

Government of Pakistan
Ministry of Planning, Development and Reform
(Governance Section)

F. No. (148)G/PC/15-Part-I

Islamabad, the 09th August, 2017

OFFICE MEMORANDUM

Subject: **REPORT OF PROVINCIAL CONSULTATIVE WORKSHOP ON CIVIL SERVICES REFORM HELD AT KARACHI ON 10.7.2017**

The undersigned is directed to enclose herewith a copy of report on provincial consultative workshop on Civil Services Reform held at Karachi for information and further necessary action.

Encl: as above


Hazoor Bux Mahar
Assistant Chief
9201207

Mr. Mohsin Ali Shah

Secretary (I&C),

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10/8/17

**REPORT OF THE CONSULTATIVE
WORKSHOP ON CIVIL SERVICES
REFORM KARACHI, JULY 10,
2017**



WORKSHOP REPORT

The Government of Pakistan has developed Vision 2025 to give strategic direction to the economy and transform Pakistan into next Asian Tiger. The Vision recognizes Democratic Governance, Institutional Reform and Modernization of Public Sector as one of the seven pillars of development and growth framework. To actualize this pillar of the Vision 2025, the Prime Minister of Pakistan directed the Ministry of Planning, Development and Reform (MoPDR) to propose and implement a solution for enhancing efficiency, effectiveness, transparency and accountability of the public sector through institutional change and robust performance management system.

The government intends to follow an integrated and holistic approach towards public service reform based on lessons from the previous reforms initiatives, consultative processes and best global experiences. The government believes that while monetary incentives are important for high performance in public sector, these are not the only drivers. In the absence of an enabling environment, appropriate organizational culture and accountability systems, individual performance is neither noticed nor results into a transformational change. An integrated performance management system should clearly define system wide drivers and enablers of performance at (a) organizational level (b) individual level and (c) alignment of "(a)" and "(b)". Towards this end, Government intends to pursue a whole value chain approach to the civil service reforms in Pakistan.

To make the reform process sustainable and fruitful, consultative process with all stakeholders was initiated. Number of consultative meetings were arranged i.e. roundtable on modernization of civil services, roundtable on regulatory framework, Pakistan Governance Forum 2014, 2015, Provincial Consultative Workshops at Lahore, Peshawar including FATA, consultation with senior, midlevel, and junior officers of the different groups, Administration/ service providers of ICT departments, Establishment, Finance and Cabinet Divisions, etc. View/ comments were also invited from the General public on the reform agenda. However, the consultative process at Karachi, Quetta, AJK, and GB was not actualized. On assumption of Charge of Secretary, MoPDR, Mr. Shoaib Ahmad Siddiqui took the initiative and directed to arrange consultative workshop on these stations. Under his leadership, the Ministry of Planning, Development & Reform in collaboration with Services, General Administration & Coordination Department, Government of Sindh (GoS) organized the Provincial Consultative workshop at Marriot Hotel, Karachi on July 10, 2017 to seek inputs from civil servants, academic, civil society, political leaders, and media representatives at provincial level. The workshop was divided into the following three Sessions;

- Session 1: Inaugural Session
- Session 2: Break-out working sessions followed by group presentations

- **Session 3: Concluding Session including Group Presentation**

The proceedings of the Workshop sessions are as:

Session 1: Inaugural Session

Opening Remarks by Syed Mohsin Ali Shah, Secretary, I&C, Government of Sindh

The workshop was formally inaugurated by Mr. Syed Mohsin Ali Shah, Secretary, I&C, Government of Sindh. In his remarks, he highlighted the issues in civil service reform including human resource deficiencies, poor institutional capacity and motivational drawbacks among the civil servants. He thanked the Federal Government for arranging the provincial workshop at Karachi.

Opening Speech by Mr. Shoaib Ahmad Siddiqui, Secretary, Planning, Ministry of Planning, Development and Reform (MoPDR)

The Federal Secretary MoPDR, in his speech, highlighted the objectives of the Provincial Workshop and gave the overview of the reform process initiated by the federal government to improve the public service delivery and to reform the civil service. The following were the highlights from his speech;

- The State must continue to work on such reforms to meet the challenges of administration and governance.
- In the context of liberalization and globalization, the governments of most countries are called upon to reform and reengineer their administrative apparatus in pursuit of good governance.
- Efforts towards administrative reform have been deliberate and designed towards a desired change. These efforts need continuous consultation, appraisal and analysis.
- The new government was formed in 2013 and the MoPDR was tasked with promoting the reform agenda. It also devised Vision 2025 in consultation with stakeholders.
- Democratic governance, institutional reform and public-sector modernization are among the seven pillars of Vision 2025.
- The proposed reforms cover areas such as recruitment, appropriate training, institutional restructuring, performance management and improved compensation.
- Vision objectives cannot be achieved without reforming the civil service. The MoPDR therefore partnered with the United Nations Development Programme (UNDP) to improve the structure of the civil service and bring in reforms to improve performance and good governance.

- All the provinces must play a role; everyone must be on board for this to work.
- The presence and effectiveness of the bureaucracy is crucial to public service delivery.
- Pakistan's civil service is facing numerous challenges, including human resources and institutional and inter-institutional processes.
- We need to examine the public sector from four levels; organizational performance, individual performance, aligning the two and restructuring service structure.
- The key to successful reform implementation is stakeholder consultation and ownership, especially since Pakistan has a unified civil service structure (federal and provincial).
- Reform is a continuous and long-term process and should be viewed in the context of the long-term vision of Pakistan.

Dr.SafdarSohail, Member Governance, MoPDR

Member Governance informed the participants that civil service reform was made part of the mandate of the MoPDR in 2013. Similar meetings/consultations have been held with all provinces around the basic theme of governance reform to enhance public-service delivery. Dr. Sohail told the participants that consultations on civil service reform were now in the final stages of formulating recommendations to be submitted before the Federal Cabinet at the federal level and it was expected that the same process will be taken forward at the provincial level. The Member Governance explained the proposed conduct of the consultative process on the assigned topic to each group during the break-out session.

Session II: Break-out sessions

The participants of the consultative workshop were divided into eight working groups. The themes included (i) Recruitment , Training & Placement according to relevant skill set; (ii) Performance Evaluation/PER and Career Progression; (iii) Compensation & Performance Bonus Schemes; (iv) Process reengineering/ review of rules and processes; (v) E-Governance & Technology Adaption (vi) Post 18th Amendment Structure for coordination between federation and province (vii) Measuring government performance/efficient service delivery (Various governance and international competitiveness indicators) through 5 steps reform cycle (viii) Strengthening Accountability & Anti-Corruption Mechanisms

Group 1: Recruitment, Training & Placement according to Relevant Skills

There were 7 members in the group¹. The key challenges and recommendations submitted by the group on recruitment, training and placement were;

¹ List of Participants is attached as Annexure-II

Challenges: The group identified the following key challenges:

1. There is a political interference in the recruitment process. In many instances, the right person is not chosen for the job.
2. There is a lack of training on Budgeting, Interpersonal Skills, Ethics, Etiquettes & Mannerism in Civil Service. No training in cultural diversity for Inter Provincial Transfers.
3. Placement of civil servant is not done in accordance to academic background & qualification.

Recommendations: The following were the main recommendations of the group;

1. Recruitment and placement should be Merit based, officers' passion & Aptitude should be considered before making the recruitment / placement.
2. Placement should be tenure based with minimum requirement of one-year at one Station / Seat and should not exceed more than three-years.
3. Honorarium / Special Allowance / Incentives should be given uniform structure so that lure of posting should be done away with. Logic / Authority for any incentive should always be mentioned
4. District Councils/ Municipal Council & Corporations should be specifically governed by identical accounting procedure of Provincial government.

Group 2: Performance Evaluation PER and Career Progression

There were 10 members in the group².

Challenges: The group identified the following key challenges:

1. No timely completion / submission of Performance Evaluation Report (PER) by the relevant officers.
2. In most cases, PER is written on personal relationship rather than actual assessment bases.
3. Justification of outstanding and adverse remark are not usually given.
4. There is no printed column of outstanding grade.
5. There is no defined key preforms indicators for specific jobs
6. There is no column of the comments of the officer reported upon about the assessment of reporting officers
7. There is no evaluation board to counter check the assessment of reporting officers as well as counter signing officers
8. . No reward system on individual as well as institutional performance

Recommendations: The following were the main recommendations of the group:

² List of Participants is attached as Annexure-II

1. In case of delayed submission or writing of ACR establishment development, S&GAD should take disciplinary action against the relevant officer.
2. As set proforma and observation of reporting officer and counter signing officer regarding living within means /beyond means should be the part of PER.
3. Outstanding column should be printed with the direction that at least 250 words justification be given by the reporting officers and similarly 250-word justification for adverseremarks be given.
4. Key Performance Indicators (KPIs) should be developed by the relevant department for each job.
5. Printed Colum should be added for the comments of officer reported upon about the assessment of the reporting officer.
6. Evaluation Board be constituted by the department to counter-check the assessment of reporting as well as countersigning officer and an appropriatecolumn should be added in the proforma for this purpose.
7. Reward system should be introduced for the individual performance as well as institutional performance.

Group 3: Compensation & Performance Bonus Schemes

There were 6 members in the group³.

Challenges: The group identified the following key challenges faced by the civil servants for their compensation and performance bonus schemes:

1. There is no extra compensation for working in hostile circumstances or working in the hard areas, norules or standard operating procedures (SOPs) are established.
2. There is no pay differentiation for Cadre or Non-Cadres government officials.
3. Weak package perks and privileges compared to the trends in the corporate sector. Young people find low Job Prestige in the Civil service and prefer the corporate sector over public sector.

Recommendations: The following were the main recommendations of the group;

1. High powered committee to be constituted for Revision of Pay Scales according to private sector pay scales or follow the pay scales of international organizations such as the UNDP.
2. Different types of allowances should be given on the recommendations by the concerned departments.

³ List of Participants is attached as Annexure-II

3. To motivate / incentivize the civil servants, Performance Bonuses should be introduced in the civil service on the recommendations of the concerned departments.

Group 4: Process reengineering and review of rules and processes

There were 6 members in the group⁴.

Challenges: The following key challenges in process re-engineering and review of rules and procedures of Civil Service were highlighted by the group:

1. Provinces are not taking the lead on the reforms initiative and provincial services like PCS and PSS are not fully involved in the consultations.
2. The role of all Pakistan services in the provinces needs to be streamlined.
3. Issues of Implementation of rules due to the weak capacity of the institutions.

Recommendations: The following were the main recommendations of the group:

1. Provincial Services be given full autonomy within provinces.
2. Federal and Provincial laws governing the civil service to be re visited and updated in the light of modern day challenges / knowledge.

Group 5: E-governance and Technology Adoption

There were 7 members in the group⁵.

Challenges: The following key challenges in adopting E-Governance in the federal and provincial governments were highlighted by the group:

1. Our government offices and staff are not well versed and aware of IT. Lack of resources and HRD gaps.
2. Lack of IT infrastructure, training facilities and human resource management. Unwillingness of government employees.
3. Insufficient funds and resources. Indifferent social behavior towards E-governance.
4. The non-existence of the concept of paperless office environment.

Recommendations: The following were the main recommendations of the group;

1. Steps to be taken in strengthening of existing system with the help of modern technologies, continuation of policies and resource allocation for effective service delivery in the federal and provincial governments.
2. Devising new projects and schemes in consultation with advanced countries in terms of human resource development and for foreign technical assistance. Local P&D and IT departments should be consulted before such initiatives.

⁴ List of Participants is attached as Annexure-II

⁵ List of Participants is attached as Annexure-II

3. A robust and fully responsive E-governance system should be introduced and regularly updated to ensure Quick service delivery, transparency and accountability. IT training for all civil servants should be made mandatory.

Group 6: Post 18th Amendment Structure for coordination between federation and province

The Group was comprised of 15 members⁶.

Challenges: The following key challenges were identified by the group to ensure the implementation of 18th amendment:

1. Selection of Quality Human Resource is not done on Merit
2. There is little assurance that the recruitment would be done on merit on their retention
3. Principle of reward and punishment is not strictly adhered.
4. The professional training throughout the career of Civil Servant is not given.
5. Provincial coordination is poor.

Recommendations: The following were the main recommendations of the group;

1. Amendments in rules and regulations immediately to equip the provincial government
2. Capacity enhancement
3. Strengthening of Inter-Provincial Coordination forums

Group 7: Measuring Government Performance/ Efficient Service Delivery (Competitiveness indicators) through 5 Steps reform cycle

There were 7 members in the group⁷.

Challenges: The following key challenges were highlighted by the group:

1. Merit is compromised during the recruitment process.
2. Lack and inadequate training of civil servants.
3. Reporting / Performance evaluation is subject to personal relations and political affiliations.
4. Political influence the posting and tenure of the civil servant.
5. Inadequate remuneration of civil servants.
6. Selective accountability of civil servants based on their political affiliations.

Recommendations: The following were the main recommendations of the group;

1. Recruitment should be done on merit and periodical reviews of HR policies should be ensured.

⁶ List of Participants is attached as Annexure-II

⁷ List of Participants is attached as Annexure-II

2. Establishment and up gradation of civil servants' Training Academies for effective training and capacity building of the civil servants.
3. Tenure security of the civil servants should be ensured by successfully implementing the government policies in letter and spirit and adherence to rules and decision of Supreme Court of Pakistan in Anita Turrab case.
4. Amendments required in accountability and anti-corruption laws to keep a check on corrupt practices and ensure accountability.

Group 8: Strengthening Accountability & Anti-Corruption Mechanisms

There were 8 members in the group⁶.

Challenges: The key challenges and recommendations submitted by the group on accountability and anti-corruption mechanism were;

1. Vested interests and political influence have led to misuse of authority of existing accountability institutions.
2. Appointment and recruitment of incompetent officer based on political affiliations and political loyalty.
3. Discriminatory enforcement of laws against the policies.

Recommendations: The following were the main recommendations of the group;

1. Proper legislation needs to be done to curtail excessive power of National Accountability Bureau (NAB).
2. For judicious and better performance, recruitment and posting should be done on merit.
3. Elected Office holders be also declared as public office holders.
4. The investigative/reporting Agency/officers should also be made responsible incase the allegations are proven false.

Session 3: Concluding Session:

The closing session of the consultative workshop was officiated by the Federal Secretary MoPDR Mr. Shoaib Ahmad Siddiqui and Chief Secretary Sindh Mr. Rizwan Memon. The leaders of each group presented their group recommendations in the 3rd Session. After the presentation of each group recommendations, the session was concluded. The proceeding of the concluding session is as under;

⁶ List of Participants is attached as Annexure-II

Remarks by Mr. Shoaib Ahmad Siddiqui, Federal Secretary, MoPDR

Mr. Siddiqui thanked the Chief Secretary for taking personal interest in conducting successful provincial consultative workshop. He also appreciated the efforts made by the S&GAD and Secretary, Coordination to organize this workshop. He also thanked the participants of the workshop from academia, the services group, press, Members of the Parliament for contributing and providing valuable suggestions in the civil service reform initiatives. He shared the MoPDR vision to culminate the civil service reform process in the best possible manner, ensuring an acceptable model for all the provinces especially after the 18th Amendment. He further assured the provincial government that this will not be a one-time event and the federal government will assist the provincial government both technically and financially. He also proposed to establish a Provincial Reform Unit in the Planning & Development Department to act as a liaison office in the reform efforts in the civil service.

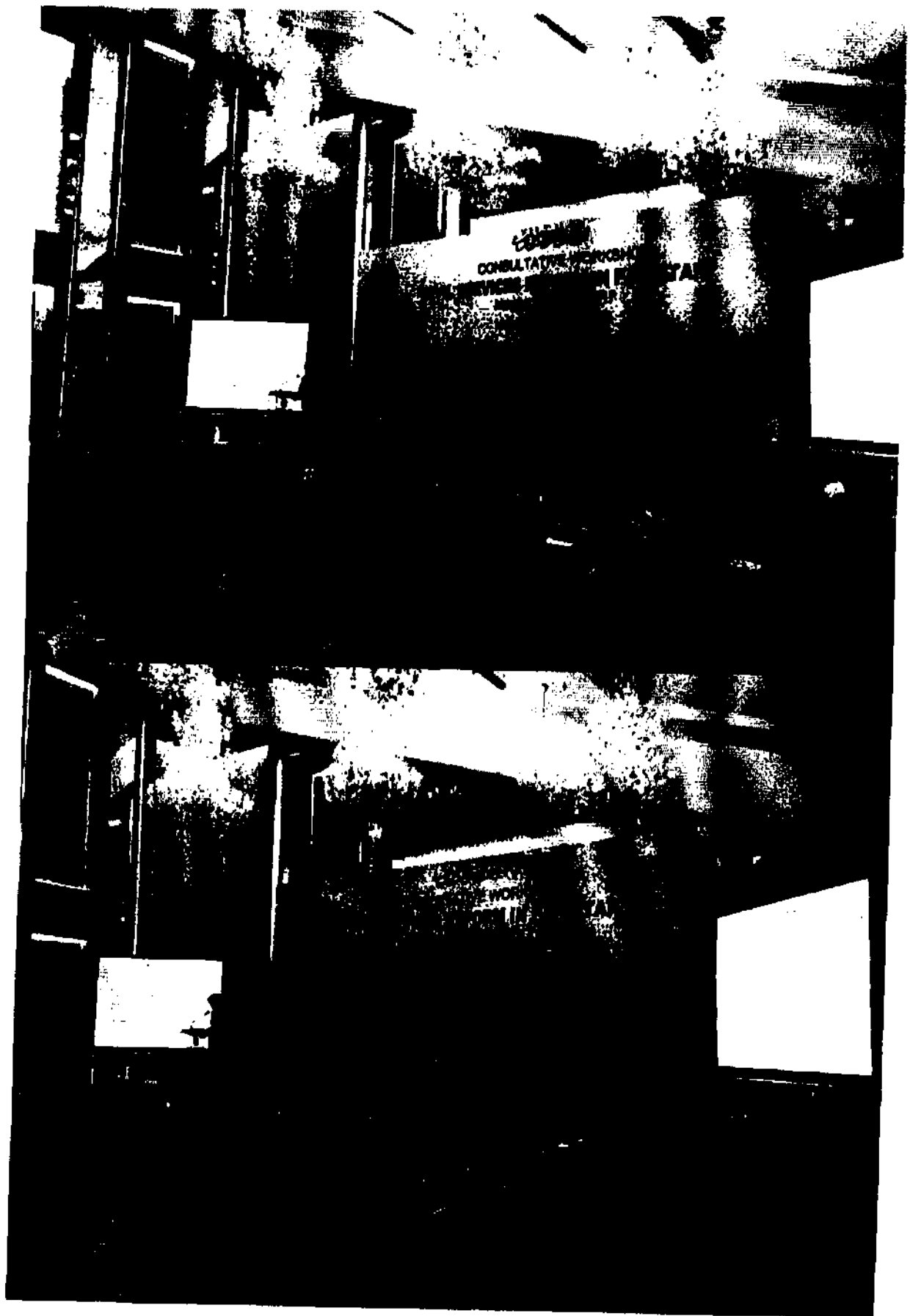
In the end, he praised the contributions of Member Governance, Chief Governance, UNDP Pakistan, and the team at the MoPDR for their efforts in the reform process in general and in making this seminar possible.

Remarks by Mr. Rizwan Memon, Chief Secretary, Sindh

The Chief Secretary Sindh thanked the participants for taking out time to attend the workshop on civil service reforms. He further emphasised the need for reforms in civil service in the new millennium so that civil service and political system start delivering to people of Pakistan, a country which has served us all for almost seven decades now. He was also critical of the fact that the civil service is not changing as required in these changing times. especially tenure security and salaries packages for civil servant and reforms in the political system to begin delivering services to citizens specially in the areas of education and health. He hoped that the ideas proposed in the workshop can be turned into reality as it is important for integrity and solidarity of Pakistan.

He also reiterated that this seminar should not be taken just another seminar like many in the past and whatever meaningful proposal are submitted today should be made part of the overall reform agenda and Federal Government shall keep provincial assembly and provincial governments on-board on the proposed reform agendas in black & white. In the end, he thanked the federal secretary and his team for their support.

Annexure 1: Pictures from the Consultative Workshop





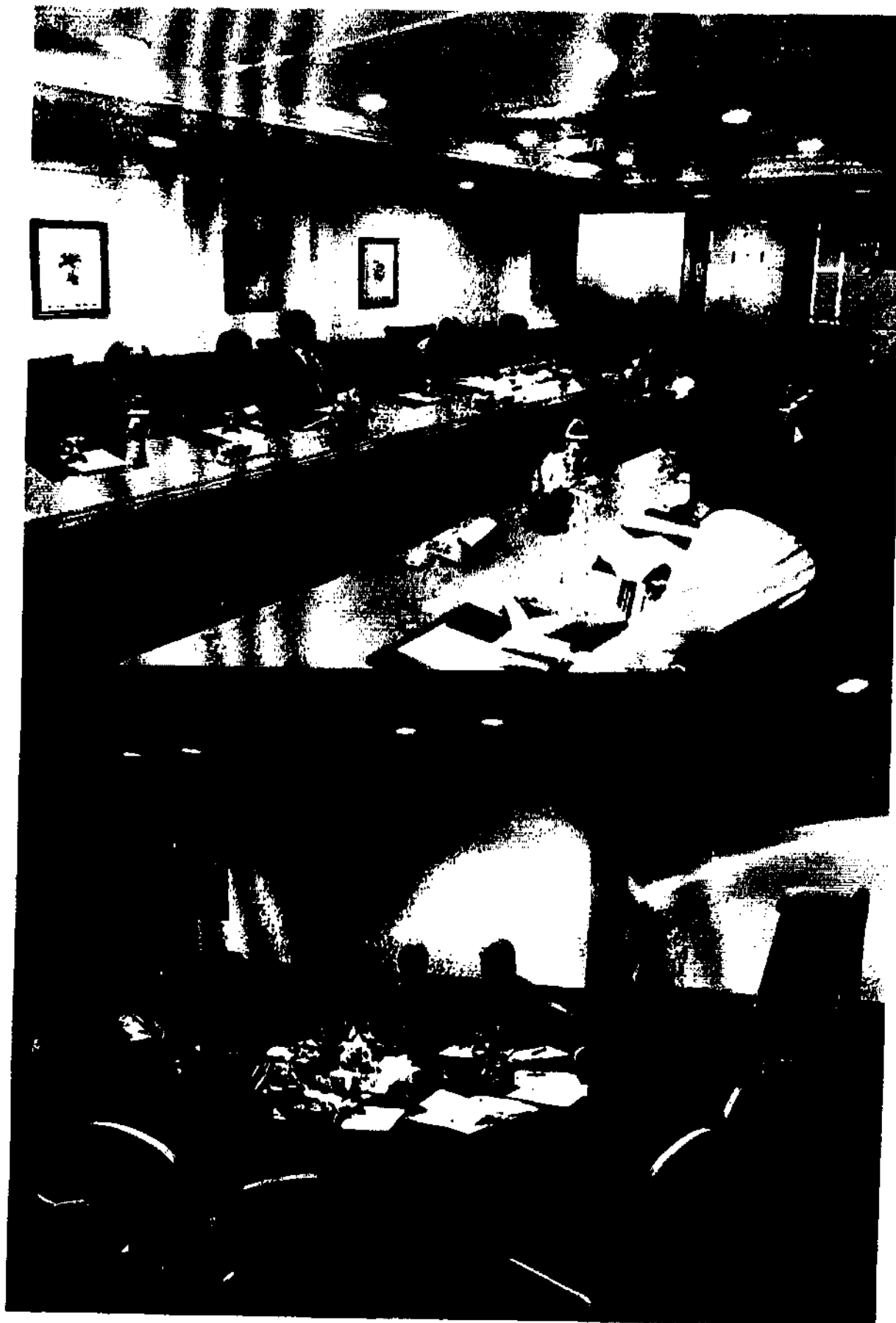
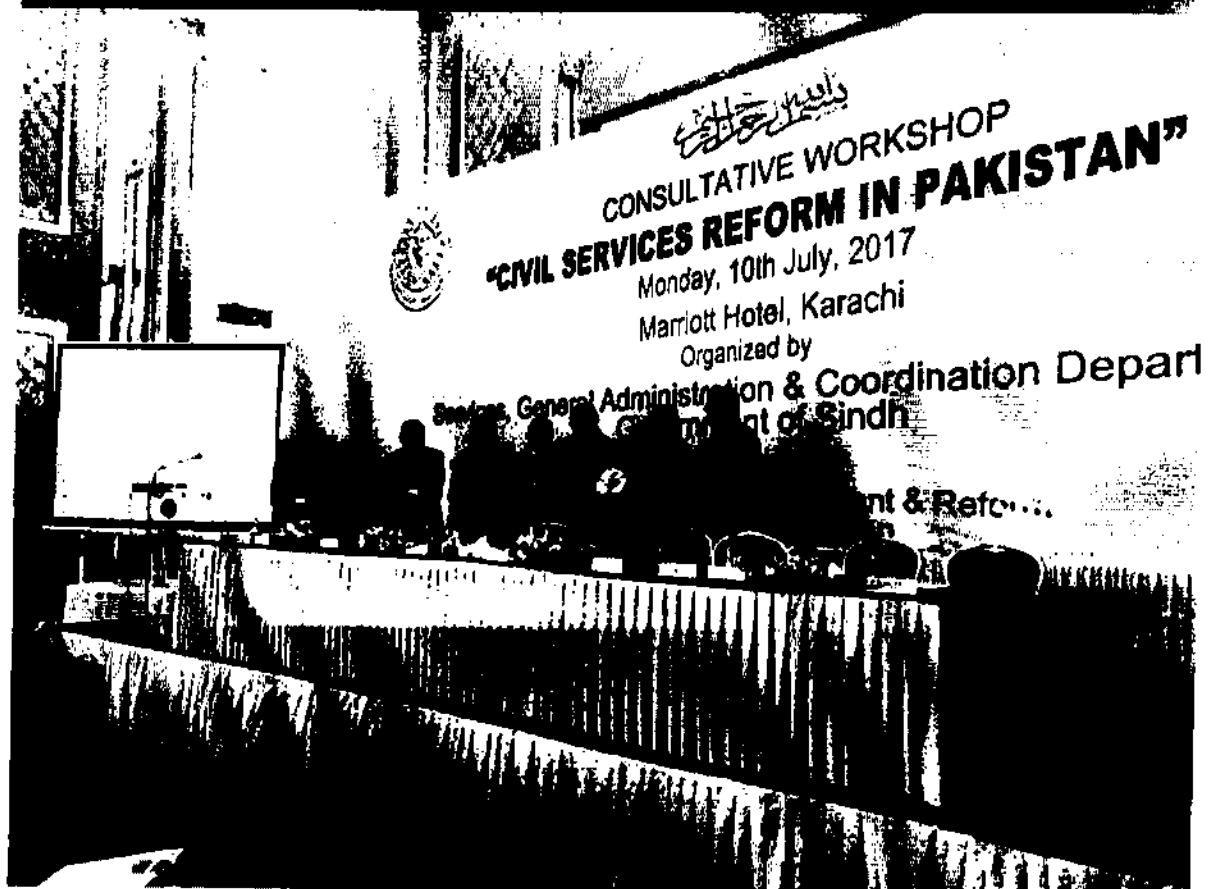






Figure 1: Mr. Shoab Ahmad Siddiqui, Barrister Arsalan Shaikh, Mr. Rizwan Memon, Mr. Javed Sikandar, Dr. Suhail Sofdar





Annexure II: Participants in each Group

Group 1: Recruitment, Training & Placement according to Relevant

S.No.	Names of the Participant
1	Mr. Zulfiqar Shalwani, Secretary Special Education (Group Leader)
2	Mr. M. Nasir Khan Jamali, Advisor Ombudsman
3	Mr. Muhammad Yasir Jan, Member, CMIT, Government of Sindh
4	Syed Muhammad Ali Shah Bukhari, (R) Dy. Aud. General, GoP
5	Ms. Abida Lodhi, Additional Secretary, Women Dev. Dept. Govt. of Sindh
6	Dr. Mansoor Ali Wasan, DS Anti-Corruption Establishment, Sindh.
7	Ms. Iqra Naz A. Qadir, P&D Department

Group 2: Performance Evaluation PER and Career Progression

S.No.	Names of the Participant
1	Mr. Aftab Pathan (Group Leader)
2	Mr. Muhammad Aslam Ghauri
3	Mr. Syed Tayyab Hussain
4	Mr. Ramzan Awan
5	Mr. Nasir Abbas Soomro
6	Mr. Abdul Rasheed Solangi
7	Ms. Sadiya Zaib
8	Mr. Yaseen Qurban
9	Mr. Nisar Ahmed Memon
10	Mr. Salik Majeed

Group 3: Compensation & Performance Bonus Schemes

S.No.	Names of the Participant
1	Barrister Arsalan Shaikh Mayor Sukkur
2	Mr. Ghulam Shabbir Shaikh Member, SPSC
3	Mr. Mohammad Issa Memon, Additional Secretary Social Welfare Department Karachi
4	Mr. Muhammad Ali Chachar Pakistan Railways
5	Mr. Aftab Ahmed Director SCSA Karachi
6	Mr. Majid Hameed Daily Times Karachi

Group 4: Process Re-engineering Review of Rules and Processes

S. No.	Names of the Participant
1	Dr. Fateh Muhammad Burfat (Group Leader)

- 2 Syed Salman Shah
- 3 Mr. Tameezuddin
- 4 Mr. Abdul Haleem Shaikh
- 5 Ms Nadia Ameen
- 6 Syed Noor Muhammad Shah

Group 5: E-Governance and Technology Adoption

- | S. No. | Names of the Participant |
|--------|------------------------------|
| 1 | Prof. Dr. Abdul Karim Baloch |
| 2 | Mr. Tariq Jaffery |
| 3 | Mr. Muhammad Hussain Ghumro |
| 4 | Mr. Ali Ahmed Baloch |
| 5 | Mr. G.M Jamali |
| 6 | Mr. Ghulam Abbas Naich |
| 7 | Ms. Sobia Ali Murtaza |

Group 6: Post 18th Amendment Structure for Coordination between Federation and Province

- | S. No. | Participants |
|--------|---|
| 1 | Mr. Imtiaz Ahmed Shaikh- MPA Sindh |
| 2 | Mr. Mazhar-ul-Haq Siddiqui - Ex VC, University of Sindh, Karachi (Group Leader) |
| 3 | Dr. Zubair A. Shaikh- President MAJU, Karachi |
| 4 | Mr. Fazalullah Pechuho Secretary Health, GOS |
| 5 | Mr. Ghulam Akbar Leghari Secretary Culture & Tourism, GOS, Karachi |
| 6 | Mr. Sajid Jamal Abro Secretary Agriculture Supply & Prices, GOS, Karachi |
| 7 | Mr. Saleem Raza Secretary Sports & Youth Affairs, GOS Karachi |
| 8 | Syed Hashim Raza Zaidi Secretary Ombudsman, GOS Karachi |
| 9 | Mr. Zulfiqar Ali Shah Member Board of Revenue |
| 10 | Mr. Mushtaq Sohail Daily Kawish Karachi |
| 11 | Mr. Ibrahim Mahesar Additional Secretary (Law Enforcement), Home Department Karachi |
| 12 | Professor Dr. Iqbal Azhar Dean Faculty of Pharmacy & Pharmaceutical Sciences. |

Group 7: Competitiveness Indicators through 5 Steps Reform Cycle

- | S.No. | Names of the Participant |
|-------|--|
| 1 | Ms. Mehtab Akhbar Rashidi, MPA SINDH, (Group Leader) |
| 2 | Muhammad Zakir, Advisor Ombudsman |
| 3 | Hassan Shah Bukhari, HRC |
| 4 | Mr. Riazuddin Qureshi, Secretary Services, GoS |

- 5 Mr. Ghulam Hussain Memon, Secretary Livestock & Fisheries
6 Dr. Nasim-ul-Ghani Sahito, DG Bureau of Statistics, GoS
7 Mr. Zia Qureshi, Daily Ibrat

Group 8: Strengthening Accountability & Anti-Corruption Mechanisms

- | S.No. | Names of the Participant |
|-------|---|
| 1 | Mr. Farooq Azam Memon, Secretary MA GoS |
| 2 | Prof. (Retd) Raees Alvi, Rector KASBIT |
| 3 | Dr. Saif Junejo, Collector Customs |
| 4 | Mr. Riaz Soomro (Group Leader) Secretary Auqaf, Z & U GoS |
| 5 | Mr. Abdul Rahim Shaikh, Secretary IS & T |
| 6 | Mr. Riaz Abbasi, Director Monitoring P & D GoS |
| 7 | Dr. Farrukh Iqbal, Director IBA |
| 8 | Mr. Saiyadain Raza Zaidi, Commissioner FBR |