55	Karachi Shipyard and Engineering Works Limited
56	Telephone Industries of Pakistan
57	Pakistan Steel Mills Corporation (Private) Limited
58	Peoples Steel Mills Limited
59	Saindak Metals Limited
60	Pakistan Mineral Development Corporation (Private) Limited
61	Lakhra Coal Development Company Limited
62	STEDEC Technology Commercialization Corporation of Pakistan (Private) Limited
63	Pakistan Environmental Planning & Architectural Consultants (Private) Limited
64	National Engineering Services Pakistan (Private) Limited
65	Pakistan Industrial Development Corporation (Private) Limited
Wholesale, Retail & Marketing	
66	Trading Corporation of Pakistan (Private) Limited
67	Utility Stores Corporation (Private) Limited
68	Pakistan Agricultural Storage & Services Corporation Limited
69	National Fertilizer Corporation of Pakistan (Private) Limited
Real Estate Development & Management	
70	Pakistan Expo Centers (Pvt) Ltd
71	National Construction Limited
72	Pakistan Textile City Limited
Miscellaneous	
73	Pakistan Broadcasting Corporation
74	Pakistan Television Corporation Limited
75	Overseas Employment Corporation (Private) Limited
76	Pakistan Revenue Automation (Private) Limited
77	Pakistan Tourism Development Corporation
78	National Security Printing Company (Formally Pakistan Security Printing Corporation (Private) Limited)
79	Printing Corporation of Pakistan (Private) Limited

Federal Authorities & Institutions	
Power	
80	Water and Power Development Authority
Infrastructure, Transport & Communication	
81	Karachi Port Trust
82	Port Qasim Authority
83	Gawadar Port Authority
84	Pakistan Railways
85	National Highway Authority
86	Pakistan Post Office
Real Estate Development & Management	
87	Export Processing Zones Authority
Miscellaneous	
88	Small and Medium Enterprise Development Authority

Volume 02: Non-Commercial Footprint of Federal Government	
Education & Skill Development	
1	Plastics Technology Centre
2	Synthetic Fiber Development and Application Centre
3	Fisheries Development Board
4	National Academy of Performing Arts
5	Hydrocarbon Development Institute of Pakistan
6	National Textile University
7	Virtual University of Pakistan
8	Pakistan Institute of Management
9	Karachi Infrastructure Development Company Limited
10	National Productivity Organization
11	Spun, Yarn Research & Development Company, Multan
12	NFC Institute of Engineering & Technology, Multan
13	Pakistan Cotton Institute, Karachi
Funds, Foundations, & Welfare Trusts	
14	Pakistan Bait-ul-Mal
15	Pakistan Poverty Alleviation Fund
16	Overseas Pakistanis Foundation
17	Devolution Trust for Community Empowerment
18	Federal Government Employees Housing Foundation
19	Fund for Protected Areas
20	Ghazi Brotha Taraqiati Idara
21	Mountain Areas Conservancy Fund
22	WAPDA Endowment Fund for Sports
23	Federal Liver Transplant Endowment Fund
24	PHA Foundation
25	WAPDA Employees Housing Foundation
Sectoral Development	
26	Engineering Development Board
27	Pakistan Tobacco Board
28	Karachi Garment City Company
29	Faisalabad Garment City Company

30	Lahore Garment City Company
31	Gujranwala Tools, Dies & Moulds Center
32	Pakistan Software Export Board
33	Livestock & Dairy Development Board
34	Infrastructure Project Development Facility
35	Pakistan Horticulture Development and Export Company
36	Universal Services Fund
37	Ignite (Formerly National ICT R&D Fund)
38	Ceramics Development & Training Complex
39	Energy Conservation Fund
40	Pakistan Textile Testing Foundation
41	National Rural Support Programme
42	Pakistan Auto Sector Skills Development Company
43	Agro Food Processing (AFP) Facilities, Multan
44	Southern Punjab Embroidery Industries, Multan
45	Khadi Crafts Development Company
46	Technology Up-gradation and Skill Development Company
47	Karachi Tools, Dies And Moulds Centre
48	Pakistan Stone Development Company
49	National Industrial Parks Development and Management Company
50	Pakistan Gems and Jewellery Development Company
51	Pakistan Hunting and Sporting Arms Development Company
52	Pakistan Chemical and Energy Sector Skills Development Company
53	Furniture Pakistan
54	Aik Hunar Aik Nagar
55	PIMA Foods Limited

Top 15 Loss-Making SOEs FY 2017-18

S.No	SOEs	Rs. Million
1	LESCO	(56,635)
2	PIAC	(47,761)
3	PESCO	(42,985)
4	FESCO	(39,771)
5	Pakistan Railways	(36,622)
6	MEPCO	(33,825)
7	IESCO	(27,337)
8	QEPCO	(24,255)
9	HESCO	(21,701)
10	PSM	(16,041)
11	SEPCO	(10,156)
12	GEPCO.	(5,036)
13	UTC	(5,006)
14	CPGCL, Guddo	(3,836)
15	N-J Hydro Power Company	(3,110)
	Total	(374,077)
	Contribution in Total Losses Incurred by SOEs	96%

Top 15 Profit-Making Companies

S. No	SOEs	Rs. Million
1	Oil & Gas Development Company Ltd.	78,736
2	Pakistan Petroleum Ltd.	45,826
3	Government Holdings (Private) Ltd.	27,544
4	National Bank of Pakistan	20,035
5	Pak Arab Refinery Company	18,517
6	Pakistan State Oil Company Ltd.	15,461
7	Mari Petroleum Company Ltd.	15,374
8	Sui Northern Gas Pipelines Ltd.	11,122
9	Pakistan Telecommunication Company Ltd.	7,422
10	Pakistan National Shipping Corporation	1,641
11	House Building Finance Company Ltd.	1,619
12	Pakistan Cooperative Ship Stores (Private) Ltd.	1,476
13	Sui Southern Gas Company Ltd.	1,475
14	State Life Insurance Corporation	1,386
15	Pakistan Broadcasting Corporation	1,270
	Total	248,904
	Contribution in Total Profit Incurred by SOEs	91%

MINUTES OF THE 27TH MEETING - CIC HELD ON 13-03-2020

The 27th meeting of the Implementation Committee was held on 13-03-2020 at 12:00 p.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is **Annexed**. The agenda of the meeting was as under: -

- (i) Update by M/o Federal Education and Professional Training on the following entities:
 - a. BECS and NCHD
 - b. PNCU
 - c. NTP
 - d. Girls Guide and Boys Scout Associations
- (ii) Discussion on creation of new PAOs in Federal Government by Finance Division and proposal by DG IRSA, Ministry of Water Resources
- (iii) Briefing on performance of Saindak Metal Company and its transfer to GOB by Petroleum Division
- (iv) Discussion on Training Institutes

Agenda Item No.III Briefing on performance of Saindak Metal Company and its transfer to GOB by Petroleum Division

2. Managing Director, Saindak Metals Ltd. (SML), who is on this position since 2008, briefed the Committee about the background of the public entity. He informed the Committee that the entity is earning profit. The Chair commented that in the past it caused millions of rupees of loss to the government exchequer. The Chair asked the representative what the total investment of the Federal Government was and how much the annual return is in approximation. The representative told that total investment of the Federal Government is Rs.29.234 billion and its share in profit is Rs.1.1 billion. The total profit paid to all stakeholders is more than Rs. 2 billion. He further stated that in 1990, an agreement was signed with M/s China Metallurgical Construction Corporation (MCC) on 50% sharing of profits. On the query of the Chair as to what tools of monitoring have been adopted, the representative stated that all activities are well-documented and verified by different Government agencies i.e. Customs, EPZA, FBR and Directorate General of Mines & Minerals, Govt. of Balochistan. He briefly explained the following mechanisms: -

- Commodities entering or taken away from the project area are documented by both the EPZA and Customs Authorities at project site.
- Products for sale are weighed and sampled by SGS laboratories.

- Accounts of Contractor are audited by a reputed Pakistani chartered accountant firm (A.F. Ferguson & Co.), appointed in consultation with SML.

3. He further stated that NAB also conducted an investigation and concluded it with the remarks of ‘good’. The Committee observed that instead of exporting blister copper, there must be some local value addition. The representative further stated that in compliance with Cabinet Committee’s decision under Aghaz-e-Haqooq-e-Balochistan (AHB) package, SML has paid 30% profit share to Government of Balochistan and that amounts to Rs. 4,368.761 million out of the 50% share of the Federal Government. The question before the Committee was whether or not the Federal Government should make further investment after the expiry of instant lease that is going to be completed on October 31, 2022. Concurrently, the case of transferring its ownership to GoB and redeeming of the Federal Government investment was also presented before the Committee. The observations of the Finance were also brought before the Committee. These, inter alia, were as under: -

a) The transfer of project ownership free of cost may have implications for Federal Government investments in similar projects located in other provinces as they may seek similar dispensation for their projects such as Tarbela and Oil & Gas sector projects.

b) The Project being of highly technical nature encountered several problems at the time of operation. The operation of the project by GoB would require sound technical capacity which does not seem to exist within GoB.

4. The Committee thoroughly discussed the matter and observed that it is the only project in the country producing blister Copper [containing copper, gold and silver metals] from indigenous ore of Saindak area. This legendary project is making exemplary contributions to the community development and unprecedented revenue contribution and profit sharing with the Government of Balochistan. Therefore, before taking any final decision, each and every aspect is required to be thoroughly examined.

Agenda Item No. I a) Update by M/o Federal Education and Professional Training on BECS and NCHD

5. The Ministry of Federal Education and Professional Training informed the Committee as under: -

- Provinces are reluctant/dillydallying the acceptance of BECS and NCHD schools and teachers. (Reference CCI meetings and IPEMC meeting minutes).
- The MoFEPT has proposed to shift all schools and teachers from BECS to NCHD.
- The proposal is to shift NCHD and BECS teachers to the recurring budget till provinces finally take over the schools and teachers.

- BECS regular posts are to be shifted to Directorate General of Religious Education (DGRE).

The matter was discussed in detail. The rest of the agenda items i.e. b, c & d of the Ministry were deferred.

6. The discussion on agenda items No.(ii) & (iv) was also deferred.

DECISIONS:

1. The Ministry of Energy (Petroleum Division) should take all aspects of the project into account and make exhaustive deliberation. The Ministry should also take input from Dr. Arshad Mahmmod, Additional Finance Secretary (Exp) and present their proposals before the Implementation Committee after two months.

2. The Chief Secretaries and Secretaries of Education from all the provinces will be invited in a future meeting of the Implementation Committee to streamline the transfer of BECS and NCHD teachers to the provinces at the earliest.

3. The Committee recommended that the issue of pending payment of the salaries of the BECS and NCHD teachers be referred to the CDWP and recommended the payment of pending salaries of six months to the teachers.

7. The meeting ended with a vote of thanks to and from the Chair.

List of participants of the 27th Meeting of Implementation

Committee held on 13-03-2020

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity.
- ii. Mr. Shafqat Mahmood, Minister for Federal Education & Professional Training.
- iii. Syed Fakhar Imam, Chairman, Special Committee of the National Assembly on Kashmir.
- iv. Dr. Safdar Sohail, Special Secretary, Cabinet Division, Islamabad.
- v. Mian Asad Hayaud Din, Secretary, Petroleum Division, Islamabad.
- vi. Mr. Muhammad Ashraf, Secretary, M/o Water Resources, Islamabad.
- vii. Dr. Sajid Yoosufani, Secretary, M/o Federal Education & Professional Training, Islamabad.
- viii. Mr. Awais Manzur Sumra, Additional Secretary, Establishment Division, Islamabad.
- ix. Dr. Arshad Mahmmod, Additional Finance Secretary (Exp), Finance Division, Islamabad.
- x. Mr. Muhammad Khalid Idrees Rana, Secretary, IRSA, M/o Water Resources, Islamabad.
- xi. Rao Irshad Ali Khan, Member, IRSA, M/o Water Resources, Islamabad.
- xii. Mr. Muhammad Iqbal, Director General (Minerals), Petroleum Division, Islamabad.
- xiii. Syed M. Mehar Ali Shah, Joint Secretary (W), M/o Water Resources, Islamabad.
- xiv. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- xv. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC).
- xvi. Mr. Muhammad Raziq Sanjrani, Managing Director (SML), Petroleum Division, Islamabad.
- xvii. Mr. Umbreen Arif, Technical Advisor, M/o Federal Education & Professional Training, Islamabad.
- xviii. Ms. Lubna Said Ghias, Deputy Secretary (Coord), Establishment Division, Islamabad.
- xix. The Deputy Secretary, IRC, Prime Minister's Office, Islamabad.

MINUTES OF THE 28TH MEETING - CIC HELD ON 19-03-2020

The 28th meeting of the Implementation Committee was held on 19-03-2020 at 02:00 p.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is annexed. The agenda of the meeting was as under: -

- i. Request for post of a Technical Advisor by EAD
- ii. Creation of new PAOs in Federal Government: Updates by Finance Division
- iii. Discussion on training institutes in FG
- iv. Discussion on categorization of OEs as 'Constitutional Bodies'

Agenda item No i: Request for post of a Technical Advisor by EAD

2. The Committee welcomed Mr Hammad Azher, the Minister for Economic Affairs Division in the meeting. The Minister after expressing his gratitude stated the underlying rationale for hiring the services of Technical Advisor, which is to have an in-depth, proper, foolproof and exhaustive vetting of the donors' proposals, well before finalization because once the project is signed then it is not possible to amend, already agreed terms and conditions. He further stated that project proposals are lengthy and detailed documents containing analysis and data and specific skillset and experienced hands can only decipher and scrutinize such proposals. The matter was discussed in detail. The Committee observed that negotiations for external economic assistance/technical assistance from foreign Governments and organizations is the core function of the Division and should be performed by its regular staff. Secondly, Technical Advisor will hardly perform such an arduous and laborious job alone. The Committee further viewed that it is EAD that negotiates with foreign donors on behalf of the Federal Government. The Minister stated that things in practice are quite complex and multiple divisions are involved. During the discussion, the Committee observed that the Economist Group was formed for exactly this kind of specialized work and now this cadre is not functioning optimally. The Chair also explained the underlying idea for the scheme of Technical Advisor in seventeen Ministries/Divisions and the reasons for which EAD was not included. The committee did not agree to the proposal of hiring a Technical Advisor for the EAD in the Minister's office since the Minister himself possessed the needed expertise. It recommended the capacity building of the technical/core staff working in the Division, specifically, the upgradation of Research & Analysis Wing (RAW) of the EAD, for providing desired input.

Agenda item ii: Creation of new PAOs in Federal Government: Updates by Finance Division

3. Dr Arshad Mahmood, AFS briefed the Committee on the agenda. He stated that in a typical Federal Division, the Federal Secretary is responsible for policy, administrative and financial

supervision. Many Federal Divisions have more than one Principal Accounting Officers, to ensure better financial management. For selection of entities to have their own Principal Accounting Officers, following broad criteria was proposed: -

- o Size, scale and geographic spread of operations
- o Need of Federal funding/grants for sustainability of operations
- o Scale of procurements and stretch of transactions (Domestic & International)
- o Specificity of operational domain and task specialization
- o Appropriate representation before Public Accounts Committee

He further informed that on the basis of this criterion, the following entities have been proposed to have their PAOs:

S.No.	Division	Corporation/Body	Operational Strength
1.	Industries & Production	Utility Stores Corporation of Pakistan	13615
2.	Commerce	State life Insurance Corporation of Pakistan	4089
3.	Communications	National Highway Authority (NHA)	1479
4.	Defense Production	Heavy Industries Board, Taxila	4518
5.	Defense Production	Pakistan Aeronautical Complex Board, Kam	4179
6.	Defense Production	Pakistan Ordnance Factories board, Wah Ca	22964
7.	Information & Broadcasting	Pakistan Broadcasting Corporation	2768
8.	Information & Broadcasting	Pakistan Television Corporation Ltd	4022
9.	National Food Security	Pakistan Agricultural Research Council	2280
10.	Water Resources	Water & Power Development Authority	17484
11.	Commerce	Trading Corporation of Pakistan Pvt Ltd	479

The Committee discussed the position of all the entities one by one and desired that the list may be revised to include other large entities.

Agenda item iii: Discussion on training institutes in FG

5. The agenda was deferred

Agenda item No iv: Discussion on categorization of OEs as ‘Constitutional Bodies’

6. The representative of the Cabinet Division briefed the Committee on the agenda. He agreed to the concept of classifying the following entities as “Constitutional Bodies”

S.No	Article No	Provision for
1	51	National Assembly
2	59	The Senate
3	153	Council of Common Interest
4	168	Auditor general of Pakistan
5	176	Constitution of Supreme Court
6	213	Chief Election Commission
7		Attorney General
8		Federal Shariat Court
9		Council of Islamic Ideology
10		Federal Public Service Commission
11		Islamabad High court

DECISIONS:

- 1) The Establishment Division should review the performance of the Economist Group and submit proposals to make it effective.
- 2) The Committee directed the Establishment Division to present a comprehensive proposal to the committee in two weeks on the training and career planning of existing civil servants to address the existing need of specialist officers by the various divisions.
- 3) EAD will come up with a draft proposal for reorganizing its organogram to allow for the presence of more specialists and reform its RAW unit to provide the necessary technical assistance required.
- 4) The Committee recommended that necessary changes in Rules of Business (ROB) should be made so that EAD becomes the supervising division for all foreign funded projects.
- 5) EAD will also update the Committee about its automation and introduction of E-Governance. In this regard Finance Division will provide support through the SAP based PIFRA program.

- 6) The Committee recommended that EAD may hire the services of any consultant from the private sectors on contract basis using existing finances. It can also use the help of experts willing to contribute on pro-bono basis.
- 7) The Finance Division should further expand the list of large organizations to be considered for granting the status of PAOs to their heads.
- 8) The Committee approved the inclusion of the following bodies in the Rules of Business under the new category of Constitutional Bodies.

National Assembly	Parliamentary Affairs
Senate Secretariat	Parliamentary Affairs
Attorney General	Ministry of Law & Justice
C Council of Common Interest	Ministry of IPC
Auditor General of Pakistan	Ministry of Finance
Supreme Court of Pakistan	Ministry of Law & Justice
Federal Shariat Court	Ministry of Law & Justice
Chief Election Commissioner of Pakistan	Parliamentary Affairs
Council of Islamic Ideology	Ministry of Law & Justice
Federal Public Service Commission	Establishment Division
Islamabad High Court	Ministry of Law & Justice

7. The meeting ended with a vote of thanks to and from the Chair.

List of participants of the 28th Meeting of Implementation Committee held on 19-03-2020

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity, Islamabad.
- ii. Mr. Muhammad Shehzad Arbab Advisor to the PM on Establishment, Islamabad.
- iii. Mr Hammad Azher, the Minister for Economic Affairs Division, Islamabad.
- iv. Mr Ghufuran Memon, Additional Secretary, Cabinet Division, Islamabad.
- v. Mr Ahmad Hanif Additional Secretary, Economic Affairs Division, Islamabad.
- vi. Mr. Awais Manzur Sumra, Additional Secretary, Establishment Division, Islamabad.

- vii. Dr. Arshad Mahmmod, Additional Finance Secretary (Exp), Finance Division, Islamabad.
- viii. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- ix. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC).
- x. Ms. Lubna Said Ghias, Deputy Secretary (Coord), Establishment Division, Islamabad.
- xi. The Deputy Secretary, IRC, Prime Minister's Office, Islamabad.

MINUTES OF THE 29TH MEETING - CIC HELD ON 02-4-2020

The 29th meeting of the Implementation Committee was held on 02-4-2020 at 02:00 p.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is annexed. The agenda of the meeting was as under:

- (i) Creation of new PAOs in Federal Government: Updates by Finance Division
- (ii) Discussion on vacant positions of heads of organizations in FG
- (iii) Discussion on Training Institutes in FG
- (iv) Merger of PSF and PCST, M/o S&T
- (v) Any other item

Agenda Item (i): Creation of new PAOs in Federal Government: Updates by Finance Division

2. To begin with, the Chair updated the Committee that in the last meeting Finance Division on the basis of the following criteria had suggested the names of 10 entities for granting PAO status and the Committee had recommended to expand the list:

- i) Size, scale and geographic spread of operations
- ii) Need of Federal funding/grants for sustainability of operations
- iii) Scale of procurements and stretch of transactions (Domestic & International)
- iv) Specificity of operational domain and task specialization
- v) Appropriate representation before Public Accounts Committee

3. The Chair invited Dr Arshad Mahmood, AFS, Finance Division to update the Committee. He stated that on the basis of the above criteria, the list of such entities has been expanded to twenty-five as under:

S.#	Division	Corporation/Body	Operational Strength
1.	Industries & Production	Utility Stores Corporation of Pakistan	13615
2.	Commerce	State life Insurance Corporation of Pakistan	4089
3.	Communications	National Highway Authority (NHA)	1479
4.	Defense Production	Heavy Industries Board, Taxila	4518
5.	Defense Production	Pakistan Aeronautical Complex Board, Kamra	4179
6.	Defense Production	Pakistan Ordnance Factories board, Wah Cantt	22964
7.	Information & Broadcasting	Pakistan Broadcasting Corporation	2768
8.	Information & Broadcasting	Pakistan Television Corporation Ltd	4022
9.	National Food Security	Pakistan Agricultural Research Council	2280
10.	Water Resources	Water & Power Development Authority	17484
11.	Commerce	Trading Corporation of Pakistan Pvt Ltd	479
12.	Cabinet	Pakistan International Airlines	13409
13.	Commerce	National Insurance Company Ltd	589
14.	Finance	National Bank of Pakistan	15229
15.	Finance	Securities & Exchange Commission of Pakistan	563
16.	Finance	State Bank of Pakistan	1204
17.	Finance	Zarai Taraqiati Bank Ltd	5560
18.	Industries & Production	Pakistan Steel Mills	11728
19.	Inter Provincial Coordination	Pakistan Cricket Board	591
20.	Interior	National Database and Registration Authority	8446
21.	Maritime Affairs	Karachi Port Trust	5221
22.	Maritime Affairs	Port Qasim Authority	1896
23.	Petroleum & Natural Resources	Oil & Gas Development Company Ltd	10826
24.	Petroleum & Natural Resources	Sui Northern Gas Pipelines Ltd	9182
25.	Petroleum & Natural Resources	Sui Southern Gas Pipelines Ltd	6870

4. He further stated that the number of the Ministries/Divisions is 44 whereas, the present number of PAOs is more than 72. The issue was discussed in detail and the Committee unanimously agreed to make the heads of the above mentioned 25 organizations the PAOs for the entities.

Agenda Item (ii): Discussion on vacant positions of heads of organizations in FG

5. The Secretary Establishment Division informed that it was an ongoing exercise. Last time there were 146 vacancies of entities heads. Later, 24 positions were filled but concurrently 27 positions again went vacant. At present, posts of 134 entities heads are vacant and out of which 20 entities will be privatized and 18 are being merged, meaning thereby, that 116 positions are vacant. He further informed that majority of these entities belong to the following five Ministries/Divisions.

- a. Power Division
- b. Petroleum Division
- c. Industries and Production Division
- d. Ministry of National Health Services Regulation
- e. Ministry of Science and Technology

6. The Committee recommended that Secretaries of the mentioned Ministries/Divisions may be invited in next meeting to share reasons and details, thereof.

Agenda (iii): Training Institutes

7. The case before the Committee was to select an institute for general management / refresher course type of training to the ex-cadre officers. In one of the last meeting, it was opined before the forum that possibility of conducting such types of training in PPMI may be worked out but later on it was not found feasible. After threadbare discussion, it was decided that for the time being such periodic trainings in general management disciplines may be conducted in the specialized institutes of the respective Ministries/Divisions. Simultaneously, working on the feasibility of any other suitable institute in Islamabad may be explored. In this connection the names of others institutes like PMI under the Ministry of Overseas and Federal College of Education under the Ministry of Federal Education were also brought before the Committee for consideration. The Chair once again reminded the Committee that the concern of the government is to impart training to 23,000 professionals/ ex-cadre officers who unfortunately are not receiving any type of training, at the moment.

Agenda item no IV: Merger of PSF and PCST in M/o S&T

8. The matter was discussed in details in the backdrop of the conversion of the posts of Chairman PSF and PCST into MP scales and the Committee was apprised of the earlier discussion and decision. The representatives of Ministry of S&T stated that PCST is performing research functions primarily, which are domain of the Ministry of Science and Technology. Total sanctioned post of PCST are 77 in number, out of which 50 are filled. Due to overlapping functions and to remove redundancies, the option of the merger of Pakistan Council of Science and Technology and Pakistan Science Foundation was considered to strengthen the Foundation. The

policy functions of PCST, if any, will be transferred to the Ministry. Necessary changes in the laws will be made accordingly by the Ministry.

Agenda item V: Status of training institutes

9. The Committee was apprised that according to Annex-6 of the Taskforce Report, the existing training institutes were proposed to be merged with cluster institutes. However, in the final discussion the proposal was not approved by the Committee. The agenda before the forum was to decide the status of existing training institutes in either of the category i.e. Executive Department or Autonomous Body. The Committee recommended that all the training institutes mentioned in Annex-6 of the report as shown below, will now be classified as Autonomous Bodies.

Sr. #	Division	Name of Department
01	Commerce	1. Pakistan Institute of Trade and Development, Islamabad
02	Communication	2. National Transport Research Centre (NTRC)
03	Federal Education & Professional	3. Pakistan Manpower Institute (PMI)
		4. Academy of Educational Planning & Management
04	Information & Broadcasting	5. Information Services Academy
05	Interior	6. National Police Bureau
		7. National Police Academy
06	Industries & Production	8. National Productivity Organization
07	National Food Security & Research	9. Agriculture Policy Institute
08	National Health Services, Regulations & Coordination	10. Health Services Academy (HAS)
		11. National Institute of Population Studies
		12. National Research Institute of Fertility Control
09	Finance	13. Audit and Accounts Academy
10	Revenue	14. Directorate General Training Customs
		15. Directorate General Training Inland Revenue Services
11	Petroleum	16. Hydrocarbon Development Institute of Pakistan (HDIP)
12	Railways	17. Pakistan Railways Academy Walton

DECISIONS:

- I. The Committee recommended that the heads of all the twenty-five entities mentioned in para 3 will be accorded status of PAO with the approval of the Cabinet.
- II. The Committee recommended that proposed list of 25 entities for granting PAO status may further be expanded so as to include other major entities fulfilling developed criteria.
- III. The Committee recommended to invite the five Secretaries of Divisions with the highest number of vacancy position of heads to explain the pendency.
- IV. The Committee recommended that training of ex-cadre officers may be conducted in the specialized training institutes of the respective Ministries/Divisions till the establishment of national institute the general management.
- V. The Committee desired to assess the feasibility of selecting Federal College of Education, Islamabad under Ministry of Federal Education and Training for conducting general management training of the ex-cadre officers. Dr Ishrat Husain will visit the institute to assess its suitability and would make recommendations in due course of time.
- VI. The Committee recommended the status of all the training institutes mentioned in Annex-6 of the Taskforce Report as stated in para 9 of the minutes as Autonomous Bodies
- VII. The Committee recommended the abolishing of PCST by repealing the PCST Act, 2017 and merging of PCST with all its functions into the (Policy & Coordination) Wing in the Ministry of Science & Technology. The functions being performed by PCST will be transferred to Policy Wing of the Ministry of Science & technology along with some of its employees, and remaining employees will be adjusted in different organizations of the Ministry against available vacant posts as per their qualifications/experience. The post of Technical Advisor (MP-I) earlier created in the Ministry shall be used for the post of Chairman PSF under MP-I Scale.
10. The meeting ended with a vote of thanks to and from the Chair.

List of participants of the 29th Meeting of Implementation

Committee held on 02-04-2020

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity.
- ii. Mr. Shafqat Mahmood, Minister for Federal Education & Professional Training.
- iii. Syed Fakhar Imam, Chairman, Special Committee of the National Assembly on Kashmir.
- iv. Mr. Nadeem Babar, Advisor to the PM on Petroleum, Islamabad.
- v. Dr. Ijaz Munir, Secretary, Establishment Division, Islamabad.
- vi. Dr. Safdar Sohail, Special Secretary, Cabinet Division, Islamabad.

- vii. Dr. Arshad Mahmmod, Additional Finance Secretary (Exp), Finance Division, Islamabad.
- viii. Major (Retd) Qaiser Majeed Malik, Additional Secretary, M/o Science & Technology, Islamabad.
- ix. Dr. Mirza Habib Ali, Director (Research Support), Pakistan Science Foundation, Islamabad.
- x. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- xi. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC).
- xii. Ms. Lubna Said Ghias, Deputy Secretary (Coord), Establishment Division, Islamabad.
- xiii. The Deputy Secretary, IRC, Prime Minister's Office, Islamabad.

MINUTES OF THE 30TH MEETING - CIC HELD ON 09-4-2020

The 30th meeting of the Implementation Committee was held on 09-4-2020 at 02:00 p.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is annexed. The agenda of the meeting was as under:

- (I) Final decision on status of the following entities of the M/o of FE&PT:
- National Talent Pool
 - Pakistan Boy Scouts and Girl Guide Associations
 - Pakistan National Commission for UNESCO
- (II) Final Decision on PHSADC of M/o Industries and Production
- (III) Discussion on vacant positions of heads of organizations in the following Ministries / Divisions:
- i. Ministry of FE& PT
 - ii. Petroleum Division
 - iii. Power Division
 - iv. Industries and Production Division
 - v. Ministry of National Health Services Regulation
 - vi. Ministry of Science and Technology

Agenda item No. (I): Final decision on status of the following entities of the M/o of FE&PT

National Talent Pool

2. The proposal of the Task Force was to make it Executive Department. However, the Ministry suggested that NTP may be abolished as a separate organization and be made part and parcel of the Ministry as a Section.

Girls Guide Association Pakistan Boy Scouts and Girl Guide Associations

3. The proposal of the Task Force was to make it a grant-in-aid body. The Ministry proposed that Pakistan Boy Scouts and Girls Guide Associations may be kept under Ministry of Federal Education & Professional Training as Autonomous Bodies.

Pakistan National Commission for UNESCO

4. The Ministry agreed with the proposal of the Task Force to categorize the entity as an Executive Department.

Agenda item No.(II): Final Decision on PHSADC of M/o Industries and Production

5. The agenda was not discussed as no one from the Ministry participated.

Agenda item No.(III): Discussion on vacant positions of heads of organizations in the Ministries/Divisions

i. Ministry of Federal Education & Professional Training:

6. The Ministry informed the Committee about the efforts being made in order to fill the vacant positions of heads of various organizations under its administrative control as under:

S.No	Name of Department/ Organization	Name / Title of post	Vacant since	Mode of appointment	Action plan
1.	Federal Directorate of Education (FDE)	Director General (BS-20)	10.10.2018	Presently 100% through promotion.	The post of DG is being upgraded in BS-21 and it will be filled on contract basis through appointment by transfer / deputation basis. Revised Recruitment Rules and Creation of Post in BS-21 are under process with Finance Division.
2.	Basic Education Community Schools (BECS)	Director General (BS-20)	13.09.2018	Recruitment Rules are under process with Establishment Division.	A summary has been moved for transfer of BECS teacher/Schools to NCHD and transfer of Civil servants along with posts and incumbents to the newly created DGRE, therefore, we do not need a full time Director General in BECS.
3.	National Commission for Human Development (NCHD)	Director General (BS-20)	23.11.2018	Recruitment Rules are under process.	The posting of Mr. Hassan Baig, a BS-21 officer of Secretariat Group as DG (NCHD) under consideration with the Establishment Division.

4.	Pakistan Manpower Institute (PMI)	Director General (BS-20)	29.05. 2019	100% through promotion. Due to non-availability of eligible candidate for promotion, Establishment Division has been requested to post suitable BS-20 officer against the said post, however, response is still awaited.	As PMI is to be merged into the proposed Human Development Policy Institute (HDPI). Hence there is no need to post any DG in PMI.
5.	Academy of Educational Planning & Management (AEPAM)	Director General (BS-21)	--	100% through promotion. If no suitable officer is available for promotion, then by transfer / direct recruitment.	Due to non-eligibility of officer in the department, Establishment has been requested to post suitable officer as DG AEPAM. However, as a stopgap arrangement, Ms. Aiysha Khalid, JS (IC) has been entrusted look after charge of the post of DG (AEPAM) w.e.f 10.02.2020.
6.	Pakistan National Commission for UNESCO (PNCU).	Secretary General (BS-20)	18.07. 2018	50% through initial & 50% through promotion. Since no officer of BS-19 is available in the organization who could be promoted as Secretary	Establishment Division has been requested to post suitable officer against the vacant post, response is awaited.

				General (BS-20).	
7.	Inter Board Committee of Chairman (IBCC)	Secretary (BS-20)	26.09.2019	Rules under process	Rules under process
8.	National Education Foundation (NEF).	Managing Director (BS-20)	22.02.2018	100% through promotion in case of non-availability through transfer/initial appointment	Recruitment Rules cleared by Establishment & Finance Divisions. Being submitted to Law Division for vetting.
9.	National Book Foundation (NBF)	Managing Director (BS-21)/MP-II	12.12.2019	MP-II	Malik Ishtiq Awan, Secretary, NBF has been entrusted additional charge to the post of MD, NBF for a period of three months However, Recruitment Rules are under process.
10.	Federal Board of Intermediate & Secondary Education	Chairman (BS-20)	22-03-2020	Through Direct Recruitment	Post advertised and 50 applications have been received, Scrutiny is under process.

The efforts and the difficulties being faced by the Ministries were discussed by the members in detail.

ii. **Petroleum Division**

7. The position explained by the Division before the Committee was as under:

(i) **Sui Northern Gas Pipelines Limited (SNGPL)**

The Summary regarding the appointment of MD, SNGPL was submitted to the Prime Minister's Office for approval. However, the same was returned with the direction to revisit the candidates proposed for the position of MD/CEO, SNGPL in view of adverse remarks made by the intelligence agencies. Thereafter, the matter was referred to the BoDs of SNGPL, which is scheduled to take up the matter in its meeting to be held on 11.04.2020.

(ii) Sui Southern Gas Company Limited (SSGCL)

The Board Nomination Committee (BNC) of SSGCL in its 20th meeting scrutinized the applications for the position of MD/CEO SSGCL and reached the conclusion that none of the candidates interviewed, possessed requisite skillset & competence and could implement a robust turnaround strategy in SSGCL. Therefore, the BNC of SSGCL and Petroleum Division were of the considered opinion that the recruitment process of MD/CEO SSGCL may be reinitiated with the active involvement of the HR/Head Hunting Firm in order to ensure the selection of the right individual within the next three (03) months.

(iii) Pakistan Petroleum Limited (PPL)

The Board of PPL has concluded the recruitment process for the post of MD/CEO PPL. After fulfilling the codal formalities, names of the top ranked candidates will be conveyed by this Division by 10th April, 2020.

(iv) Government Holding Pvt. Limited (GHPL)

The Summary regarding the appointment of MD/CEO GHPL was submitted to the Prime Minister's Office on 24th March, 2020.

(v) PLL & PLTL

The process regarding the appointment of MD/CEO PLL is deferred owing to a decision of the Federal Government regarding the merger of PLL and PLTL as a single unit as Autonomous Body. However, this Division, in order to avoid further delays, advised the Boards of PLL and PLTL to conduct a joint meeting for the recruitment of a Managing Director for PLTL initially, and the merged entity, subsequently.

(vi) Lakhra Coal Development Company Limited (LCDCL)

The lease of land of LCDCL was cancelled/taken over by the Government of Sindh due to which the Company has ceased to operate and the matter is sub-judice in the Supreme Court of Pakistan.

(vii) Pak-Arab Refinery Limited (PARCO)

A panel of fourteen (14) shortlisted candidates was received from the headhunting firm engaged by PARCO. Thereafter, a High Powered Committee (HPC) was constituted at the Ministerial level, headed by the Minister for Petroleum. The HPC has conducted the interviews of the shortlisted

candidates and a Summary regarding the appointment of a regular MD, PARCO will be submitted to the PMO by 20th April, 2020.

(viii) Geological Survey of Pakistan (GSP)

Petroleum Division (PD) attempted to fill the post of DG, GSP (BPS-21) by transfer, however no nomination was received till the closing date. A requisition was sent to the Federal Public Service Commission (FPSC) to fill the vacant post. FPSC informed that recruitment on contract basis does not fall under its purview. Thereafter, the post was advertised by the PD in the press on 23.08.2019 and after receiving 07 applications, no candidate was found eligible due to stringent age limit criteria. This Division sought a one-time age relaxation in the age limit for appointment of DG, GSP (BPS-21) from the Establishment Division (ED) which was approved. New advertisement will be floated to seek applications from suitable candidates. The process for appointment of DG, GSP on regular basis will take up to 04 months.

(ix) Hydro Carbon Development Institute of Pakistan (HDIP)

The post of DG fell vacant on 29.11.2019 owing to Islamabad High Court's judgment dated 01.03.2019, cutting short the tenure of the then DG, HDIP. Thereafter, the post was advertised in the national dailies on 23rd March, 2020 and currently, shortlisting of applicants is under process.

8. At the end, the Ministry also crisply explained the reasons for delay. It was informed that when the government took charge, the Division was directed to initially reconstitute the Boards of Companies under its ambit and subsequently the MDs were to be appointed by the reconstituted Boards that caused the apparent delay; besides, the following head hunting challenges have also held-up the appointment of regular MDs in the respective Companies:

- a. Limited pool of experts in the Oil and Gas sector.
- b. Extraneous factors such as the perceived involvement of accountability bodies and hyperactive media discourages competent candidates to apply.

iii. Power Division

9. The representative of the Power Division informed the Committee that out of 25 organizations, the appointment of heads for 8 organizations have been completed and the rest are quite actively being pursued. The update status which the representative presented before the Committee is as under:

S.#	NAME OF INSTITUTION	STATUS	REMARKS
01	Alternative Energy Development Board (AEDB)	Regular CEO/ MD has been appointed after due process/approval from the Cabinet.	
02	Private Power Infrastructure Board (PPIB)		
03	National Energy Efficiency and Conservation Authority (NEECA)		
04	Jamshoro Power Company Limited (GENCO-I)		
05	Central Power Generation Company Limited (GENCO-II)		
06	Northern Power Generation Company Limited (GENCO-III)		
07	National Engineering Service of Pakistan (NESPAK)		
08	GENCO Holding Company Limited (GHCL)		
09	Lakhra Power Generation Company Limited (GENCO-IV)	The Organization is not functional.	
10	National Power Park Management Company Limited (NPPMCL)	The Cabinet Approved the appointment of Mr. Syed Ali Javed Hamdani as CEO NPPMCL. While the determination of terms and conditions were under process at NPPMCL board level. On recommendation of the Privatization Commission, two public sector companies have been enlisted for each Power Plant for smooth privatization of the Power Plants under NPPMCL. Since the future of NPPMCL was uncertain, the matter was referred to Privatization Commission as to whether the	

		appointment of CEO NPPMCL be finalized or otherwise. The Privatization Commission has advised to refer back the case to Cabinet for appropriate decision. The matter is at BoD NPPMCL level for sending reference to Cabinet through Power Division.	
11	National Transmission and Dispatch Company Limited (NTDC)	The BoD NTDC conveyed the panel to Power Division. Power Division after taking due deliberations upon the profiles held by the candidates in the panel has referred the matter to BoD NTDC for undertaking the process as per provision 6 of the Schedule I of the Public Sector Companies (Appointment of Chief Executive) Guidelines, 2015.	The post was advertised on 30.06.2019. 37 Applications were received. The BoD NTDC conveyed a panel of three candidates. The three candidates were interviewed and evaluated in the Ministry of Energy, Power Division. The Ministry did not find any candidate suitable for the appointment as MD, NTDC. The BOD NTDC has been asked to re-advertise the post of MD, NTDC.
12	Public Holding Power Company Limited (PHPL)	The case for appointment of the CEO PHPL is under process at BoD, PHPL level.	The post was advertised on 17.03.2019. 46 Applications were received.

13	Central Power Purchasing Agency Guarantee Limited (CPPA-G)	The Summary has been submitted to the Cabinet. The appointment is near finalization.	The post was advertised on 05.05.2019. 21 applications were received. The BoD CPPA-G conveyed a panel of three candidates.
14	Pakistan Electric Power Company (PEPCO)	The summary for appointment of MD, PEPCO was submitted to Cabinet. The appointment is near finalization.	The post was advertised on 17.11.2019. 38 applications were received. The BoD PEPCO has conveyed a panel of three candidates.
15	Power Information Technology Company (PITC)	The advertisement shall be published shortly.	
16	Faisalabad Electric Supply Company (FESCO)	Currently the BoDs of all DISCOs are being reconstituted. Advertisements have been issued and shortlisting has been completed. After reconstitution, the respective BoDs of DISCOs will initiate the process of appointment of CEOs.	
17	Gujranwala Electric Power Company (GEPCO)		
18	Hyderabad Electric Supply Company (HESCO)		
19	Islamabad Electric Supply Company (IESCO)		
20	Lahore Electric Supply Company (LESCO)		
21	Multan Electric Power Company (MEPCO)		
22	Peshawar Electric Supply Company (PESCO)		
23	Quetta Electric Supply Company (QESCO)		
24	Sukkur Electric Power Company (SEPCO)		
25	Tribal Areas Electric Supply Company (TESCO)		

11. The Committee discussed the cases of a few organizations quite in detail.

iv. Ministry of Industry & Production

12. No one from the Ministry participated in the meeting

v. Ministry of National Health Services & Regulations

13. The representative of the Ministry informed the forum as under:

S.#	Name of Entity	Post	Status
1.	Human Organ Transplant Authority (HOTA)	Administrator	Administrator appointed on 2.3.2020.
2.	National Health Emergency Preparedness & Response Network (NHE PRN)	Director General (BPS-20)	Interview will be rescheduled by FPSC.
3.	Pakistan Health Research Council (PHRC)	Executive Director	Post was advertised and application received. No eligible candidate found. A letter to PID has been sent for re-advertisement .
4.	Islamabad Blood Transfusion Authority (IBTA)	Chairman	IBTA is undergoing structural changes as it has been merged with Federal Health Regulatory Authority (FHRA)
5.	Pakistan Red crescent Society	Chairman	Chairman, appointed. (MAY BE DELETED)
6.	Pharmacy Council of Pakistan	President	DG (Health) is ex-officio President of the Council. (MAY BE DELETED) the post of Secretary, PCP will be advertised shortly.
7.	Health Services Academy	VC	V.C. appointed. (MAY BE DELETED)
8.	Expanded Program on Immunization (EPI)	National Program Manager	The interviews will be held shortly. (MAY BE DELETED)
9.	Coordination Unit to Manage Global Fund	National Coordinator	Interviews will be conducted again on 15.4.2020. (MAY BE DELETED)
10.	National Institute of Rehabilitation Medicine (NIRM)	Executive Director (BPS-20)	Dr. Shaista Habibullah has been assigned look after charge w.e.f; 17.1.2020. She is the only eligible candidate for regular appointment against the post. The case is under process in this regard.

11.	Population Program Wing (PPW)	Director General (BPS-20)	Dr. Shahid Hanif (BPS-20) posted as DG (Pop) vide notification dated 8.8.2019 till further orders. (MAY BE DELETED)
12.	National Trust For Population Welfare (NATPOW)	Chairman	Dr. Shahid Hanif granted charge of Chairman, NATPOW vide notification dated 4.9.2019.
13.	National Health Information and Resource Centre (NHIRC)	Executive Director	Post advertised on 2.10.2019. Selection under process. DSC meeting will be held under SAPM shortly. (MAY BE DELETED)
14.	Federal Govt. Polyclinic Islamabad	Executive Director	Dr. Naila granted charge on look after basis and to appoint her on regular basis under section -10. (MAY BE DELETED)
15.	Federal Medical and Dental College (FMDC)	Principal/ In-charge	Post advertised for three times. No eligible candidate has been found. (MAY BE DELETED)
16.	Federal General Hospital (FGH)	Director (BPS-19)	Dr. Anjum Javed, JED, PIMS, who was granted look after charge, has retired recently. The post will be filled shortly.
17.	Shaikh Zayed Post Graduate Hospital Lahore Federal Postgraduate Medical Institute Lahore	Chairman/ Dean (BPS-20)	The Chairman & Dean shall be appointed by the Federal Government for a term of 3 years. Prof. Dr. Mateen Izhar assigned the charge of Chairman/Dean to look after affairs. The Institute has recently been transferred to this Ministry. Process will be completed within 3 months.

14. Later on, the Committee discussed the matter in the context of current pandemic scenario of COVID-19.

vi. Ministry of Science and Technology

15. The agenda was deferred.

DECISIONS:

(i) The Committee agreed to the proposal of Ministry of FE&PT for abolishing NTP as a separate entity and making it part and parcel of the Ministry as a Section.

(ii) The Committee agreed to the proposal of Ministry of FE&PT for categorizing Pakistan Boy Scouts and Girl Guide Association as an Autonomous Body under it.

- (iii) The Committee recommended the categorization of PNCU (Pakistan National Commission for UNESCO) as an Executive Department under the Ministry of FE & PT.
 - (iv) The Committee desired Finance Division to early finalize the cases related to the appointment of heads of various departments referred to it by different Ministries/Divisions.
 - (v) The Committee advised Ministry of FE& PT to bring summary before ECNEC for resolving the case of BECS and NCHD.
 - (vi) The Committee recommended Ministry of FE & PT to early complete all the under process cases of appointing the heads to its various organizations including the appointment of PMI.
 - (vii) The Committee recommended Petroleum Division to expedite the process of remaining appointments.
 - (viii) The Committee recommended Power Division to early complete the ongoing process of appointing the heads.
 - (ix) The Committee urged the Ministry of Health to accomplish all the remaining appointments.
16. The meeting ended with a vote of thanks to and from the Chair.

List of participants of the 30th Meeting of Implementation

Committee held on 09-04-2020

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity.
- ii. Mr. Shafqat Mahmood, Minister for Federal Education & Professional Training, Islamabad.
- iii. Syed Fakhar Imam, Federal Minister for National Food Security & Research, Islamabad.
- iv. Dr. Ijaz Munir, Secretary, Establishment Division, Islamabad.
- v. Dr. Safdar Sohail, Special Secretary, Cabinet Division, Islamabad.
- vi. Mian Asad Hayaud Din, Secretary, Petroleum Division, Islamabad.
- vii. Dr. Sajid Yoosufani, Secretary, Federal Education & Professional Training, Islamabad.
- viii. Dr. Arshad Mahmmod, Additional Finance Secretary (Exp), Finance Division, Islamabad.
- ix. Mr. Munir Azam, Additional Secretary, Power Division, Islamabad.
- x. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- xi. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC).
- xii. Mr. Kanwal Javed, Deputy Secretary, M/o Federal Education & Professional Training, Islamabad.
- xiii. Mr. Sajid Mehmood Qazi, Joint Secretary (Admn & CA), Petroleum Division, Islamabad.
- xiv. Ms. Lubna Said Ghias, Deputy Secretary (Coord), Establishment Division, Islamabad.
- xv. The Deputy Secretary, IRC, Prime Minister's Office, Islamabad.
- xvii. Mr. Talat Saeed, System Analyst, Federal Education & Professional Training, Islamabad.

MINUTES OF THE 31ST MEETING - CIC HELD ON 16-4-2020

The 31st meeting of the Implementation Committee was held on 16-4-2020 at 02:00 p.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is **Annexed-I**. The agenda of the meeting was as under:

- i. Plan for restructuring of CAA by Secretary Aviation.
- ii. Update by Establishment Division on Career Planning and Training of Officers to cater for the need for specialist officers by various Divisions.
- iii. Update by Establishment Division on revision of Job Description in the Federal Secretariat.
- iv. Update by Establishment Division on creation of HRMIS
- v. Proposal by IRC of Civil Awards for officers in the Federal Government.

Agenda item No. i: Update on restructuring of CAA by Secretary Aviation.

2. To begin with, the representatives of Aviation Division and the Authority stated that on 26-03-2019 (Case No.290/2019), the Federal Cabinet approved National Aviation Policy 2019, and later in another decision, Federal Cabinet decided on 30-07-2019 to bifurcate regulatory and commercial services functions of the CAA. In light of these decisions the Ministry and the CAA have devised a comprehensive plan for restructuring of CAA. They also presented a comparison between the system in vogue and the international best practices. The representative also informed the committee that the input from all stakeholders including the employee unions has also been obtained and has been incorporated in the proposals. The proposal outlined short term and long-term plan to implement the Federal Cabinet Decision. The representative highlighted the pros and cons of the various options and requested the advice of the for further action. (**Annex-II**).

4. Different aspects of the restructuring plan were discussed and analyzed. The Committee made it clear that the Division should take due care of the employees' concerns in any such activity. The Committee also made it clear that the end goal as enshrined by the Cabinet decision is the complete separation of commercial and regulatory functions under two separate entities. The Committee quite manifestly sensitized the Division about the inherent perils of keeping both operation and regulation under single control. Only under a neutral and independent regulator, a level playing field is possible for both public and private aviation operators. The Committee further advised the Division, that it was free to design its own implementation plan keeping in view this ultimate goal. It should though avoid the need for any intermediate legislation.

Agenda item No. ii: Update by Establishment Division on career planning and training of officers to cater for the need of specialists by various Divisions

5. The Representative of the Establishment Division informed the Committee that so far, the Division has taken two steps in this regard. The first is that the officers who come back from the foreign training will report to Establishment Division for their posting, and due consideration to this training aspect will be accorded, while posting them in accordance with their training. The second step is that the Division is also now posting the new intake of officers of OMG on the basis of their domain qualification in the relevant ministries. The Committee also observed that Foreign Trainings Committee should be chaired by the Establishment Division instead of EAD. The present disconnect between acquisition of foreign training and utilization of the knowledge acquired in postings has to be reversed and this has to be done by Establishment Division.

Agenda item No. iii: Update by Establishment Division on revision of Job Description for the Federal Secretariat

6. The agenda was deferred.

Agenda item No. iv: Update by Establishment Division on creation of HRMIS

7. The representative of the Establishment Division informed the Committee that the task has been assigned to Punjab Information Technology Board (PITB) and is actively in progress. He further stated that initially they are going to digitize all relevant data for four cadres for which the Establishment Division is the custodian and the system will subsequently be replicated for the rest of Groups and ex-cadre officers. He further stated that the Division is also focusing upon the interconnectivity of all its wings enabling each to have an update information about the activities of the other wings when required. He also informed that in each wing they will nominate a focal person for the purpose.

Agenda item No. V: Proposal by IRC for Civil Awards for officers in Federal Government

8. The representative of IRC proposed that the system for Civils Awards for serving officers needs to be refined to promote innovation and excellence. The Chair further stated that in this regard, the erstwhile Secretary Cabinet had agreed to reform the process and streamline it to include the nominated civil servants in the lists recommended for civil awards. The representative of the Cabinet Division informed the committee that at present there are three different committees for the awards and the Division will consider constitution of the fourth one for public service. The Chair directed the Establishment Division to accordingly coordinate with Cabinet Division in this domain and desired that the new scheme be started from the current year.

DECISIONS:

I. The Committee directed the Aviation Division to present the final restructuring plan for CAA, in line with the directions of the Cabinet and the Committee about clear separation of regulatory and commercial functions, along with clear time lines, in the next meeting.

- II. The Committee recommended that Foreign Training Committee (FTC) meetings are to be chaired by the Establishment Division instead of EAD. Foreign Training should form an integral part of the Career Planning and placement of officers.
- III. The Committee recommended Establishment Division to expedite the process of the digitization of the Division.
- IV. The Committee directed the Establishment Division to streamline and revise the process for grant of awards to current government servant in coordination with Cabinet Division.
10. The meeting ended with a vote of thanks to and from the Chair.

ANNEX-I

List of participants of the 31st Meeting of Implementation Committee held on 16-04-2020

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity.
- ii. Mr. Shafqat Mahmood, Minister for Federal Education & Professional Training.
- iii. Syed Fakhar Imam, Federal Minister for National Food Security & Research, Islamabad.
- iv. Mr. Nadeem Babar, Advisor to the PM on Petroleum, Islamabad.
- v. Mr. Mohammad Shehzad Arbab, Special Assistant to the Prime Minister on Establishment, Islamabad.
- vi. Mr. Hassan Nasir Jamy, Secretary, Aviation Division, Islamabad.
- vii. Dr. Safdar Sohail, Special Secretary, Cabinet Division, Islamabad.
- viii. Mr. Awais Manzur Sumra, Additional Secretary, Establishment Division, Islamabad.
- ix. Mr. Abdul Sattar Khokhar, Senior Joint Secretary, Aviation Division
- x. Dr. Nawaz Ahmad, Senior Joint Secretary (Exp), Finance Division, Islamabad.
- xi. Ms. Amna Warsi, Aviation Division, Islamabad.
- xii. Ms. Ayasha Warsi, Aviation Division, Islamabad.
- xiii. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- xiv. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC).
- xv. Ms. Lubna Said Ghias, Deputy Secretary (Coord), Establishment Division, Islamabad.
- xvi. The Deputy Secretary, IRC, Prime Minister's Office, Islamabad.

PCAA Board

Annex-II

Devolution of functions u/law

SHORT TERM

DG Regulatory
LICENSOR

DG Airport Service
LICENSEE

Administrative
Autonomy

Administrative
Autonomy

Allocation of Budget

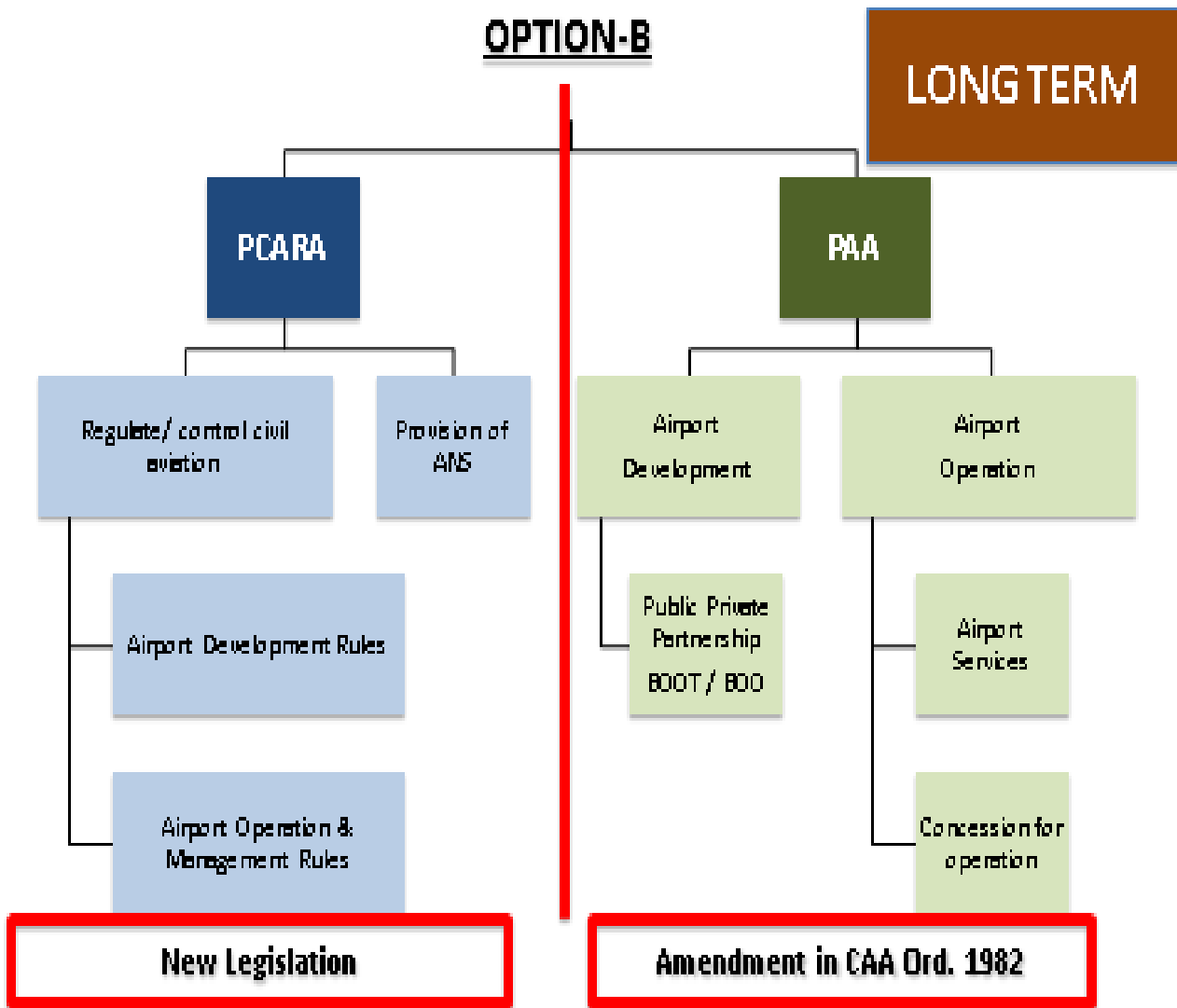
Allocation of Budget

Competent Authority for
HR

Competent Authority for
HR

Regulatory functions on
aerodromes/
airports/personnel / air
transport

Service provider
functions on
aerodromes/ airports
under license



MINUTES OF THE 32ND MEETING - CIC HELD ON 23-04-2020

The 32nd meeting of the Cabinet Implementation Committee (CIC) was held on 23-4-2020 at 02:00 p.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is at Annex-I. The agenda of the meeting was as under:

- i. Comments/Observations by SAPM on Establishment
- ii. Updated plan for restructuring of CAA by Secretary Aviation Division
- iii. Finalization of status of Aiwan-e-Quaid Building F-9, Park, Islamabad by National History and Literary Heritage (NH&LH) Division
- iv. Finalization of status of Pakistan Hunting and Sporting Arms Development Company (PHSADC) by Industries Division
- v. Finalization of status of National Construction Company Limited by Housing & Works Division
- vi. Finalization of status of Pakistan Madrassah Board by Religious Affairs & Interfaith Harmony Division

Agenda item No.i. Comments/Observations by SAPM on Establishment

2. Mr. Arbab Shehzad, SAPM on Establishment who is also the member of the CIC, started the conversation and stated that reorganization of the Federal Government is the top most priority of this Committee. He appreciated that the Committee over the last nine months has been able to notify, through the Cabinet, most of the changes that were initially proposed. However, he added that the actual implementation of these notifications may be an issue as our Ministries / Divisions use dillydallying tactics successfully, on various pretexts. In order to accomplish that, he emphasized the establishment of a robust implementation mechanism with proper timelines. He further recommended that the following categories of organizational entities as proposed in the report on the “Reorganization of the Federal Government” should be addressed first:

- Entities proposed for liquidation/winding up
- Entities proposed for transfer to Provinces or other Divisions
- Entities proposed for Mergers

4. He further proposed to the Committee that he can supervise this exercise and the MS Wing in the Establishment Division can be engaged, in this process of implementation through the following actions:

- i) MS Wing should participate in all meeting of CIC.

- ii) It will coordinate with all Ministries/Divisions and ensure implementation of all the decisions taken by this Committee, subsequently approved by the Federal Cabinet and notified by the Cabinet Division
 - iii) It will regularly brief the CIC on the implementation status
 - iv) It may review other organizations in Federal Government and review them and make recommendations to the CIC.
5. The Committee unanimously agreed with the proposals of the SAPM.

Agenda item No. ii: Updated plan for restructuring of CAA by Secretary Aviation

5. In the presence of Mr. Ghulam Sarwar Khan, Federal Minister for Aviation, the representative of the Aviation Division stated that the restructuring plan of the Pakistan Civil Aviation Authority (PCAA) has been divided into two phases. Initially, the functional separation of the PCAA will be executed for which no legislation is required and it will be completed within six months as per following timeline: -

DELIVERABLES	MONTH					
	1 st	2 nd	3 rd	4 th	5 th	6 th
Revision of Establishment / Creation of Two Post[s] of Additional Director General	→					
Approval of New Organogram		→				
Transfer of Employees to Respective Divisions			→			
Identification & Transfer of Asset	→					
Allocation of Separate Budget			→			
Separate Prescription of Operational RULES/ REGULATIONS	→					
APPROVALS						
Establishment of new posts, transfer of asset, budget allocation, etc.	PCAA Board					
Approval of delegated legislation	Federal Government					

6. Simultaneously, prepping for complete separation of PCAA into two separate entities for regulations and airport management will be initiated, and this aspect requires legislation. The requisite legislations will entail six months and will include two draft bills, namely, Civil Airports Authority Amendment Bill and Civil Aviation Regulatory Authority Bill for the Federal Government and Parliament. They also presented detailed roadmap of separation of Pakistan Civil Aviation Authority (PCAA) into regulatory and commercial services provider under two different entities, namely, Pakistan Civil Aviation Regulatory Authority (PCARA) and Pakistan Aviation Authority (PAA). They further informed that in this process of restructuring, the employees have been taken into confidence and they have been assured that the existing terms and conditions of their service will not be altered, to their disadvantage. The Committee observed that the period proposed of six months for the functional separation is too long and recommended that the process of functional restructuring i.e. complete separation between PCAA and PAA should be completed within four months. The Committee was further informed that complete bifurcation of CAA into two different distinct authorities is expected to be affected within 7-18 months. To this effect, the requisite legislations will be drafted and submitted before the competent forum within 6 months and the remaining period is anticipated to be taken by parliament to approve the draft bills.

Agenda item No.iii: Finalization of status of Aiwan-e-Quaid by NH&LH Division

7. The representatives of the National Heritage & Culture Division briefed the Committee about the Aiwan-e-Quaid Building, F-9 Park. He informed that the building is under the occupation of Nazriya Pakistan Council Trust (NPCT), a private organization. It was also informed that in 2001, the cost of land was paid by the government and the building was also constructed by government with a grant amounting to Rs.200 million. Even after that, government has paid from time to time a grant of Rs.90 million. During the briefing, he also referred to the judgment of Supreme Court of Pakistan in Human Right Case No.4668 of 2006, No.1111 of 2007 and No.15283-G of 2010 in judgment dated 04-6-2010 in which the Honorable court declared that the "... complete administration of the premises shall rest with the Government".

8. After briefing, the Division proposed that they intend to soon take over the building and then use it for the promotion of literary and cultural activities. The building will be managed by an autonomous board and should be classified as such. The Committee agreed to the proposal.

Agenda item No. iv: Finalization of status of PHSADC by Industries Division

9. The representative of the Ministry stated that as per decision of the CIC the matter was taken up with Ministry of Defence. However, so far, no reply has been received from the Ministry. Therefore, the original decision of the Committee of merging PHSDAC into PIDC should be retained. The Committee observed that Department of Industries in Government of Khyber Pakhtunkhwa had also shown interest in this organization. Therefore, the Ministry should coordinate with them before undertaking the merger.

Agenda item No. V: Finalization of status of National Construction Company Limited (NCCL) by M/o Housing & Works

10. The representatives of the Ministry stated that the Company (NCCL) was a separate entity from National Construction Company, which has been liquidated. NCCL is not receiving any subsidy from the Government, it has security clearances, and has been involved in various Defence related and other sensitive construction projects. They further informed that they are preparing a business plan that would soon be placed before this Committee. On the query of the Committee, they informed that 70% of their work is with Strategic Plans Division (SPD). On this, the Committee observed as to why the entity was not attached with the Defence Division or SPD instead of M/o Housing & Works. The Committee also inquired about the comparative advantage of the company to justify its continued existence in the public sector since construction industry is very competitive sector. In this regard, the representative from the organizations could not provide satisfactory answers. The Committee therefore directed the Ministry of Housing & Works to explore the possibility of NCCL's merger, either with NLC, FWO or it may be placed under SPD.

Agenda item No.vi: Finalization of status of Pakistan Madrassah Board by M/o Religious Affairs & Interfaith Harmony

11. The representative of the Ministry of Religious Affairs & Interfaith Harmony stated that the organization is in process of being transferred to the Ministry of Federal Education and Professional Training where it will be merged into the Directorate General Religious Education. Therefore, there is no need further categorize this entity.

Decision: -

- i. The Committee recommended that representative of the MS Wing at higher level, at least DG should attend the meetings of the CIC.
- ii. The Committee recommended that MS Wing will coordinate with all Ministries / Divisions to ensure the implementation of the Federal Cabinet Decisions regarding the reorganization of the Federal Government as notified by the Cabinet Division.
- iii. The Committee recommended that MS Wing may bring proposals to the CIC about any redundant organizations in the Federal Government or restructuring of Ministries/ Divisions or other organizational entities.
- iv. The Committee approved the restructuring plan for the separation of regulatory and airport management functions of the PCAA as submitted by Aviation Division with the directions that the Aviation Division should complete functional separation and submit the draft bills for legislation within four months.
- v. The Committee endorsed the proposal of the National Heritage & Culture Division regarding the takeover of the Aiwan-e-Quaid Building, F-9 Park and recommended its categorization as an Autonomous Body under the Division.

vi. The Committee directed the M/o Industries & Production to coordinate with KP Government about the future of PHSADC, prior its merger into PIDC.

vii. The Committee recommended that Ministry of Housing & Works to consult Strategic Plan Division (SPD), NLC & FWO regarding the possible transfer of NCCL to them. M/o Housing & Works will bring back the proposal before CIC regarding its future, after these consultations

viii. The Committee recommended the transfer and merger of Pakistan Madrassah Board from M/o Religious Affairs and Interfaith Harmony into the Directorate General of Religious Education (DGRE) in M/o Federal Education & Professional Training within one month.

12. The meeting ended with a vote of thanks to and from the Chair.

List of participants of the 32nd Meeting of Implementation Committee held on 23-04-2020

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity.
- ii. Mr. Shafqat Mahmood, Minister for Federal Education & Professional Training.
- iii. Mr. Nadeem Babar, Advisor to the PM on Petroleum, Islamabad.
- iv. Mr. Mohammad Shehzad Arbab, Special Assistant to the Prime Minister on Establishment, Islamabad.
- v. Mr. Hassan Nasir Jami, Secretary, Aviation Division, Islamabad.
- vi. Dr. Safdar Sohail, Special Secretary, Cabinet Division, Islamabad.
- vii. Dr. Arshad Mahmood, Additional Finance Secretary (Exp), Finance Division, Islamabad.
- viii. Mr. Abdul Sattar Khokhar, Senior Joint Secretary, Aviation Division, Islamabad.
- ix. Mr. M. Salman, Senior Joint Secretary, National History and Literary Heritage Division, Islamabad.
- x. Mr. Nazar Muhammad Buzdar, Joint Secretary, Establishment Division, Islamabad.
- xi. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- xii. Mr. M. Yaseen Shar Baloch, Joint Secretary, M/o Housing & Works, Islamabad.
- xiii. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC).
- xiv. Engr. Athar Nawaz Malik, Managing Director, National Construction Limited, Islamabad.
- xv. Mr. Muhammad Rafique Tahir, Joint Educational Advisor, M/o Federal Education & Professional Training, Islamabad.
- xvi. Mr. Tashfeen Ashraf, Director, Civil Aviation Authority, Islamabad.
- xvii. Ms. Amna Warsi, Legal Consultant, Aviation Division, Islamabad.
- xviii. Ms. Ayasha Warsi, Legal Consultant, Aviation Division, Islamabad.
- xix. Mr. Inam-ul-Haq, Deputy Secretary, M/o Religious Affairs, Islamabad.
- xx. Ms. Lubna Said Ghias, Deputy Secretary (Coord), Establishment Division, Islamabad.
- xxi. The Deputy Secretary, IRC, Prime Minister's Office, Islamabad.

MINUTES OF THE 33RD MEETING - CIC HELD ON 30-04-2020

The 33rd meeting of the Implementation Committee was convened on 30-04-2020 at 02:00 p.m. in Institutional Reforms Cell (IRC), the P.M. Office. The list of the participants is annexed. Dr. Ishrat Hussain, Advisor to the Prime Minister on Institutional Reforms and Austerity could not chair the meeting due to synchronal meeting of the Prime Minister, which necessitated his presence. However, while waiting for the Chair, the members informally expressed their views on the following issues that were to be discussed in the instant meeting: -

I. Whether the proposed reduction in the number of Divisions and Ministries is justifiable or not?

II. Whether the proposed eight clusters of Divisions under the Ministries are acceptable or not?

III. The concept of Lead Ministers?

2. The view of most members was that the proposed reduction in number of ministries and the categorization of Lead Ministers will not be acceptable in the present political setup. The Committee members also agreed that there is a need to review the functions of the Federal Government, afresh. The following questions were raised, which required addressal in particular through an informal huddle: -

- What functions the Federal Government should perform?
 - What functions Government should outsource?
 - What functions Government should not perform at all?
3. Further discussion on the subject was postponed to next week.

List of participants of the 33rd Meeting of Implementation Committee held on 30-04-2020

- i. Mr. Pervez Khattak, Federal Minister for Defence, Rawalpindi.
- ii. Mr. Shafqat Mahmood, Minister for Federal Education & Professional Training.
- iii. Mr. Nadeem Babar, Advisor to the PM on Petroleum, Islamabad.
- iv. Mr. Mohammad Shehzad Arbab, Special Assistant to the Prime Minister on Establishment, Islamabad.
- v. Dr. Safdar Sohail, Special Secretary, Cabinet Division, Islamabad.
- vi. Mr. Awais Manzoor Sumra, Additional Secretary, Establishment Division, Islamabad.

- vii. Dr. Arshad Mahmood, Additional Finance Secretary (Exp), Finance Division, Islamabad.
- viii. Mr. Rafatullah Burki, Member, Management Services Wing, Establishment Division, Islamabad.
- ix. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- x. Mr. Attiq Hussain Khokhar, Director General, Management Services Wing, Establishment Division, Islamabad.
- xi. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC), Islamabad.
- xii. Dr. Altamash Janjua, Deputy Secretary, IRC, Prime Minister's Office, Islamabad.

MINUTES OF THE 34TH MEETING - CIC HELD ON 07-05-2020

The 34th meeting of the Cabinet Implementation Committee (CIC) was held on 07-05-2020 at 02:00 p.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Mr. Mohammad Shehzad Arbab, Special Assistant to the Prime Minister on Establishment. The list of participants is annexed. The agenda of the meeting was as under: -

- i. Abolition of posts in the Federal Government and freezing of recruitment of Support Staff.
- ii. Proposals for Restructuring Federal Ministries and Divisions.

Agenda item No. i: Abolition of posts in the Federal Government and freezing of recruitment of Support Staff.

2. The background of agenda was that the number of the employees in the Federal Government has been increased consistently during the last decade and due to this the annual salary bill has increased by three folds during this period and pension bill is becoming unmanageable. Secondly, the structure of the Federal Government is lopsided with 95% employees in Grades 1-16 consuming 85% of the salary bill while only 5% of employees are officers in Grades 17 and above. Thirdly, a review of the last five-year data reveals that vacancy ratio in the Federal Government has remained on average at 10%. According to the latest survey, 81,479 posts are vacant in the Secretariat and Attached Departments and among them the number of posts vacant in Grades 1-16 are 71,737. Considering this it was proposed by the IRC to the Committee that all the vacant posts in Grades 1-16 should be abolished. In addition, there should be a freeze on fresh recruitment in Grades 1-16 in the Federal Government. It was also suggested that initially the ratio of supporting staff to officers in each Division and Ministry should initially be brought down to 4:1 and then to 3:1. The same exercise will then be carried in the Executive Departments and Autonomous Bodies.

3. The issue was thoroughly deliberated upon and all the allied aspects of the agenda were discussed in detail and at the end the members of the Committee reached a consensus.

Agenda Item No. ii) Proposals for Restructuring of Federal Ministries and Divisions

4. The discussion on the agenda was postponed and the Committee directed that Secretaries of Establishment, Finance, Cabinet and Law Divisions should thoroughly study the proposal and present their detailed comments in next meeting on the proposal.

DECISIONS:

I. The Committee directed the Finance Division to abolish all posts that have remained vacant for more than one year in BPS 01-16 in all Ministries, Divisions and Executive Departments.

II. The Committee directed Secretaries of Establishment, Finance, Cabinet and Law Divisions to thoroughly study and present detailed comments on the proposal of restructuring of the federal Ministries/ Divisions in next meeting.

5. The meeting ended with a vote of thanks to and from the Chair.

ANNEX

List of participants of the 33rd Meeting of Cabinet Implementation Committee held on 07-05-2020

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity, Islamabad through Zoom Video Conferencing.
- ii. Mr. Mohammad Shehzad Arbab, Special Assistant to the Prime Minister on Establishment, Islamabad
- iii. Mr. Nadeem Babar, Advisor to the PM on Petroleum, Islamabad.
- iv. Dr. Safdar Sohail, Special Secretary, Cabinet Division, Islamabad.
- v. Dr. Arshad Mahmood, Additional Finance Secretary (Exp), Finance Division, Islamabad.
- vi. Mr. Awais Manzoor Sumra, Additional Secretary, Establishment Division, Islamabad.
- vii. Mr. Rafatullah Burki, Member, Management Services Wing, Establishment Division, Islamabad.
- viii. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- ix. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC), Islamabad.
- x. Mr. Attiq Hussain Khokhar, Director General, Management Services Wing, Establishment Division, Islamabad.
- xi. Ms. Lubna Said Ghias, Deputy Secretary (Coord), Establishment Division, Islamabad.
- xii. The Deputy Secretary, IRC, Prime Minister's Office, Islamabad.

MINUTES OF THE 35TH MEETING - CIC HELD ON 14-05-2020

The 35th meeting of the Implementation Committee was held on 14-5-2020 at 02:00p.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr Ishrat Husain, Advisor to the Prime Minister on Institutional Reform & Austerity. The list of the participants is annexed. The agenda of the meeting was as under:

- i. Discussion on the restructuring of the Federal Secretariat
- ii. Discussion on pending entities in the report on reorganization of the Federal Government
- iii. Discussion on changes in Rules of Business

Agenda item No. i. Discussion on the restructuring of the Federal Secretariat

2. The discussion on the agenda was postponed to the next meeting.

Agenda item No. ii. Discussion on pending entities in report on reorganization of the Federal Government

3. The discussion was held to finalize the proposed status of the following remaining entities as indicated against each:

S.#	Division	S.#	Organisational Entity	Proposed Status
1.	Communications	1	Pakistan Post Office Department (PPOD)	Autonomous Body
		2	Postal Staff College	Autonomous Body
2.	Housing & Works	3	National Construction Company Limited	Winding up / liquidation
3.	Information Technology & Telecommunication	4	Telephone Industries of Pakistan (TIP)	Privatization
4.	National Health Services, Regulations & Coordination Division	5	Pakistan Medical & Dental Council	Autonomous Body
		6	Pakistan Red Crescent Society	Grant-in-Aid Body
5.	Industries	7	PHSADC	Merger with PIDC
6.	Revenue	8	Federal Board of Revenue (FBR)	Autonomous Body
7.		9	COMSATS University	Autonomous Body

Science & Technology	10	National University of Sciences & Technology, Islamabad (NUST)	Autonomous Body
	11	Pakistan Council for Scientific and Industrial Research (PCSIR)	Autonomous Body
	12	Pakistan Engineering Council, Islamabad (PEC)	Autonomous Body
	13	Pakistan National Accreditation Council, Islamabad (PNAC)	Autonomous Body
	14	Pakistan Science Foundation, Islamabad (PSF)	Autonomous Body
	15	Pakistan Scientific and Technological Information Centre, Islamabad (PASTIC)	Autonomous Body
	16	Pakistan Standard & Quality Control Authority, Karachi (PSQCA)	Autonomous Body
	17	National University of Technology, Islamabad (NUTECH)	Autonomous Body
	18	STEDEC Technology Commercialization Corporation of Pakistan Pvt. Ltd., Lahore (STEDEC)	Autonomous Body

4. Each entity was discussed. During the discussion on categorizing of Pakistan Post Office Department (PPOD), Federal Board of Revenue (FBR) and Auditor General of Pakistan (AGP) as Autonomous Bodies, the main point of contention was the effect of this categorization on the status of the cadre officers in these entities. The Chair clarified that the terms and conditions of the existing employees working in the Autonomous Bodies would not be altered to their disadvantage and they will continue to enjoy their existing terms of employment. Therefore, cadre officers will continue to remain governed under Civil Servant Act, 1973 and the other employees recruited according to the Rules & Regulation of the Autonomous Body will be governed according to those rules. Nevertheless, the Committee desired Secretary Law & Justice, Establishment, Cabinet and Finance to delve into the matter deeper and present their viewpoint before the Committee.

5. The Committee recommended the transfer of the following six organizational entities of M/o of S&T to the concerned sectoral Ministry/Division but this recommendation was not accepted by the Ministry and it was decided to refer this matter to the Cabinet for final decision.

Organization	Relevant Sectoral Ministry/Division
Pakistan Council for Research in Water Resources	Water
Pakistan Halal Authority	Commerce
National Institute of Electronics	Telecom and Information Technology
National Institute of Oceanography	Maritime Affairs
Council for Works and Housing Research	Housing and Works
Pakistan Council for Renewable Energy	Power

Agenda item No. iii. Discussion on proposed changes in Rules of Business

6. The agenda was discussed and Committee directed Law Division to review the changes proposed in the circulated draft by IRC and make recommendations urgently.

Decisions: -

I. The Committee recommended to categorize Postal Staff College as Autonomous Body under M/o Communications.

II. The Committee recommended to categorize Telephone Industries of Pakistan (TIP) as Autonomous Body under M/o Information Technology & Telecommunication.

III. The Committee recommended to categorize Pakistan Medical & Dental Council as Autonomous Body under M/o National Health Services, Regulations & Coordination.

IV. The Committee recommended to categorize following entities as Autonomous Bodies under M/o Science & Technology: -

- a. COMSATS University.
- b. National University of Science & Technology, Islamabad (NUST).
- c. Pakistan Council for Scientific and Industrial Research (PCSIR).
- d. Pakistan Engineering Council, Islamabad (PEC).
- e. Pakistan National Accreditation Council, Islamabad (PNAC).
- f. Pakistan Science Foundation, Islamabad (PSF).
- g. Pakistan Scientific and Technological Information Centre, Islamabad (PASTIC).
- h. Pakistan Standard & Quality Control Authority, Karachi (PSQCA).
- i. National University of Technology, Islamabad.

j. STEDEC Technology Commercialization Corporation of Pakistan Pvt. Ltd., Lahore (STEDEC).

V. The Committee referred the decision for the transfer of six organization of M/o S&T to relevant sectoral Ministries to the Cabinet for final decision.

VI. The Committee recommended the Law Division to review the changes proposed in the ROB in the IRC draft and submit its views/comments at the earliest.

VII. The Committee appreciated Dr. Safdar Sohail for his input and contributions during the meetings as representative of the Cabinet Division. This was the last meeting of the officer before retirement from service.

7. The meeting ended with a vote of thank by the Chair.

List of participants of the 35th Meeting of Implementation Committee held on 14-05-2020

i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity, Islamabad.

ii. Mr. Nadeem Babar, SAPM on Petroleum, Islamabad.

iii. Capt. (Retd). Nasim Nawaz, Secretary, M/o Science & Technology, Islamabad.

iv. Dr. Safdar Sohail, Special Secretary, Cabinet Division.

v. Mr. Awais Manzur Sumra, Additional Secretary, Establishment Division, Islamabad.

vi. Dr. Arshad Mahmood, Additional Finance Secretary (Exp), Finance Division, Islamabad.

vii. Mr. Rafatullah Burki, Member, Management Services Wing, Establishment Division, Islamabad.

viii. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.

ix. Mr. Attiq Hussain Khokhar, Director General, Management Services Wing, Establishment Division, Islamabad.

x. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC), Prime Minister's Office, Islamabad.

xi. Dr. Altamash Janjua, Deputy Secretary, IRC, Prime Minister's Office, Islamabad.

MINUTES OF THE 36TH MEETING - CIC HELD ON 04-06-2020

The 36th meeting of the Implementation Committee was held on 04-06-2020 at 02:00 p.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr Ishrat Husain, Advisor to the Prime Minister on Institutional Reform & Austerity. The list of the participants is annexed. The agenda of the meeting was as under:

- i. Update by AGPR on devolution of pre audit functions to Finance Division, Economic Affairs Division, Cabinet Division and Commerce Division.
- ii. Transfer of NLC from Ministry of Planning to Ministry of Communication.
- iii. Discussion on the restructuring of the Federal Secretariat.

Agenda item No. i. Update by AGPR on devolution of pre audit functions to Finance Division, Economic Affairs Division, Cabinet Division and Commerce Division.

8. The Accountant General Pakistan Revenue (AGPR) informed the Committee that after provision of logistic support from Ministry/Division concerned, the sub-offices of AGPR have been made operational in four pilot ministries as directed by the Committee. The Chair observed that it was envisioned under the PFM reforms to strengthen the office of the Chief Financial and Account Officer in all ministries and abolish the FA Organization. The ultimate goal was to completely devolve the accounting functions under the administrative control of PAO of the respective Ministry / Division. This view was seconded by the Additional Secretary Finance. AGPR responded by stating that this is an ongoing process and further devolution of powers will follow once this sub-system of pre-audit becomes operational and fully functional. The representatives of Commerce and Economic Affairs Divisions commended the work of the AGPR and expressed great satisfaction at the functioning of the pre-audit sub-offices. Both of them informed the Committee that the new system is very responsive and pre-audit functions are now being completed in a day, whereas previously it used to take weeks. The Committee also appreciated the work of AGPR and CGA. The representative from the EAD also requested the committee to review the performance of self-accounting entities before further devolution of these functions. Considering the positive results, the Committee desired that the pilot project may be expanded to three more larger Ministries/Divisions by July 31st, 2020. The Committee also desired to re-evaluate the project after three months.

Agenda item No. ii. Transfer of NLC from Ministry of Planning to Ministry of Communication

3. The representative of the Ministry of Planning conveyed that the Ministry has no objection on the transfer of NLC. On the invitation of the Chair, the representative of the Ministry of Communication stated that the Ministry is not willing to take this entity due to conflict of interest as NLC is a contractor of NHA, M/o Communication. The Committee agreed with the viewpoint

of the M/o Communication and decided to retain NLC under M/o Planning Development and Reforms for the time being. However, it directed M/o Planning Development and Reforms to explore various options about the best placement and future of NLC in consultation of M/o Communication and Finance Division.

Agenda item No.iii. Discussion on the restructuring of the Federal Secretariat

4. The discussion on the agenda was deferred. However, it was suggested the agenda may exclusively be discussed in any single meeting at a different venue and that too among the committee members, only.

DECISIONS

I. The Committee decided that pilot program of delegation of pre-audit functions by AGPR be expanded to the following three Divisions:

- i. Establishment Division
- ii. Interior Division
- iii. Planning, Reforms and Special Initiatives Division

It directed the CGA and AGPR to complete this exercise by 31st July, 2020. The Committee will review the performance of the pilot after three months.

II. The Committee decided that for the time being M/o Planning should retain NLC and it should review the placement, legal structure and mandate of the organization so as to make it more efficient and also to provide a level playing field to the private sector.

III. The discussion on restructuring of Ministries/Divisions was deferred to an exclusive meeting.

List of participants of the 36th Meeting of Implementation Committee

held on 04-06-2020

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity, Islamabad.
- ii. Syed Fakhar Imam, Federal Minister for National Food Security & Research, Islamabad.
- iii. Mr. Nadeem Babar, SAPM on Petroleum, Islamabad.
- iv. Mr. Mohammad Shehzad Arbab, Special Assistant to the Prime Minister on Establishment, Islamabad.
- v. Mr. Masood Akhtar Sherwanee, Accountant General Pakistan Revenues (AGPR), Islamabad.
- vi. Mr. Khurram Humayun, Controller General of Accounts, Pakistan, (CGA), Islamabad.
- vii. Dr. Arshad Mahmood, Additional Finance Secretary (Exp), Finance Division, Islamabad.
- viii. Mr. Zulfiqar Haider, Additional Secretary-II, Economic Affairs Division, Islamabad.
- ix. Mr. Muhammad Salman, Senior Joint Secretary, M/o Communication, Islamabad.
- x. Ms. Maria Kazi, Joint Secretary (Admn), Ministry of Commerce, Islamabad.
- xi. Mr. Saieed Ramzan, Joint Secretary, Establishment Division, Islamabad.
- xii. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- xiii. Mr. Attiq Hussain Khokhar, Director General, Management Services Wing, Establishment Division, Islamabad.
- xiv. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC), Prime Minister's Office, Islamabad.
- xv. Mr. Hasan Shafqaat, Deputy Secretary (Admn), M/o Communication, Islamabad.
- xvi. Ms. Lubna Said Ghiaz, Deputy Secretary (Coord), Establishment Division, Islamabad.
- xviii. Dr. Altamash Janjua, Deputy Secretary, IRC, Prime Minister's Office, Islamabad.

MINUTES OF THE 37TH MEETING - CIC HELD ON 09-07-2020

The 37th and last meeting of the Implementation Committee was held on 09-07-2020 at 02:00 p.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reform & Austerity. The list of the participants is annexed. The agenda of the meeting was as under:

- i. Proposal of merger of CWHR with PCSIR by Ministry of S&T
- ii. Request for change in status of National Industrial Relations Commission (NIRC) from AB to ED by Ministry of OP&HRD
- iii. Progress report by MS Wing on implementation status of decisions of the Committee
- iv. Concerns of Secretary Industries on the reorganization of the Industries Divisions and finalization of status of PHSADC, NFC and SEC
- v. Shifting of record to Cabinet Division for Cabinet Committee on Institutional Reforms

2. To begin with the Chair informed the participants that it is the last meeting of the Implementation Committee. He further stated that the remaining agenda of continuing and new reforms will be taken up by Cabinet Committee with the same composition under the Chairmanship of Mr. Shafqat Mehmood, Federal Minister for Federal Education and Professional Training. He also informed that the Secretariat support for the Committee will be provided by Cabinet Division. The Chair further assured the members of the Committee that the IRC will continue to provide full support to the new Committee and the work on institutional reforms of the Federal Government will continue.

Agenda Item No. i: Proposal of merger of Council for Works and Housing Research (CWHR) with Pakistan Council of Scientific and Industrial Research (PCSIR) by Ministry of Science & Technology

3. The representative of the Ministry of Science & Technology stated that the functions of CWHR are as under: -

- to guide and expedite Research activities in Civil Engineering Works with special focus on affordable housing including construction of model structures and demonstration units.
- to collaborate with Regional, National and International institutes or organizations and eminent individuals and groups.

Regarding the status of the organization, he informed that it was established under resolution as an 'Autonomous Organization' in 1964. However, the draft bill for determining its final status is pending since 2010. Regarding the PCSIR, he stated that it was established through Act of the

Parliament, 1973 as an Autonomous Body to build a strong scientific and technological base of the country for the development of knowledge economy. He further stated that the PCSIR provides services in many fields including biotechnology, engineering, food, advance and composite material etc. The representative stated that the proposal of the Ministry is to merge both the organizations as function of CWHR are similar to those of PCSIR, and expertise of CWHR in civil engineering can be best utilized by the PCSIR. In response to a query by a member of the Committee regarding the performance of CWHR, the representative stated that no research activities at present are being undertaken and he further stated that the entity is almost nonfunctional. The Members of the Committee viewed that in such situation it seems appropriate to wind up / liquidate the entity instead of its merger with PCSIR. As far the assets are concerned, these be transferred to PCSIR, and the employees can be given the option of golden hand shake or placed in Surplus Pool, as the case may be. The Committee directed the Ministry to come up with a working plan within one month for this winding up of CWHR, transfer of assets and liabilities and the deployment of Human Resources.

Agenda Item No. ii: Request for change in status of National Industrial Relations Commission (NIRC) from AB to ED by Ministry of OP&HRD

4. The representative stated that NIRC is an Autonomous Body and is being governed through an Act. The functions of the Commission are as under: -
 - i. to adjudicate industrial disputes
 - ii. to register trade unions and industry-wise trade unions
 - iii. to determine the collective bargaining agents
 - iv. to deal with unfair labour practices, and
 - v. to advise the Government in respect of education of workers and to deal with individual grievance cases.

He further stated that the Commission wants to become an Executive Department. The Members of the Committee observed that how an entity that is being governed through an Act can become an Executive Department. The Committee further inquired that why the Commission wants to become Executive Department when it is a quasi-judicial body and playing an important and independent role. The representative replied that the Commission has no Board of Directors and also no source of revenue which are the glaring features of Autonomous Body. The Committee replied that in those cases where the entities have no Board of Directors, it is the Ministry concerned that assumes the role of the Board. The Committee made it clear that it is not necessary that every Autonomous Body generates its own revenue/ is self-sustaining entity, and further informed that Government will continue to grant budget to the Commission just like in the past. It was further clarified that the terms and conditions of employment of present employees will not

be altered by its categorization as an Autonomous Body. The Ministry was directed to communicate the same to the Commission and alleviate their unfounded concerns.

Agenda Item No.iii: Progress report by MS Wing on implementation status of decisions of the Committee

5. On the invitation by the Chair, Director General, M.S. Wing presented the progress on the implementation of the decisions of the Cabinet that were made on the recommendation of the Implementation Committee as under: -

A (Transfer to Provinces / GB)

Sr.No.	MINISTRIES/ DIVISIONS	Name of Departments	Proposed configuration	Latest Status provided by the Ministry/Division
1.	Industries and Production	Department of Explosives	Transfer to Petroleum Division	All formalities for transfer of the department will be completed by the end of June, 2020.

B. (Winding up/Liquidation)

Sr.No.	MINISTRIES/ DIVISIONS	Name of Departments	Proposed configuration	Latest Status provided by the Ministry/Division
1.	Industries & Production	Aik Hunar Aik Nagar	To be wound up / liquidated	All past dues of the employees have been cleared and employees smoothly laid off. Final audit is underway. However, no timeline has been provided by the Ministry.
2.	Kashmir Affairs & Gilgit Baltistan	T.B Wing, Attock	To be wound up / liquidated	Consent of employees sought and out of nine employees, two have consented for voluntary retirement whereas remaining opted to be transferred / placed on the Surplus Pool.

				No timeline has been provided so far.
3.	Cabinet Division	Abandoned Properties Organization, Islamabad Department of Stationery and Forms Sheikh Sultan Trust Karachi	To be wound up / liquidated	Necessary actions have been initiated and after completion of valuation, auction of immovable properties, deposit of liquid assets in the Federal Consolidated Fund, and amendment in the APO act 1975, it is expected that the APO would be closed down by 30th June, 2021.
4.	Finance	Industrial Development Bank Limited (IDBL)	To be wound up / liquidated	Ministry of Finance has intimated that the winding up of the IDBL is underway. The bank has rolled back all of its operations, closed down all of its branches except two located at Karachi and Lahore. State Bank of Pakistan (SBP) has filed a Writ Petition on 02-10-2019, with honorable Sindh High Court for appointment of liquidator and now the case is in hearing process. No timeline has been provided so far.
5.	Railways	Railway Estate Development and Marketing Company Limited (REDAMCO) Kashmir Railway Limited (KR)	To be wound up / liquidated	No timeline has been provided so far.

C. (Mergers)

Sr.No.	MINISTRIES/ DIVISIONS	Name of Departments	Proposed configuration	Latest Status provided by the Ministry/Division
1.	Industries & Production	Karachi Tools, Dies & Moulds Centre, Karachi	To be merged into PIDC	Merger of KTDMC into PIDC does not seem logical. Minister for Industries and Production and CEO, PIDC will review this merger and way forward will be sorted out
		Furniture Pakistan		Board of Directors of PIDC in its 134 th meeting held on 22 nd April, 2020 approved the merger of FP subject to due diligence in consultation with legal advisors/ consultants. However, no timeline has been provided so far.
		Gujranwala Business Centre, Gujranwala	To be merged into PIDC	Meeting of the Board took place on 05.06.2020. Minutes are awaited. No timeline has been provided so far.
		Pakistan Machine Tool Factory, Karachi	To be transferred to Special Projects Division (SPD), with the condition to continue it for civilian use too	In order to develop further agreement on the issue of financial liabilities a high-level meeting had been convened on 10.06.2020, with all stakeholders, under the chairmanship of Federal Minister MoIP.

				The draft summary shall be moved for the ECC accordingly. However, no timeline has been provided so far.
		ENAR Petrotech Services Pvt Limited	To be handed over to OGDCL, Petroleum Division	SECP has been requested to transfer ENAR Shares to Petroleum Division in order to materialize the transfer of ENAR. Response is awaited.
		National Fertilizer Marketing Limited (NFML)	To be merged with Trading Corporation of Pakistan, Commerce Division	Committee under Cabinet Division has proposed to oversee formalities of legal transfer and merger. However, no timeline has been provided so far.
		NFC Institute of Engineering and Technology, Multan	To be handed over to Ministry of Federal Education & Professional Training	IMPLEMENTED.
		Institute of Engineering and Fertilizer Research, Faisalabad		
		National Industrial Parks Development and Management Company	To be merged into Pakistan Industrial Development Corporation (PIDC)	The merger is being reviewed by the Minister and will be processed in due course of time.
		Technology Up-Gradation		On recommendation of SECP, advice from Law

		& Skills Development Company (TUSDEC)		Division is sought whether Section 42 Company with net assets in negative, be merged into Section 32 Company. However, no timeline has been provided.
		Industrial Facilitation Centre		The matter related to the merger of IFC with PIDC was discussed on 12.05.2020. Due process is under way to transfer the shares of IFC (co-owned by other Government companies) to PIDC. That process will be completed in due course of time. However, no timeline has been provided so far.
2.	Housing & Works	National Housing Authority	To be merged with Naya Pakistan Housing Authority (NPHA)	Response is still awaited.
3.	Maritime Affairs	Marine Biological Lab, Karachi	To be merged with Marine Fisheries Department	IMPLEMENTED
		Directorate of Dock Workers Safety, Karachi	To be merged with Mercantile Marine Department	
		Directorate of Seamen's Welfare & Seamen Hostel, Karachi	To be merged with Pakistan Marine Academy	
4.	National Health	Directorate of Central	To be merged with Population Wing of	IMPLEMENTED

Services, Regulations & Coordination	Warehouse of Supplies	National Health Services, Regulations & Coordination Division	
	Islamabad Blood Transfusion Authority (IBTA)	To be merged with Federal Health Regulatory Authority (FHRA)	
	National Health Information Resource Centre (NHIRC)	To be merged with Health Planning, System Strengthening & Information Analysis Unit (HPSIU)	
	District Population Office (DPO), Islamabad	To be merged with District Health Office, Islamabad	

Sr.No.	MINISTRIES/ DIVISIONS	Name of Departments	Proposed configuration	Latest Status provided by the Ministry/Division
1.	National History & Literary Heritage	Quaid-i-Azam Academy (QAA), Karachi	To be merged with Quaid-e-Azam Mazar Management Board	Timeline for implementation cannot be ascertained in view of involvement of various stakeholders including the Islamabad High Court.
Aiwan-e-Iqbal Complex (AIC), Lahore		To be merged with Iqbal Academy, Lahore		
Urdu Science Board (USB), Lahore		To be merged with National Language Promotion Department (NLPD), which is proposed to be renamed as National Language Promotion Authority and converted into an Autonomous Body		
Urdu Dictionary Board (UDB), Karachi				

2.	Petroleum Division	Pakistan LNG Limited (PLL)	To be merged into a single unit as	No timeline has been provided so far.
		Pakistan LNG Terminals Limited (PLTL)	Autonomous Body	
3.	Others [Prime Minister's Office]	Earthquake Reconstruction & Rehabilitation Authority	To be merged with NDMA	NDMA has informed vide U.O No.F.1(9)/2008-MDMA (C&IM) dated 22 nd June, 2020 that the organization is pursuing hard to complete legal formalities for merger of ERRA into NDMA as already mentioned in the brief. However, giving accurate time line for merger of ERRA with NDMA is not possible as it is beyond control of NDMA like passing of resolutions by the provinces.
4.	Federal Education & Professional Training	Academy of Educational Planning & Management (AEPAM) and NEAS	Notified for merger with NEAS to create EPRU in M/o FE&PT- 14 th April, 2020	The Ministry of FE&PT intimated that the matter is under process. However, vide O.M. No.3-13/2020-AEPAM/NEAS Policy, dated 29.06.2020 that instead of merger of AEPAM and NEAS into an autonomous body they should be merged with the status of an attached department of Ministry of FE&PT as "Pakistan Institute of Education"

6. Regarding the entities of National History and Literary Heritage, the Federal Minister who is also Member of the Committee informed the Committee that the matter is under active process. In the same way, regarding the entities of Petroleum Division, the Advisor to the P.M. on Petroleum informed that within a couple of days the job will be accomplished.

7. After the discussion, the Committee gave the following observations on the progress: -

i. The decisions which have been implemented need not to be mentioned in the report.

ii. The progress of decisions whose implementation is near completion be rigorously followed up by MS Wing.

iii. The Ministries / Divisions which have not implemented the decisions or have not given the timeline or are hesitant to implement the decisions should be invited before the Committee to explain the position for non-implementation.

iv. The Committee desired that the Minister for Industries and Production may be invited in the meeting for knowing his viewpoint on the merger of Karachi Tools, Dies & Moulds Centre, Karachi and other pending decisions, if any.

v. The Committee also desired that newly constituted Cabinet Committee may endorse all the recommendations / decisions already taken by the Implementation Committee in order to ensure the continuity of the process.

vi. The member desired that one meeting should exclusively convene to review the Implementation.

Agenda Item No. iv: Concerns of Secretary Industries on the reorganization of the Industries Divisions and finalization of status of Pakistan Hunting & Sports Arms Development Company (PHSADC), NFC and SEC

8. The representative of the Ministry of Industries & Production stated that the Ministry considers recommendations of the Committee as the decision of the Government and absolutely has no hesitation in its implementation. He stated that the most of the decisions of the Committee has been implemented and very few are left for which the procedural formalities are being completed. He assured the Committee that the Ministry is not interested to retain any of these entities. He stated that on official request by the Govt. of Khyber Pakhtunkhwa, the Ministry will transfer PHSADC to KP. He also stated that NFC has already been transferred to M/o Federal Education & Professional Training.

Agenda Item No. v: Shifting of record to Cabinet Division for Cabinet Committee on Institutional Reforms

8. The Chair thanked all Members of the Committee for supporting the Implementation Committee during the last one year. He further stated that IRC would remain providing all necessary support to the Cabinet Committee constituted under the Chair of Mr. Shafqat Mehmood, Federal Minister for Federal Education & Professional Training. He also informed that the Secretariat of the Cabinet Committee will be Cabinet Division, henceforth.

DECISIONS

- i. The Committee recommended to wind up CWHR instead of merging it with PCSIR. The Ministry of Science & Technology is to bring a plan accordingly after one month and present it before the Committee on the lines specified in Para 3 above.
 - ii. The Committee recommended to keep the status of NIRC as an Autonomous Body intact.
 - iii. On the presentation by M.S. Wing regarding the status of the implementation of Cabinet Decisions, the Committee gave the following directions: -
 - a) The progress of decisions whose implementation is near completion be rigorously followed up.
 - b) The Ministries / Divisions which have not implemented the decisions or have not given the timeline or are hesitant to implement the decisions should be invited before the Committee to explain the position for non-implementation.
 - c) The Committee desired that the Minister for Industries and Production may be invited in the meeting for solicit his viewpoint on the merger of Karachi Tools, Dies & Moulds Centre, Karachi and other pending decisions.
 - d) The Committee also desired that newly constituted Cabinet Committee may endorse all the recommendations / decisions already taken by the Implementation Committee in order to ensure the continuity of the process.
 - e) The member desired that one meeting should exclusively convened to review the Implementation.
 - iv. The Chair appreciated contribution by all Members of the Committee and assured the continuity of support by IRC to Cabinet Committee on Institutional Reforms.
9. The meeting ended with a vote of thank by the Chair.

List of participants of the 37th Meeting of Implementation Committee held on 09-07-2020

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity, Islamabad.
- ii. Mr. Shafqat Mehmood, Federal Minister for Federal Education and Professional Training, Islamabad.

- iii. Mr. Pervez Khan Khattak, Federal Minister for Defence, Rawalpindi.
- iv. Mr. Nadeem Babar, Special Assistant to the Prime Minister on Petroleum, Islamabad.
- v. Mr. Mohammad Shehzad Arbab, Special Assistant to the Prime Minister on Establishment, Islamabad.
- vi. Dr. Ijaz Munir, Secretary, Establishment Division, Islamabad.
- vii. Mr. Javed Akbar, Special Secretary, Cabinet Division, Islamabad.
- viii. Mr. Afzal Latif, Secretary, Ministry of Industries & Production, Islamabad.
- ix. Mr. Capt (R) Nasim Nawaz, Secretary, Mo Science & Technology, Islamabad.
- x. Dr. Arshad Mahmood, Additional Finance Secretary (Exp), Finance Division, Islamabad.
- xi. Mr. Awais Manzur Sumra, Additional Secretary, Establishment Division, Islamabad.
- xii. Mr. Ahmad Attaur Rehman, Senior Consultant Research, M/o Law & Justice, Islamabad.
- xiii. Mr. Attiq Hussain Khokhar, Director General, Management Services Wing, Establishment Division, Islamabad.
- xiv. Mr. Tassaduq Hussain, Joint Secretary (Admn), M/o Overseas Pakistanis & Human Resource Development, Islamabad.
- xv. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC), Prime Minister's Office, Islamabad.
- xvi. Ms. Lubna Said Ghias, Deputy Secretary (Coord), Establishment Division, Islamabad.
- xvii. Dr. Altamash Janjua, Deputy Secretary, IRC, Prime Minister's Office, Islamabad.