Report of the Committee on Downsizing of the Federal Government

April 1997

Planning Commission of Pakistan

Islamabad

Preface

The Committee on downsizing the Federal Government set up by the Prime Minister has completed its work. The Committee notified by the Government for examining the existing system and making recommendations for dowsizing had the following composition:

Dr. Hafiz A. Pasha (Deputy Chairman Planning Commission)	Chairman
Khawaja Mohammad Asif (Chairman, Privatization Commission)	Member
Mian Tariq Saigol (Member Privatization Commission)	Member
Mr. Javed Burki (Secretary Economic Affairs)	Member
Mr. A. Ghafoor Mirza (Additional Finance Secretary)	Member
Mr. Mukhtar Ahmad (Joint Secretary Finance)	Member
Dr. Mutawakkil Kazi (Member, Planning Commission)	Secretary

The report represents the gist of lengthy discussions with the Secretaries and other officials of the Government, and brings together the experience and knowledge of everyone to a difficult and urgent task. This report benefited greatly from the participation of private sector members. Thanks are specially due to Dr. Mutawakkil Kazi, the Secretary of the Committee, for his painstaking work.

(Dr. Hafiz A. Pasha)
Chairman

Foreword

We are aware that this Report is but a first step forward in, what must be an ongoing commitment to change that the Prime Minister desires, moving towards innovation and efficiency so vital to take us to the 21st Century. We have to move towards efficient management, simplification of procedures and result orientation, effective skills and realistic remuneration system to break away from the *status quo* and create an efficient and responsive government which assists the people and promotes development..

2. The Committee has weighed pros and cons of each option, specially in view of the social costs of downsizing before making its recommendations. The task ahead is a difficult one, but the worst option would be to do nothing. A stage has been reached when the interests of the entire people of Pakistan have to be considered more important then providing employement in the public sector. Otherwise, the country will go deeper into the debt trap and the budget defecit will remain out of control. We recommend that an Implementation Committee, with strong political represe ntation be constituted to ensure smooth and orderly transition in carrying out these recommendations.

3. Keeping within the Terms of Reference the Committee has only made the type of recommendations relating to downsizing. It has deviated into policy only where the members thought it was necessary to do so for consistency. No compromises on efficiency and managable work load have been made. In fact, synergy and conflicts of interest have been taken into account. The major constraint the Committee faced was not so much conceptual, it was human , the need to minimize the pain in transition, continue minimum salary payments, and the

capacity to move in the direction of downsizing when the government is in the habit of adding rather than subtracting.

4. The Report is divided into three parts. The first deals with the Federal Ministries and Divisions, the second deals with their attached Departments and the third looks at the Corporations and Autonomous Bodies. These are, effectively, the three levels at which the Federal Government operates in broad terms. Focusing on the three levels serves to remove complexities by tackling the root of the problem.

5. A profile of employment and wage bill of the Federal Government at all three levels has been constructed. The picture that emerges shows considerable duplication, functional distortions, obsolescence, and indeed paralyzing inefficiency. The solutions to the problems that have accumulated over half a century are neither going to be quick, nor easy. The Committee's recommendations provide the directions in which we should move if we are to achieve a leaner and more efficient governemnt in the next few years.

EXECUTIVE SUMMARY

The major findings of the Committee come as no surprise. The Federal government is characterized by: i) Organizations that are no longer needed - the environment for which they were created no longer exists; ii) New organizations added on to an antiquated system, perhaps with the best of intentions, little realizing that the root cause of the problem lay not in adding but in improving the core organization to be more skill oriented, performance oriented and management oriented according to the needs the fast moving times. Hierarchical Divisions with vertical chains of command, monopolies with no incentives to improve, presence of public sector in areas which should have been left to the private sector and increasing centralization of functions which are best handed over to lower levels of government. .

2. Past attempts at downsizing were, by and large, restrictive and undertaken by Caretaker Governments in the last four years with limited results. The existing numbers provide sufficient evidence to suggest that Government was seen as an employer regardless of the need. After the last pruning exercise the following picture emerges:

PROFILE OF EMPLOYMENT & WAGE BILL OF THE FEDERAL GOVERNMENT

Rs in millions

	NUMBER	EMPLOYMENT	WAGE BILL
A. Divisions	31	11,909	2821.0
B. Attached Deptts.	422	374,030	17456.0
C.Corporations	105	549, 004	42553.0
TOTAL	558	934,943	62,830.0

3. The people have the right to ask what services are being rendered by this vast network of public organizations. This is only the tip of the iceberg. Expenditures incurred on various activities have a sizable component of seen and unseen waste. Downsizing will ,therefore, not only reduce esatblishment costs but lead to other benefits like reduction in wastage, corruption, inefficiency etc.The Committee prepared a set of questions and adopted zero based budgeting to determine the usefulness or otherwise of these organizations. The main questions asked to examine each entitiy's case were as follows:

- Is the public entity producing a public good or a purely private good?
- Is the public entity facing competition from the private sector?
- Is the entity surviving only because of some special protection or preferential treatment?
- Is the entity so overextended that all it do is to cover the cost of its own establishment?
- Has the mission of the entity concerned disappeared?
- Is there a duplication of activities among agencies?
- Does the institution represent encroachment upon functions of a lower level of Government?
- Is the entity making losses?

This set of questions led to a set of recommendations in a systemetic manner . The conclusions drawn are, therefore, not based purely on value judgements or feelings of the members of the Committee. The task has been performed with greater care in view of the human, social and political implications of downsizing of employment.

4. The methodology adopted led to a systematic analysis of the existing situation and provided a solid basis for streamlining the system and improve efficiency while recommending downsizing.

> Are we throwing good money after bad ? Have we spread our resources too thinly on over-employment at the cost of major objectives? Can we reverse the downward spiral by cutting back to the basics? Can we get value for money from the system?

This is the first step towards what must be an ongoing process of change to keep up with the rest of the world , while moving towards self reliance. This type of downsizing is just one part of the jigsaw puzzle we must complete to regain our place in the world and be acceptable to the people of Pakistan. After all , effort for economic growth is for the benefit of the common man.

5. The quest for economy in public expenditure and raising quality of governance starts with downsizing but needs a number of other steps which were outside the scope of the Terms of Reference of the Committee. The actions which have been suggested fall into four broad categories or combinations of these. These categories include the following:

> CATEGORIES OF RECOMMENDATIONS
>
> 1. ABOLITION/ WINDING UP
>
> 2. PRIVATIZATION
>
> 3. MERGER/ TRANSFER
>
> 4. DOWNSIZING
>
> COMBINATIONS OF THESE

6. Details of recommendations are presented in the later part of the report. In a nutshell , the following major recommendations are made:

1. Abolition or winding up of 23 main organizations.

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2. Privatization of 22 Corporations.

3. Merger and transfer of Attached Departments/ Organizations.

4. Substantial downsizing and strengthening.

5. Reorganization and merger or abolition of Divisions.

7. Downsizing to be effective must start at the top and move down towards the bottom It must abandon the obsolete, remove duplication, and end rewards to those who do nothing.

8.The Committee has done just this. It has stood by the cardinal principles of modern management and used these to arrive at conclusions, which may be difficult but realistic, which we must pursue to achieve the Goals enunciated by the Prime Minister.

I. RATIONALIZATION OF MINISTRIES AND DIVISIONS:

9. The basis of achievement orientation is provided by incentives. In the private sector incentives provide a powerful mechanism to compete and move towards efficiency. In the Government, the bedrock principle of reward for hard work and achievement has been sidelined. The modern approach is to have fewer but efficient workers, paid according to their responsibility and expertise comparable to the private sector remuneration system. In the absence of these incentives the system rewards those who go outside the ambit of moral and legal framework. This unfortunate situation has developed over a large number of years. Old habits are difficult to change, but if we are to achieve what the Government has set out to achieve, we must differentiate between the good and the bad, boost the morale of the good, stop the tendency to work at cross purposes and inculcate the team work principle in the entire system. Provinces must also follow suit to avoid a duality which would be self defeating.

10. The Committees recommendations for the top structure keeps these considerations as the focus. Starting at the top makes it easier to justify action at the bottom rung. The rationalized structure of the Federal Goverenment proposed by the Committee consists of 18 Ministries and 24 Divisions.

MINISTRIES AND DIVISIONS			
	Original Number	By the Caretakers	Proposed by the Committee
MINISTRIES	29	26	18
DIVISIONS	48	31	24

11. This step is consistent with the design of an efficient government which includes the following:

(i) allocation of functions to the federal government more in line with the Constitution of Pakistan as embodied in the Federal Legislative and Concurrent Lists.

(ii) promotes 'synergy' between different parts of the government and ensures stronger coordination.

(iii) changes the character of the government from that of a provider to that of a regulator and enabler.

It would result in an annual cost saving of Rs. 396 million in the long run and in surplus staff of about one thousand. The numbers reflect merger and creation of the following new Ministries.

- Ministry of Trade and Industry (MITI) by merging Industries & Production and Commerce.

- Ministry of Communications by merging Communications Division. Railways Division. & enfolding CAA.

- Ministry of Energy and Natural Resources - Merger of W & Power and Petroleum & NR-

12. The following Ministries are recommended for abolition: Railways. Industries & Production. Culture Sports Tourism and Youth Affairs. Population Welfare, Housing and Works, Science & Technology. Women Development Social Welfare & Special Education.

13. Divisions that have been recommended for abolition. merger. downsizing are those where synergy existed. were attracting provincial and local functions to Islamabad. or were not playing a major role in functional distribution of the Federation in accordance with the Constitution.

(Please see Chapter 2 for details.)

14. Our goal in recommending the new structure is to weed out the unnecessary and make the Federal Government have a regimen which will keep it improving in future years, making Government more skillful and effective and make it possible to practice the principle that few well paid . well trained, well

motivated functionaries are better than a large number of low paid, untrained, corruption prone functionaries with no incentive to work in the national interest. Good teams are not created overnight, it takes patience, persistence and honesty of purpose to move towards good management and good governance. To prepare itself for the future, the Government must reduce its presence in some fields and strengthen itself in other fields. Regulatory role by Regulatory Bodies and Supporting role for private sector would certainly need strengthening, while operational role would have to be minimized.

Transfer

1. Statistics Division to Planning Ministry.
2. Population Welfare Division to Ministry of Health.
3. Housing & Works Division to Ministry of Environment.
4. Water & Power Division to Ministry of Energy & N.R.
5. Industries & Production to MITI.

Abolition

1. Railways Division.
2. Culture, Sports, Tourism, and Youth Affairs Division.
3. L. G. & R.D. part of the Environment.
4. Narcotics Control Division.
5. Women Development, Social Welfare & Special Educ.

<u>Reform of the Planning Commission as top of the line Planning Body:</u>

Planning Division will be rationalized with abolition of some sections and strengthening of the Project Monitoring functions.

Notes:

Regulatory functions of Railways will be located in the Communications Division, eliminating the need to have a separate Railways Division.

Culture, which is on the concurrent list , is by and large, provincial. Policy functions will be located in the Education Division, while the operational part will be devolved to the Provinces.

Tourism which is meant to be a foreign exchange earner through services 'export' will be a function of the Commerce Division.

Local government and Rural development are primarily provincial functions and will be located there, except foe policy coordination , which will be with the Planning Division.

Defence Production and Defence Divisions will be merged to avoid overlapping functions.

Other Division to be merged include Women's Division which has over the past years marginalized women, rather than placing them at par , and creating gender balance. Similarly Social Welfare will cease to exist as a separate Division. Functions of both the Divisions will be with the Health Division, which will not be a provider of services. It would play a regulatory and facilitating role.

Finally, Narcotics Division will be merged with the Interior Division to avoid duplication in functions,

2. ATTACHED DEPARTMENTS:

16. The Committee discovered that the figure of 1058 Departments, generally quoted was actually was a reflection of the system of budget keeping. In fact, after accounting for office branches, the figure condensed to 422. Even this number highlights the considerable fragmentation that has occurred in the performance of functions by the government over the years. Distribution of employment by size of entity has provided the following picture.

EMPLOYMENT	Number of Departments	% Share of Employment
Less than 100	301	3
100 to less than 500	66	4
500 to less than 2500	31	10
2500 and above	24	83
TOTAL	422	100

16 .Summary of findings on this large number suggest that many attached departments have outlived their utility and yet continue due to the inertia in the system. others were created on the basis of dubious justification and were not

really required, and some others were largely designed for expanding employment which the Government cannot now sustain in the public sector.

17. The recommendations of the Committee will reduce excess staff in these Departments and the downsizing impact will reduce total staffing by 57000 equalent to 15 percent of the present employment and will reduce the wage bill by Rs 4450 million or 25.5 percent. The Committee recommendations involve actions in 131 of the 422 Attached Departments and the method of putting the house in order requires: a) Abolition; b) Provincialization; c) Privatization; d) Upscaling; e) Downsizing; and f) Merger where appropriate.

(Note: Please see details in Appendix-I.)

3 CORPORATIONS OF THE FEDERAL GOVERNMENT

18. An overview of Federal Government Corporations suggests that these were set up largely at time when public sector involvement in economic activities was the paradigm and was seen as a means of avoiding concentration of wealth and for letting the Government handle monopolies. The conditions have changed with the times as open economy considerations over-ride other non-economic considerations. The existing 105 Corporations were considered . Detailed scrutiny of major Corporations and Autonomous Bodies such as WAPDA , OGDC, Railways, SNGPL, SSGPL, PSO were assigned to specially constituted Committees by the Government and did not receive this Committees attention. Primarily, the main question raised by the Committee was whether Government should at all be in business which can be handled better by the Private Sector. A number of issues such as pre-emption of credit , special treatment and protection became visible as a cost to the economy and resultant inefficiency.

19. Share of Corporations in employment by size of the entity worked out by the Committee is a revealing one, as follows:

EMPLOYMENT	NUMBER	% SHARE IN Employment
Less than 500	69	1
500 to less than 2500	20	5
2500 to less than 10000	8	14
10,000 and above	8	80
Total	105	100

Out of the 105 Corporations, only 16 account for 94 percent of the employment, while the remaing 83 Corporations have a share of 6 percent in employment.

20. The Committee has determined the impact of abolition of 12 Corporations. The position that emerges is that if nothing is done net loss and bank debt will continue to mount. More important , the government must give a signal that it means to get out of what it should not be saddled with. The legacy of the past has to be replaced by a strategy for the future, learning from mistakes and making our way through the difficult period for benifits in the longer term.

IMPACT OF ABOLITION OF CORPORATIONS

	Value in Rs million
PROFIT \ LOSS	-112
TOTAL ASSETS (Book Value)	17,764
Long Term LOANS	11,959
Total EMPLOYMENT (Nos)	21,874

(Details in Appendix-II)

21. Similarly, our recommendations include Privatization of 20 Corporations and their companies (Appendix-III) to cut back on losses and to rationalize the role of the government. This list reflects the sentiment tha, we should let the private sector do what it can do better. These Corporations taken together have a net loss of Rs 2.97 billion, total assets at book value of Rs 128. 3 billion, and a total employment of 67190.

CHAPTER 2

BASIC STRUCTURE OF MINISTRIES, DIVISIONS, ATTACHED DEPARTMENTS AND CORPORATIONS

In difficult times , more than any other time, it is necessary to motivate the people and demonstrate sincerity of purpose, change their perception, and make them move towards desired goals in unison. This can only be achieved if national interest is held supreme, in comparison to individual interest or that of vested groups. In order to demonstrate that the government means business, the Committee has started its downsizing recommendations from the top.

The Committee has weighed pros and cons of all options and has come to the conclusion that downsizing at the topmost level of the Federal Government is essential. In recommending a further reduction in the number of Federal Ministries to 18 from the condensed number of 26 by the Caretaker Government, the Committee feels that a strong message will be passed on to the people, putting at rest their apprehensions about the capability to achieve, of the present Government. Furthermore, 18 Ministries will fit into a team, not work at cross purposes, and will be able to provide the direction that the Prime Minister desires. Also importantly, it will set the pace for restricting the number of Divisions to a maximum of 24, without demoralizing the civil servants. Approximate excess staff of over 1000 will be available for productive use elsewhere and an annual saving of Rs 390 million would be available, once the transformation is completed.

The Committee considered the following main principles while formulating its recommendations:

1. Federal Government should make policies and plan better.

2. Whereever possible 'synergy' between different goverenment functions should be promoted.

3. Regulatory functions must be separated from operational functions and placed appropriately.

4. Private sector should be assigned the role it can perform well such as trade activities and retail trade and running industries and farm production.

5. Provincial operational functions should passed on to the Provinces progressively.

6. Local functions are best performed locally.

* GOVERNMENT CAN CREATE MORE JOBS BY PROVIDING A HEALTHY ECONOMIC POLICY TO THE PRIVATE SECTOR.

* SMALL ADMINISTRATION CAN BE MORE EFFICIENT AND WELL PAID GIVING A REMEDY FOR CORRUPTION

* TRANSITIONARY PROBLEMS ARE AMENABLE TO RESOLUTION.

* LONG TERM GAINS FROM DOWNSIZING ARE SUBSTANTIAL

As a result of the deliberations of the Committee the following new structure has emerged for the Ministries.

PROPOSED MINISTRIES

1. Cabinet Secretariat
2. Ministry of Trade and Industry
3. Ministry of Communications
4. Ministry of Education
5. Ministry of Defence
6. Ministry of Environment, Housing & Works
7. Ministry of Finance and Economic Affairs

8. Ministry of Planning and Development and Statistics
9. Ministry of Food, Agriculture and Livestock
10. Ministry of Foreign Affairs
11. Ministry of Health and Population Welfare
12. Ministry of Information and Media Development
13. Ministry of Interior
14. Ministry of Kashmir Affairs, Northern Areas and States and Frontier Regions
15. Ministry of Labour, Manpower and Overseas Pakistanis
16. Ministry of Law, Justice, Human Rights and Parliamentary Affairs
17. Ministry of Energy and Natural Resources
18. Ministry of Religious Affairs, Zakat, Ushr and Minority Affairs

Simultaneously, a restructured and downsized form of Divisional structure has been worked out. A total of 24 Divisions will remain, on a permanent basis. Temporarily, till major privatization has been accomplished, the Industries and Production Division will be retained to share the workload of MITI. The Divisions proposed are listed as follow:

PROPOSED DIVISIONS

1. Cabinet
2. Establishment
3. Trade and Industry*
4. Communications
5. Education
6. Defence
7. Environment

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8. Housing and Works
9. Finance
10. Economic Affairs
11. Planning and Development
12. Statistics
13. Food, Agriculture and Livestock
14. Foreign Affairs
15. Health
16. Population Welfare
17. Information and Media Development
18. Interior
19. Kashmir Affairs, Northern Areas, States and Frontier Regions
20. Labour, Manpower and Overseas Pakistanis
21. Law, Justice, Human Rights and Parliamentary Affairs
22. Petroleum and Natural Resources
23. Water and Power.
24. Religious Affairs, Zakat, Ushr, & Minority Affairs.

The metthodology pf arriving at these recommendations has already been discussed. A comparative picture providing before and after positions may be useful in decision making.

* Temporairily untill completion of the privatization process.

Notes: 1. Ministries in CAPITALS. Divisions in lower case.

2. Shaded area shows changes

EXISTING	PROPOSED
CABINET SECRETARIAT 1. Cabinet 2. Establishment	CABINET SECRETARIAT 1. Cabinet 2. Establishment
MINISTRY OF COMMERCE 3. Commerce	MINISTRY OF TRADE & INDUSTRY 3. Commerce *(Industries & Production Iv to remain till major privatization is over.)*
MINISTRY OF COMMUNICATIONS **4. Communications**	MINISTRY OF COMMUNICATIONS **4. Communications** *(Inclusive of Aviation Wing to be transferred from M.O. Defence.)* **Railways to be merged with the Division.**
MINISTRY OF INDUSTRIES & INVESTMENT **5. Industries and Investment.**	**Merger with Commerce in the Long run.**
MINISTRY OF RAILWAYS **6. Railways**	-
MINISTRY OF CULTURE,	

SPORTS, TOURISM AND YOUTH AFFAIRS 7. Culture, sports, Tourism and Youth affairs	-Divided between Education and Commerce.
MINISTRY OF EDUCATION 8. Education	MINISTRY OF EDUCATION 5.. Education
MINISTRY OF DEFENCE 9. Defence 10. Defence Production	MINISTRY OF DEFENCE 6. Defence
MINISTRY OF ENVIRONMENT, LOCAL GOVT. & RD 11. Environment, L.G. & R.D. Division.	MINISTRY OF ENVIRONMENT 7. Environment 8. Housing & Works
MINISTRY OF FINANCE, ECONOMIC AFFAIRS AND STATISTICS. 12. Finance 13. Economic Affairs 14. Statistics.	MINISTRY OF FINANCE, ECONOMIC AFFAIRS. 9.. Finance 10. Economic Affairs
MINISTRY OF PLANNING & DEVELOPMENT 15. Planning & Development	MINISTRY OF PLANNING , DEVELOPMENT, & STATISTICS 11. Planning & Development 12. Statistics
MINISTRY OF FOOD, AGRICULTURE & LIVESTOCK 16. Food, Agriculture, & Livestock	MINISTRY OF FOOD, AGRICULTURE & LIVESTOCK 13. Food, Agriculture, & Livestock
MINISTRY OF FOREIGN AFFAIRS	MINISTRY OF FOREIGN AFFAIRS

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17. Foreign Affairs	14. Foreign Affairs
MINISTRY OF HEALTH	MINISTRY OF HEALTH
18. Health	15. Health 16. Population Welfare
MINISTRY OF POPULATION WELFARE	-
19. Population Welfare Division	
MINISTRY OF HOUSING WORKS 20. Housing & Works Division	-
MINISTRY OF INFORMATION AND MEDIA DEVELOPMENT	MINISTRY OF INFORMATION AND MEDIA DEVELOPMENT
21. Information and Media Development.	17. Information and Media Development.
MINISTRY OF INTERIOR 22. Interior 23. Narcotics	MINISTRY OF INTERIOR 18. Interior & Narcotics
MINISTRY OF KASHMIR AFFAIRS , NORTHERN AREAS, STATES & FRONTIER REGIONS	MINISTRY OF KASHMIR AFFAIRS , NORTHERN AREAS, STATES & FRONTIER REGIONS
24 .Kashmir Affairs , Northern Areas, States & Frontier Regions	19. Kashmir Affairs , Northern Areas, States & Frontier Regions
MINISTRY OF LABOUR, MANPOWER, AND OVERSEAS PAKISTANIS.	MINISTRY OF LABOUR, MANPOWER, AND OVERSEAS PAKISTANIS.
25. Labour , Manpower, and	20. Labour , Manpower, and

Overseas Pakistanis.	Overseas Pakistanis.
MINISTRY OF LAW, JUSTICE HUMAN RIGHTS, & PARLIAMENTARY AFFAIRS.	MINISTRY OF LAW, JUSTICE HUMAN RIGHTS. & PARLIAMENTARY AFFAIRS.
26. Law, Justice, Human Rights & Parliamentary Affairs.	21. Law, Justice, Human Rights & Parliamentary Affairs.
MINISTRY OF PETROLEUM AND NATURAL RESOURCES.	MINISTRY OF ENERGY AND NATURAL RESOURCES.
27. Petroleum and Natural Resources.	22. Petroleum and Natural Resources.
	23. Water and Power.
MINISTRY OF WATER & POWER.	-
28. Water and Power	
MINISTRY OF RELIGIOUS AFFAIRS, ZAKAT AND USHR, & MINORITIES AFFAIRS.	MINISTRY OF RELIGIOUS AFFAIRS, ZAKAT AND USHR, & MINORITIES AFFAIRS.
29. Religious Affairs, Zakat and Ushr, & Minorities Affairs	24. Religious Affairs, Zakat and Ushr, & Minorities Affairs
MINISTRY OF SCIENCE AND TECHNOLOGY.	-
30. Science and Technology Division.	
MINISTRY OF WOMEN DEVELOPMENT, SOICIAL WELFARE, AND SPECIAL EDUCATION.	
31. Women Development, Social Welfare and Special Education.	- Functions with Health Division

The structure being proposed has been carefully thought out. There were lengthy discussions to determine the ideal path going by the workload, importance, synergy, presence of Regulatory Bodies, the need to remove the operational role of the Ministries, international Committments and above all the need to pass on functions to the appropriate level of the hierarchy.

This report is only the first step towards moving to an efficient system. Further actions would most certainly be needed to streamline the budget process. the procurement process, the regulations, and empowerment at proper levels.

Ministry of Communications has been proposed to enfold all communications at the Federal level. Railways Board is being restructured, with a Regulatory Body and a comprehensive plan for privatization of sservices, and has been merged with the Communications Division. CAA is proposed to be restructured to play a landlord role and has also been brought under Communications. The Division already has a number of regulatory bodies in the field of telecommunications and highways. It would be forced to allow these bodies to be autonomous as planned.

MITI brings together all it takes to promote exports, attract direct foreign investment, move towards rapid privatization and support private sector driven industrial growth in an open economy environment. While it would be without insurance which will be with the Finance Ministry, it will have the technology wing of Science and Technology Division and deal with the Intellectual Property Rights.

Energy related issues come under one Ministry of Energy and Natural Resources.This includes water resources, petroleum, natural gas and electricity. Similar adjustments have been recommended for the social sectors tranferring to the provinces, the field functions.

CHAPTER 3

ATTACHED DEPARTMENTS, CORPORATIONS AND AUTONOMOUS BODIES

Attached Departments, which are 422 in number, employ .37 million, and have an annual salary and allowances bill of Rs 17.456 billion. These Organizations have been added over the years to an already weak system, perhaps with good intentions. Some have continued beyond their utility, others have lost sight of the original objectives for which they were meant, still others have become repository of excess employment without generating social benefits for the nation. The situation is that of an expansion in employment in government organizations of the wrong type, declining real remuneration within legal bounds, and start of a downward cycle of rapidly expanding organizations with a continuos downslide in quality. Furthermore, expenditure cuts have fallen on delivery of services that these organizations were expected to deliver, adding to the downslide.

CORPORATIONS AND AUTONOMOUS BODIES

The Corporations considered (105), have a total employment of 0.55 million and a wage bill of Rs. 42.553 billion, a picture which is similar to the one above . Public Sector Corporations have piled up losses, have excess manpower, or have outlived their utility in the present times. A sizable amount of credit is stuck up with these Corporations. Furthermore, some are in fields which belong to the private sector, fields where public sector has not succeeded due to inherent tendencies of patronization. At the other end there are such entities that survive only because of government protection. It is possible to make any Corporation look profitable, but then the rest of the economy pays for it. A classic example of yhis is the Pakistan Steel Mills.

The failure of the system are that fresh recruitment of specialists, professionals have gone by the side as the attached departments and Corporations are not able to attract good managers and professionals they require in the fast changing world of specialization, adding to the woes. These bodies are specially prone to a work culture which does not allow creativity except for personal gains, and the good and the honest are punished, while those who do not have national objectives in their

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minds get rewarded. The major requirement of the time is competent management, professionalism, training, and high standards. The way government bodies are structured, this is an impossible task. Major changes are required to put a competent, efficient, professional team in place. Past recruitment have been haphazard, providing excess personnel of the type not required and shortage of the type required for efficiency and competitiveness. Unfortunately, we have avoided changes so essential to meet the requirements of the fast changing economic and socio-political environment.

In countries which are faced with macro economic problems, one way of reducing expenditure has been to extend the retirement age by five years resulting in slowing of out payments of commutation of pensions, gratuity, and benevolent funds. This, unfortunately cannot be practiced in Pakistan for the reasons already enunciated.

The prescription that emerges from the gray roadmap of the bureaucratic set up in Pakistan is clearly a painful one. Our path to improvement is a long one. It has to defined and the direction set. We have the wider goal of holding the administration accountable for results in mind while setting the course.

Downsizing is the first step towards our goal. Fewer numbers will be easier to maintain , train, and converted to suit the future requirements. The critical factor in taking this first step is how best to minimize the pain. The social cost of the first step has to be minimized. More specifically, it would be, indeed difficult to put so many people out of their source of livelihood, and the families they feed. A combination of options will have to be chosen:

1. Paying salaries and creating a surplus pool;
2. Retraining of a section of the surplus manpower for productive purposes and providing credit for small enterprises;
3. Providing option of doing social sector work in home districts like education promotion while getting salaries;
4. Giving the option of five year leave of absence and permitting private sector employment;
5. Providing golden handshake where feasible;
6. Structuring a voluntary retirement scheme;

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7. Stopping fresh recruitment except in specialized fields till the surplus is absorbed; and allowing attrition to take place in the longer run. Fresh blood is needed but it must reflect specilialized skills and professionalism in future years.

There is, of course, the risk of losing the capable and being saddled with the less efficient.

There have to be other parts of the prescription to be followed in future years. Following downsizing, recruitment has to be of the professionals in the essential fields, pay bands have to be made more realistic in comparison with the private sector. We have to move from process orientation to result orientation, trim down red tape, and provide specific goals to the civil servants against which they are to be judged, and above all we have to reward honesty and achievement.

The following sections provide a set of recommendations relating to the attached departments and public sector corporations and autonomous bodies, on a Ministry-wise basis and inclusive of policies which the Committee felt were necessary to pursue.

1. MINISTRY OF WATER AND POWER

ATTACHED DEPARTMENTS

1. Federal Flood Commission: The Commission is to be retained and made technically sound.

2. Pakistan Commission for Indus Waters: This Commission needs to be retained because of the international nature of its functions, since it has to deal with the Indus Waters Treaty.

AUTONOMOUS BODIES

1. NESPAK: (Consultants Firm)

No burden on the exchequer by this organization. Enjoys a good reputation internationally. Privatization not required at present. Management practices can be improved to avoid malpractice.

2. NATIONAL POWER CONSTRUCTION CORPORATION:

The Corporation is not justified in the public sector and may be privatized for greater efficiency.

3. NATIONAL TUBEWELL CONSTRUCTION CORPORATION:

The Corporation may be privatized.

4. PRIVATE SECTOR POWER AND INFRASTRUCTURE BOARD:

The board may be restructured to fit into a monitoring role and may be structured accordingly. Private sector power supply monitoring has become a national priority.

5. NEPRA:

NEPRA may be assigned the regulatory functions for which it was created. and may be strengthened. Water and Power Division presently overshadows the role of the regulatory body by taking upon itself regulation function causing duplication.

6.WAPDA:

A separate Committee is working on problems of WAPDA. The Authority has to show innovative financial management in view of the impending crisis as a result primarily of ballooning payments.. There is a definite need to provide the best available management to this meager organization in a make or break situation. WAPDA will benefit from creation of the new Ministry.

7. KESC:

KESC is being handled by a separate committee which will submit its report separately.

2. MINISTRY OF PETROLEUM AND NATURAL RESOURCES

AUTONOMOUS BODIES

1. OGDC:

Detailed work is being done by another Committee on downsizing this organization. The entity has moved from a position of strength to that of a position of weakness largely due to lack of financial prudence.

2. PAK ARAB REFINERY LTD.:

The Committee recommends that PARL and Pak Arab Fertilizer Ltd. may be put up for privatization together after financial close of the Multan refinery in September.

3. LAKHRA COAL DEVELOPMENT. CORP.:

The coal mines and power plant be put on the privatization list together.

4. PMDC:

The company is top heavy, and saddled with old mining rights, It is going into losses. Employment is of the level of 3961. The company needs to be downsized, restructured with enhancement in management skills, legal position of mining rights have to be examined, and fresh private sector initiatives introduced. The current accumulated losses of Rs 112 million will keep on increasing unless the corrective measures suggested are implemented immediately. In the end downsizing and winding up is needed.

5. SNGPL & SSGPL:

These Corporations are under study of a separate Committee.

6. SAINDAK METALS LTD.:

The mining company may be privatized, preferably in operational condition to attract the private sector. The future of the mines looks bleak and losses will increase unless this is done quickly.

7. PAKISTAN STATE OILS:

The company may be downsized to remove excess employment and be privatized, following unbundling into smaller units, according a plan to be prepared by consultants. It is also being examined by a separate Committee.

Attached Departments

1. Department of Petroleum & Energy Resources: Staff strength may be rationalized and 15 percent reduction in staff achieved.

2. Geological Survey of Pakistan:

Regional offices other than Islamabad and Quetta be closed down, staff strength reduced, and technological skills improved. Staff strength may be reduced from 1173 to less than 500.. The major portion of staffing should comprise geologists. The entity has to be restructured to decentralize for greater efficiency.

Note: These Organizations will come under the new Ministry of Energy & N.R.

3. MINISTRY OF COMMERCE

Commerce Division may be manned by professionals to compete with the rest of the World and deal with International Trade bodies. Industries and Production Division may play a facilitators role, for completion of privatization within a time bound span. After privatization, only a policy making body will remain.

INSURANCE:

1. State Life Insurance Company (SLIC), and Pakistan Insurance Company (PIC) be privatized. NIC, which is a re-insurance company may remain in the public sector. Privatization of insurance may cover a ten year time span.

2. Office of the Controller of Insurance be shifted to the Ministry of Finance and be converted into a Regulatory Body.

TRADE:

3. Liaison Office at Chaman for Afghan Transit Trade. and the Cotton Board at Karachi be wound up.

4. TCP, CEC, & RECP

TCP, CEC, & RECP may be wound up. Assets may be privatized quickly to retire debts and receivable may be realized immediately. This will release substantial amount of credit for the banking system. Emergency imports on Government account could always be made through the private sector.

5. TEXTILE QUOTA MANAGEMENT DIRECTORATE:

Quota management policy may be developed in the Ministry. TQMD should be effectively merged into EPB.

6. EXPORT PROMOTION BUREAU:

EPB in its present form is not capable of providing services it is meant for. It is not providing value for the resources it is using. There is an urgent need to restructure EPB, downsizing it. changing its culture for achievement orientation, and manning it with professionals. EPB should be the focal point for coordinating commercial counselors activities. providing country targets and creating markets for non-traditional exports. Offices in Rahimyar Khan, Mingora etc. be closed down.

7. TRADE SERVICE OF PAKISTAN:

TSP requires complete overhaul to make it into a highly professional service.

8. PAKISTAN TOBACCO BOARD:

The Board may be downsized by 25 percent, and re-oriented for export of tobacco and be abolished eventually.

9. NATIONAL TARIFF COMMISSION:

May be professionally strengthened to deal with world organizations such as W.T.O., GATT, ECC, and to handle the ongoing process of tariff reforms and its fuctions should include anti-dumping laws.

ATTACHED DEPARTMENTS:

1. Department of Insurance :
Under the new arrangements being proposed. this Department is to be transferred to the Ministry of Finance.

2. Trade Marks Registry:
The Registry may be merged into the new Umbrella Organization for intellectual property rights to be located in MITI.

3. Foreign Trade Institute:
This institute is not serving training needs and may be abolished. These needs can be met more efficiently through programmes launched by LUMS and IBA.

4. MINISTRY OF INDUSTRIES AND PRODUCTION

BOARD OF INVESTMENT

1. Board of Investment may be autonomous, with a clear function of acting as a facilitator for attracting direct foreign investment. It may suggest policy streamlining but not be a policy making Board. It should have flexibility of pay structures to be manned entirely by professionals. BOI may also be the focal point for re-orientation of our missions abroad. There should be no change in its status as a body attached to the Prime Minister's Secretatriat.

ATTACHED DEPARTMENTS

2. Department of Supplies has outlived its utility and may be closed down. Decentralization and rapid technological changes now the rule. Procurement guidelines may be provided to all organizations which should be responsible for their own procurement.

3. Inspection Wing Office at Karachi may be closed down.

4. Textile Commissioner's Office has been reduced to data collection setup. It may be closed down and APTMA may directly provide the information to the Industries Division. Textile Commissioner's Office at Faisalabad may also be wound up. Tax collection role may be given to Central Board of Revenue.

5. Central Testing Laboratories may be strengthened by offloading deadwood and inducting qualified personnel, getting proper equipment, and restructuring to meet the needs of the present times.

6. Department of Explosives needs to be restructured, modernized . and strengthened to meet the current and future needs.

7. Controller of Patents and Designs . Karachi:
May be merged with the Umbrella Organization of Intellectual Property placed in MITI.

CORPORATIONS OF THE PRODUCTION WING

8. Seven out of eight Corporations have had a good number of their industrial units privatized and may be merged into one holding company. They are: NFC, FCCCL, PACO, PIDC,SCCP, SEC, and PERAC. The headquarters of the new Corporation should be at Islamabad.

Pakistan Steel needs a separate treatment. Its inefficiency is preventing development of the engineering sector, imposing heavy burden on the budget, and locking up bank credit. It should either first be mothballed and then privatized , or it should be given professional management and downsized to 12000 - 15000 work force, including executives.

UTILITY STORES CORPORATION

9. Government should not be in retail trade. Utility Stores has been expanding (903 stores), and has a high political profile. It cannot be sustained in the public sector. It may be offered for privatization, with the proviso that it should be run as a discount store and the benefits of goodwill

and economies of scale be passed on to the consumers by those running the chain.

GHEE CORPORATION OF PAKISTAN:

10. Ghee Corporation has been operating in an environment where cost of inputs has been greater than the price of output. It is in a perpetual loss situation which cannot be sustained. Its public sector presence will always make susceptible to Government pressure and will be a burden on the economy. Therefore, all remaining ghee units may be privatized rapidly.

PITAC:

11. PITAC may be continued provided it can be run on self financing basis.

5. MINISTRY OF COMMUNICATIONS

NATIONAL HIGHWAY AUTHORITY

1. NHA's staffing should be rolled back to the position prevailing in the year 1995 (June). Unnecessary lower grade staff will need to be phased out to adhere to modern management techniques.

PNSC

2. PNSC be prepared for its early privatization. It has been financially restructured too often and is a constant drain on national resources. A team of Consultants be sent to the Corporation to prepare a proposal for its privatization.

3. First right of refusal on public sector cargo of PNSC be withdrawn. It is resulting in monopoly conditions, increasing real cost of imports and exports and preventing efficient running of the Company.

4. Front loading of taxes on acquisition of ships be abolished to promote in shipping. There is no domestic industry to be protected.

NATIONAL TANKER COMPANY

5. The present structure of ownership of NTC (50:50 by PERAC & PNSC) is inefficient and needs to be rationalized.

KPT & PQA

6. Port Authorities, KPT & PQA should largely play the landlord role. All services should eventually be privatized. Massive Reforms and downsizing are required to achieve the goals of efficiency and effectiveness, Bold steps will be required to remove malpractice at the ports. Port needs of the country are unlikely to be met with the existing arrangements, unless BOT operations by the private sector are encouraged.

POSTAL SERVICES

7. Post Offices stand no chance of meeting the deficits being accumulated, unless conversion to a Corporation is once again carried out. This time the Corporation be allowed freedom to operate and take its own decisions. For social services such as maintaining postal services in remote areas, Government should pick up the cost. The new Corporation may be given license for performing banking and insurance functions , specially in low income and rural areas..

NTRC

8. National Transport Research Centre may reform its structure and be assigned the task of carrying out traffic counts and monitoring of highway and road building specifications. Quality checks on new and repaired roads be carried out.

PAKISTAN TELECOMMUNICATIONS CORPORATION

9. The PTCL may be prepared for privatization by making it more efficient, downsizing it , and maintaining the corporate structure. The current Chairman has been given this mandate.

NATIONAL TELECOMMUNICATION CORPORATION:

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10. NTC has not proven to be a viable organization largely on account of the altered role of the entity as opposed to that originally envisaged in the new set up of telecommunications. It is looking after public sector civilian connections . It should be merged with PTCL.

ATTACHED DEPARTMENTS:

DIRECTORATE GENERAL PORTS AND SHIPPING:

11. The Directorate may be downsized and converted to efficiently perform a regulatory body function in view of the private sector investment in this sector.

MERCANTILE MARINE DEPARTMENT:

12. This Department may be merged into Ports and Shipping.

LIGHT HOUSES:

13. May be retained. modernized for port efficiency.

PAK MARINE ACADEMY:

14. The Academy may be retained and modernized.

SEAMAN'S TRAINING CENTRE:

This Centre be merged with the Academy to cut down overheads and provide better service

6. CABINET DIVISION

Cabinet Secretariat

With the merger of Management services and Inter Provincial Coordination with the Cabinet Division, no further restructuring of the Division is required.

1. Printing Corporation of Pakistan may be wound up, except for the Islamabad establishment, and be privatized. Total employment in this Corporation is 1515 with a wage bill of Rs 70 million.

2. .Federal Land Commission may be downsized. Current staff strength is 30 officers and 96 other staff. It may be abolished subsequently subject to constitutional provisions.

3. Department of Communication Security may be modernized to meet future needs ans may be merged with National Communication Security Board.

4. National Communication Security Board may be upgraded to cater to the needs of the present times, after the merger proposed above as significant changes in technology demand a modernized set up.

5. National Documentation Centre may be downsized and merged with the Department of National Archives.

6. Micro-filming unit at Islamabad may be upgraded to current technical standards It may downsized and merged with Department of archives in the restructuring execise to be undertaken.

7. Pakistan Computer Bureau may be transferred to the new Statistical setup.

8. Offices of the Cabinet Division which are recommended for closure are:

Department of Stationery and forms HQ, Karachi.

Office of Deputy Controller, Stationery and forms, Karachi, Fed Publications Branch, Karachi, Stationery and Forms Publication Dept., Lahore. A total of 528 staff members will be affected.

CAPITAL DEVELOPMENT AUTHORITY

CDA may be downsized and brought under the Chief Commissioner, Islamabad. An elected Metropolitan Corporation may be created to oversee the municipal services, collect taxes and provide laws for land use control.

SUPARCO may be retained.

. SHEIKH ZAID HOSPITAL should be under the regulatory purview of Health Division.

7. MINISTRY OF CULTURE, TOURISM AND SPORTS.

ATTACHED DEPTS. & CORPORATIONS

1. Central Board of Film Censors, Islamabad may remain.

2. The Board at Karachi may be abolished.

3. The Board at Lahore may be retained.

4. Department of Archives may be shifted to the Cabinet Division, inclusive of the merged entities.

5. National Museum of Pakistan at Karachi may be shifted to Islamabad. The building at Karachi, which is located in the Central Business District may be immediately privatized. The Museum at Islamabad may be housed in one of the existing buildings.

6. Offices of Controller of Tourist Services at Karachi, Lahore, Peshawar, & other places may be closed down.

7. PTDC may privatize its properties. Its Enemy Property Hotels may be leased out to the private sector or alternatively, legislation may be enacted to allow outright sale of these properties for their improvement and upgradation. Officers and staff may be declared surplus and those on contract or daily wages offered terminal benefits. PTDC as an entity would then no longer be required and could be abolished.

8.NAFDEC:

The purpose for which this entity was created has been overtaken by rapid changes in technology. It s assets may be sold.

9. NATIONAL INSTITUTE OF SPORTS AND CULTURE:

The Institute may be transferred to Sports Board along with ongoing projects. It is a case of duplication without benefits.

the manpower and promote overseas employement through private sector initiaitives.

3. Employees Old Age Benefit Institution: The assets of this organization are losing value in real terms. Treasury operations and proper portfolio of investments be prepared with professional help. The organization should engage chartered accountants..

4. Workers Welfare Fund: Management of the fund be done on professional lines to prevent erosion.

5. Pakistan Manpower Institute: May be merged with PIDE.

6. CENTRAL INSPECTORATE OF MINES: May be offered to the Provincial Government.

7. NILAT: May be offered to the Provincial Government.

8. Directorate of Workers Education including Workers Population Education may be transferred to Population Welfare and downsized by 30 percent.

9. DG BUREAU OF IMMIGRATION & OVERSEAS EMPLOYMENT: The Bureau may be downsized by 25 percent and the Overseas employment part may be privatized.

10. NATIONAL TALENT POOL: National Talent Pool has not served any useful purpose and may be abolished.

11. EMPLOYMENT EXCHANGE NORTHERN AREAS : May be abolished.

9. MINISTRY OF HOUSING AND WORKS:

Housing and Works Division may be retained. Skeleton PWD be maintained to carry out maintenance of an inventory of Government property, unfinished projects and help in transition. This be located in the Environment Division.

1. National Construction Ltd. may be prepared for privatization.

2. National Housing Authority may be abolished.

3. Management of the lodges may be progressively given to the private sector.

4. Estate office be wound up in a planned manner, with either decentralization of its functions or encashment of rental benefits to the officers.

5. PWD be downsized from a staff of 3887 persons to about one thousand for restricted functions i.e. maintenance and inventory control. It would require retrenchment to the extent of 65 percent over three years.

6. Work charge labour be given terminal benefits and discharged. This will have to b done intelligently and in a planned manner.

10. MINISTRY OF EDUCATION

Ministry may be retained for policy Coordination and providing direction to Education at the National level. Education Division will undergo a change to manage functions passed on to it. Operational Functions should go to the Provinces.

1. Central Copy Right Office: May be merged with the Central Body proposed for Intellectual Property Rights. It has to be upscaled to meet the rquirements of the new role being chalked out for it.

2. Federal Directorate of Education Islamabad: The strength of the Directorate may be reduced to the minimum. Staff strength may be cut from 139 to 100.

3. Libraries at Islamabad and Karachi need careful downsizing.

4. University Grants Commission: May be downsized and functions redefined to meet modern needs.

5. PM's Literacy Commission may be transferred to the provices, after evaluation and audit , for better coordination. Expenditure does not relate to

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16. NATIONAL MUSEUM FOR SCIENCE AND TECHNOLOGY may be merged with the NITE.

17. INSTITUTE FOR PROMOTION OF SCIENCE AND EDUCATION TRAINING: may be retained and its role clearly defined with a set of targets to achieve within a given time frame.

18 SINDH MADARASAH: May be offered to the Government of Sindh or maintained as a national heritage institution with contributory funding on an increasing basis.

19. FEDERAL BOARD FOR SECONDARY & INTERMEDIATE EDUCATION: May be downsized by 30 percent and made effective with annual targets andmonitoring.

11.. MINISTRY OF FINANCE

The Ministry needs to be strengthened for better financial management.

1. Induction of Professionals is required at the appropriate level of the hierarchy to assist the Division in dealing with macro-economic policy and with international requirements..

2. Debt management, if modernized, will result in substantial foreign exchange savings through hedging and dealing with the futures market in optimizing foreign exchange deposits.

3. Forecasting techniques may be developed and utilized for minimizing losses due to blind cuts in development and non- development expenditures and releases of fondues may be optimized to cut down unseen waste.

4. Insurance may be brought under the control of Ministry of Finance. Direct taxation Department needs to be drastically cut in view of the new taxation policy. It will save the exchequer over a billion Rupees.

5. National Saving may be strengthened and modernized with equipment and training.

6. Federal Treasury may be retained. . It needs to be upscaled and modernized.

7. Corporate Law Authority may be restructured and professionalized with a definitive change in culture.It may be upscaled.

8. Privatization Commission may be retained. It should be assisted in making the task easier by the concerned Divisions which should have specific mandate to help privatize by preparing units for this purpose.

9. Auditor Generals Office: A project to upgrade skills is already in hand. It should be implemented quickly.

10. Central Claims Organization may be abolished if not in conflict with international commitments.

11. BOARD OF REVENUE: A separate committee is preparing a report on tax administration. This Committee has recommended downsizing and restructuring of the Income Tax Department and upscaling of the sales tax operations.

12. COMMISSION FOR ISLAMIZATION OF THE ECONOMY may become the Secretariat for Raja Zafarul Haque Committee.

12. MINISTRY OF PLANNING AND DEVELOPMENT

PLANNING COMMISSION, PLANNING DIVISION AND ATTACHED DEPARTMENTS.

The focus and main functions of the Commission will undergo a change to reflect the needs of the future and the open economy needs. The Planning Commission will be Economist driven, handle macro-economic and sectoral policies and strategies for future economic growth, within broad targets and objectives of the Government. It will be a professionally efficient organization equipped to handle needs at a global level , deal with the emerging scene in regional economic co-operation, facilitate a partnership between the public and the private sector and will also act as a Think Tank for socio-economic directions the country is to take.

Planning Division will be downsized by eliminating some less useful sections i.e. Industries, Media, etc. 2. Areas requiring strengthening have been identified as, i) monitoring and evaluation including field review of situation on the ground, focusing on value for money objective. ii) social

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sectors, good governance and iii) clearly identifiable future course of the economy and forecasting abilities.

1. NATIONAL FERTILIZER DEVELOPMENT CENTRE: The Centre may be downsized and transferred to the Ministry of Food and Agriculture which make greater use of its technical capabilities.

JAVED AZFAR COMPUTER CENTRE: The Centre may be converted into state of the art facility with effective data management systems and may be linked with the Provincial Capitals.

NLC: National Logistics Cell may be retained.

PAKISTAN INSTITUTE OF DEVELOPMENT ECONOMICS:

Economic Research Section of the Planning Division may establish strong links with PIDE to make research application oriented and directly related to policy issues that are on top of the national agenda. National Institute of Manpower Training my be merged with PIDE. Research work of PIDE be presented to ECC once a year and the institution be made increasingly self financing. Research inputs in planning may be integrated more strongly involving the provinces as well.

Economic Advisor 's Wing may maintain close liaison with the Planning Commission which can be effective in providing guidance and research inputs.

Project monitoring may be a strong area for the Planning Commission. Good and qualified professionals may be inducted into the project wing making it possible to undertake field monitoring.

There is a strong requirement of training of personnel in the Planning and positioning may be merit based.

Deputy Chairman may conduct an exercise to determine the best possible structure for the Planning Commission and the Planning Division.

13. MINISTRY OF RAILWAYS

A separate Committee headed by Secretary E.A.D has examined the whole issue of managing railways, and future regulation, with privatization of services and workshops & factories being run by the Railways Ministry. The committee has, therefore, decided to recommend abolition of the Ministry and bringing Railways under the fold of Communications.

14.. MINISTRY OF DEFENCE

The committee recommends merger of the two Divisions namely. Defence and Defence Production into a Single Division and Decentralization of procurement for greater efficiency may be undertaken.

15.. MINISTRY OF ENVIRONMENT, LOCAL GOVERNMENT, AND RURAL DEVELOPMENT.

Local government and rural development may be provincialized except policy making at the national level. All organizations working under the Ministry would therefore be scaled down and abolished with the exception of the Environment related ones which are part of the Environment Division. Environmental function need substantive enhancement, while local government and rural development part be downsized, and left to the provinces.

1. ENERCON: May be retained because of its important functions, but it has become necessary to reactivate and revitalize this organization, since a major role has to performed by this Organization in future years.

2. PEPAC: May be retained on the basis of complete self financing.

EPA & National Council for Conservation Of Wildlife may be retained and made more effective through pruning of unwanted staff.

3. PAKISTAN FOREST INSTITUTE: May be downsized, reviewed for increased efficiency and enhanced environmental functions.

16. MINISTRY OF FOOD AGRICULTURE AND LIVESTOCK

1. PAKISTAN CENTRAL COTTON COMMITTEE:

PCCC may be provided with private sector support to ensure its effectiveness as support organization for cotton, from growers to traders. The Committee which has existed since pre- independence days must redefine its role. It must have the wherewithal to provide information and guidelines to those involved in cotton production and trade. The Committee in the public sector may be abolished and if need be replaced by a private sector one.

2. PAKISTAN AGRICULTURE STORE SERVICE (PASSCO):

PASSCO is recommended for a planned, and careful modernization for food security in an efficient manner. The entire system would require overhaul based on the recommendations of the Committee already constituted to provide specific recommendations.

3. FERTILIZER IMPORT DEPARTMENT: The Department may be retained and must have an excellent management and information system.

4. PAKISTAN OILSEEDS DEVELOPMENT BOARD: Should be an efficient organization, and must be revitalized to meet the current requirements.

5. Water Management Project , Islamabad may be downsized by 40 percent as it has only a coordinating role, the activity being a provincial one.

17. MINISTRY OF FOREIGN AFFAIRS

The present structure of the Foreign Office is such that: 1. Resources are thinly spread; 2. The change in the diplomatic scene from open warfare to economic warfare is not addressed adequately; 3. Positive points of the information are not utilized for the country's benefit; and capacity does not exist for intensive efforts on specific fronts. The Committee feels that the missions have to be reoriented, perhaps downsized, and service charges, where possible, may have to be imposed for Pakistanis abroad utilizing the services. In order to accomplish this task there is no option but to partially or fully close some missions. Additionally, representatives of other Ministries are no longer needed and may be recalled.

The following Missions may be closed:

1. Accra (Ghana), 2. Port Louis (Cameroon) 3. Mexico City (Mexico)
4. Warsaw (Bucharest) . 5.Dakkar (Sanegal) ; 6. Burne (Switzerland)
7. Daresalam (Tanzania) ; 8. Harare (Zimbabwe) : 9. Lisbon; and
10. Badapest (Hungary) Main

Other categories recommended for closure are:

COMMERCIAL
1. Hungary
2. Kenya
3. Oman
4. Russia
5. Sweden
6. Any One other considered appropriate.

EDUCATION
1. Washington D.C.
2. United Kingdom
3. Jeddah
4. Abu Dhabi
5. Tehran
6. Kabul
7. Turkey
8. Paris (UNESCO) (To be retained).

INDUSTRIES
1. Tokyo

INFORMATION
1. Abu Dhabi
2. Amarhak
3. Bonn
4. Canberra
5. Colombo
6. Jakarta
7. Kuala Lumpur
8. Hong Kong
9. Nairobi
10. Ottawa
11. Moscow

12. Pretoria
13. Tokyo
14. Stockholm
15. Cairo
16. One other considered appropriate.

LABOUR

1. London
2. Norway
3. Copenhagen
4. Alan
5. Manchester
6. Oslo

CULTURE: Australia

These offices are not likely to have an adverse impact on our relations with the countries concerned. The tasks can be taken over by other offices in the region or country or reassigned from within the missions as the case may be.

18. . MINISTRY OF INTERIOR

Federal Investigation Agency

FIA be restructured and downsized. The system is corrupted beyond retrieval. There is insufficient expertise with the agency. It be replaced by a small, well organized, professional, and specialized body with own pay structure. As an investigation agency the entire team must be well paid and accountable to the executive and the judiciary and musty work within the ambit of law of the land.

19. . MINISTRY OF HEALTH

All hospitals working under the Ministry should be made autonomous, with Boards of Governors. The overall policy be with the Ministry. These include PIMS, Polyclinic , Jinnah Hospital, and others.

The following facilities may come under the Chief Commissioner, Islamabad: EPIDEMILOGICAL UNIT, BASIC HEALTH SERVICES CELL, MOTHER AND CHILD CARE, FEDERAL GOVERNMENT DISPENSARIES LOCATE D IN ISLAMABAD, POLYCLINIC, SCHOOL OF NURSING , ISLAMABAD.

Jinnah Hospital Karachi, may be offered to the Provincial Government of Sindh. This also applies to Institute of Basic Medical Science.

Organizations which must be downsized to the extent of 50 percent include:

Civil Surgeon, Karachi.

Directorate of Central Health Establishment and Stores.

Directorate of Malaria Control

Port Health Establishment.

Airport Health Establishments.

Airport Quarantine, Karachi.

Organizations which must be provincialized are suggested as follows:

TB Centre, Rawalpindi.

F. G. Dispensaries located in the provinces.

Central Health Organization, Rawalpindi.

Central School Health Services except that for the Fed Capital.

Health Clinics under this programme.

20. MINISTRY OF LAW AND JUSTICE

SPECIAL COURTS FOR BANKING may be funded by the banks, since they are the beneficiaries. Similar arrangement may also be made forbanking tribunals.

21.. MINISTRY FOR POPULATION WELFARE

DIRECTORATE OF CENTRAL WAREHOUSE KARACHI may be decentralized and procurement system streamlined to relate supplies to requirements.

DIRECTORATE OF PRODUCTION AND PRINTING may be downsized by thirty percent.

22. MINISTRY OF INFORMATION AND MEDIA DEVELOPMENT

AUDIT BUREAU OF CIRCULATION may be downsized by 25 percent.

DIRECTORATE OF RESEARCH AND REFERENCE may be wound up.

DEPARTMENT OF FILMS & PUBLICATIONS may be downsized by 30 percent.

PAKISTAN NATIONAL CENTRES deteriorated beyond retrieval and may be abolished.

23. MINISTRY OF RELIGIOUS AND MINORITY AFFAIRS

HAJ DIRECTORATE AT SUKKUR may be abolished as it has never been utilized fully.

24. MINISTRY OF SAFRON & KANA

Specific proposals are to be considered by a separate Committee for SAFRON in consultation with the Provincial Government.

FATADC may be abolished.

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NATCO serves profitable and non- profitable areas. The Company is planning to induct private sector. The Committee recommends that they may be allowed to do so and improve their account keeping.

25. MINISTRY OF SCIENCE AND TECHNOLOGY:

Organizations under Science and Technology would need to be distributed amongst Education and Industries Divisions after restructuring them. Science and technology are vital for preparing the country for the future years. Track record of most of the organizations at present is dismal. Pakistan has not gained enough compared to what has been paid out. The orientation has therefore to be not on reinventing the wheel, but on adopting new, efficient, cost reducing technologies.

1. PAKISTAN COUNCIL FOR SCIENCE AND TECHNOLOGY:

This Council may be merged with Pakistan Council of Appropriate Technology and National Institute of Silicon Technology.

2. PAKISTAN COUNCIL FOR SCIENTIFIC AND INDUSTRIAL RESEARCH:

This Council is the oldest one but unfortunately after having spread to all four provinces , there is very little marketable outcome from the research it has undertaken. The course of action suggested is to downsize it to cut overheads and give a specific time table to make it self sustaining. This goal is not out of reach if PCSIR is able to get sustainable inventions and processes patented.

3. PAK COUNCIL OF APPROPRIATE TECHNOLOGY: (AS IN 1. ABOVE)

4. COUNCIL FOR WORKS AND HOUSING RESEARCH: CWHSR and its sister agency, National Building Research Institute may be downsized, merged and provided with specific targets, failing which these may be wound up.

5. NATIONAL INSTITUTE OF SILICON TECHNOLOGY: (AS AT 1. ABOVE)

6. NATIONAL INSTITUTE OF ELECTRONICS: May be merged with Margalla Electronics and handed over to Industries Division.

7. PAKISTAN COUNCIL FOR RESEARCH IN WATER RESOURCES:

This Institution may be merged with DRIP as the objectives are similar and overheads have to reduced for result orientation.

8. PAKISTAN MEDICAL RESEARCH COUNCIL : May be downsized by 30 percent and transferred to Health Division.

9. NATIONAL INSTITUTE OF OCEANOGRAPHY: May be given specific goals and retained.

10. PAKISTAN STANDARD INSTITUTION: May be merged with Central Testing Laboratory.

11. PAKISTAN SCIENCE FOUNDATION: May be made self supporting.

12. NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY: May be transferred to Education Division.

13. CENTRE FOR APPLIED MOLECULAR BIOGAS: May be made self supporting and may continue if this goal is accomplished.

14. NATIONAL INSTITUTE OF POWER: Already abolished.

15. PASTIC: May be retained under MITI.

26. MINISTRY OF WOMEN DEVELOPMENT, SOCIAL WELFARE AND SPECIAL EDUCATION

The functions of dowsized organizations of this Ministry may be passed on to Population Welfare Division. which can utilize the added functions to promote the goals of population welfare.

(PLEASE SEE ANNEXURE-I FOR DETAILS).

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CONCLUSION

The systems failure we have experienced recently is the result of ignorance of traditional values in the transition to the age of information from a yet to be completed Industrial Era. Changes in social structure were paternalistic but paternalism was largely misdirected failing to nurture strong moral values and ethics that form the core of the society. We have not only been left behind in the race for the future by shortsightedness and lack of Leadership by our peers but a culture of quick gains from patronization and moving outside the bounds of law has developed. The government machinery has deteriorated due to falling real incomes for the honest and the caring and a generalist approach in the age of specialization. Consequently, we have moved from Crisis to Crisis, losing sight of the malaise that has affected us and the long term goals we must adopt. We searched for answers and a cure by trying traditional medicine, in the age of rapid change, but , perhaps, landed ourselves in a situation where the cure is indistinguishable from the disease.

The time has come to adopt new systems and make them strong reinforcing the pillars of the State, and setting the country on the right path to deal with the coming century.

Dowsizing Government is only the beginning. It must be followed by a number of other definitive steps. Increase in productivity is required across the board , adopting new practices, new approaches, cutting across various segments of the society and directed towards the goal of prosperity, justice, and security for all. We need to develop expertise to deal with the Global village and bring in, and absorb fast moving technology, provide incentives for results rather than favoritism and nepotism . We need to rationalize pay structures and raise the morale of the good. We need to change the culture of the administrative machinery to promote initiatives, be private sector friendly, and evolve simple arrangements that suit the common man and the Government . After all, the role of the state is to improve the quality of life of its citizens. The task ahead is a difficult one. But with the will and leadership of the Prime Minister it can be accomplished.

The Recommendations of the Committee contained in this report need careful implementation. Many a good proposal has been frozen in the past because of the absence of an effective implementation mechanism. We, therefore proposes that an Implementation Committee be set up to oversee of the difficult task of turning these recommendation into reality and thereby preparing us for the other steps for structural change. The Committee also suggests that similar exercises be undertaken in the provinces.

These changes, even if acted upon immediately, will take some years to show benefits. A systemic approach to implementation is , therefore, suggested.

Appendix-I

COMMITTEE ON DOWNSIZING
SUMMARY STATEMENT OF ACTIONS PROPOSED.

ACTION	ATTACHED DEPARTMENTS	CORPORATIONS/ AUTONOMOUS BODIES	TOTAL
1. Upscale	10	6	16
2. Merge	25	22	47
3. Privatize	1	16	17
4. Provincialalize/Localize	29	2	31
5. Downsize	41	16	57
6. Abolish	25	18	43
Action Totals	131 (422)	80 (105)	211 (527)

Figures in parenthesis are the total existing number of entities.

Does not include WAPDA, KESC, SSGPL, SNGPL, OGDC, Railways, PTCL, Banks and DFIs.

PROPOSED ACTIONS FOR ATTACHED DEPARTMENTS

UPSCALE

A. MINISTRY OF CULTURE, TOURISM AND SPORTS	EMPLOYMENT	REMARKS
1. Department of Archives.	135	May enfold all related organizations and be under the Cabinet Division.
B. MINISTRY OF EDUCATION		
2. Central Copyright Offices	29	May be converted into an umbrella organization for Intellectual Property rights, including trade marks, copyrights and patents
C. MINISTRY OF FINANCE.		
3. National Savings.	3216	Needs to be modernized.
4. Federal Treasuries.	119	- do -
5. Corporate Law Authority.	431	Restructuring and professionalism necessary
6. Auditor General's Office	11128	To replace clerical staff by high skill personnel within the existing budget.
7. Economic Affairs Division (Debt Management)		Computerization and debt management.
8. Federal Bureau of Statistics, Statistics Division	1873	Modernization and transfer of Division to the the Planning Commission
D. MINISTRY OF INDUSTRIES & PRODUCTION		
9. Central Testing Laboratories	144	The requirements is for much greater quality than is available.
10. Department of Explosives.	85	Needs of the times have changed but the organization has not. (Strengthen and modernize)

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ATTACHED DEPARTMENTS

MERGE

A. CABINET DIVISION	EMPLOYMENT	REMARKS
1. Pakistan Computer Bureau	133	Downsize. May be transferred to Statistics Division
2. Department of Communication Security.	222	Merge with the National Communications Security Board (NCSB)
3. National Communications Security Board.	16	- As above
4. National Documentation Centre.	71	Downsize and merge with Department of Archives
5. Microfilming Unit Islamabad.	16	- As above
B. MINISTRY OF COMMERCE		
6. Textile Quota Management Directorate (TQMD)	165	Policy making with Ministry and quota management with EPB, more effectively.
7. Trade Mark Registry	85	With the Umbrella Organization to be created for Intellectual Property Rights.
C. MINISTRY OF COMMUNICATIONS		
8. Mercantile Marine Department		Merge into Ports and Shiping
9. Seaman's Training Centre		Merge with the Academy and cut down overheads
10. National Telecommunication Co		Incurring losses in its present mode. May be merged into PTCL
D. MINISTRY OF CULTURE, TOURISM AND SPORTS		
11. Z. A.B. Biography	11	May be transfer to Department of Archives
12. National Institute of Sports and Culture.		Transfer to Sports Board alongwith ongoing projects
13. Directorate of Archeological, Anthropological, & Sociological Surveys.	13	May be merged with Dept. of Archeology.
E. MINISTRY OF ENVIRONMENT, LOCAL GOVT. & RURAL DEV.		
14. National Centre For Rural Development.	86	Merge with PARC.
F. MINISTRY OF FOOD AND AGRICULTURE.		
15. National Seed Registration	40	

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ATTACHED DEPARTMENTS

MERGE

A. CABINET DIVISION	EMPLOYMENT	REMARKS
1. Pakistan Computer Bureau	133	Downsize May be transferred to Statistics Division
2. Department of Communication Security.	222	Merge with the National , Communications Security Board (NCSB)
3. National Communications Security Board	16	- As above
4. National Documentation Centre	71	Downsize and merge with Department of Archives
5. Microfilming Unit Islamabad.	10	- As above
B. MINISTRY OF COMMERCE		
6. Textile Quota Management Directorate (TQMD)	165	Policy making with Ministry and quota management with EPB, more effectively
7. Trade Mark Registry	85	With the Umbrella Organization to be created for Intellectual Property Rights
C. MINISTRY OF COMMUNICATIONS		
8. Mercantile Marine Department		Merge into Ports and Shiping
9. Seaman's Training Centre		Merge with the Academy and cut down overheads.
10. National Telecommunication Co.		Incurring losses in its present mode. May be merged into PTCL.
D. MINISTRY OF CULTURE, TOURISM AND SPORTS		
11. Z. A.B. Biography	11	May be transfer to Department of Archives.
12. National Institute of Sports and Culture.		Transfer to Sports Board alongwith ongoing projects.
13. Directorate of Archeological, Anthropological, & Sociological Surveys.	13	May be merged with Dept of Archeology.
E. MINISTRY OF ENVIRONMENT, LOCAL GOVT. & RURAL DEV.		
14. National Centre For Rural Development.	86	Merge with PARC.
F. MINISTRY OF FOOD AND AGRICULTURE.		
15. National Seed Registration	40	

ATTACHED DEPARTMENTS

Department.		
16. D.G. Food, Karachi.	102	Merge with Directorate of Accounts already recommended into D.G.'s Office
17. Directorate of Accounts, Food.	92	- As above -
G. MINISTRY OF INDUSTRIES & PRODUCTION		
18. Controller of Patents and Designs, Karachi.	65	Merge into the Umbrella Organizations for Intellectual Property.
H. INTERIOR		
19. Health Department Islamabad.	152	Chief Commissioner ICT.
20. Afghan Trade Development Cell, Islamabad, Peshawar, Quetta.	49	Transfer to Foreign Office.
I. LABOUR & MANPOWER		
21. Directorate of Workers Education (Including Workers Population Education)	182	Population Welfare.
J. PETROLEUM & NATURAL RESOURCES		
22. Geological Survey of Pakistan	1173	Decentralize Under transfer to new Ministry.
K. PLANNING & DEVELOPMENT DIVISION		
23. National Fertilizer Development Centre	42	Transfer to Food & Agriculture.
L. SOCIAL WELFARE & SPECIAL EDUCATION		
24. Social Service (Medical) Proj. DHQ Hospital, Skardu.	4	Northern Areas Administration.
25. National Library Resource Centre.	5	Transfer to Education for consolidation.

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ATTACHED DEPARTMENTS

PRIVATIZE

A. MINISTRY OF CULTURE, TOURISM AND SPORTS	EMPLOYMENT	REMARKS
1. Department of Tourist Services	121	Has not achieved the objectives. To be privatized.

ATTACHED DEPARTMENTS

PROVINCIALISE/LOCALIZE

A .MINISTRY OF EDUCATION	EMPLOYMENT	REMARKS
1. Secondary Education.	4255	Transfer to the Provinces as applicable. Islamabad Schools may be with the Islamabad Capital Territory administration.
2. Primary Education	3387	- As above -
3. Federal Govt. Mosque Schools, Mohallah Schools, & Women Education Centres.	103	-do -
4. Islamabad Model Colleges for Boys & Girls, and Commerce College for Women	1368	- do -
B. MINISTRY OF ENVIRONMENT, LOCAL GOVT. & RURAL DEV.		
5. Municipal Training Research Institute. Karachi.	30	Transfer to Province.
6. Federal Rural Development Engineering Cell	21	-do -
C. MINISTRY OF FOOD AND AGRICULTURE		
7. Soil Survey Department.	171	Duplication of functions. Provincialize.
D. MINISTRY OF HEALTH		
8. Epidemiological Unit.	6	Transfer to Chief Commissioner Islamabad.
9. Basic Health Services Cell.	27	- do -
10. Mother and Child Care.	12	- do -
11. TB Centre, Rawalpindi.	93	Provincial subject. Provincialize.
12. Federal Government Dispensaries.	329	Provincial governments to take over. Those in Islamabad to be transferred to Chief Commissioner Islamabad.
13. Services Hospital, Isl.	1190	Chief Commissioner Islamabad.
14. Jinnah Post Graduate Medical Centre.(JPMC)	1868	Offer to Provincial Government.
15. Institute of Basic Medical Sciences. JPMC	127	- As above -
16. School of Nursing, Islamabad.	2	Chief Commissioner Islamabad.
17. Central Health Organization, Rawalpindi.	23	Transfer to the government of Punjab.
18. School Health Service	8	Provinces and Chief Commissioner. Islamabad.
E. LABOUR & MANPOWER		
19. Central Inspectorate of Mines	17	Transfer to Provincial governments.

ATTACHED DEPARTMENTS

20. National Institute of Labour Admn. Karachi.	58	- do -
F. SOCIAL WELFARE & SPECIAL EDUCATION		
21. Comprehensive community Centres	45	Transfer to Provinces and Local Government.
22. Social .Service. (Medical) Project JPMC. Karachi.	6	Offer to Provincial Government or transfer to JPMC.
23. Social Service (Medical) Project TB Centre, Rawalpindi.	6	Transfer to Provincial Government.
24. Social Service (Medical) Project. Lahore	6	-do -
25. Institute of Physically Handicapped Children. Lahore.	53	Provincial Government if they agree.
26. Special Education Centres	861	To be retained till provinces develop capacity. Transfer to provinces/others.
27. Centre for Visually Handicapped Children, Larkana.	23	Provincial Government.
28. Centre for Mentally Retarded Children. Hyderabad.	22	- do -
29. Institute for Physically Handicapped. Quetta.	50	- do -

ATTACHED DEPARTMENTS

DOWNSIZE

A. CABINET DIVISION	EMPLOYMENT	REMARKS
1. National Documentation Centre.	71	Merge with Departments of Archives.
2. Microfilming Unit Islamabad.	10	- As above -
3. C.D.A.		Be downsized & brought under the Chief Commissioner, Islamabad.
B. MINISTRY OF COMMERCE		
4. Export Promotion Bureau (with 13 field offices).	1088	Corporatize and be self financing.
C. MINISTRY OF COMMUNICATIONS		
5. Pakistan Post Office	49000	More self financing through postal banking and life insurance, Government to provide for remote area services.
6. Directorate General of Ports & Shipping.	132	Convert to regulatory body.
D. MINISTRY OF CULTURE , TOURISM AND SPORTS		
7. Central Board of Film Censors.	63	Close offices except at Lahore & Islamabad.
E .MINISTRY OF EDUCATION		
8. Federal Directorate of Education.	139	
9. Department of Libraries, Islamabad,\ Karachi.	227	Downsize carefully to optimize.
F. MINISTRY OF ENVIRONMENT, LOCAL GOVT. & RURAL DEV.		
10. Pakistan Forestry Institute	562	
G. MINISTRY OF FINANCE		
11. CBR (Income Tax Department)	33348	Downsize and restructure to reflect new reforms.
H. MINISTRY OF FOOD AND AGRICULTURE		
12. Water Management Project Islamabad.	12	Downsize by 40 percent.
I. MINISTRY OF FOREIGN AFFAIRS		
13. Ministry of Foreign Affairs.(Main Secretariat)	1198	
14. Pakistani Missions Abroad (Including Consulates) 100	1664	Close unnecessary missions to beef up other strategic ones.
15. Offices of other Ministries/Divisions Abroad	438	
16. Labour & Manpower (16 Offices)	97	Close six offices.

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ATTACHED DEPARTMENTS

J. MINISTRY OF HEALTH		
17. Central Health Establishment and Stores, Karachi.	26	Decentralization is required.
18. Civil Surgeon, Karachi.	25	Reduce by 30 percent.
19. Malaria Control , Islamabad.	43	Reorientation of policy required.
20. Port Health Establishment Karachi.	26	
21. Airport Health Establishments.	45	
22. Airport Quarantine , Karachi.	127	
K. MINISTRY OF HOUSING & WORKS		
23. Pak PWD	3887	PWD may be downsized drastically, 65 percent. and its role reduced.
L. INFORMATION & BROADCASTING		
24. Audit Bureau of Circulation	45	
25. Department of Films & Publications	415	Downsize by 30 percent.
26. PID (Press Information Department)	872	Downsize by 25 percent.
M. MINISTRY OF INTERIOR		
27. Chief Commissioner's Office, Islamabad.	84	To be downsized and reorganized to handle the new role.
28. Office of the Deputy Commissioner, Islamabad.	161	- do -
29. Office of the Assistant Director Local Government and Rural Dev., Islamabad.	55	
30. Police Department of Federal Area Islamabad.	7784	
31. Directorate of Auqaf Islamabad	192	
32. Office of the Soil Conservation Islamabad.	49	Many of these functions would be localised
33. Office of the Assistant Director Livestock and Dairy Development Islamabad	47	
34. Fisheries Department Islamabad	27	
35. Registration Organization	5520	
36. FIA	2615	Planned closure/Downsize.
N. LABOUR & MANPOWER		
37. D.G. Bureau of Immigration and Overseas Employment	362	Regulatory body. Downsize/Private Sector
O. POPULATION WELFARE		
38. Directorate of Production & Printing, Lahore.	59	
P. SOCIAL WELFARE &		

ATTACHED DEPARTMENTS

SPECIAL EDUCATION		
39. National Commission for Child Welfare	21	
40. National Council of Social Welfare	64	
41. Directorate General of Special Education	87	Downsize and retain till provinces develop capabilities

ATTACHED DEPARTMENTS

ABOLISH

A. CABINET DIVISION	EMPLOYMENT	REMARKS
1. Federal Land Commission.	126	Subject to Constitutional provisions, whereby a nucleus body may have to be kept
2. Department of Stationery and Forms	528	Only the Islamabad branch may be retained.
B. MINISTRY OF COMMERCE		
3. Liaison Office for Afghan Transit Trade at Chaman.	2	
4. Foreign Trade Institute.	38	Better training available in other institutions.
C. MINISTRY OF CULTURE, TOURISM AND SPORTS		
5. Department of Tourist Services	121	Has not achieved the objectives.
D. MINISTRY OF FINANCE		
6. Central Claims Organization Karachi	11	Has outlived its utility.
E. MINISTRY OF FOREIGN AFFAIRS		
7. Offices of other Ministries/Divisions Abroad	438	
8. Information (23 Offices)	140	Closure of 16 Offices.
9. Commerce (36 Offices)	148	Closure of 6 Offices.
10 Education (7 Offices)	29	Closure of all Offices.
11. Health (1 Office)	2	May be closed
12. Labour & Manpower (16 Offices)	97	Close 6 out of 16 Offices.
13. Industries (1 Office)	2	May be closed.
F. MINISTRY OF HOUSING & WORKS		
14. Estate Offices.	352	A planned abolition of the Estate Offices has been recommended. Functions of the estate offices may be decentralized.
G. MINISTRY OF INDUSTRIES & PRODUCTION		
15. Department of Supplies.	272	The function may be decentralized.
16. Textile Commissioners Offices	63	Services can be taken over by the Ministry.
H. INFORMATION & BROADCASTING		
17. Directorate of Research & Reference	110	

ATTACHED DEPARTMENTS

18. Pakistan National Centres	542	
I. INTERIOR		
19. Employment Exchange	8	
20. Psychological Operational Wing, Islamabad.	18	
21. FIA	2615	Planned closure/downsize.
J. LABOUR & MANPOWER		
22. National Talent Pool	45	
23. Employment Exchange Northern Areas Gilgit	14	
K. LAW & JUSTICE		
24. Tribunal for Dis-advantage persons	43	
L. RELIGIOUS AFFAIRS & MINORITIES AFFAIRS		
25. Pilgrimage Haj Directorate, Sukkur	28	

PROPOSED ACTIONS FOR CORPORATIONS/AUTONOMOUS BODIES

UPSCALE

A. MINISTRY OF EDUCATION.	EMPLOYMENT	REMARKS
1. Central Copyright Office	23	Bring under Umbrella Organization for Intellectual Copy Rights
2. National Institute of Technical Education	74	Merge National Museum, Institute of Technical Education, and National Education centre
B. MINISTRY OF FOOD AND AGRICULTURE.		
3. Pakistan Agricultural Store Services. (PASSCO)	2106	Restructure and modernize for Food Security
C. INFORMATION & BROADCASTING		
4. Shalimar Recording & Broadcasting Company Ltd.	285	Strong management
D. LABOUR & MANPOWER		
5. Overseas Employment Corporation	96	Strong management and convert to regulatory body.
E. WATER & POWER		
6. National Electric Regulatory Authority	20	To be strengthened

CORPORATIONS/ AUTONOMOUS BODIES

MERGE

A. MINISTRY OF CULTURE , TOURISM AND SPORTS	EMPLOYMENT	REMARKS
1. National Commission of History & Culture.	-	May be shifted to QAU Campus.
2. National Institute of History and Cultural Research.	65	May be merged with the Commission above in QAU.
3. QUAID-E AZAM ACADEMY	32	May be moved to QAU.
B .MINISTRY OF EDUCATION.		
4. Iqbal Academy	36	Merged into Department of Archives.
5. Urdu Science Board	47	Downsize and merged into one organization.
6. Urdu Dictionary Board.	61	- As above -
7. Academy of Letters	113	- As above -
8. National Museum of science & Technology.	45	Merged National Museum. Institute of Technical Education, and National Education Centre.
9. National Education Equipment Centre	46	- As above -
C. MINISTRY OF INDUSTRIES & PRODUCTION		
10. Federal Chemicals and Ceramics Corporation Ltd.	1600	All these holding Corporations (FCCCL. NFC. PACO. PIDC. SCCP, SEC. and PERAC) may be merged into one holding Company till completion of the privatization programme.
11. National Fertilizer Corporation.	4976	- do -
12. Pakistan Automobile Corporation.	400	-do -
13. Pakistan Industrial Development Corporation.	2152	- do-
14. State Cement Corporation of Pakistan.	3330	- do -
15. State Engineering Corporation.	9186	- do -
16. State Petroleum (PERAC).	1191	-do -
D. LABOUR & MANPOWER		
17. Pakistan Manpower Institute	43	Merged with PIDE.

CORPORATIONS/ AUTONOMOUS BODIES

E. SCIENCE & TECHNOLOGY	EMPLOYMENT	REMARKS
18. Pak. Council for Science & Technology	71	Merge with Pak. Council of Appropriate Technology and National Institute of Silicon Technology.
19. National Institute of Electronics	188	Merge with Margala Electronics
20. Pak. Council of Research in Water Res.	384	Merge with DRIP.
21. Pak. Medical Research Council	455	Downsize and transfer to Health.
22. Pak. Standards Institution	132	Merge with Central Testing Laboratory

CORPORATIONS/ AUTONOMOUS BODIES

PRIVATIZE

A. CABINET DIVISION	EMPLOYMENT	REMARKS
1. Printing Corporation of Pakistan Ltd.	1515	Karachi and Lahore units may be Privatized. Islamabad unit may be retained.
B. MINISTRY OF COMMERCE		
2. State Life Insurance of Pakistan	6066	May be privatized over a ten year time span.
3. Pakistan Insurance Corporation.	380	It is a smaller company and be privatized after preparatory activities.
C. MINISTRY OF COMMUNICATIONS		
4. Pakistan National Shipping Corporation	1826	
D. MINISTRY OF CULTURE, TOURISM AND SPORTS.		
5. Mallam Jabba Hotel Resort.	23	Assets may be sold
E. MINISTRY OF DEFENCE		
6. Karachi Shipyard & Engineering Works.	3805	The part not required may be privatized.
F. MINISTRY OF HOUSING & WORKS.		
7. National Construction Ltd.	273	NC may be prepared for privatization.
G. MINISTRY OF INDUSTRIES & PRODUCTION		
8. Pakistan Steel.	26251	As a running concern or by mothballing and selling or through a strategic investor.
9. Ghee Corporation of Pakistan.	2619	
10. Utility Corporation of Pakistan.	3602	As a chain of retail outlets, it is not viable in its present form
H. LABOUR & MANPOWER		
11. Overseas Pakistani Foundation	411	No new projects, downsize (50%) and Privatize with overseas Directors.
I. PETROLEUM & NATURAL RESOURCES		
12. Pak. Arab Refinery Limited	606	To be privatized after September, 1997.
13. Lakhra Coal Development Co.	114	To be privatized alongwith the Power Plant.
14. Saindak Metals Ltd.	1261	

CORPORATIONS/ AUTONOMOUS BODIES

J. WATER & POWER	EMPLOYMENT	REMARKS
15. National Power Construction Corporation.	43	
16. National Tubewell Construction Corporation.	369	

CORPORATIONS/ AUTONOMOUS BODIES

PROVINCIALISE/LOCALIZE

A. MINISTRY OF EDUCATION	EMPLOYMENT	REMARKS
1. Sindh Madrasah tul Islam	143	To be transferred to Sindh Government.
2. P.M.s Literacy Commission.	107	This action (Provincialize) will improve the delivery mechanism.

CORPORATIONS/ AUTONOMOUS BODIES

DOWNSIZE

A. MINISTRY OF COMMUNICATIONS	EMPLOYMENT	REMARKS
1. Port Qasim Authority.	2253	May play an increasing landlord role and provide services on BOT basis
2. National Highway Authority	2095	Employment level be rolled back to 1995 level
3. Karachi Port Trust	12376	May be made efficient to cater to modern needs, play an increasingly landlord role, and rely on BOT to provide enhanced level of services
B. MINISTRY OF CULTURE, TOURISM AND SPORTS		
4. National Institute of History and Cultural Research	65	May be merged with the commission in QAU
C. MINISTRY OF DEFENCE		
5. Civil Aviation Authority.	7713	May be brought under the Ministry of Communications
D. MINISTRY OF EDUCATION		
6. Urdu Science Board	47	Downsize and merged into one Organization
7. Urdu Dictionary Board.	61	-do -
8. Academy of Letters.	113	-do -
9. Federal Board of Intermediate and Secondary Education.	288	Downsize and Modernize.
10. UGC		It is necessary to maintain small but effective organization for rationalizing grants to Universities and maintaining academic standards
E. MINISTRY OF INDUSTRIES & PRODUCTION		
11. Pakistan Steel	26251	
F. INFORMATION & BROADCASTING		
12. Pakistan Broadcasting Corporation	4349	To be downsized and modernized
G. LABOUR & MANPOWER		
13. Overseas Pakistani Foundation	411	No new projects, downsize (50%) and privatize with overseas Directors.
H. PETROLEUM & NATURAL RESOURCES		
14. Pakistan Mineral Dev. Corporation	3961	Downsize and windup.

CORPORATIONS/ AUTONOMOUS BODIES

I. SCIENCE & TECHNOLOGY	EMPLOYMENT	REMARKS
15. PCSIR	2441	Downsize and self supporting
16. Pak. Medical Research Council	455	Downsize and transfer to Health.

CORPORATIONS/ AUTONOMOUS BODIES

ABOLISH

A. MINISTRY OF COMMERCE	EMPLOYMENT	REMARKS
1. Cotton Export Corporation.	952	Not required in the present scenario
2. Rice Export Corporation.	2271	-do-
3. Trading Corporation of Pakistan	236	Not performing useful functions.
4. Federal Training Institute of Pakistan, Islamabad.	31	Better training facilities exist in the private sector and Universities
5 Cotton Board		
6 Pakistan Tobacco Board.	211	
B. MINISTRY OF CULTURE. TOURISM AND SPORTS.		
7. National Film Development Corporation	54	May be disinvested and assets sold
8. Pakistan Tourism Development Corporation.	982	Assets may be sold and every property may be given on long term lease
9. Pakistan National Council of the Arts.	198	
10. Authority for Preservation of Moen-jo-daro.	13	After the completion of aided programme for its preservation
11. Pakistan Institute of Tourism and hotel Management	36	It is not performing functions useful to the hotel industry
C. MINISTRY OF EDUCATION.		
12. Department of Libraries.	163	
13. Academy of Educational Planning and Management.	96	
D. MINISTRY OF FOOD AND AGRICULTURE.		
14. Pakistan Central Cotton Committee.	729	Redundant
E. MINISTRY OF HOUSING & WORKS.		
15. National Housing Authority.	104	
F. PETROLEUM & NATURAL RESOURCES		
16. Pakistan Mineral Dev. Corporation	3961	Downsize and wind up..
G. SCIENCE & TECHNOLOGY		
17. National Institute of Power	42	Already abolished
H. KA&NA		
18. FATA Development Corporation	2485	

Appendix-II

Impact of Corporations to be Abolished

	Profit/ Loss	Total Assets (Book Value)	Long Term Loans	Total Employment	Remarks
1. CEC	-	2390	12	952	No
2. RECP	-	10254	23	2271	Yes
3. TCP	-	905	-	236	
4. FTI	-	-	-	31	Yes
5. NAFDEC	-	10		54	No
6. PTDC	-	539	81	982	No
7. PITHM	-	-	-	36	No
8. KSEW	-294	729	520	3805	Yes
9. PASSCO	162	2494		2106	-
10. NHA	-		-	104	-
11. PMDC	20	353	11323	8407	
12. FATADC	-	90	-	2890	
Total:	-112	17764	11959	21874	

Appendix-III

Estimated Impact on Corporations of Implementation of Recommendations of Downsizing Committee

Privatization Corporation	Profit/ Loss	Total Assets (Book Value)	Long Term Loans	Total Employment (Number)	Financial Restructuring Done
A.					
1. FCCCL	-77.96	2147	313	1600	No
2. PACD	16.22	1413	153	400	Yes
3. SCCP	618.7	7832	1899	3330	No
4. SEC	-1237	6058	2022	9186	Yes
5. PERAC	44.7	10877	1122	1191	No
6. NFC	1097	20040	4326	4976	No
7. PIDC	18.97	2152	651	2152	No
8. Pakistan Steel	-2719	33707	14595	26251	Yes
9. GCP	-1874	7373	1354	2619	-
10. Utility Store Corporation	97	3306	-	3602	-
Sub-Total (A):	-4015.4	94905	26435	55307	
B					
11. NC	34	428	55	273	
12. National Power Construction	7	439			
13. National Tubewell Construction Corporation		11			
14. PASSCO	162	2494		729	-
15. PNSC	44	3354	1589	1826	
16. CAA	796	12380	1863	7713	
17. Malam Jaba Resort				-	
18. Lakhra Coal				-	
19. Saindak Mineral		14350		1261	
20. PTDC		-	539	81	
Sub-Total (B):	1043	33456	4046	11883	
Total (A&B)	-2972.4	128361	30481	67190	

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Annexure-I

1. CABINET DIVISION

	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
1. Printing Corporation of Pakistan Ltd.				@				Karachi and Lahore units may be privatized. Islamabad unit may be retained.
2. Pakistan Computer Bureau			@					May be transferred to Statistics Division.
3. Department of Communication Security.			@					With National Communications Security Board
4. National Communications Security Board.			@					As above
5. National Documentation Centre.			@			@		Merge with Departments of Archives
6. Microfilming Unit Islamabad.			@			@		Merge with Departments of Archives
7. Federal Land Commission.							@	Subject to Constitutional provisions whereby [illegible] body may have to be kept
8. CDA						@		Be downsized and brought under the Chief Commissioner Islamabad
9. Department of Stationery and Forms.							@	Only the Islamabad branch may be retained.

The symbol @ indicates action recommended

Recommendations on Corporations & Attached Departments

2. MINISTRY OF COMMERCE	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
1. State Life Insurance of Pakistan.				√				Over a ten year period, after the private sector initiatives have matured
2. Pakistan Insurance Corporation.				√				It is a smaller company and can be privatized after preparatory activities.
3. National Insurance Corporation.		√						It is a reinsurance company which may be retained in the public sector.
4. Cotton Export Corporation.							√	Not required in the present scenario
5. Rice Export Corporation.							√	-do-
6. Trading Corporation of Pakistan.							√	Not performing useful functions.
7. Federal Training Institute of Pakistan, Islamabad.							√	Better training facilities exist in the private sector and Universities
8. Pakistan Tobacco Board.							√	
9. National tariff Commission.		√						
10. Liaison Office for Afghan Transit Trade at Chaman.							√	
11. Cotton Board							√	
12. Export Promotion Bureau (with 13 field offices).						√		Corporatize and be self financing.

The symbol √ indicates action recommended

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Recommendations on Corporations & Attached Departments

2. MINISTRY OF COMMERCE	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
13. Textile Quota Management Directorate (TQMD)			@					Policy making with Ministry and quota management with EPB more effectively
14. Department of Insurance.								Transfer to Finance
15. Trade Mark Registry			@					With the Umbrella Organization to be created for Intellectual Property Rights
16. Foreign Trade Institute.							@	Better training available in other institutions

The symbol @ indicates action recommended.

Recommendations on Corporations & Attached Departments

3. MINISTRY OF COMMUNICATIONS	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
1 Pakistan Post Office						@		More self-financing - though postal banking and life insurance, Government to provide for remote area services
2 Directorate General of Ports & Shipping						@		Covert to regulatory body.
3 National Transport Research Centre.		@						Be entrusted with the task of traffic counts and inspection of highways
4 National Telecommunication Co			@					Incurring losses in its present mode. May be merged into PTCL
5. Pakistan Telecommunications Company Ltd. (PTCL)								Being dealt with separately
6. Port Qasim Authority.						@		May play an increasingly landlord role, and provide services on BOT basis
7. National Highway Authority						@		Employment level be rolled back to 1995 level

The symbol @ indicates action recommended.

Recommendations on Corporations & Attached Departments

8. Karachi Port Trust						@		May be made efficient o cater to modern needs play an increasingly Landlord role and rely n BOT to provide enhanced level of services.
9. National Tanker Company								The present structure of ownership of NTC is in-efficient and needs to be rationalized
10. Mercantile Marine Department			@					Marge into Ports and Shipping
11. Seaman's Training Centre.			@					Marge with the Academy and cut down overheads and provide better service.
12. Pakistan National Shipping Corporation				@				

The symbol @ indicates action recommended.

4. MINISTRY OF CULTURE, TOURISM AND SPORTS.	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
1. National Film Development Corporation							@	May be disinvested and assets sold
2. Pakistan Tourism Development Corporation.							@	Assets may be sold and enemy property may be given on long term lease.
3. National Commission of History & Culture.			@					May be shifted to QAU campus
4. National Institute of History and Cultural Research.			@			@		May be merged with the Commission above in QAU
5. Pakistan National Council of the Arts.							@	
6. Lok Virsa		@						
7. QUAID-E AZAM ACADEMY			@					May be moved to QAU
8. Authority for Preservation of Moen-jo-daro.							@	After the completion of aided programme for its preservation
9. National Institute of Sports & Culture			@					Transfer to Sports Board alongwith ongoing projects
10. Pakistan Institute of Tourism and Hotel Management							@	Is not performing functions useful to the hotel industry.

The symbol @ indicates action recommended.

4. MINISTRY OF CULTURE, TOURISM AND SPORTS.	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
11. Mallam Jabba Hotel Resort.				@				Assets may be sold
12. Central Board of Film Censors.						@		Close offices except at Lahore & Islamabad
13. Department of Archives.	@							May enfold all related organizations and be under the Cabinet Division.
14. Z. A. B. Biography			@					May be transferred to Department of Archives.
15. Dept. Of Archeology		@						
16. National Museum.								Karachi Museum Building be sold and the Museum shifted to Islamabad.
17. Conservation of Ancient Monuments.		@						
18 Department of Tourist Services				@			@	Has not achieved the objectives
19. Directorate of Archeological, Anthropological, & Sociological Surveys.			@					May be merged with Dept. of Archeology.
20. Directorate of Water & Soil Conservation Laboratories.		@						
21. Pakistan Institute of Archeological Training & Research.		@						

The symbol @ indicates action recommended.

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Recommendations on Corporations & Attached Departments

5.MINISTRY OF DEFENCE	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
1. ASF		@						
2. Maritime Security Agency, Karachi.		@						
3. Pakistan Meteorological Dept.		@						
4. SOP Controlling & and Survey of Pakistan.		@						
5. General Universities & Colleges.		@						Move toward no loss no gain
6. Secondary Education		@						
7. Fed Govt. Engineering Institute, Rawalpindi		@						
8. Primary Education		@						
9. Pakistan International Airlines.								Being examined separately.
10. Karachi Shipyard & Engineering Works,				@				The part not required may be privatized
11. Civil Aviation Authority.						@		May be brought ndet the Ministry of Communications

The symbol @ indicates action recommended.

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Recommendations on Corporations & Attached Departments

5. MINISTRY OF EDUCATION.	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
1. Central Copyright Offices.	@							May be converted into an umbrella organization for Intellectual Property rights, including trade marks, copyrights and patents.
2. Federal Directorate of Education.						@		
3. Department of Libraries, Islamabad\Karachi.						@		Downsize carefully to optimize.
4. General Universities, Institutes and Colleges.								To move towards self financing.
5. Professional & Technical Universities.								-do-
6. Secondary Education.					@			Transfer to the Provinces as applicable. Islamabad Schools may be with the Islamabad Capital Territory administration.
7. Primary Education					@			-do-
8. Federal Govt. Mosque Schools, Mohallah Schools, & Women Education Centres.					@			-do-
9. Islamabad Model Colleges for Boys & Girls,					@			-do-

The symbol @ indicates action recommended.

and Commerce College for Women								
10. Department of Libraries.							@	
11. Central Copyright Office	@							Bring under Umbrella Organization for Intellectual Copy Rights.
12. National Book Foundation.								Transfer to Education Division
13. Iqbal Academy			@					Merge into Dept Of Archives
14. Urdu Science Board			@			@		Downsize and merge into one Organization
15. Urdu Dictionary Board.			@			@		As above
16. Academy of Letters.			@			@		As above.
17. National Institute of Technical Education	@							Merge National Museum, Institute of Technical Education. and National Education Centre
18. National Museum of science & Technology.			@					To be merged as above
19. National Education Equipment Centre			@					As above.
20. Institute of Prompt				@				

The symbol @ indicates action recommended.

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Science and Education training.								
21. Academy of Educational Planning and Management.							@	

The symbol @ indicates action recommended.

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5. MINISTRY OF EDUCATION.	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
22. Inter - Board Committee of Chairmen.		@						
23. Pakistan National Commission for UNESCO		@						
24. National Education Foundation.								Restructure to be more result oriented.
25. Sindh Madrasah tul Islam					@			To be transferred to Sindh Government.
26. P.M.s Literacy Commission.					@			This action will improve the delivery mechanism.
27. U.G.C.						@		
28. Federal Board of Intermediate and Secondary Education.						@		Downsize and modernize.

The symbol @ indicates action recommended.

Recommendations on Corporations & Attached Departments

6. MINISTRY OF ENVIRONMENT, LOCAL GOVERNMENT AND RURAL DEVELOPMENT.	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
1. Pakistan Environmental Protection Agency		@						
2. National Council for Conservation of Wildlife.		@						
3. Pakistan Forestry Institute						@		
4. Zoological Survey Dept.		@						
5. Marine Biology Zoological Research.		@						
6. Zoo-cum- Botanical Garden.		@						
7. Municipal Training Research Institute.					@			
8. Federal Rural Development Engineering Cell					@			
9. National Centre For Rural Development.			@					Merge with PARC
10. ENERCON♥		@						Retain and activate

The symbol @ indicates action recommended.

7. MINISTRY OF FINANCE.	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
1. Central Claims Organization.							@	Has outlived its utility.
2. National Savings.	@							Needs to be modernized.
3. Federal Treasuries.	@							-do-
4. Corporate Law Authority.	@							Restructuring and professionalism necessary
5. Privatization Commission.		@						
6. Commission for Islamization of the Economy.								Use the Commission for Raja Zafarul Haque's Committee, as its Secretariat.
7. CBR (Incom Tax Department)						@		Downsize and restructure to reflect new reforms.
8. Auditor General's Office	@							To replace clerical staff by high skill personnel within the existing budget.
Economic Affairs Division. (Debt Management)	@							Computerization and debt management.
Statistics Division (F.B.S.)	@							Modernization and transfer of Division to the Planning commission.

The symbol @ indicates action recommended.

8. MINISTRY OF FOOD AND AGRICULTURE.	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
1. Fertilizer Import Depot.		@						
2. Water Management Project Islamabad.						@		Downsize by 40 percent.
3. Department of Plant Protection.		@						
4. Plant quarantine.		@						To be activated.
5. Marketing and Grading Dept		@						
6. Soil Survey Department.					@			Duplication of functions.
7. National Institute of Soil Survey.		@						
8. National seed Registeration dept.			@					
9. Directorate General of Federal Seed Certification.		@						
10. Animal Quarantine Dept.		@						
11. Central Fisheries Department.		@						
12. Marine Deep Sea Fishing lab.		@						
13. Oceanography and Hydrological Resaearch Lab.		@						
14. Fisheries Training Centre, Karachi.		@						
15. D.G. Food, Karachi.			@					Merger of Directorate of Accounts already recommended into D.G. s Office.

The symbol @ indicates action recommended.

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Recommendations on Corporations & Attached Departments

16. Directorate of Accounts, Food.			@					As above.
17. Pakistan Central Cotton Committee.							@	Redundant
18. Pakistan Agricultural Store Services.	@							Restructure and modernize
19. Pakistan Oilseed development Board.		@						

The symbol @ indicates action recommended.

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10. MINISTRY OF FOREIGN AFFAIRS.	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
10.0 Ministry of Foreign Affairs. (Main Secretariat)						@		Resources too thinly spread to have effective presence in all countries.
1. Pakistani Missions Abroad (Including Consulates) 100						@		Close unnecessary missions to beef up other strategic ones.
2. State Guest Houses		@						
3. Foreign Services Academy.		@						
4. Foreign Office hostel, Islamabad.		@						
5. PM's Guest House, Rawalpindi.		@						
10. Offices of other Ministries/Divisions Abroad						@	@	
i. Information							@	16 out of 23 offices to be closed.
ii. Commerce							@	6 out of 36 offices be closed . The closure will not affect our trade.
iii. Education							@	Closure of all 7 Offices.
iv. Finance.		@						
v. Food & Agriculture.		@						
vi Health							@	One office , which may be closed.
Vii. Labour & Manpower						@	@	Close 6 out of 16 offices.

The symbol @ indicates action recommended.

Recommendations on Corporations & Attached Departments

								Two Offices.
Viii. Science & Technology		@					@	Close one office which the Ministry has abroad.
ix. Industries								

The symbol @ indicates action recommended.

Recommendations on Corporations & Attached Departments

11. MINISTRY OF HEALTH.	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
1. Epidemiological Unit.					@			Transfer to Chief Commr. Islamabad.
2. Quality Control Authority.		@						
3. Basic Health Services Cell.					@			Transfer to Chief Commr. Islamabad.
4. Mother and Child Care.					@			-do-
5. Drug Controller, Islamabad.		@						
6. Mother & Child Health HQ.		@						
7. College of Nursing, Karachi.		@						
8. Central health Establishment and Stores, Karachi.						@		Decentralization is required.
9. Civil Surgeon, Karachi.						@		Reduce by #0 ercent.
10. TB Centre, Rawalpindi.					@			Provincial Subject.

The symbol @ Indicates action recommended.

Recommendations on Corporations & Attached Departments

11. MINISTRY OF HEALTH.	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
11. Federal Government Dispensaries.					@			Provincial governments to take over. Those in Islamabad to be transferred to CC Islamabad.
12. Services Hospital, Isl.					@			Chief Commissioner Islamabad
13. Jinnah Post Graduate Medical Centre (JPMC)					@			Offer to the Provincial Government
14. National Institute of Child Health		@						
15. Institute of Basic Medical Sciences, JPMC					@			As in JPMC
16. UNICEF stores , Karachi		@						
17. Unani Research Centre, Karachi.		@						
18. School of Nursing, Islamabad.					@			Chief Commissioner Islamabad.
19. Health Services Academy, Islamabad.		@						
20. Malaria Control , Islamabad.						@		Re-orientation of policy required.
21. Port Health Establishment.						@		
22. Airport Health Establishments.						@		
23. Airport Quarantine , Karachi.						@		

The symbol @ indicates action recommended.

11. MINISTRY OF HEALTH	Upscale*	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
24. Central Health Organization, Rawalpindi.					a			Transfer to the government of Punjab
25. School Health Service					a			Provinces and Chief Commissioner, Islamabad.
26. Port Health Estb. Port Qasim		a						
27. [illegible] Drugs Lab. [illegible]		a						
28. [illegible] Controller		a						Station most inspectors in the interior
29. [illegible] Inspectors		a						
30. Checkposts at Border.		a						
31. TB Control Dretrt.		a						
32. National Institute of Malaria Research, Lahore.		a						
33. National Institute of Cardiological Disease		a						
34. National Institute of Health		a						

The symbol a indicates action recommended.

Recommendations on Corporations & Attached Departments

12. MINISTRY OF HOUSING & WORKS.	Upscale	No Change	Merge	Privatize	Provincialise /Localize	Downsize	Abolish	Note
1. Pak PWD						@		PWD may be downsized drastically, 65 percent, and its role reduced
2. Estate Offices.							@	A planned abolition of the Estate Offices has been recommended. Functions of the estate offices may be decentralized
3. Lodges and Hostels.								Management of these places may be contarcted out. The system may be decentralized for greater efficiency.
4. F. G. Employees Housing Foundation.		@						
5. National Construction Ltd.				@				NC may be prepared for privatization
6. National Housing Authority							@	

The symbol @ indicates action recommended.

Recommendations on Corporations & Attached Departments

13. MINISTRY OF INDUSTRIES & PRODUCTION.	Upscale	No Change	Merge	Privatize	Provincial / Localize
6. Federal Chemicals and Ceramics Corporation Ltd.			@		
7. National Fertilizer Corporation.			@		
8. Pakistan Automobile Corporation.			@		
9. Pakistan Industrial Development Corporation.			@		
10. State Cement Corporation of Pakistan.			@		
11. State Engineering Corporation.			@		
12. State Petroleum (PERAC).			@		
13. Pakistan Steel.				@	
14. Ghee Corporation of Pakistan.				@	
15. Utility Corporation of Pakistan.				@	

The symbol @ indicates action recommended.

Recommendations on Corporations & Attached Departments

13. MINISTRY OF INDUSTRIES & PRODUCTION	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
1. Department of Supplies.							a	The function may be decentralized
2. Textile Commissioners Offices							a	Services can be taken over by APTMA & the Ministry
[illegible]	a							[illegible]
[illegible] Karachi			a					[illegible]
5. Department of Explosives.	a							Needs of the times have changed, but the organization has not.

The symbol *a* indicates action recommended.

Recommendations on Corporations & Attached Departments

13. MINISTRY OF INDUSTRIES & PRODUCTION.	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
6. Federal Chemicals and Ceramics Corporation Ltd.			@					All these holding Corporations may be merged into one holding Company, till completion of the privatization programme.
[illegible]tional Fertilizer [illegible]ration.			@					
8. Pakistan Automobile Corporation.			@					
9. Pakistan Industrial Development Corporation.			@					
10. State Cement Corporation of Pakistan.			@					
11. State Engineering Corporation.			@					
12. State Petroleum (PERAC).			@					
13. Pakistan Steel.				@		@		
14. Ghee Corporation of Pakistan.				@				
15. Utility Corporation of Pakistan.				@				As a chain of retail outlets. It is not viable in its present form.

The symbol @ indicates action recommended.

Recommendations on Corporations & Attached Departments

11. INFORMATION & BROADCASTING	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
1. Pakistan Television Corporation Ltd.		@						Retain with upgraded management
2. Pakistan Broadcasting Corporation						@		To be downsized and modernized.
3. Shalimar Recording & Broadcasting Company Ltd.	@							Strong management
4. Audit Bureau of Circulation						@		
5. Directorate of Research & [illegible]							@	
6. [illegible]		@						[illegible]
7. Department of Films & Publications						@		Downsize by 30%
8. PID (Press Information Department)						@		Downsize by 25%
9. Pakistan National Centres							@	

The symbol @ indicates action recommended.

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15. INTERIOR	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
1. Chief Commissioner's Office, Islamabad.						@		
2. Office of the Deputy Commissioner, Islamabad.						@		
3. Office of the Assistant Director Local Government and Rural Dev., Islamabad.						@		
4. Twelve Union Councils, Islamabad.		@						
5. Cooperative Societies Department Islamabad.								Regulatory Body
6. Office of the Excise and Taxation Officer, Islamabad.		@						
7. Office of the Senior Civil Judge Islamabad.		@						
8. District and Session Judge, Islamabad.		@						
9. District Attorney Islamabad.		@						
10. Police Department of Federal Area Islamabad.						@		
11. Health Department Islamabad.			@					hief Commissioner ICT
12. Office of the Assistant Director Labour Department Islamabad.		@						
13. Employment Exchange.							@	
14. Directorate of Auqaf Islamabad						@		
15. Agriculture Department Islamabad		@						

16. Food Department Islamabad.		@						
17. Office of the Soil Conservation Islamabad.						@		
18. Office of the Assistant Director Livestock and Dairy Development Islamabad						@		
19. Fisheries Department Islamabad						@		
20. Rural Markaz		@						
21. Industrial & Mineral Development Department Islamabad		@						
[illegible] Deputy Commissioner [illegible] F-8 Markaz, Islamabad Civil Defence Department		@						
23. Department of Immigration & Passport		@						
24. Registration Organization						@		
25. Directorate of Civil Defence, Islamabad.		@						
26. National Institute of Fire Technology, Islamabad.		@						
27. Civil Defence Training School Karachi.		@						
28. Civil Defence Academy Lahore.		@						
29. Civil Defence Training School Lahore		@						
30. Civil Defence Training School Peshawar		@						
31. Civil Defence Training		@						

The symbol @ indicates action recommended.

Recommendations on Corporations & Attached Departments

School Quetta.								
32. Bomb Disposal Unit Lahore.		@						
33. Central Jail Staff Training Institute, Lahore.		@						
34. Afghan Trade Development Cell, Islamabad, Peshawar, Quetta.			@					Transfer to Foreign Office
35. Psychological Operational Wing, Islamabad.							@	
36. [illegible]						@	@	Planned closure/ downsize
37. [illegible] Islamabad.		@						
38. HQ Pakistan Rangers, lahore.		@						
39. HQ Pakistan Rangers, karachi.		@						
40. HQ Pakistan Coast Guards		@						
41. Headquarter F.C. Balochistan		@						
42. Headquarter F.C. NWFP		@						

The symbol @ indicates action recommended.

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Recommendations on Corporations & Attached Departments

16. NARCOTICS CONTROL	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
1. Anti Narcotics Force Regional Office, Gilgit		a						
2. Anti Narcotics Force, Lahore		a						
3. Anti Narcotics Force Regional Office, Peshawar		a						
4. [illegible] Narcotics Force [illegible] Karachi		a						
[illegible] Narcotics Force [illegible] Quetta		a						
[illegible]		a						
[illegible] Rawalpindi								

The symbol a indicates action recommended.

Recommendations on Corporations & Attached Departments

17. LABOUR & MAN POWER	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
1. Overseas Pakistani Foundation				@		@		No new projects, downsize (50%) and privatize with Overseas Directors.
2. Overseas Employment Corporation	@							Strong management and convert to regulatory bodies.
3. [illegible]								Professional Treasury operation and portfolio [illegible]
4. [illegible]								Treasury operation and portfolio
5. Pakistan Manpower Institute			@					Merger with PIDE
6. Central Inspectorate of Mines					@			Transfer to provincial governments
7. National Institute of Labour Admn. Karachi.					@			Transfer to provincial governments
8. Directorate of Workers Education (Including Workers Population Education)			@					Population Welfare
9. National Industrial Relations Commission		@						
10. Implementation Tribunal for Newspaper		@						
11. D.G. Bureau of Immigration and Overseas Employment						@		Regulatory body. Downsize/private sector.

The symbol @ indicates action recommended.

12. National Talent Pool							@	
13. Employment Exchange Northern Areas Gilgit							@	
14. Apprenticeship Training Centre, Islamabad.		@						
15. National Training Bureau (Main Office), Islamabad.		@						
16. National Training Development Institute		@						

The symbol @ indicates action recommended.

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Recommendations on Corporations & Attached Departments

18. LAW & JUSTICE	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
1. Tribunal for Dis-advantage persons							@	
2. Federal Judicial Academy Islamabad.		@						
3. Attorney General of Pakistan		@						
4. Deputy Attorney General [illegible] Islamabad		@						
[illegible] Deputy Attorney General [illegible]		@						
[illegible] Karachi		[illegible]						
[illegible]		[illegible]						
[illegible] Tax Appellate Tribunal, Islamabad		@						
9. Income Tax Appellate Tribunal, Karachi.		@						
10. Income Tax Appellate Tribunal, Karachi Bench.		@						
11. Insurance Appellate Tribunal, Central Karachi		@						
12. Federal Shariat Court Islamabad		@						
13. Special judge (Central) Rawalpindi		@						
14. Special Judge Central Karachi		@						
15. Special Judge Customs & I&AS, Karachi		@						
16. Drug Court at Karachi		@						
17. Special Court Banking Companies, Karachi		@						Retained. To be financed by Banks

The symbol @ indicates action recommended.

Recommendations on Corporations & Attached Departments

18. Special Court (commercial) Karachi		@						
19. Deputy Attorney General of Pakistan Lahore-I		@						
20. Deputy Attorney General of Pakistan, Lahore-II		@						
21. Standing Counsel-I Lahore		@						
22. Income Tax Appellate [illegible] Lahore		@						
[illegible] (Central) [illegible]		@						
[illegible] (Customs) [illegible]		@						
[illegible] Lahore		@						
[illegible] Banking [illegible]		@						Retained. To be financed by Banks.
2[illegible] Special Court (Commercial) Lahore		@						
28. Deputy Attorney General Peshawar		@						
29. Income Tax Appellate Tribunal IV Bench		@						
30. [illegible] Judge Customs Taxation, Peshawar		@						
31. Special Judge (Central) Peshawar		@						
32. Special Court (Banking/ Companies) Peshawar		@						Retained. To be financed by Banks.
33. Deputy Attorney General Quetta		@						
34. Special Court (Offences in Banks)		@						Retained. To be financed by Banks.

The symbol @ indicates action recommended.

35. Banking Tribunal Lahore		@						**Retained. To be financed by Banks.**
36. Banking Tribunal Karachi		@						**Retained. To be financed by Banks.**
37. Banking Tribunal Peshawar		@						**Retained. To be financed by Banks.**
38. Special Judge (Central) Multan		@						
[illegible] Special Court (Banking) [illegible]		@						**Retained. To be financed by Banks.**
[illegible]		@						
[illegible] Tax Appellate [illegible]		@						
[illegible] Bench-III		@						
[illegible] Income Tax Appellate Tribunal, Karachi Bench-II		@						
[illegible] Income Tax Appellate Tribunal, Lahore-IV		@						
45. Special Court (Banking) Faisalabad.		@						**Retained. To be financed by Banks**
46. Special Judge (Central) Faisalabad.		@						
[illegible] Income Tax Appellate Tribunal Karachi Bench-III		@						
48. Special Judge (Central-II) Karachi		@						
49. Standing Counsel Rawalpindi		@						
50. Standing Counsel-II Karachi		@						
51. Special Court (Terrorist Activities-I) Karachi		@						

The symbol @ indicates action recommended.

52. Banking Tribunal-II Karachi		@						**Retained. To be financed by Banks**
53. Banking Tribunal Hyderabad		@						**Retained. To be financed by Banks.**
54. Banking Tribunal Multan		@						**Retained. To be financed by Banks**
55. Banking Tribunal Quetta		@						**Retained. To be financed by Banks**
Foreign Exchange [illegible] Lahore		@						
[illegible]		@						
[illegible] Karachi								
[illegible]		@						[illegible]
[illegible]		@						
[illegible] Deputy Attorney General-II Karachi		@						
[illegible] Dy. Attorney Gen. Lahore		@						
62. Standing Counsel Bahawalpur		@						
63. Standing Counsel Multan		@						
64. Special Court (Banking) [illegible]pindi		@						**Retained. To be financed by Banks**
65. Special Court (Banking) Gujranwala		@						**Retained. To be financed by Banks**
66. Special Court (Offences in Banks)		@						**Retained. To be financed by Banks**
67. Special Judge (Central) Hyderabad		@						
68. Standing Counsel Sukkur		@						
69. Special Court Banking Hyderabad		@						**Retained. To be financed by Banks**

The symbol @ indicates action recommended.

Recommendations on Corporations & Attached Departments

70. Income Tax Appellate Tribunal Bench-II Islamabad		@						
71. Income Tax Appellate Tribunal Bench VII, Lahore -		@						
72. Income Tax Appellate Tribunal Bench-V, Lahore.		@						
73. Income Tax Appellate Tribunal Bench-VIII, Lahore		@						
74. Income Tax Appellate [illegible] Bench [illegible] Lahore		@						
[illegible]		"						
[illegible]								
[illegible] Tax Appellate Tribunal Bench IV, Karachi		@						
78. Income Tax Appellate Tribunal Bench-VII, Karachi		@						
79. Income Tax Appellate Tribunal Bench-V, Karachi		@						
80. Income Tax Appellate Tribunal Bench-VI, Karachi		@						
[illegible] al Court (suppression of TA), Multan		@						
82. Special Court (suppression of TA) D.G. Khan		@						
83. Customs Excise and Sales Tax App. Tribunal, Islamabad.		@						
84. Customs Excise and Sales Tax App. Tribunal, Karachi		@						

The symbol @ indicates action recommended.

85 Special Court (Offences in Banks), Rawalpindi		@							**Retained. To be financed by Banks**
86 Special Court Suppression of T.A. Bahawalpur		@							
87 Central Excise & Sales Tax at Lahore.		@							

The symbol @ indicates action recommended.

Recommendations on Corporations & Attached Departments

19. PETROLEUM & [illegible]	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
[illegible] Gas Development Corporation								Being considered separately.
[illegible] Limited				a				To be privatized after September, 1997
[illegible]				[illegible]				To be privatized [illegible] and wind [illegible]
[illegible]								[illegible] separately.
7. Pakistan State Oil Co. Ltd.								Being considered separately.
8. Sui Southern Gas Company Ltd.								Being dealt with separately.
9. Department of Petroleum & Energy Resources		•						Rationalize staff strength
10. Geological Survey of [illegible]			a					Decentralize. Under transfer to new Ministry.

The symbol *a* indicates action recommended.

Recommendations on Corporations & Attached Departments

20. PLANNING & DEVELOPMENT DIVISION	Upscale	No Change	Merge	Privatize	Provincialise Localize	Downsize	Abolish	Notes
National Fertilizer Development Centre			√					Transfer to Food & Agriculture
[illegible] Computer Centre		√						

The symbol √ indicates action recommended.

Recommendations on Corporations & Attached Departments

21. POPULATION	Upscale	No Change	Merge	Privatize	Provincialise	Downsize	Abolish	Notes
[illegible] Central [illegible] Karachi								[illegible]
[illegible] Training, Karachi		a						
[illegible] Directorate of Production & Printing, Lahore.						a		

The symbol *a* indicates action recommended

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Recommendations on Corporations & Attached Departments

RAILWAYS	Upscale	No Change	Merge	Privatize	Provincialise Localize	Downsize	Abolish	Notes
								To be considered separately

The symbol ✓ indicates action recommended

Recommendations on Corporations & Attached Departments

23. RELIGIOUS AFFAIRS & MINORITIES AFFAIRS	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
[illegible] Karachi [illegible]								
[illegible] Haj Directorate Karachi.								
3. Haj Operations Islamabad		a						
4. Permanent Dispensaries at Makkah & Madina		a						
5. Haj Section at Jeddah		a						
6. Pilgrimage Haj [illegible]		a						
[illegible] Haj Dte. Islamabad.								
9. Haj Directorate Lahore		a						
10. Haj Camp Peshawar		a						
11. Pilgrimage - Haj Directorate Quetta		a						
12. Pilgrimage Haj Directorate, Multan		a						
[illegible] Haj Directorate Sukkur								

Recommendations on Corporations & Attached Departments

21. SCIENCE & TEHCNOLOGY	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
1. Pak. Council for Science & Technology			@					Merge with Pak. Council of Appropriate Technology and [illegible] Institute of Silicon Technology
2. [illegible]R						@		Downsize and self supporting
3. Pak. Council of Appropriate Technology								
4. council for Works and Housing Res.								
[illegible]								
[illegible] Electronics			@					Merge [illegible] Electronics
7. Pak. Council of Research in Water Res.			@					Merge with DRIP
8. Pak. Medical Research Council			@			@		Downsize and transfer to Health
9. National Institute of Oceanography		@						
[illegible] [illegible]tion			@					[illegible] with Central Testing Laboratory
11. Pak Science Foundation								Self-supporting
12. National University of Science & Technology		@						Continue
13. Centre for App. Molecular Bio Gas								Self-supporting
14. National Institute of Power							@	Already abolished.
15. PASTIC								

The symbol @ indicates action recommended.

25. SOCIAL WELFARE & SPECIAL EDUCATION	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes.
1. National Commission for Child Welfare						@		
2. [illegible] Council of Social Welfare						[illegible]		
3. Comprehensive community Centres					@			Transfer to provinces and Local Govt.
4. Social Services (Medical) Project, Islamabad.								Chief Commissioner
5. National Council for the [illegible] of Disabled persons.		@						
[illegible]								
7. Social Service (Medical) Pr[illegible] DHQ Hospital, Skardu.			@					Northern Areas Administration
8. SS (Medical) Project JPMC, Karachi.					@			Offer to Provincial, Government or transfer to JPMC
9. Rural Community Development Project Ltd.								Chief Commissioner ICT
[illegible] Child W[illegible] [illegible] Islamabad.								Chief Commissioner ICT
11. [illegible] (Medical) Project TB Centre, Rawalpindi.					@			Transfer to Provincial Government
12. SS (Medical) Project, Lahore					@			-do-
13. Directorate General of Special Education						@		Downsize and retain till provinces develop capabilities.
14. Rehabilitation Centre for the Blind.								Chief Commissioner ICT

The symbol @ indicates action recommended.

15. Rehabilitation Centre for the AIR, Islamabad.								Chief Commissioner ICE
16. Rehabilitation Centre for [illegible] Children, Islamabad.								Chief Commissioner ICT
17. Rehabilitation Centre for the Deaf, Islamabad.								Chief Commissioner ICE
18. [illegible] Resource Centre.								Transfer to Education for consolidation
19. Institute of Physically Hand Children, Lahore.					a			Provincial Government if they agree
20. National Braille Press for Visually Hand, Islamabad.								Chief Commissioner ICT
21. National Mobility Independence TC Islamabad		a						
22. Special Education		a			a			To be retained till [illegible] develop capacity [illegible] transfer to provinces/others.
23. Centre for Visually Handicapped Children, Larkana.					a			Provincial Government
24. Centre for Mentally Retarded Children, Hyderabad.					@			Provincial Government
[illegible]								Provincial Government
26. National Institute of Handicapped, Islamabad.		a						Retain by Federal Government.
27. National Training Centre for Disabled Persons.		a						Retain by Federal Government.
28. National Institute of Special Education.		a						

The symbol a indicates action recommended.

Recommendations on Corporations & Attached Departments

26. SAFRON	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
								Separate Committee to consider restructuring and downsizing in consultation with Provincial Government.
1. Frontier Constabulary								
2. Medical Establishments								
3. South Waziristan Agency								
4. Kurram Agency								
5. Khyber Agency								
[illegible] (Comm. Peshawar Division)								
8. Commissioner D.I. Khan								
9. Commissioner Kohat Div.								
10. Development Cell								
11. Budget Cell								
12. Research Cell								
13. Home and Tribal Affairs Cell								
14. Governors Inspection Team								
15. Bajour Agency								
16. Orakzai Agency								
17. Powindah Organization								
18. People's Local Councils (Dte. Level)								
19. Agencies/Frontier Region Level								

The symbol *a* indicates action recommended.

20. Account Office Khyber Agency								
21. Account Office Bajour Agency								
22. Accounts Office North Wazirstan Agency								
23. Accounts Office South Wazirstan Agency								
24. Accounts Office Orakzai Agency								
25. Accounts Office Mohmand Agency								
26. Accounts Office Kurrum Agency								
27. FATA Cell Education								
29. Administration (Civil Def)								
30. PWD Organization								
31. Public Health Engineering (Water Supply)								
32. Public Health Eng. Establishment								
33. Anti Malaria Programme								
34. Direcor (Education)								
35. General Inspection (Education)								
36. Government Universities/ Colleges/ Institutions								
37. Govt. Secondary Schools								
38. Government Primary Schools								
39. Government Special Schools								

The symbol *a* indicates action recommended.

40. Health Services Establishment								
41. Hospitals and Dispensaries (Health Services)								
42. Agriculture Direction (Peshawar & D.I. Khan)								
43. Directorate of Agriculture FATA.								
44. Veterinary Charges Superintendence								
45. Veteromaru Cjarges Subbordinate Estt.								
46. Hospitals and Dispensaries (Animal Husbandry)								
[illegible] General Direction								
48. Sericulture								
49. Administration (Agriculture Engg.)								
50. Administration (Industries)								
51. Directorate Technical Education, Peshawar								
52. Fishries								
53. Manpower								
54. Dte. of Adaptive Research, Peshawar								
55. Agriculture Research Soil Testing Lab. Peshawar								
56. Chief Commissioner, Afghan Refugees								

The symbol *a* indicates action recommended.

Recommendations on Corporations & Attached Departments

27. KA&NA	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
1. Northern Areas Transport Corporation		@						Retain and modernize
2. FATA Development Corporation							@	
3. Office of Chief Secretary N.A. Gilgit		@						
4. District Administration Gilgit		@						
5. Police Department		@						
6. Jail Department		@						
7. Medical Establishment		@						
8. Agriculture Operation		@						
9. Animal Husbandery		@						
10. Forest Department		@						
11. Fishries Department		@						
12. Directorate of Local Bodies Rural Dev. N.A.		@						
13. Frontier Constabulary N.A. Gilgit		@						
14. Settlement Organization Gilgit		@						
15. Dte. of Edu. N.A. Gilgit		@						
16. F.G. Educational Institutions, Gilgit		@						
17. Dte. of Health Services		@						
18. Jammu & Kashmir Refugees Hospital, Attock		@						
19. J&K Refugees Rehabilitation Organization		@						
20. Dte. of Civil Supplies & Transport for N.A. Gilgit		@						

The symbol @ indicates action recommended.

Recommendations on Corporations & Attached Departments

21. Chief Engineer for N.A. Gilgit		@						
22. Works		@						
23. Chief Courts N.A. Gilgit		@						

The symbol @ indicates action recommended.

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28. WATER & POWER	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
1. Water & Power Development Authority								Being dealt with separately.
2. National Engineering Services		@						No change
3. National Power Construction Corp.				@				
4. National Tubewell Construction Corp.				@				
5. Karachi Electric Supply Corp.								Being dealt with separately.
6. National Electric Regulatory Authority	@							To be strengthened
7. Private Power & Infrastructure Board								To be converted for monitoring purposes.
8. Chief Engineering Adviser/ Fed. Flood Commission		@						
9. Pak. Commissioner for Indus Water, Lahore		@						

The symbol @ indicates action recommended.

Recommendations on Corporations & Attached Departments

59. SUPREME COURT OF PAKISTAN	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
1. Supreme Court of Pakistan		@						

Recommendations on Corporations & Attached Departments

30. ELECTION COMMISSION OF PAKISTAN	Upscale	No Change	Merge	Privatize	Provincialise / Localize	Downsize	Abolish	Notes
Election Commission of Pakistan		@						

The symbol @ indicates action recommended.

Annexure-I

ORGANIZATION/CORPORATION DATA

CORPORATION/ORGANIZATION WISE BASIC INFORMATION
BASED ON FINANCIAL YEAR 1995-96
AS ON 30TH JUNE, 1996

(Rs in million)

S.No	Name of Ministry/Division	Total (Emp.)	Total Salary	Recommendations
1.	**Cabinet Division** Printing Corporation of Pakistan Ltd.	1515	70	PCPL may be privated. Offices at Karachi & Lahore may be included in the ids-investment. Islamabad office & Press may be retained.
	Total:	1515	70	

ORGANIZATION/CORPORATION DATA

CORPORATION/ORGANIZATION WISE BASIC INFORMATION
BASED ON FINANCIAL YEAR 1995-96
AS ON 30TH JUNE, 1996

(Rs in million)

S.No	Name of Ministry/Division	Total (Emp.)	Total Salary	Recommendations
2.	Ministry of Commerce			
-	State Life Insurance Corp.	6066	588	May be privatized over a ten year time span.
-	Pakistan Insurance Corp.	380	45	May be privatized.
-	National Insurance Corp.	619	76	It is a reinsurance company and may be retained in the public sector.
-	Cotton Export Corp.	952	180	May be wound up.
-	Rice Export Corporation.	2271	328	May be wound up.
-	Trading Corp. of Pakistan	236	43	May be wound up.
-	F.T.I.P. Islamabad	31	2	May be wound up.
-	Pakistan Tobacco Board	211	14	May be downsized.
-	National Tariff Commission	90	6	Retained.
	Total:	10856	1282	

ORGANIZATION/CORPORATION DATA

CORPORATION/ORGANIZATION WISE BASIC INFORMATION
BASED ON FINANCIAL YEAR 1995-96
AS ON 30TH JUNE, 1996

(Rs in million)

S.No	Name of Ministry/Division	Total (Emp.)	Total Salary	Recommendations
3.	Ministry of Industries & Investment			
-	F.C.C.C.L.	1600	236	Seven Corporations, FCCL, NFC, PACO, PIDC, SCCP, SEC and PERAC may be converted to one Corporation at Islamabad.
-	N.F.C.	4976	791	
-	P.A.C.O.	400	65	
-	P.I.D.C.	2152	128	
-	S.C.C.P.	3330	538	
-	S.E.C.	9186	836	
-	P.E.R.A.C.	1191	1332	
-	P.A.S.M.I.C.	26251	3048	
-	G.C.P.	2619	269	GCP may be privatized.
-	Utility Stores Corporation	3602	215	USC cannot be sustained. It may be privatized as a discount store chain.
	Total:	55307	7458	

ORGANIZATION/CORPORATION DATA

CORPORATION/ORGANIZATION WISE BASIC INFORMATION
BASED ON FINANCIAL YEAR 1995-96
AS ON 30TH JUNE, 1996

(Rs in million)

S.No	Name of Ministry/Division	Total (Emp.)	Total Salary	Recommendations
4.	Ministry of Communications			
-	Pak. Telecom Company Ltd.	68618	3400	Being handled separately.
-	Pak. National Shipping Corp.	1826	439	May be privatized.
-	Port Qasim Authority	2253	319	PQA should have a landlord role only.
-	National Highway Authority	2095	65	Employment level be rolled back to position in 1995.
-	Karachi Port Trust	12376	2030	KPT may have a landlord role. All services be privatized.
	Total:	87168	6253	

ORGANIZATION/CORPORATION DATA

CORPORATION/ORGANIZATION WISE BASIC INFORMATION BASED ON FINANCIAL YEAR 1995-96 AS ON 30TH JUNE, 1996

(Rs in million)

S.No	Name of Ministry/Division	Total (Emp.)	Total Salary	Recommendations
5.	Ministry of Culture & Sports			
-	National Film Development Corporation Ltd.	54	5	May be disinvested and assets sold.
-	National Institute of History. & Cult. Research.	65	5	PNCA may be merged with Commission on History & Culture and be attached to QAU.
-	Pakistan National Council of Arts.	189	10	To be wound up.
-	Lok Virsa	78	5	To be retained.
-	National Commission on Hist. & Culture	0	0	May be shifted to QAU.
-	Quaid-i-Azam Academy	32	1	May be shifted to QAU.
-	Authority for Preservation of Moenjodaro	13	1	Retained till aid is utilized.
-	Pak. Tourism Development Corp.	982	81	May be abolished, assets sold, every property leased out.
-	Pak. Institute of Tourism & Hotel Management	36	3	May be abolished. It is not performing any useful facilities.
-	Malam Jabba Resort Limited	23	10	May be disinvested and assets sold.
	Total:	1472	121	

ORGANIZATION/CORPORATION DATA

CORPORATION/ORGANIZATION WISE BASIC INFORMATION
BASED ON FINANCIAL YEAR 1995-96
AS ON 30TH JUNE, 1996

(Rs in million)

S.No	Name of Ministry/Division	Total (Emp.)	Total Salary	Recommendations
6	<u>Ministry of Defense</u>			
-	Pakistan International Airlines.	25133	6272	Being examined separately.
-	Karachi Shipyard and Engineering Works	3805	318	May be privatized.
-	Civil Aviation Authority.	7713	846	May be shifted under Transport & Communication and downsized.
	Total:-	36651	7436	

CORPORATION/ORGANIZATION WISE BASIC INFORMATION
BASED ON FINANCIAL YEAR 1995-96
AS ON 30TH JUNE, 1996

(Rs in million)

S.No	Name of Ministry/Division	Total (Emp.)	Total Salary	Recommendations
7	<u>Ministry of Education</u>			
-	Department of Libraries	163	6	To be downsized.
-	Central Copyright Office	23	1	To be brought under Intellectual Property.
-	National Book Foundation	161	11	To be transferred to Education Division.
-	Iqbal Academy Pakistan	36	2	May be merged with Deptt. of Archives, Cabinet Division.
-	Urdu Science Board	47	2	To be merged and downsized.
-	Urdu Dictionary Board	61	4	To be merged and downsized.
-	Pakistan Academy of Letters	113	6	To be merged and downsized.
-	National Institute of Technical Education	74	4	Retain (merge National Museum; Institute of Technical Education and National Education Equipment Centre).
-	National Museum of Science & Technology	45	2	-
-	National Education Equipment Centre	46	3	-
-	Institute for promotion of Science & Education Training	57	3	
-	Academy of Educational Planning & Management	90	4	Abolish

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CORPORATION/ORGANIZATION WISE BASIC INFORMATION
BASED ON FINANCIAL YEAR 1995-96
AS ON 30TH JUNE, 1996

(Rs in million)

-	Inter Board Committee of Chairmen	27	2	May be retained.
-	Pakistan National Commission for UNESCO	31	2	-do-
-	National Education Foundation	5	0	Restructure.
-	Sind Madrrssatual Islam	143	8	Transfer to Sind Government.
-	P.M. Literacy Commission	107	3	To be wound up and relocated in provinces.
-	Federal Board of Intermediate & Secondary Education	288	18	To be downsized and modernized.
	Total:-	1517	81	

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CORPORATION/ORGANIZATION WISE BASIC INFORMATION
BASED ON FINANCIAL YEAR 1995-96
AS ON 30TH JUNE, 1996

(Rs in million)

S.No	Name of Ministry/Division	Total (Emp.)	Total Salary	Recommendations
8	Ministry of Food & Agriculture			
-	Pakistan Central Cotton Committee	726	-61	To be wound up.
-	Pakistan Agriculture Store Service (PASSCO)	2106	206	Restructure for efficiency.
-	Pak. Oilseed Development Board	226	0	-
	Total:-	3061	145	

ORGANIZATION/CORPORATION DATA

CORPORATION/ORGANIZATION WISE BASIC INFORMATION
BASED ON FINANCIAL YEAR 1995-96
AS ON 30TH JUNE, 1996

(Rs in million)

S.No	Name of Ministry/Division	Total (Emp.)	Total Salary	Recommendations
9	Ministry of Housing & Works			
-	F.G. Employees Housing Foundation	50	4	Retain.
-	National Construction Ltd.	273	26	To be Privatized.
-	National Housing Authority	104	6	To be Abolished.
	Total:-	427	36	

ORGANIZATION/CORPORATION DATA

CORPORATION/ORGANIZATION WISE BASIC INFORMATION
BASED ON FINANCIAL YEAR 1995-96
AS ON 30TH JUNE, 1996

(Rs in million)

S.No	Name of Ministry/Division	Total (Emp.)	Total Salary	Recommendations
10	<u>Ministry of Information & Broadcasting</u>			
-	Pakistan Television Corporation Ltd.	6137	540	Retain with upgraded management.
-	Pakistan Broadcasting Corporation	4349	0	To be downsized and modernized.
-	Shalimar Recording & Broadcasting Company Ltd.	285	41	Strong management
	Total:-	10771	581	

CORPORATION/ORGANIZATION WISE BASIC INFORMATION
BASED ON FINANCIAL YEAR 1995-96
AS ON 30TH JUNE, 1996

(Rs in million)

S.No	Name of Ministry/Division	Total (Emp.)	Total Salary	Recommendations
11	<u>Ministry of Labour & Manpower</u>			
-	Overseas Pakistanis Foundation	411	48	No new projects, downsize (50%) and privatize with Overseas Directors.
-	Overseas Employment Corporation	96	5	Strong management and convert to regulatory bodies.
-	Employees Old Age Benefits	1034	91	Professional Treasury Operation and Portfolio
-	Workers Welfare Fund	35	3	Professional Treasury Operation and Portfolio
-	Pakistan Manpower Institute	43	3	Merge with PIDE
	Total:-	1619	150	

CORPORATION/ORGANIZATION WISE BASIC INFORMATION BASED ON FINANCIAL YEAR 1995-96 AS ON 30TH JUNE, 1996

(Rs in million)

S.No	Name of Ministry/Division	Total (Emp.)	Total Salary	Recommendations
12	**Ministry of Petroleum & Natural Resources**			
-	Oil & Gas Development Corporation	10221	1011	Being considered separately.
-	Pak. Arab Refinery Limited	606	75	To be privatized after Sept. 1997.
-	Lakhra Coal Development Co.	114	4	To be privatized alongwith Power Plant.
-	Pakistan Mineral Development Corporation	3961	112	Downsize & wind up
-	Sui Northern Gas Pipelines Ltd.	8407	1267	Being dealt with separately.
-	Saindak Metals Ltd.	1261	129	Privatize.
-	Pakistan State Oil Co. Ltd.	3317	0	Being Considered Separately.
-	Sui Southern Gas Company Ltd.	5552	1380	Being Considered Separately.
	Total:-	33439	3978	

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CORPORATION/ORGANIZATION WISE BASIC INFORMATION
BASED ON FINANCIAL YEAR 1995-96
AS ON 30TH JUNE, 1996

(Rs in million)

-	Centre for Appropriate Molecular Bio Gas	45	1	Self supporting.
-	National Institute of Power	42	2	Already abolished.
-	PASTIC	91	8	
	Total:-	4836	300	

CORPORATION/ORGANIZATION WISE BASIC INFORMATION
BASED ON FINANCIAL YEAR 1995-96
AS ON 30TH JUNE, 1996

(Rs in million)

S.No	Name of Ministry/Division	Total (Emp.)	Total Salary	Recommendations
14	Ministry of Water & Power			
-	Water & Power Development Authority	155262	6558	Being dealt with separately.
-	National Engineering Services	2381	502	No change.
-	National Power Construction Corporation	43	4	Privatize.
-	National Tubewell Construction Corporation	269	21	Privatize.
-	Karachi Electric Supply Corporation	13043	1778	Being dealt with separately.
-	National Electric Regulatory Authority	20	1	To be strengthened.
-	Private Power & Infrastructure Board	52	14	To be converted for monitoring purpose.
	Total:-	171070	8878	

CORPORATION/ORGANIZATION WISE BASIC INFORMATION
BASED ON FINANCIAL YEAR 1995-96
AS ON 30TH JUNE, 1996

(Rs in million)

S.No	Name of Ministry/Division	Total (Emp.)	Total Salary	Recommendations
15	<u>Ministry of Health</u>			
-	National Institute of Cardio Disease	591	31	Retain.
-	National Institute of Health (NIH)	832	42	-do-
	Total:-	1423	73	

ORGANIZATION/CORPORATION DATA

CORPORATION/ORGANIZATION WISE BASIC INFORMATION
BASED ON FINANCIAL YEAR 1995-96
AS ON 30TH JUNE, 1996

(Rs in million)

S.No	Name of Ministry/Division	Total (Emp.)	Total Salary	Recommendations
16	Kashmir Affairs & Northern Affairs Division			
-	Northern Areas Transport Corporation	405	15	Retain and modernize.
-	FATA Development Corporation	2485	121	Abolish.
	Total:-	2890	136	

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CHAPTER-IV

SPECIFIC RECOMMENDATIONS PERTAINING TO FEDERAL GOVERNMENT MINISTRIES/DIVISIONS AND THEIR AFFILIATED AGENCIES

4.1 Detailed reports containing analysis of functioning of the Federal Government Ministries/Divisions and their Affiliated agencies have been prepared. These contain specific recommendations about Re-structuring and are too voluminous to be included in entirety in this Report. The Commission, however, gives a summary each of all these reports which have been arranged alphabetically.

4.2 CABINET DIVISION

Introduction

4.2.1 The Cabinet Division is required to continue its pivotal role to lend support to the Executive Authority as laid down in the Constitution. This entails secretariat assistance to the Cabinet, its Committees and the Council of Common Interests. Besides having four Attached Departments as well as seven Autonomous Bodies under its administrative control, the following organizations are also attached with the Cabinet Division :-

a. Intelligence Bureau
b. Board of Investment

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c. Prime Minister's Monitoring & Evaluation Cell.
d. Federal Khidmat Council.
e. Prime Minister's Grievances Cell.
f. Prime Minister's National Debt Retirement Cell (PMNDRC)

4.2.2 Headed by the Cabinet Secretary, the Cabinet Division is organized into three wings i.e. Cabinet & Ministerial, Committees and Management Consultancy, third one Inter Provincial Coordination, each headed by an Additional Secretary. Moreover, the Division has 17 posts in BPS-20, 24 posts in BPS-19 as well as 81 posts of officers in BPS-17/18. Total sanctioned strength of the Cabinet Division is 892 which includes 746 posts of supporting staff (BPS-1 to 16). Total budget grant of the Cabinet Division for the financial year 1998-99, is Rs.45.893 Million.

4.3 Reorganization Plan for the Cabinet Division

Restructuring plan in respect of the Cabinet Division stem from the following three issues, which are discussed in detail hereafter:-

a. Rationalization in the functions allocated to and logic of organizations attached with the Cabinet Division

b. Merger of Management Services Wing of the Cabinet Division and Pakistan Computer Bureau with the Establishment Division and/or their placement in the Prime Minister's Office.

c. Transfer of the Board of Investment to the proposed Ministry of Trade, Industries and Investment (MITI).

4.4 Rationalization in the functions allocated to and organizations attached with the Cabinet Division

In pursuance of observation made during the meeting of the Commission on Administrative Restructuring held on August 6, 1998 to consider restructuring of the Cabinet Division and its affiliated agencies that "diversification in the functions has been created by placing too many and less relevant functions and organizations under the administrative control of the Cabinet Division", the following recommendations have been formulated:-

a. **Merger of the Capital Development Authority (CDA) and the Islamabad Capital Territory Administration (ICT) as well as transfer of the new merged organization to the Ministry of Interior.**

The question regarding merger of Capital Development Authority (CDA) with the Islamabad Capital Territory Administration (ICT) has been carefully considered. The Commission is of the view that instead of outright merger of the Capital Development Authority and the Islamabad Capital Territory Administration, it would be more practicable to start with a modest but meaningful step of improving coordination between the two entities. This can be conveniently done by making Chief Commissioner, Islamabad Capital Territory the Ex-officio Chairman of the CDA Board with responsibilities for planning, co-ordination, determination of priorities, allocation of resources and general oversight. A whole time Vice Chairman (for which provision exists in CDA Ordinance) as the Chief Executive can be assigned responsibility for operational matters and day-to-day business including administrative matters.

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b. **Transfer of SUPARCO to the Ministry of Science & Technology.**

The proposal has been considered from all angles and it seems appropriate to the Commission that SUPARCO may remain with the Cabinet Division.

c. **Transfer of the Department of Stationery & Forms to the Ministry of Industries & Production.**

The Department of Stationery & Forms may be retained in the Cabinet Division. However, its Lahore Office as well as Central Publications Branch may be abolished.

d. **Transfer of functions pertaining to Disaster Relief to the Ministry of Interior.**

The functions pertaining to Disaster relief may remain with the Cabinet Division, as it is the only Federal Ministry having coordination role with the Armed Forces as well as all the four Provincial Governments.

e. **Abolition of the R&R Wing.**

Presently the R&R Wing is in a state of Limbo because not much progress is being made for repatriation of the stranded Pakistanis. The Commission is of the view that this Wing may, therefore, be reduced to a skeleton structure for the time being. Resultantly 4 posts i.e one Deputy Director, One Stentopytist, One Assistant and one Naib Qasiad may be retained at Karachi Station, whereas, rest of the staff comprising 27 personnel as detailed in the Table 4.1 may be declared surplus.

f. **Privatization of PCP with continuation of a small Press at Islamabad.**

Management study of the PCP, carried out by Management Services Wing in 1995, recommended immediate winding up of the PCP under Section 358(b) of the Company Act, 1984 on the grounds that it had accumulated losses upto 1986-87 to the tune of Rs. 96.11 million and by then consumed 78% of its share capital. The current situation is reproduced below :-

Annual Paid up Capital	120 million
Ordinary Shares	104.528 million
Accumulative losses upto 30-6-1997	294.276 million

Financial State of Affairs of the PCP demand that if drastic step which are long overdue are not taken immediately then a stage will come when the sale of entire assets (Rs.910.287 million) would not make the PCP solvent. The Commission therefore, endorses the recommendations contained in the report and proposes winding up of the Printing Corporation of Pakistan (PVT) Limited. However, as suggested in the study, a small Government Press at Islamabad (as Subordinate Office) under the Cabinet Division may be established for important Government work.

g. **Urdu Dictionary Board and Urdu Science Board currently under the administrative control of the Education Division may be merged with the National Language Authority.**

The Urdu Dictionary Board and Urdu Science Board may be merged with the National Language Authority which may be transferred from the Cabinet Division to be placed under the Administrative Control of the Ministry of Education.

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4.5 Creation of Services & Management Division through the merger of the Establishment Division, Management Services Wing of the Cabinet Division as well as Pakistan Computer Bureau (An Attached Department of the Cabinet Division.

4.5.1 While drafting restructuring proposals in respect of the Establishment Division, Mr. H. N. Akhtar, Member of the Commission on Administrative Restructuring, has proposed to the Commission, in his report, that the present Establishment Division be transformed into the Services and Management Division, with the Prime Minister as the Minister Incharge, as is the practice in many countries. The present Management Services Wing should be upgraded with the inclusion of Pakistan Computer Bureau (to be detached from Cabinet Division). All Training, Administrative & Procedural Reviews as well as Reforms should be entrusted to this Wing/Division. Its task should be modernization of Government machinery to make it more responsive, effective and efficient in line with modern management practices. This institution should act as "Management Consultant" to the Government of Pakistan.

4.5.2 The Cabinet Secretary was of the view that the Prime Minister's Secretariat has already been downsized and converted into Prime Minister's Office and, therefore, there is not much logic in creating a new Division and attaching it with Prime Minister's Office. He was of the opinion that the best way of upgrading the consultancy wing of the Government of Pakistan is to reconvert the present Management Services Wing into the Management Services Division and the Pakistan Computer Bureau may be attached with this Division. It is, therefore, recommended that Management Services Wing may be detached from the Cabinet Division and be upgraded as a full fledged Division. The Cabinet Secretariat as a Ministry may, therefore, have three Divisions. viz Establishment, Cabinet and Management Services Divisions. Pakistan Computer Bureau may be placed with the proposed Management Services Division as its Attached Department

4.6 Transfer of the Board of Investment to the proposed Ministry of Trade, Industry and Investment (MITI)

The Cabinet Division have endorsed the decision of the Commission on Administrative Restructuring, taken in its meetings held on 26-9 1997 and 13-11-1997 that the Ministry of Trade, Industries & Investment may be created by the merger of the Ministries of Commerce and Industries & Production and the Board of Investment of the Cabinet Division.

4.7 CONCLUSIONS

With the proposed restructuring of the Cabinet Division, introduction of Information Technology and rationalization of supporting staff,

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178 posts of various categories would be surplus to requirements. Category wise detail of redundancies may be seen in the Table 4.1

TABLE 4.1

LIST OF REDUCNANT STAFF IN THE CABINET DIVISION

Sl.No.	TITLE OF POST	BPS	NO. OF POSTS TO BE DECLARED SURPLUS
1.	Accounts Officer	17	2
2.	Stenographer	15	2
3.	Assistant Incharge	15	2
4.	Stenotypist	12	[illegible]
5.	Assistant	11/15	115
6.	UDC	7/9	18
7.	LDC	5/7	39
8.	Staff Car Driver	4	3
9.	Daftry	3	1
10.	Naib Qasid	1/2	132
11.	Chowkidar	1	2
		Total:	317

4.8 AREAS IDENTIFIED FOR PROFESSIONAL TRAINING:

a. Development of skills and use of computer and software packages for all officers to reduce processing and response time.

b. Number of staff (Assistant, Stenographer, Stenotypist. UDC, LDC) to be trained in computer and selected software packages is 220.

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4.9 COMMERCE DIVISION

4.9.1 The Commerce Division is responsible for imports and exports across custom frontiers of Pakistan. The sanctioned budget of the main Division for the year 1998-99, is Rs. 57.77 million and the sanctioned staff strength is 375 including 72 officers in BS-16 and above.

4.9.2 The industrial policy and promotion are the responsibility of Industries and Production Division. Promotion of investment within the country and from abroad is the responsibility of Board of Investment which is under the Cabinet Division. For better coordination of the activities and uniformity in policy formulation, it is necessary to bring them under one umbrella. Therefore, there is a need to create the Ministry of International Trade, Industries and Investment (MITI) with the following two Divisions:-

a. International Trade Division and
b. Industries, Production & Investment Division.

4.9.3 For restructuring of the proposed International Trade Division, following measures are proposed:-

a. Economic Consultant Wing needs strengthening. For this purpose following posts are proposed:-

- One post of Chief Economic Consultant in BS-21.

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Two posts of Assistant Chief in BS-18.

b A legal cell may be created for legal matters of trade agreements and compliance of the regulation of World Trade Organization and World intellectual Property Rights Organization. Therefore, two posts of Legal Experts in BS-20.may be created.

c. Four posts of officers may be abolished

d. As a consequence of changed role of ministerial and supporting staff and their optimum utilization. 170 posts may be rendered surplus.

4.9.4 The posts to be created and declared surplus are shown in the Table 4.2.

TABLE 4.2

LIST OF REDUCNANT STAFF IN THE COMMERCE DIVISION

Sl.No.	TITLE OF POST	BPS	NO. OF POSTS TO BE DECLARED SURPLUS
1.	Joint Secretary	20	2
2.	Deputy Secretary	19	1
3.	P.S. to Minister of State	18	1
4.	Assistant	11/15	59
5.	UDC	7	6
6.	LDC	5	27
7.	Qusaid/Naib Qusaid/Frash	1/2	78
		Total:	174

4.9.5 The proposals for reorganization of the Attached Departments and Autonomous Bodies working under the Ministry of Commerce are given below:-

A) Attached Departments:

a. **Department of Insurance:**

The Department may be retained till it is converted into autonomous body as being envisaged.

b. **Export Promotion Bureau:**

The Department is being revamped in the light of report approved by the Prime Minister.

c. **Trade Marks Registry:**

Trade Marks Registry(Ministry of Commerce), Department of Patents (Ministry of Industries & Production) and Copy Right Office (Ministry of Education) may be merged to form a new organization called Organization for Intellectual Property Rights (OIPR) and placed under International Trade Division. The proposed OIPR may be reviewed by the Management Services Wing to make the organization more efficient and effective specially with respect to professionalization and staff developmen

B) Autonomous Bodies:

d. Foreign Trade Institute of Pakistan

In view of the under utilization of Foreign Trade Institute of Pakistan, it may be placed under Export Promotion Bureau and a detailed review may be carried out to make the training function more effective and need-based.

e. **Trading Corporation of Pakistan:**

The Rice Export Corporation of Pakistan and Cotton Export Corporation may be merged with Trading Corporation of Pakistan and only a skeleton staff for technical functions may be retained and surplus staff may be laid off under voluntary retirement scheme. (The proposal is already under implementation by the Commerce Division).

f. **Civic Centres Company.**

The company may be abolished.

4.9.6 Plan of professional training for officers alongwith their areas of training are given at Table 4.3. Besides this, for professional skill development, all officers and their supporting staff may be exposed to proper computer training for promotion of computer culture in the work situation. Details are given in the Table 4.4.

TABLE 4.3

Statement Showing Areas Identified for Professional Training of Officers of Commerce Division

Name of the Wing	No. of Post	Proposed Areas of Professional Training
Textile Wing	7	International Trade
Foreign Trade Wing	13	-do-
Imports Wing	5	-do-
Insurance Wing	4	Insurance related with international trade
	11	International Trade
	2	Trade Organisations

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4.10 COMMUNICATIONS DIVISION

4.10.1 The Communications Division is responsible for policy matters pertaining to Shipping and Navigation, Mercantile Marine Services, construction and efficient operation of National Highways/Motorways, and matters relating to Postal and Telecommunications Services

4.10.2 The total sanctioned staff strength of the Communications Division is 255 comprising 51 posts in BPS-17 and above and 204 BPS-16 and below. The total Budget grant of the Communications Division for the financial year 1998-99, is Rs. 24.429 million.

4.11 ISSUES AND RECOMMENDATIONS PERTAINING TO THE COMMUNICATIONS DIVISION

The existing Communications Division would need professionalism, corporate culture and use of modern technology to perform its functions efficiently and effectively. However, certain structural changes in the Wings/Sections of the Division have been suggested in the following paragraphs:-

a. The Secretary Communications being head of the Division as well as Chairman of various Board of Directors of autonomous bodies under the Division has to attend high level meetings which consumes his considerable time. In addition he has also to attend the routine matters of the Division. The Management Information System (MIS) is being installed in the main Ministry for monitoring of

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development activities in the organizations under the administrative control of the Division. Monthly review meetings and regular chief executives' conferences would also be held for efficient and effective disposal of official business. Also meetings of the advisory committees comprising senior citizens, intellectuals and private sector would be organized to invite suggestions for handling public grievances and improving performance of the organizations. The timeframe for completion of specific actions will be fixed to facilitate performance evaluation. In view of the above, the role of the Division will be enhanced and it will add to the workload of the Secretary Communications. Hence, more additional posts at senior level i.e., one Additional Secretary and one Joint Secretary will be required to share burden of the Secretary." However; the increase in the number of qualified personnel at senior level would be off-set by decrease in under-utilized and unskilled categories of staff and will not result in any additional financial burden.

b. Merger of the Communications and Railways Divisions to form an integrated Communications & Railways Ministry which was earlier recommended by the Economy Commission, was also considered by the Commission on Administrative Restructuring. The Commission agrees with the proposal and is of the view that after completion of privatization in Ministry of Railways, the left over regulatory work can be carried out by a Wing which should form part of the Ministry of Communications & Railways.

c. The Joint Secretary-I Wing is responsible to deal with matters pertaining to Telecommunication Organizations, Post Office Department etc. to examine various technical proposals pertaining to development projects in right perspective and provide assistance in making appropriate decisions. The Pakistan Telecommunications Company Limited (PTCL) and its subsidiary industrial units are on the agenda for privatization and on completion of the privatization process the workload of the section dealing with PTCL, etc., would be reduced considerably. Hence, this section would not be required. However, presently the Wing requires professional support in the area of Telecommunication, Project Management, Information Technology etc.

d. The I.G. Enforcement is responsible for ensuring effective enforcement of highways/motorways safety rules and regulations. After the completion of Islamabad Lahore Motorway, certain new posts have been created in the main Ministry for enforcement of motorways safety rules and regulations. As the function of Enforcement Wing is to prepare various policies and related rules/regulations for highways/motorways operations, the work relating to enforcement should be allocated to a separate department dealing with motorways/highways operational matters and manned with the newly created posts in the main Ministry for this purpose. However the I.G. Enforcement Wing/ Department dealing with motorways/highways requires professional competence in motorways/highways management, modern equipment/technology, information technology and public relationing etc.

e. Ports & Shipping Wing functions as part of the main Ministry at Karachi and executes Secretariat functions through subordinate offices. The past experience shows that most of the technical as well as routine matters are being referred to the main Ministry for decision making which indicates that the head of the Ports & Shipping Wing who is Director General/Additional Secretary in BPS 21 has not been delegated adequate functional powers. In order to make Ports & Shipping Wing more effective, it is recommended that it may be made as autonomous internally as is feasible through delegation of financial and administrative powers. Precise categorization of cases needing scrutiny or reference to the main Ministry be laid down.

4.12 ISSUES AND RECOMMENDATIONS RELATING TO ATTACHED DEPARTMENTS, SUBORDINATE OFFICES AND AUTONOMOUS BODIES/CORPORATIONS UNDER COMMUNICATIONS DIVISION

Simultaneously, with the reorganization of Communications Division, the Commission also considered restructuring of the various Attached Departments, Subordinate Offices and Autonomous Bodies/Corporation etc., and formulated views about their reorganization. The gist of the proposed measures is given below:-

4.13 Pakistan Post Office Department

4.13.1 Pakistan Post Office as a Department of the Federal Government was established under the Post Office Act - 1898, to provide postal facilities to the country. Besides performing its principal functions, the Department also performs agency functions such as Postal Life Insurance Post Office Savings Bank Account and payment of military pension. The total sanctioned staff strength of the Department is 31812 comprising 626 officers and 31186 staff members. The following operational issues have been identified in the Post Office Department:-

a. The Post Office Department needs restructuring as presently it lacks financial and administrative autonomy in decision making to respond to the demands of highly commercial postal sector. It is specially handicapped in employment practices and pricing matters.

b. The Department is also operating a large number of non-remunerative Post Offices on social and strategic grounds which adds to financial burden causing huge accumulated deficit and interest on capital outlay.

c. The Department has recently modernized its various operations. Various equipment like Franking Machines, Stamp Canceling Machine, Computerised Weighing Machine, Date Markers, etc., have been provided to various post offices to facilitate their speedy and efficient operations. The objective of this modernization was to increase the revenue through efficient operations and reduce the recurring expenditure by reducing the

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operational staff. The Department has not made any proportionate reduction in staff strength due to its modernization of operations and, thus, the objective of reducing the deficit could not be achieved due to increase in establishment expenditure.

d. A detailed study of the Department, as requested by the Secretary Communications is being initiated by the Management Services Wing, shortly.

4.13.2 In order to make the Post Office Department a viable and modernized organization, the following recommendations are made:-

a. The Pakistan Post Office Department may be organized as a commercial corporation or a government appointed board with necessary autonomy for recruitment of staff and fixation of tariff.

b. The services to be subsidized or to be cross-subsidized on social and strategic grounds may be ascertained and provided necessary support. There is also need for capital restructuring in view of very large accumulated deficit.

c. An extension of mail services, fax and savings bank services to boost the saving in the rural sector may be provided. However, appropriate costing should determine the feasibility of the services.

d. A Postal Sector Regulatory Authority under Ministry of Communications to regulate operation of private courier services may be established which may also redefine the parameters under which the postal sector as a whole in terms of tariffs and security should operate.

e. The Department may identify the reduction of staff as a result of modernization carried out.

4.14 Pakistan Marine Academy and Seamen's Training Centre

4.14.1 The Pakistan Marine Academy and the Seamen's Training Centre were merged in pursuance of the Cabinet Decision in Case No. 84/6/97 dated 27-01-1997. Both the Pakistan Marine Academy and the Seamen's Training Centre, Karachi are training institutions. The Academy is imparting pre-sea and post-sea training to cadets and sea-farers. The Academy is affiliated with the University of Karachi and is empowered to award B.Sc. degree in Maritime Sciences. The total manpower strength of Pakistan Marine Academy and Seamen's Training Centre after the merger is 224 out of which 36 are officers and the remaining 188 are staff personnel. Following issues pertaining to the Academy have been identified:-

a. After merger, separate set-up for various activities such as instructional administrative, transport, accounts, health, hygiene, and sports are not required for the two institutions.

b. The Academy has great potential for expanding its activities by offering training to personnel from other countries and to earn valuable foreign exchange.

4.14.2 With a view to make the institutions more viable the following recommendations are made:-

a. Separate units responsible for various activities like administration, transport, accounts, etc., may be merged and 17 posts already identified as a result of the study

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carried out regarding merger of these two institutions may be declared surplus to work requirement. Furthermore, the set up already agreed at the time of merger scheme in 1997 be allowed to continue and no further changes in the organizational structure are considered necessary.

b. Efforts may be made to take advantage of the potential capabilities for imparting training to foreigners to earn valuable foreign exchange. An upward revision of rates of tuition fee is also recommended.

4.15 Mercantile Marine and Lighthouses & Lightships Department

4.15.1 The Mercantile Marine and Lighthouses & Lightships Department is a subordinate office of the Ports and Shipping Wing, Ministry of Communications. The Department has come into the present shape after the merger of lighthouses & lightships with the Mercantile Marine Department, in 1997, in pursuance of the Cabinet Decision in Case No. 84/6/97 dated 2/01 1997. The major objectives of the Department are to provide marine safety as envisaged in the Merchant Shipping Act of 1930 and managing operating controlling and maintaining lighthouses and lightships for the safety of shipping under the Lighthouses Act XVII of 1927.

4.15.2 The sanctioned staff strength of the Mercantile Marine and Lighthouses & Lightships Department after merger, in 1997, is 51. To improve the quality of systems and procedures, the regulation of the M.M. and Light Houses and Light Ships Department may be reviewed in consultation with user and client organizations and where necessary revamped to the extent compatible with safety and efficiency regulations. In case the service delivery function of the department cannot be separated, performance measures may be reset in terms of customer service standards.

4.16 Government Shipping Office, Karachi

4.16.1 The Government Shipping Office, Karachi was established before independence, under the Merchant Shipping Act, 1923. It functions as aa Subordinate Office of the Ministry of Communications under the administrative control of the Ports & Shipping Wing, Karachi. Its main objectives are to administer various provisions of the Merchant Shipping Act, 1923 and Rules made thereunder, and to execute Government directives and ILO conventions within the orbit of the Merchant Shipping Act, 1923. The principal functions of the Office are: to supply crew to all Pakistani and foreign ships; issue Continuous Discharge Certificate (C.D.C.); Registration Books; Identity Cards and Cookery Certificates etc.; and to maintain roster of seamen. Its total sanctioned staff strength is 27 which includes 3 officers and 24 supporting staff.

4.16.2 No structural change is required in the present organizational set-up. However, as was recommended in Cabinet decision

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in the Case No. 84/6/97 dated 27-01-1997 accounts and administration sections functioning independently, be merged together. Following are the other measures to improve its working:-

a. The system of work may be improved through use of computer for rosters maintenance.

b. The quality of service provided to the client organizations may be improved and measures may be taken to minimize chances of corruption through improvement in systems

c Goals to achieve higher ratio of seamen from Pakistan in the international merchant shipping market be set and concerted efforts to enlarge seamen's employment be made.

4.17 Karachi Port Trust (KPT)

4.17.1 Karachi Port Trust is an Autonomous Body, created under the Karachi Port Trust Act, 1886. The objectives of the Karachi Port Trust are to provide and maintain wharfs, quays, stages, jetty, ware-houses, sheds and appliances for the expeditious and convenient shipment and landing of cargo from seaborne vessels within the port, storage of such cargo and provide the services for safe ship movement into and from the port. The total sanctioned staff strength of the Karachi Port Trust is 14,558, out of which 444 are officers(BPS-16 and above) and the remaining 14,114 are staff (below BPS-16)

4.17.2 Karachi Port Trust is overstaffed resulting in enormous establishment cost. The users of the port facilities have complaints about the quality of service, delays, bureaucratic procedures and excessive use of authority by operational staff resulting in difficulties and delays in clearance of consignments, cargo handling, storage, ship movement etc. The policy decision level of the management is intermingled with the executive level. The present organizational structure of the Karachi Port Trust is lacking this basic distinction. The span of control of the chairman is very wide. In order to make Karachi Port Trust more customer oriented, following recommendations are made:-

a. The Trust derives a large part of its income from demurrage etc. This is a vulnerability. The income sources have to be diversified by a schematic development, co-managed and co-shared by private sector.

b. A Corporate Plan (Development for next 5 years) has to be drawn up and the actual performance be measured against the targets both in the short term and long-term.

c. The Government must back-up the Trust to eliminate feather-bedding and other malpractices introduced by rampant trade-unionism.

d. The final goal for Karachi Port Trust should be to develop the Port of Karachi not only as a modern National Port but as a Regional Port. To that end, tariffs and facilitation have both to be competitive with other ports in the region. The possibility of large Central Asian Transit Trade has to be a part of their Perspective Plan.

e. The existing manuals of operational systems be reviewed and updated in the light of changed circumstances and needs.

f. The number of personnel in excess of requirement be determined and the strength of the organization be curtailed under suitable scheme such as Golden Handshake etc.

g. A position in between the policy level and the functional heads be created to supervise the day to day work so that the Chairman can devote his energy and time to over-see the functioning of the organization and making policy decisions.

h. For effective functioning the support service functions may be under the control of General Manager Operations, who should be made responsible for achieving all operational targets, results and goals of the organization. A Study for organizational strengthening is already under consideration. This study m[illegible] be expedited and implemented after approval.

4.18 Port Qasim Authority [illegible])

4.18.1 The Port Qasim Authority, an autonomous body under the administrative control of the Ministry of Communications, was established in 1973 under an Act of Parliament. The objective of the Authority is to provide port facilities for growing sea-borne trade of the country. The total sanctioned strength of employees of Port Qasim Authority is 2200 out of which 345 are officers (BPS-16 and above) and 1855 are staff members (below BPS-16). The Port Qasim Authority do not employ port labour as is the case with the Karachi Port Trust. The labour operations are contracted out

4.18.2 There is a need for restructuring of the organization to meet the challenges of the future. In this regard following major operational issues have been identified:-

a. The functional structure is deficient. The policy decisions making level of the management is performing executive functions. The members of the Board of Directors are the executive heads of functional Divisions and exercise financial and administrative powers. Being involved in the day to day routine matters the policy decision making process is not receiving sufficient time and attention.

b. The quality of service provided is not upto the desired standard. The users of the Port have complaints on account of delays, cumbersome procedures, excessive use of authority, bottlenecks in the clearance of consignments, cargo handling, storage, ship movement and coordination.

c. The Port Qasim Authority is an over-staffed organization. Positions have been created unnecessarily. Due to overstaffing and creation of unnecessary positions the operating expenditure of the Authority is on higher side.

4.18.3 With a view to make PQA a viable organization, following recommendations are made:-

a. The Board of Directors may be reconstituted under a wholetime paid Chairman with a paid wholetime Managing Director (Incharge of operations) and all other Members as non wholetime nominated by the Government. The members should participate in the policy decision making to make the organization efficient and effective. The members of the Board may not be entrusted executive responsibilities. A position in between the policy decision making level and the functional heads be created for effective control on day to day work and overseeing implementation of policy decisions.

b The execution of policies should solely be the responsibility of professional managers, experienced in port management.

c. The Chairman and members of the Board may devote their time and energy on organizational strengthening, improvement in systems of operations, developing marketing strategies and making strategic policy decisions.

d. The number of personnel in excess of the requirement be determined and the strength of the organization be curtailed under a suitable scheme to bring it to an appropriate size.

e. Training programmes for managers and operational staff be introduced for skill development, improvement in capabilities and motivating them to deliver quality service.

f. A fresh study for organizational strengthening of POA is required. However, organizational structure as was proposed in the management study conducted in 1991 by the then Management Services Division is still valid. The same may be implemented until recommendations of proposed fresh study on organizational strengthening are available, approved and implemented.

4.19 Pakistan National Shipping Corporation (PNSC)

The Pakistan National Shipping Corporation was established on January 1, 1979 under the PNSC Ordinance 1979 by amalgamating the National Shipping Corporation (N.S.C) and Pakistan Shipping Corporation (P.S.C). The Federal Government holds 89.13% of the total Share Capital. The Pakistan Shipping Corporation, a composition of 10 private sector companies, had come into being on nationalization in 1974. The Corporation currently owns a fleet of 12 cargo vessels and 3 container vessels. In addition, it also charters vessels for carriage of bulk cargo for Government and semi-government bodies. The main objective of the Corporation is to act as National flag carrier to serve the trade of Pakistan by operating services to areas of major trade of Pakistan, to save foreign exchange on freight and thus contribute towards the balance of payment and to provide strategic link in case of emergency. The present total strength of the Corporation is 1253.

4.19.2 The operational issues identified in the PNSC are as follows:-

a. The present organizational structure suffers from the common defects found almost in all public sector organizations i.e. the policy decision level and the execution level are intermingled, efficiency is lacking, manpower strength is in excess of requirement, financial indiscipline is deep rooted etc. The present management system is not compatible to the efficient and effective functioning of an organization engaged in shipping business mainly for commercial objectives

b. The existing fleet needs modernization, diversification and rationalization. The sy[illegible] and procedures are not efficient and productiv[illegible]ated. Voyage planning, time scheduling, rate ne[illegible]ation practices etc., need improvement and closer [illegible]ervision.

c. The operational cost of the [illegible]poration is very high mainly because of overstaffing. [illegible] is duplication of work between Divisions and between various Departments of a Division. The clients of the Corporation are not satisfied with the quality of service. They have complaints of delays, non-availability of ships etc.

d. The present systems, procedures and practices require review and improvement.

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4.19.3 In order to make the PNSC more viable and efficient organization, following measures are suggested:

a. The members of the Board of Directors should not be entrusted execution and supervision of day to day work

b. The functional organization should be the responsibility of the professional managers having experience of shipping business in commercial environment.

c. A fleet replacement plan to reduce average age of the fleet and to attain a diversified and enhanced capacity for lifting liquid as well as dry bulk cargo may be prepared, approved and implemented over the next 5 years.

d. An in-house study to review the systems, procedures and practices be initiated to overcome the problems of delays, non-availability of ships at appropriate time due to poor time scheduling and voyage planning etc

e. A suitable scheme to reduce the manpower strength to an economical size keeping in consideration the commercial nature of activities of the Corporation, be introduced. In this regard the Corporation should call for a fresh study to determine the exact number of persons required on ships and ashore. The organization structure be trimmed at the top and the number of General Managers be reduced from 18 to 9, out of which 5 General Managers be for functional Divisions at Head Office and 4 Officers abroad. The number of Managers, Deputy Managers, Assistant Managers and Junior Executives should also be reduced in the same proportion to make the organization efficient. Organizational structure proposed in the management study conducted in 1991 by the then Management Services Division may be used as a starting point.

f. Fleet acquisition plans be made with regard to the current and perspective needs of the country in sea-borne trade. Together with private sector, it must aim at United Nations specified minimum share of cargo

g. Government must be prepared to change the current tax and duty regime, which favours foreign flags compared to Pakistani Flag.

h. The Board should comprise a mix of service people and those qualified from Merchant Shipping and Private Sector.

i. The correct privatization approach should be to first revamp the management and operations (including restructuring) and then selling shares upto 40% to 50% through a public offer and stock exchanges. A sale of the entire Corporation and its assets to a private party is considered extremely imprudent.

4.20 National Tankers Company (Pvt) Limited

4.20.1 The National Tankers Company (Pvt) Limited was established in 1981, with an authorized capital of Rs. 100 million. It is a private limited company, jointly and equally owned by the Pakistan National Shipping Corporation (PNSC) and the State Petroleum and Petrochemical Corporation (PERAC). The Company currently owns only one tanker namely M.T. Johar of 1976 build. The objective for which the Company was incorporated is to transport to/from Pakistan the petroleum allied products. The total sanctioned staff strength of the Company at the head office is 30 comprising 10 officers (BPS-16 and above) and 20 staff members (BPS-15 and below). The number of personnel on board of the tanker is 35, out of which 15 are officers and 20 are sailors. The afloat personnel are employed on contract basis.

4.20.2 The Company is generating surplus. However, existence of a corporation as separate entity to manage a single tanker is not advisable. It would be more appropriate if the tanker is managed by the Pakistan National Shipping Corporation and the National Tankers Company (Pvt) Limited is wound up. The Pakistan National Shipping Corporation be advised to keep separate account of the assets and liabilities transferred from the National Tankers Company (Pvt) Limited.

4.21 Pakistan Telecommunication Company Limited (PTCL).

4.21.1 Pakistan Telephone and Telegraph Department was converted into Pakistan Telecommunication Corporation, in 1992 and thereafter Pakistan Telecommunications Company Ltd (PTCL) was created in 1994, under Pakistan Telecommunication Reorganization Ordinance 1994 (later known as Pakistan Telecommunication (Reorganization) Act, 1996). PTCL is the dominant telecommunication carrier in the country, with the monopoly on fixed lines, domestic & international services. PTCL is a joint stock company listed on all domestic stock exchanges (11.88% of its shares are held by local and foreign investors). The Company's total sanctioned staff strength is 66119 which includes 5666 officers and 60453 staff members.

4.21.2 The PTCL has been privatized to the extent of about 12%. It needs to be privatized with transfer of management within a year as technical changes like satellite and internet etc., may contribute to excessive depletion of value of the Corporation. It should be given necessary operational autonomy so that it can tackle the issue of over-staffing and upgradation of the management through necessary restructuring measures like Job Transition Programme and rightsizing. The Corporation should also tackle the issue of debt culture due to which other government corporations are also suffering. The government should also make sure that government monopoly in telecommunication sector is not replaced by a monopoly in the private sector.

4.22 Pakistan Telecommunication Authority (PTA)

4.22.1 The Authority was established in October, 1996 under the Pakistan Telecommunication (Re-organization) Act-1996. Main functions of the Authority pertain to regulate the establishment, operations and maintenance of telecommunication systems, provision of telecommunication services in Pakistan and matters relating to prot[illegible] consumers' interest, licencing regime, tariff regulation etc. The total sa[illegible]ed staff strength of the Authority is 117, which includes 45 officers and 72 staff members. The Authority is self-financing through licence fees for the frequencies allocated to private operators.

4.22.2 In order to carry out functions allocated to the Authority, it requires expertise of Frequency Management, Tariffs and Regulations. The

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Authority must have sufficient autonomy to operate and should be organized on the pattern of regulatory agencies around the World. Presently the PTA is in the phase of acquiring technical expertise in tariff and regulations under a World Bank sponsored project related to strengthening the telecommunication sector in Pakistan. The officers and staff of the Authority are mainly on deputation from other organizations and the permission to recruit its own qualified staff has been given recently. However, the posts sanctioned for staffing the Authority carry National Basic Pay Scales which may not attract sufficiently qualified personnel. It appears to be appropriate that the Authority which is formally allowed to recr[illegible] its own staff should also be empowered to introduce their own compensation [illegible]m to attract suitable professional personnel.

4.23 Telephone Industries of Pakistan (TIP), Haripur.

The Telephone I[illegible]es of Pakistan (TIP) is a subsidiary organization of the Pakistan Telecommunication Company Limited (PTCL) which is manufacturing telecommunication equipment to cater for the needs of the PTCL. The total sanctioned staff strength of the TIP is 2210 which includes 258 officers and 1952 staff members. Since various segments of the Pakistan Telecommunication Company Limited are being privatized, the Commission also suggests the privatization of the Telephone Industries of Pakistan.

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4.24 **Carrier Telephone Industry (CTI), Islamabad.**

The Carrier Telephone Industry was established under the Companies Act-1913. It is also a subsidiary organization of PTCL and manufactures long distance telecommunication systems to cater the needs of PTCL and for overall country's requirement. The total sanctioned staff strength of the CTI is 341 comprising 76 officers and 265 staff members. Since the various segments of the Pakistan Telecommunication Company Limited are being privatized, the Commission also suggests the privatization of the Carrier Telephone Industries.

4.25 **National Radio Telecommunication Corporation (NRTC).**

4.25.1 The National Radio Telecommunication Corporation (NRTC) was incorporated under the Companies Act-VII of 1913 as a Private Limited Company on 16-2-1966. NRTC is involved in manufacturing of telecommunication equipment, especially field type radio equipment to meet the operational needs of the defence services and the requirements of PTCL. The National Radio Telecommunication Corporation's sanctioned staff strength is 651 comprising 81 officers and 570 staff members.

4.25.2 In order to rightsize the organizational set up of the NRTC, the management has taken steps for reduction of staff strength by 15% to 25% under the golden handshake scheme. Since the NRTC is engaged in manufacturing of telecommunication equipment to meet the requirement of defence services, the Commission recommends its retention with reduced staff strength.

4.26 Central Telecommunication Research Laboratory (CTRL)

Central Telecommunication Research Laboratory was established to undertake research and development activities in the telecommunications sector. Its total sanctioned staff strength is 182 comprising 44 Officers and 138 staff members. Since the CTRL undertakes various research and development activities for the PTCL and the various segments of the Company are under privatization there will be no justification for retention of CTRL in the Government Sector. It is suggested that CTRL may also be privatized.

4.27 National Highways Authority, Islamabad

National Highways Authority was established. in 1991, under the National Highways Authority Act-1991. Its main function pertains to planning,

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development, operation and maintenance of National Highways, Motorways and strategic roads in the country. The total sanctioned staff strength of the Authority is 1642 comprising 456 officers and 1186 staff members. Since National Highways Authority is the only organization in the country to execute Federal Government policies for developing a modern road infrastructure in the country, thus, the Authority may be retained. However, in order to make the Authority more viable it requires to be a highly professional organization having expertise to carry out cost benefit analysis of various highway project proposals and also be able to choose between various financing alternatives like BOT, BOO, BLT etc and including the legal expertise to avoid future litigation.

4.28 National Transport Research Centre (NTRC)

4.28.1 The NTRC was set up as technical section of Planning and Development Division in June, 1974 and transferred to the Ministry of Communications in November, 1993. The main objectives of the NTRC include determination of National Transport Policy leading to the formulation of an integrated plan for the development of a well coordinated transport system in the country. The existing sanctioned strength of the Centre on non-development side is 115 comprising 41 officers and 74 staff members.

4.28.2 In 1993, the Economy Commission observed that the Centre has outlived its utility and should be closed down. The Commission also stated that the Research being carried out by NTRC should be undertaken by the Ministry concerned or the Provincial Government. Later on, in pursuance of the decision of the Review Committee constituted by the Cabinet for reviewing recommendations made by the Economy Commission, the former Management Services Division carried out a study of the Centre and recommended that on completion of certain ongoing projects/ development studies, the project staff (59 posts including 22 Officers) working in Road Research Wing, Urban Transport Wing and National Transport Plan Study may be declared surplus. These recommendations were approved by the Cabinet. However, the decision of the Cabinet has not been implemented by the Centre as yet. The Commission on Administrative Restructuring (CAR) agrees with the earlier views of the Economy Commission for abolishing the Centre because functions being performed by the NTRC are already being performed by Pakistan Railways, Civil Aviation Authority, National Highways Authority and National Mass Trensit Authority.

4.29 CONCLUSION

With the proposed restructuring of the Communications Division, introduction of information technology, rationalization of supporting staff and completion of privatization process, 95 posts of various categories would be surplus to work requirements. Category wise detail of redundancies is given in Table 4.5.

TABLE 4.5

LIST OF REDUNDANT STAFF IN THE COMMUNICATIONS DIVISION

Sl.No.	TITLE OF POST	BPS	NO. OF POST TO BE DECLARED SURPLUS
1.	Phase I Assistant	11	33
2	UDC/LDC	7/5	10
3		1/2	48
		Sub Total	91
	Phase II		
4.	Section Officer	17/18	1
5.	Stenotypist	12	1
6	Assistant	11	1
7.		1/2	1
		Sub Total	4
		G Total	95

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4.30 CULTURE, SPORTS, TOURISM AND YOUTH AFFAIRS DIVISION

4.30.1 Main functions of the Ministry of Culture, Sports, Tourism & Youth Affairs include promotion of Sports, Tourism, Youth & Cultural Activities and preservation of archaeological sites and historical monuments of national importance. The Ministry consists of 293 employees (i.e. 59 in BS-16 & above and 239 in BS-15 & below). Rs 44.034 million have been allocated for the Ministry in the budget for, 1998-99.

4.30.2 Following changes have been suggested in the organizational structure of the Division:

a. A separate Administration Wing (under a Joint Secretary) has been suggested with a view to rationalizing the distribution of work and effective functioning of the Division.

b. Functions relating to Culture & Youth Affairs have been grouped under one Joint Secretary.

c. Golden Jubilee Cell is recommended to be wound up after the golden jubilee celebrations

4.30.3 Presently, the offices of the Ministry are scattered at different places in Islamabad. These offices may preferably be located at one place to save time taken in movement of papers/ files from one place to another.

ATTACHED DEPARTMENTS

4.31 Central Board of Film Censors, (CBFC) Islamabad:

Number of feature films censored and revenues earned have sharply declined at Karachi Office. The Karachi Office of the Board may, therefore, be closed.

4.32 Department of Archaeology & Museums:

The Department may look after only those sites which have been declared as world heritage sites (7 in number). Other protected archaeological sites (380 in number), located in the Punjab, Sindh, NWFP and Balochistan, may be transferred/ handed-over to the respective provincial Departments of Archaeology.

AUTONOMOUS BODIES

4.33 **National Institute of Historical & Cultural Research (NIHCR):**

May be transferred to Quaid-e-Azam University.

4.34 National Film Development Corporation (NAFDEC)

Liquidation process, already initiated, may be expedited.

4.35 Pakistan National Council of the Arts (PNCA)

PNCA should generate some reasonable proportion, say, 50% of funds required by it through its own sources to reduce the quantum of grant in aid. Its charter may also be reviewed to avoid duplication of functions with Lok Versa.

4.36 National Institute of Folk & Traditional Heritage (Lok Virsa):

Self financing component may be increased reasonably say upto 40 - 50% in the next 2 to 3 years to reduce the grant in aid component.

4.37 Pakistan Sports Board:

Pakistan Sports Board is over staffed. Forty six (46) vacant positions (BS1-18) (detailed in the Table 4.6) may be abolished.

TABLE 4.6

PAKISTAN SPORTS BOARD - POSTS PROPOSED TO BE ABOLISHED

Sl. No.	TITLE OF POST	BPS	NO. OF POSTS TO BE DECLARED SURPLUS
	P.S.B(HQ)		
1.	Senior Coach	17	2
2.	Junior Coach	16	6
3.	Calegraphist	11	1
4.	Driver	4	1
		Sub Total	10

	Pakistan Sports Complex Ibd.		
5.	Instructor	18	2
6.	Assistant Engineer	17	1
7.	Junior Instructor	17	4
8.	Foreman (Grade I)	15	1
9.	Stenotypist	12	3
10.	Cashier	7	1
11.	A.C. (Mechanic)	7	1
12	Store Keeper	7	1
13.	Store Man	5	1
14	Electrician	5	2
15	Caretaker	5	1
16.	Plumber	5	1
17	Welder	5	1
18	Driver	4	1
19	Naib Quasid	1	1
20	Key Holder	1	1
		Sub Total	23
	NSTDC, Lahore		
21	Assistant Engineer(Civil)	17	1
	NSTDC, Karachi		
22	Cashier	7	1
23	Naib Qasid	1	1
		Sub.Total	2
	NSTDC, Peshawar		
24	Mali	1	1
	NSTDC, Quetta		
25	Mali	1	1
26	Waiter	1	1
		Sub.Total	2

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	<u>Karachi Sports Complex, Karachi</u>		
27	Director	18	1
28.	Assistant-cum-Acctt.	14	1
29.	Assistant	11	1
30.	UDC	7	1
31.	LDC	5	1
32	Naib Qasid	1	1
33.	Sanitary Worker	1	1
		Sub Total	7
		G.Total	46

4.38 **Pakistan Tourism Development Corporation (PTDC),Islamabad:**

PTDC should be wound up after liquidating its affiliates. Resultantly, 73 posts of officers as well as 204 posts of the supporting staff (total 277 posts) shall be rendered surplus.

4.39 **Malam Jabba Resort Ltd.:**

4.39.1 Privatization, which is in progress, may be expedited.

4.39.2 Details of redundancies in the Ministry due to introduction of information technology/optimum utilization of staff and abolition of Golden Jubilee Cell are given in Table 4.7.

TABLE 4.7

LIST OF REDUCNANT STAFF IN THE CULTURE, SPORTS, TOURISM AND YOUTH AFFAIRS DIVISION

Sl No.	TITLE OF POST	BPS	NO. OF POSTS TO BE DECLARED SURPLUS
1.	Deputy Secretary	19	1
2.	Section Officer	17	2
3.	Assistant Incharge	15	4
4.	Stenographer	15/16	1
5.	Stenotypist	12/14	2
6.	Assistant/Sr.Asstt	11/15	34
7.	Telephone Opertor	7	1
8.	UDC/LDC	5/7	20
9.	Staff Car Driver	4	1
10.	D.R.	4	1
11.	Qasaid	2	4
12.	Naib Qasaid	1	53
13.	Farash	1	1
14.	Chowkidar	1	3
15.	Sweeper	1	1
		Total:	129

139.3 The number of officers and staff to be trained in information technology is as follows:-

Officers (BS-16 & above)	62
Stenographers/Stenotypists	52
UDCs/LDCs	16
Total:	130

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4.39.4 The Culture, Sports, Tourism and Youth Affairs Division have not agreed for either the closure of Karachi office of the Film Censors Board nor for the winding up of the PTDC. However, the Commission reiterates their recommendations on both the organizations.

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4.40 DEFENCE DIVISION

4.40.1 The Defence Division is responsible for policy matters and various administrative matters pertaining to Defence of the federation and the three Armed Forces.

4.40.2 Total sanctioned staff strength of the Defence Division (Main) in 1998 is 468 comprising 90 posts of officers and 378 posts of supporting staff. The staff strength of Defence Division has increased by 20% during the last five years due to merger of the Aviation Division with the Defence Division. Total establishment budget of the Defence Division for the financial year 1998-99, is Rs. 152.617 million.

4.40.3 There are 8 Attached Departments working under this Division and 3 Autonomous Bodies/Corporations are placed under its administrative control.

4.40.4 Issues and recommendations relating to the Defence Division (Main) are summed up as follows :

a. The Commission on Administrative Restructuring (CAR) is of the view that in the post nuclear blast situation the defence organizations should voluntarily chalk out a programme aimed at upgrading the defence preparedness through a rigorous process of modernization of equipment and professional capabilities, concentration and streamlining core functions and shedding auxiliary functions, pruning excessive manpower.

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b. The Division also requires professional support for streamlining existing systems and procedures and management practices. It also needs to be fully equipped with the latest information technology facilities. The Officers of the Budget and Coordination Wing and the Administration Wing need to be trained in financial management and control and personnel management respectively.

c. Aviation Wing deals with various administrative and financial matters pertaining to aviation side and cases relating to Meteorological Department, Civil Aviation Authority (CAA), Airport Security Force, Pakistan International Airlines Corporation (PIAC), Planning and Development matters pertaining to Aviation side. As the PIAC, is being considered for privatization and on completion of privatization process the workload of the section dealing with the PIAC would be reduced considerably and this section would not be required. Similarly, the Civil Aviation Authority has been proposed to be placed under the Ministry of Communications & Railways when all the civil airports are separated from PAF ports. Consequently, the workload of the section dealing with CAA would be reduced considerably and this section would also not be required. The Wing, in the interim, requires professional support in the area of aviation and project management.

ISSUES AND RECOMMENDATIONS REGARDING ATTACHED DEPARTMENTS AND AUTONOMOUS BODIES/CORPORATIONS UNDER DEFENCE DIVISION

4.41. DIRECTORATE OF MILITARY LANDS AND CANTONMENTS

Directorate of Military Lands and Cantonments came into being after Independence in 1947, succeeding the Cantonments Department of the

Government of the Undivided India. It was, however, declared to be an Attached Department of the Ministry of Defence, in 1973. The main function of the Directorate is to manage defence lands and municipal administration of Cantonments. Total sanctioned staff strength of the Directorate is 961 comprising 97 posts in BPS-16 and above and 864 posts in BPS-15 & below. The Directorate is performing essential estate functions. Its strength has increased by 10% or so only during the last 20 years. However, its workload has increased considerably during the corresponding period hence, no change in the existing sanctioned staff strength of essential categories is suggested. The municipal taxes in cantonments are generally lower than other municipalities. It is, therefore, suggested that Defence Division may look into the matter whether it is possible to bring them at par to reduce the extent of subsidies.

4.42 PAKISTAN ARMED SERVICES BOARD (PASB)

Pakistan Armed Services Board acquired its current nomenclature in 1961: earlier, it was known as the " Soldiers, Sailors & Airmen's Board" established in British India, in 1921. It has the status of an Attached Department of the Ministry of Defence. Its major functions include promoting the welfare, rehabilitation, and re-settlement of the personnel retired from the

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Armed Forces of Pakistan and their families. Total sanctioned staff strength of the Board is 865 comprising 86 posts in BPS-16 and above and 779 posts in BPS-15 & below. With a view to make Pakistan Armed Services Board a modern and work oriented organization, the general proposals for modernization and upgradation of the professional competence of working personnel discussed in the report may also be applied to PASB.

4.43 OFFICE OF THE SURVEYOR GENERAL OF PAKISTAN

4.43.1 Office of the Surveyor General of Pakistan was established in 1947, succeeding the erstwhile Survey of India. It was declared to be an Attached Department of the Ministry of Defence, in 1981. The major functions of the Department include carrying out geographical, topographical and boundary surveys and to prepare maps on various scales and make them available to defence services and other authorized users. Total sanctioned staff strength of the Department is 4560 comprising 158 officers and 4402 supporting staff. In 1993, the Economy Commission observed that during 1992-93, the Department generated revenues amounting to about Rs. 82.0 million or about 65% of its total expenditure. The Department may generate even more revenues if:

a. digital mapping system is introduced; and

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b. its manpower skills are upgraded through exposure to modern technologies and its out of date equipment is replaced with the latest modern equipment according to the state of the art in the world.

4.43.2 The Commission on Administrative Restructuring (CAR) is in complete agreement with the above stated views of the Economy Commission and is of the view that if the Department is enabled to generate additional revenues so as to defray 100% of its Establishment Charges, to that extent the public exchequer's budgetary burden would be reduced. With a view to achieve this objective the Department may examine whether its non-classified maps can be made available to the public on price through book shops and tourist agencies.

4.44 PAKISTAN MILITARY ACCOUNTS DEPARTMENT

Pakistan Military Accounts Department succeeded the Military Accountant General India, after Independence in 1947. It was declared as an Attached Department of the Ministry of Defence in 1983. The major functions of the Department include maintenance of accounts of the Armed Forces of Pakistan and to ensure internal audit thereof. Total sanctioned staff strength of the Department is 12237 comprising 1861 officers and 10376 supporting staff. Since the workload of the Department has increased during the last 10 years, no reduction in the essential categories of staff is suggested. The Department is in the process of decentralization to improve its working and to minimize delays. However, with a view to make it more responsive to its stake-holders it needs to be modernized by adopting measures suggested in general proposals.

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4.45 FEDERAL GOVERNMENT EDUCATIONAL INSTITUTIONS (CANTONMENTS/GARRISONS) DIRECTORATE.

The Directorate was established in 1976. Control of 167 schools and 13 colleges located in cantonment and garrison areas, was transferred from the Ministry of Education to G.H.Q. This Directorate is an Attached Department of the Ministry of Defence. The major functions of the Directorate include administrative, academic, technical, and financial control over all the educational institutions located in cantonments and garrison areas. Total sanctioned staff strength of the Directorate is 8863 comprising 2586 officers and 6277 supporting staff. Presently, the Directorate is administering 265 educational institutions (243 schools and 22 colleges). Out of a total sanctioned strength of 8863, approximately 315 posts of non teaching staff like Bursars, Accountant, Laboratory Assistants, Laboratory Attendants, Clerks, Naib Quasids etc., are lying vacant. No staff reduction on teaching side is proposed. However, the ministerial supporting staff seems to be on higher side. Hence, the proposals for optimum utilization and changed role of ministerial supporting staff made in the report may also be applied in the Department. The vacancies of technical supporting staff may be filled as per requirement.

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4.46 PAKISTAN METEOROLOGICAL DEPARTMENT

The Pakistan Meteorological Department was established in 1947. Prior to Independence, some Meteorological (Met) establishments existed in the areas/parts of the sub-continent which constituted Pakistan under the erstwhile British India Met Department. The Department remained affiliated with the Ministry of Communications upto 1949; thereafter, it was declared as a subordinate office of the Ministry of Defence. In 1970, the Pakistan Meteorological Department was declared as an Attached Department of the Aviation Division (now Defence Division). The Meteorological Department is engaged in multifarious activities, such as acquisition of weather, climatological, seismological and geophysical data. It also tenders advice and provides information of meteorological and geophysical matters for promotion of traffic safety in the air, on land, and sea and mitigation of disasters, due to weather and geophysical phenomenon (Floods and Earthquake, etc). Total sanctioned staff strength of the Department is 2192 comprising 219 officers and 1973 supporting staff. In 1993, the Economy Commission observed that there was a substantial scope for reduction of non-technical staff. The saving thus made, can be far more usefully employed wherever there is need for technically strengthening the Department. It has been observed that out of total sanctioned strength of 2192 posts, 368 posts in different categories are lying vacant. After discussions with the concerned authorities the Commission on Administrative Restructuring is of the view that 42 posts in some categories of

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staff are surplus to requirement. With a view to make effective use of the weather forecasts by the general public, the Department should disseminate pertinent information for the benefit of the agriculturists at least thrice a day with particular reference to weather, soil temperature, pre-certification, etc.

4.47 MARITIME SECURITY AGENCY (MSA)

Maritime Security Agency was established on 26 January, 1987. It was declared as an Attached Department of the Ministry of Defence. The main functions of Maritime Security Agency include: enforcement of laws (National & International) on and under water in the maritime zones of Pakistan as defined in the Territorial Waters and Maritime Zone Act, 1976; providing protection to Pakistani fishermen at sea and maintaining, conserving and improving marine life; etc. Total sanctioned staff strength of the Department is 1057, comprising 88 officers, and 969 supporting staff. Out of a total sanctioned strength of 1057 posts, 107 posts in different categories are lying vacant. As the vigilance duty is being performed by the uniformed personnel, the four posts of civilian staff allocated for this duty (i.e. 1 Vigilance Officer, 2 UDC and 1 LDC) may be rendered surplus.

4.48 HEADQUARTERS OF AIRPORT SECURITY FORCE (ASF)

The Headquarters of Airport Security Force (ASF) was raised by the Federal Government, in 1975, under the Airport Security Act 1975. In

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March, 1983 the Headquarters of Airport Security Force was declared as an Attached Department of the Aviation Division (now Defence Division). The Headquarters of Airport Security Force is responsible for ensuring security of all airports, aerodromes, aircraft and civil aviation installations within the limits of airports and aerodromes. Safeguarding civil aviation against acts of unlawful interference or threats of such interference and ensuring security of aircraft, passengers, baggage, cargo, and mail within the limits of airports and aerodromes. Total sanctioned staff strength of the Airport Security Force is 8245 comprising 998 officers and 7247 staff. In 1993, the Economy Commission observed that "even after making an allowance for enlargement of the geographical coverage of the Force during this period there is scope for effecting economy in the expenditure being currently incurred on aviation security. It is felt that this can be done by a review of the scope and manner of security check conducted at present. Since the ASF is presently functioning without sophisticated surveillance equipment and security hazards are many and two more newly built airports have also been added to the purview of ASF, no reduction in the existing staff strength of essential categories is feasible. However, the ASF may continue to perform its assigned functions according to the prevailing security standards until all the airports are modernized and latest security devices are provided and installed at the various airports. Any demand for additional posts may be worked out according to the existing security standards.

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4.49 PAKISTAN INTERNATIONAL AIRLINES CORPORATION (PIAC)

Pakistan International Airlines Corporation was set up under the Pakistan International Airlines Corporation Act 1956 (Act No. XIX of 1956). The main functions of the Corporation are to provide and further develop safe, efficient, adequate, economical and properly coordinated air transport services, internal as well as international, and the Corporation shall so exercise its powers as to secure that air transport services are developed to the greatest possible advantage in the interest of the country. The staff strength of the Corporation during 1997-98, was 21865 out of which 8568 are officers and 13297 are supporting staff. In order to make PIAC more viable it should be operated strictly on economical lines and unnecessary staff recruited during the last decade may be retrenched. The corporation is already being restructured. Its functions not directly relating to flight operation may be considered for privatization. Alternatively 49% of the shares of PIAC should be sold to general public and it should be made free from unnecessary intervention by the government in its day to day operational affairs.

4.50 CIVIL AVIATION AUTHORITY (CAA)

The Civil Aviation Authority was established under Pakistan Civil Aviation Authority Ordinance, 1982 (Ordinance No. XXX of 1992). The main functions of the Authority include regulation and control of civil aviation

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activities in the country and to prepare, from time to time, for the approval of the Federal Government, five-year plans for the development of infrastructure for the promotion of safe, efficient, adequate, economical and properly coordinated civil air transport service and control and regulated civil aviation activities in Pakistan. It is also responsible for framing schemes in respect of provision of civil airports and aerodromes in the country, communication services at the civil airports and aerodromes, aeronautical and flight inspection services to all aircraft registered in Pakistan. The staff strength of the Authority during 1997-98, was 8189. Out of this 1205 were officers and 6984 supporting staff. With a view to make the role of CAA more effective it should perform only regulatory functions and functions relating to operation of Airports should be privatized alongwith the civil airports. In this respect it is suggested that privatization of airports be examined by a Committee of experts from Ministry of Defence, CAA, and representatives of Privatization Commission for its phase-wise implementation in the light of world wide experience as well as prevailing environments of Pakistan. The Commission also suggests that Civil Aviation should be part of the proposed Ministry of Communications and Railways. However, the Ministry of Defence is of the view that all the Airports except for New Terminals at Karachi and Lahore belong to the PAF and PIA transports sensitive equipment to the Air Force. The Civil Aviation Authority can only be merged with the Ministry of Communications and Railways when all the airports are separated from the PAF ports.

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4.51 KARACHI SHIPYARD AND ENGINEERING WORKS LTD (KS&EW)

The Karachi Shipyard & Engineering Works Ltd was incorporated as a Public Limited Company under the companies Act 1913 (Act No. VII of 1913). The main functions of the KS&EW include carrying on the business of ship-builders, manufacture of general engineering goods, plants and machinery of all types; repairing and refitting and repairs of engines, boilers, machinery and other parts required for ships and vessels. The staff strength of the KS&EW during 1997-98, was 3726. Out of this 203 are officers and 3523 supporting/technical staff. Since long the KS&EW is suffering from losses and its operating expenditure is being met from Government subsidy. It is an unnecessary burden on the Government. Hence, it may be privatized. Alternatively, the KS&EW may be made a viable organization through entering into joint venture with the private sector, declaring it as a defence industry, and exempting it from the purview of Industrial Relations Ordinance-1969.

4.52 CONCLUSION

With the proposed restructuring of the main Defence Division, rightsizing, introduction of information technology, rationalization of supporting staff and completion of privatization process, 190 posts of various categories would be surplus to work requirement. Category-wise detail of redundancies may be seen in table 4.8.

TABLE 4.8

STATEMENT SHOWING CATEGORIES-WISE NUMBER OF STAFF BEING DECLARED REDUNDANT IN VARIOUS WINGS OF DEFENCE DIVISION

SL. NO.	TITLE OF POST	BPS	NO. OF POSTS TO BE DECLARED SURPLUS.
	Phase-I (After rationalization of unskilled and under-utilized categories of staff)		
1.	Assistant	11	64
2.	UDC/LDC	5/7	35
3.	Naib Quasid	1	87
		Sub Total .	186
	Phase-II (After completion of Privatization process and separation of Civil Airports from PAF Posts)		
4.	Section Officer	17	2
5.	Stenotypist	12	2
		G. Total	190

4.53 DEFENCE PRODUCTION DIVISION

4.53.1 The Defence Production Division is charged with the responsibilities of providing the three Services with arms, ammunition, and weapon systems (through manufacturing or purchases) besides providing the overhaul, rebuild, and upgrade services for major equipment like aircraft, tanks, and submarines, etc.

4.53.2 There is one Attached Department, 7 Subordinate Offices, and 3 Industrial Units with undefined status under the administrative control of the Division. Total sanctioned staff strength of the Division, in 1998, is 148 comprising 31 posts in BPS-16 & above, and 117 posts in BPS-15 & below. Total Budget grant of the Division for the financial year 1998-99, is Rs. 17.327 million.

4.53.3 Staff strength of the Defence Production Division has decreased considerably in the past due to various economy measures. Hence, keeping in view the importance of the Division in the changing defence needs of the country, the Commission on Administrative Restructuring is of the view that no structural change is required in the present strength of the DPD. However, the Defence Production Division requires professional support for streamlining financial systems and procedures, advanced management practices, financial management and control and legal expertise to deal with legal matters more effectively, and public relationing. With a view to make DPD a modern organization it should be fully equipped with the latest information technology facilities. A corporate culture needs to be created to ensure quick response to queries from different quarters and timely decisions. Furthermore, it needs a culture of self- accountability both vertically and horizontally.

ISSUES AND RECOMMENDATIONS REGARDING ATTACHED DEPARTMENT, SUBORDINATE OFFICES AND THE ORGANIZATIONS WITH UNDEFINED STATUS UNDER THE DEFENCE PRODUCTION DIVISION

4.54 GENERAL ISSUES

The Secretary, Defence Production Division and heads of various organizations under the DPD apprised the Commission on Administrative Restructuring during the presentation about the following operational difficulties being experienced by the various affiliated organizations of the DPD:-

a. Mismatch of authority with the responsibilities which leads to ineffective management.

b. Inadequate delegation of powers and operational freedom in financial, administrative, and disciplinary matters is causing various operational difficulties to all the defence production organizations. More often certain transactions take longer time in finalization, resultantly, the budget allocations lapse. The heads of defence production organizations have inadequate administrative and disciplinary powers in respect of Grade 17 upwards, which has a very negative effect on efficiency of the establishments. The government administrative rules cannot be applied as they concern office working and not for those working in production units. Since the employment of officers in grade 17 and above is controlled by the Establishment Division, the system is cumbersome and lengthy.

c. Inefficient accounting system: Presently, single entry accounting system is being followed by the various establishments which does not fulfil the requirements of corporate type organizations.

d. The inventory control system being practiced in various DPD's organizations is not fully computerized. The staff assigned inventory control and management functions is not sufficiently trained in the latest inventory control systems.

e. Inadequate funding on research and development activities: The production establishments have no specific R&D personnel except for research and development establishments dealing with specific projects.

f. Inadequate marketing activities: Due to lack of operational and functional autonomy there is lack of focus on export of various products of the Defence Production Establishments. For instance, Chairman, POF Board is not allowed to send POF employees on export promotion duty. Presently, the system is very cumbersome and approval is to be obtained from the Prime Minister which takes considerable time.

g. Restrictions on training abroad: There are strict restrictions on foreign training of personnel belonging to various trades and skills. Hence, the defence production related research and development establishments cannot develop their human resource capabilities to cope with the changing requirements of defence organizations.

4.55 GENERAL RECOMMENDATIONS

4.55.1 In order to overcome the operational difficulties being experienced by the defence production organizations and to make them efficient, effective, and economically viable the Commission on Administrative Restructuring (CAR) suggests the following strategic measures:

a. In the post nuclear blast situation the defence organizations should voluntarily chalk out a programme aimed at upgrading the defence preparedness through a rigorous process of modernization of equipment, professional capabilities, concentration on and streamlining the core functions, shedding auxiliary functions, and pruning excessive manpower.

b. In order to make management practices more effective all the organizations under DPD should be made as autonomous internally as is feasible through delegation of financial and administrative powers. Functional authority at various levels must be properly balanced with the responsibility. With a view to relieve the top management levels from routine decisions and activities and enable them to focus on policy matters, certain functions and administrative as well as financial powers need to be decentralized for making the subordinate organizations more efficient in performing their functions.

c. The defence production units under DPD need complete transformation into Autonomous Corporate Entities. These also need focusing on corporate culture, commercial outlook, share/equity capital, proper balance sheet and profit/loss accounts with double entry system.

d. The DPD is of the view that although double entry system fulfills the requirements of corporate type organizations but in case of defence production units like POF total commercial accounting is not possible because of the system of allocation of fixed budget by the government and supply of POF products to three services without profit.

However, in the light of recommendations of Commercial Audit, the accounting system of POF is being revised to near commercial accounting system. In case of HIT and PAC, Kamra commercial audit is not possible as they do not deal with direct commercial sales. Commercial audit system is possible in totally autonomous bodies. However, corporate culture with revolving fund for the organizations and powers to hire and fire staff may improve the efficiency and effectiveness of such organizations.

e. The modernization of inventory and procurement management is inevitable in the defence production organizations. There is a need for O&M expertise in all production units for efficient use of resources. There is also need for complete computerization of inventory control system in all the organizations.

f. More effective coordination of production of defence industries and civil industries for use of surplus capacities is required. There is also need for joint venture to develop vendor industries and pursue applied research with the help of universities. Problems of vendors should be given due attention, i.e., expediting payment and ensuring repeat orders etc. Defence production industries should also go for ISO 9000 certification for quality products. In order to enhance in-house R&D capabilities there is need for providing training opportunities to the employees of various DPD units within and outside Pakistan. Restrictions on foreign training may be relaxed in the areas relating to core functions of the organizations.

g. With a view to make defence production units self reliant there is need to explore foreign markets for the sale of their products. For this purpose aggressive marketing strategy is needed. This will not only result in an increase in earnings but it will also ensure utilization of idle capacity available in various production units. The heads of Defence Production Units may be delegated appropriate powers to send their representatives to the foreign countries for export promotion, and to deal with certain contractual obligations concerning importing countries. Furthermore, the defence/commercial attaches may be made more effective and involved in introducing as well as sale of the products.

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h. As a long term measure all the defence production and research & development related organizations may be merged forming a single organization on the pattern of DRDO in India. The proposed merger will not only economize expenditure by uniting common facilities but will also result in better coordination and increase in productivity. As a result of the merger, there will be a further scope for reduction in administrative expenditures and savings on this account can be utilized towards strengthening R&D activities.

i. There is a need to chalk out plan envisaging steps to be taken towards corporation in the long and the short run and also powers commensurate with responsibility relating to financial, administrative and personnel be worked out and requisite expertise relating to inventory management, personnel management analysis, etc., should be pinpointed.

4.55.2 All the above mentioned recommendations have been endorsed by the Defence Production organizations and some of them have proposed even implementation programmes.

4.56 SPECIFIC ISSUES AND RECOMMENDATIONS

With a view to streamline the working of the only attached department, seven subordinate offices and other manufacturing organizations of the DPD, the appropriate measures in respect of each organization are discussed in the following paragraphs.

4.57 DEFENCE SCIENCE & TECHNOLOGY ORGANIZATION (HQ) (DESTO)

4.57.1 The Defence Science & Technology Organization (DESTO) was established under the Presidential Order dated 11-7-1963. The main role and function of DESTO is to carry out innovative research relating to the Defence Services. Total sanctioned staff strength of DESTO is 1127 posts this includes 262 officers and 865 supporting staff.

4.57.2 DESTO is facing following organizational and operational problems:-

a. Inadequate financial powers at the various levels cause unnecessary delays in completion of various R&D projects.

b. Inadequate funding as well as ineffective utilization of available scientists and equipment.

c. Since the DESTO is an Attached Department, the recruitment process of technical and non-technical staff takes longer time which cause delays in completion of various research assignments. No additional incentives for scientists and other staff are allowed, hence, the personnel are not motivated.

4.57.3 With a view to overcome the issues discussed above following recommendations are made:-

a. DESTO being a major R&D organization in the defence industry should have autonomous status to work effectively

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as a research and development organization like Pakistan Atomic Energy Commission, Kahuta Research Laboratory, etc.

b. Adequate financial powers at each level of the organizations may be given. Executive powers be enhanced to recruit scientists and other technical personnel. Pay structure of the Department should be brought at par with the other R&D organizations.

4.58 DIRECTORATE GENERAL MUNITIONS PRODUCTION (DGMP)

4.58.1 Directorate General Munitions Production and Procurement (DGDP & P) was created in 1965, to meet the extraordinary needs of the defence stores during the emergency. In 1970, DGMP&P was bifurcated into DGMP and DGDP. The main objectives of the DGMP are development of local industrie to maximize indigenous production of defence goods within the country for attaining self-sufficiency. The total sanctioned staff strength of the DGMP is 154, out of this 29 are officers and 125 supporting staff.

4.58.2 Under DGMP the following organizations are working:-

a. Military Vehicles Research & Development Establishment (MVRDE).

b. Armament Research and Development Establishment (ARDE).

c. Institute of Optronics (IOP).

d. Margalla Electronics (ME).

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4.58.3 Due to system as well as organizational inadequacies which include inadequate funding, centralized decision making system, and organization structure causing duplication of efforts and delays in completion of assigned tasks. With a view to make DGMP more efficient and effective it is recommended that:

> A complete management review by a management consultant may be carried out to suggest a viable organizational set up for DGMP and its affiliated R&D as well as manufacturing units, to isolate functional overlapping in the organizations and to streamline decision making process.

4.59 DIRECTORATE GENERAL DEFENCE PROCUREMENT (DGDP)

4.59.1 The Directorate General Defence Procurement is responsible for procurement of defence equipment, protocol agreements with foreign countries, and maintaining liaison with the national and international manufacturers and suppliers of defence equipment.

4.59.2 Total manpower is 898 which includes 84 officers and 814 staff. The DGDP is facing following operational difficulties:-

a. Some times suppliers/vendors default on account of supply of required items, in such cases the items are to be re-purchased at their risk and expense. The defaulter firms/

contractors, in order to avoid payment of risk money to the Government, resort to various unethical methods such as going under ground, changing name/style of their business, abandoning their premises, resorting to civil suits in the courts of Law for permanent injunction, etc. Over a pèriod of time the number of contracts which have so far run into default has risen to 2400 involving considerable amount as risk money, recoverable from the defaulter firms/ contractors, but such recovery is continuing to stand out due to the reasons mentioned above.

b. The existing procedures take more than four months time to finalize the procurement process. This is so because of lengthy and cumbersome rules and regulations.

c. Due to lack of expertise in legal matters the DGDP faces difficulties in dealing with the court cases pertaining to defaulters.

d. The officers and staff posted on procurement job are not adequately trained.

e. Certain computers already inducted are without any proper needs assessment. A fresh information technology need assessment is required through Pakistan Computer Bureau.

4.59.3 With a view to overcome the various operational issues stated above, the Commission on Administrative Restructuring recommends the following measures:-

a. In order to effectively control the rising trend in the number of defaulters, an act of legislation requiring recovery of the risk money or any other Government funds outstanding against the defaulter firm is inevitable.

b. A section in the DGDP should be setup for keeping a track of the defaulting firms going underground or changing name/style of their business.

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c. A legal section for rendering legal advice in court cases against the defaulting firms and contract negotiation may be set up. This section should be manned with qualified and experienced personnel.

d. Procurement Officers may be provided training in the related fields particularly Market Information System to ascertain information about realistic and competitive market price of stores to be procured.

e. An O&M unit with qualified and experienced staff be established for simplification of procurement procedures, rules, and regulations on regular basis.

4.60 PAKISTAN ORDNANCE FACTORIES BOARD, WAH

4.60.1 Pakistan Ordnance Factories Board, Wah is the largest industrial complex in Pakistan. It was established under Pakistan Ordnance Factories Board Ordinance 1961. The total sanctioned staff strength of the Board is 35,921 which comprises 1331 posts in BPS-16 & above and 34,590 posts in BPS-15 & below. The main role of the POF is to manufacture small arms and the entire range of small arms/artillery tank/anti-tank ammunition to the armed forces and to utilize surplus capacity for exports. The POF Wah is facing the following main problems hindering an effective functioning:-

a. Policy functions are intermingled with the executive functions which is causing ineffectiveness.

b. Due to lengthy procedures, more often, considerable portion of budget lapses.

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4.60.2 Following measures will help in making the POF Board a self reliant, effective, and efficient organization:-

a. The POF Board should only perform functions relating to policy formulation. Execution of policies should be entrusted to professional managers having experience of relevant business in commercial environment.

b. At the moment, all the factories of POF are interlinked in production. The only factory of the POF which is independent and has no impact on the other production units is the Clothing Factory. It is recommended that the Clothing Factory of POF may be privatized.

c. The income sources may be explored in the external market. For enhancing productivity, schematic development, co-managed and co-shared by the private sector organizations would be needed.

d. A Corporate Plan (Development for next 5 years) may be drawn up and the actual performance be measured against the targets both in the short-term and long-term.

e. For increasing the skills and productivity of officers and staff through management and technical training the in-house training institution may be strengthened.

4.60.3 To monitor the progress of POF and other defence production units towards adopting corporate culture i.e. to switch over to double entry accounting system, computerize the system of financial management, specifying research and development goals of the defence production establishments as a whole and provision of complementary R&D personnel, near commercial audit ensuring coordination of production between defence Industries and civil industries for use of surplus capacity, setting up joint ventures to develop vendor industries, liaison with universities for applied research and ensuring repeat orders for vendor industries besides developing systems and procedures to expedite payments, will have to be on agenda of the would be Efficiency Unit or Management Services Division or the Standing Commission on Administrative Restructuring for as long as necessary. This oversight body may also watch the problems of individual production and R&D units as well as their merger into a single organization like DRDO in India.

4.61 HEAVY INDUSTRIES TAXILA COMPLEX (HITC)

4.61.1 The HIT Complex was set up, in 1972, to rebuild, upgrade, and manufacture main battle tanks, armoured personnel carriers, armoured recovery vehicles and guns, etc. Its total sanctioned staff strength is 6874 of which 419 posts are in BPS-16 & above and 6455 posts in BPS-15 & below. Out of total sanctioned strength, 5915 posts are filled and 959 are vacant. The vacancies are deliberately not filled with a view to adjust the surplus staff through natural attrition.

4.61.2 Since factories of HIT complex are involved in manufacturing of equipment for armed forces as such they are not recommended for privatization. However, to make the HIT Complex more efficient and viable the number of personnel in excess of the requirement be determined and the strength of the HIT Complex be rightsized. HIT should fund/promote and participate in research in metallurgy (particularly Ferrous Metallurgy).

4.62 PAKISTAN AERONAUTICAL COMPLEX KAMRA

4.62.1 The PAC, Kamra was established, in 1976, for manufacturing, rebuilding, overhauling and repair and maintenance of Mushshak aircrafts, Mirage aircrafts, ATAR Engines, F-6, etc. Total sanctioned manpower strength is 7541 while the working strength is 6183. Vacancies could not be filled due to ban on recruitment.

4.62.2 The PAC Kamra is facing following major operational issues:-

a. Inadequate funding is the major constraint in fulfilling its objectives.

b. Limited financial as well as operational autonomy is the main cause of delays.

4.62.3 With a view to make the PAC Kamra efficient and effective organization, following measures are suggested:-

a. Presently the Chairman POF Board and DG, HIT have sufficient financial powers to control their businesses. They have a Member Finance on their Board. PAC Kamra may also be provided the post of Financial Advisor for better financial and resource management.

b. The factories of PAC Kamra are involved in manufacturing of defence equipment rebuilding, overhauling and repair and maintenance like Mushshak aircrafts, Mirage aircrafts, ATAR Engines, F-6, etc., for armed forces as such they are not recommended for privatization.

c. The number of personnel excess of the requirement be determined and the PAC, Kamra be rightsized.

4.63 CONCLUSION

After rationalization of unskilled and under-utilized categories of staff and introduction of information technology in the various sections of the Division, about 49 posts of various categories would be surplus to work requirements. The detail of redundancies may be seen in the table 4.9.

TABLE 4.9

STATEMENT SHOWING CATEGORIES-WISE NUMBER OF STAFF BEING DECLARED REDUNDANT IN VARIOUS WINGS, OF DEFENCE PRODUCTION DIVISION

Sl. No.	Title of Post	BPS	No. of posts to-be declared surplus.
	(After rationalization of unskilled and under-utilized categories of staff)		
1.	Assistant	11	19
2.	UDC/LDC	5/7	6
3.	Naib Quasid	1	24
		Total :	49

4.64 ECONOMIC AFFAIRS DIVISION

4.64.1 Economic Affairs Division is responsible for assessment, arrangement and programming of external economic and technical assistance, coordination with UN and International Organizations, external debt management and matters relating to technical assistance to foreign countries. Economic Affairs was given the status of a Division, in 1962, after bifurcation of the Finance Division. The Division has no organization under its administrative control. Sanctioned budget of the Division, for the year 1998-99, is Rs. 50.66 million while the sanctioned staff strength is 485 including 92 officers in BS-16 and above.

4.64.2 Economic Affairs Division has already started the process of automation with the assistance of the Asian Development Bank. Phase-I of the project provided database for three major Donors: World Bank; Asian Development Bank and Japan/OECF. Phase-II has started in August, 1997 and shall be completed in February, 1999. The project will consolidate and expand computerised Aid Management System (AMS) and operationalise the Debt Management System (DMS). It will also provide essential electronic linkages between the EAD's new data base and other key agencies. The system will cover all the 29 Donors and Sections of the Division will be linked with the Network. All the policy sections are being trained in batches to be able to feed the data in the system and its retrieval. As the system will cover the entire life cycle of aid and debt management. the working of all sections in EAD will be streamlined.

4.64.3 As a result of restructuring, the Commission on Administrative Restructuring (CAR) recommends :-

a. Abolition of one Admin Section and one Technical Section (Foreign Assistance/Colombo Plan) (FA/CP) Section. (The Division has not agreed with this proposal)

b. The computer centre needs strengthening and for that purpose, the following posts may be provided and the vacant posts may be filled

- One post of System Analyst BS-18/19
- One vacant post of Computer Supervisor BS-16
- One vacant post of Data Entry Operator BS-10.

4.64.4 As a consequence of changed role of ministerial and supporting staff and their optimum utilization, 192 posts will become redundant. The details are at Table 4.10

TABLE 4.10

LIST OF REDUNDANT STAFF IN THE ECONOMIC AFFAIRS DIVISION

Sl.No.	TITLE OF POST	BPS	NO. OF POSTS TO BE DECLARED SURPLUS
1.	Section Officer	17/18	1
2.	Research Officer	17	1
3	Assistant	11/15	82
4.	UDC/LDC	5/7	40
5.	Qusaid/N.Q./Frash	1/2	68
		Total	192

4.64.5 Plan of professional training for officers alongwith areas of training are given in Table 4.11.

TABLE 4.11

Statement Showing Areas Identified for Professional Training of Officers of Economic Affairs Division

Name of the Wing	No. of Officers	Proposed Areas of Professional Training
Policy Sections	29	Programming of Aid
Debt Management Sections	14	Debt Management
Technical Assistance Sections	15	Programming of Technical Assistance

4.65 EDUCATION DIVISION

4.65.1 The Education Division is responsible, inter-alia, for the development & coordination of National Policies, Plans and Programmes in education, development of Curricula & Text Books, etc. in the country. The Ministry is headed by a Secretary (BS-22). Its total sanctioned strength is 539 including 92 officers in BS-17 and above. Its budget for 1998-99 is Rs.59.205 million.

4.65.2 The main issues which need to be addressed for improvement in the working of the Ministry are as under:-

a Need to improve management information system to facilitate monitoring, evaluation and decision making.

b. There is need to re-define the role and redesign the organization set-up of various bodies/institutions working under the Ministry of Education.

c. Appointment of the heads of the Organizations under the Ministry to be made on merit to provide effective leadership in those organizations.

d. Lack of customers orientation and users interface by the Ministry leading to mushroom growth of private sector institutions without any consideration of quality and performance.

e. Liaison with private sector needs to be strengthened. There is need to make educational institutions cost effective and also to enable them to generate income, to become financially viable in order to reduce the burden on public exchequer.

4.65.3 The National University of Science & Technology (NUST) may be transferred from Ministry of Science and Technology and placed in the Planning Science and Technical Education Wing of the Ministry of Education. The Ministry should from time to time redistribute the allocation of work/sector when ever is so required among various wings. In our view creation of any further wing is not required.

RECOMMENDATIONS ON ATTACHED DEPARTMENTS/SUBORDINATE OFFICES

4.66 Central Copyright Office

4.66.1 The Central Copyright Office was established in 1963, with its headquarters at Karachi and a Branch Office at Lahore which was established in the year 1987, under the Copyright Ordinance, 1962, to protect the rights of Authors, Publishers, Artists, Musicians etc. The office is headed by the Registrar (BS-19). The sanctioned strength of Copyright Office Karachi is 24.

4.66.2 In order to achieve synergy and meet the requirements of the World Trade Organisation, it is proposed (inspite of disagreement of the

Ministry of Education) that the Central Copyright Office may be placed in the ...ed "Intellectual Property Organizations" under Ministry of Commerce. ... organization will include Trade Mark Registry, Patent Office and Central Copyright Office.

4.67 Department of Libraries

4.67.1 The Department of Libraries was established in December, 1973. The Department is headed by a Director General in BS-20. Sanctioned staff strength of the Department is 146 including 17 officers in BS-17 and above.

4.67.2 Since merger of the National Library of Pakistan and Department of Libraries into one organization, both the names are being used for the same entity. This is causing confusion. Only one name i.e. National Library should be used. The staff working in the Karachi Regional Office of the erstwhile Department of Libraries may be transferred to the National Library, Islamabad.

4.68 Federal Directorate of Education (FDE)

4.68.1 The Federal Directorate of Education (FDE) was established in May, 1967. The FDE is operating 490 educational institutions. At present there are 9992 teaching/non-teaching staff working in Federal Educational

Institutions located in urban and rural areas of Islamabad Capital Territory. The Federal Directorate is headed by a Director General (BS-20). The total staff strength of the Directorate is 139.

4.68.2 In order to enhance the efficiency of the organization, it is suggested that the Federal Directorate of Education may be delegated all administrative and financial powers which are partly exercised by the Federal Institutions Wing of the Ministry of Education.

RECOMMENDATIONS ON AUTONOMOUS/ SEMI-AUTONOMOUS BODIES

4.69 University Grants Commission

4.69.1 The Commission was established in 1974 for the promotion and coordination of university education, the determination and maintenance of standard of teaching and examination and promotion of research in universities. Since 1979, the disbursement of federal grants to universities has also been entrusted to UGC. The function of disbursement of grants to universities, however, by its very nature and frequency exceeded the other functions assigned to UGC. As a result of the UGC's achievements in promotion of university education, upkeep of standards of teaching, research and examination remained scanty during last 20 years.

4.69.2 At present, UGC has 417 sanctioned posts including 108 officer in BS-16 and above. The detailed of posts becoming redundant as a result of administrative restructuring is given in Table 4.12.

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TABLE 4.12

LIST OF REDUNDANT STAFF IN THE EDUCATION DIVISION

UNIVERSITY GRANTS COMMISSION

Sl. No.	TITLE OF POST	BPS	NO. OF POSTS TO BE DECLARED SURPLUS
1.	Director General	21	1
2.	Director	20	4
3.	Director	19	5
4.	Dy.Director/S.R.O	18	4
5.	AO/RO/SO/EO etc	17	11
6.	Supdts./PS	16	3
7.	S/Graphers/Asstt.Inch	15	7
8.	Stenotypist	12	8
9.	Assistant	11	13
10.	Cook	8	1
11.	Driver	7	3
12.	LDC/Other post	5	13
13.	Quasid/Other post	3	6
14.	Naib Quasid/Orderly/Farash/ Attendant/ Guard/Sanitary Worker	1	35
		Total	114

4.70 Dawood College of Engineering & Technology, Karachi

Dawood College of Engineering & Technology Karachi was established in the private sector by Dawood Foundation which was first taken over by the Federal Government to develop it into a model institution to provide instructions in the engineering profession. Later, through the Federal Ministry of Education Resolution, dated 27th September, 1987, an Autonomous Board of Governors responsible for administering the college was set up. The Commission feels that the possibility of transferring of the College to Government of Sindh or Dawood Foundation may be explored.

4.71 Inter-Board Committee of Chairmen (IBCC)

4.71.1 Inter-Board Committee of Chairmen (IBCC) is the Committee of Chairmen which acts as a coordinating body of all the Chairmen of the Boards of Examination, Technical, Text Book Boards, and Curriculum Bureaus. It meets periodically to discuss problems faced by the Boards from time to time. The Committee is headed by a Chairman who is selected on rotation amongst the Chairmen of the Boards for a period of one year. Secretary of the Committee is the Chief Executive who is in BS-20 and there are four BS-17 officers to assist the Secretary. The total staff strength of the Committee is 31 including five officers in BS-17 and above.

4.71.2 IBCC is the forum of secondary education in Pakistan where important aspects of secondary, higher secondary, technical education and text book matters are discussed and consultations takes place. It has membership of 40 Boards as it is also a coordinating body for them. The total budget of the Committee is about 3.2 million which could easily be met through these Boards. It is, therefore, recommended that each Board may contribute for the Committee to run its expenditure to lessen the burden on the government exchequer.

4.72 National Education Equipment Centre (NEEC)

The National Education Equipment Centre (NEEC) was established in 1975, to provide advisory services to equipment manufacturers to improve their skills in designing and understanding needs of the educational institutions. The Institute is headed by a Director in BS-20. The sanctioned staff strength of the Centre is 65 including 9 officers. It is recommended that NEEC may be privatized

4.73 Pakistan National Commission for Cooperation with UNESCO

Pakistan became member of United Nations Education, Scientific & Cultural Organization (UNESCO) in 1949. Subsequently, the Pakistan National

Commission for UNESCO (PNCU), was set-up in 1950, to implement the programme of UNESCO in Pakistan. In 1984, it was made an autonomous body under Education Division. According to the Resolution, a Board of Governors manages the affairs of the Commission which is headed by the Federal Education Minister. The Secretary Education holds the office of the Vice President. The staffing pattern of PNCU is not commensurate with its working. There is need that the existing generalist staff be replaced with the professional ranks and job descriptions and job specifications be prepared for key posts.

4.74 Merger of National Teachers Foundation and National Education Foundation

4.74.1 National Education Foundation was established in late 1994 through a resolution by the Cabinet to promote Basic Education through non-formal means especially among the rural female and disadvantaged groups as well as Urban Slums/Kachi Abadis/Settlements. The Foundation is headed by a Managing Director (BS-20). The total staff strength of the organization is 25 including seven officers in BS-16 and above.

4.74.2 Foundation has its own source of income as a result of investment of seed money of Rs. 124 million. Its overhead expenditure are Rs. 1.5 million against the income of Rs. 22 million from its endowment fund. National

Teacher Foundation which is looking after welfare of the teachers has similarity of functions with National Education Foundation. The merger of National Teachers Foundation with National Educational Foundation will make the merged organization financially viable and effective.

4.75 Urdu Science Board

4.75.1 Urdu Science Board was established through a Resolution SRO.594(K)/62, dated 24th May, 1996 to remove existing deficiencies in Urdu particularly in the fields of Social Sciences as well as in technologies to develop it into medium of instruction at higher levels of education. The total staff strength of the Board is 56 including 15 officers in BS-16 and above. Urdu Science Board does not take any development grant for its publications since 1983 and is located in its own premises.

4.75.2 To coordinate the activities relating to the development of Urdu, the Board may be merged with National Language Authority (presently under Cabinet Division).

4.76 Urdu Dictionary Board

The Urdu Dictionary Board was established to prepare a Dictionary (Lughat) of Urdu Language. The same work is also being done by the National

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Language Authority. It is, therefore, recommended that the Urdu Dictionary Board may be merged with National Language Authority of the Cabinet Division.

4.77 **Pakistan Study Centres**

Pakistan Study Centres were established under Pakistan Study Centres Act No.XXXVII of 1976. There are six Pakistan Study Centres located at Islamabad, Karachi, Jamshoro, Quetta, Peshawar and Lahore. Each Centre is headed by a Director/ Professor (B-20) appointed by the Federal Government. The main objective of establishing these Centres is to promote national cohesion and integration by understanding language, literature, social customs etc. of different regions in the country. The Commission feels that all Pakistan Study Centres may be transferred to the respective Universities within whose jurisdiction they are located as one of their departments.

4.78 **Area Study Centres**

4.78.1 Area Study Centres were established under the Area Study Centres Act, 1975 (XLV of 1975). There are six Area Study Centres located in the different Universities of the country viz: Peshawar, Karachi, Jamshoro, Islamabad, Lahore and Quetta. Each Centre is headed by a Director/Professor

(BS-20) appointed by the Federal Government. For assistance, there are Associate Professors, Assistant Professors and Lecturers/Research Fellows.

4.78.2 The objective of establishing Area Study Centres in the University was the study of contemporary society, particularly those which affect the national interest of the country. Therefore, it is proposed that all Pakistan Study Centres may be transferred to the respective universities within whose jurisdiction they are located as part of their departments.

4.79 Centres of Excellence

4.79.1 Centres of Excellence were established under Centres of Excellence Act No.XXIV of 1974 (Act No.IX of 1976). There are nine Centres at various Universities of the country located at Islamabad, Lahore Karachi, Jamshoro, Quetta Peshawar etc.

4.79.2 The main objective of establishing Centres of Excellence is to develop top level expertise for carryi[illegible] teaching and research in specialized fields within the country.

4.79.3 As all the Centres are physically located in the universities but they are financed and administered by the Federal Government. Therefore, it would be appropriate that all Centres of Exce[illegible]nce may be transferred to the respective universities where they are located alongwith their assets and liabilities.

4.80 CONCLUSION

With the proposed restructuring of the Education Division, introduction of information technology, rationalization of supporting staff and completion of privatization process, 154 posts of various categories would be surplus to work requirements. Category wise detail of redundancies is given in Table 4.13.

TABLE 4.13

LIST OF REDUNDANT STAFF IN THE EDUCATION DIVISION

Sl. No.	TITLE OF POST	BPS	NO. OF POSTS TO BE DECLARED SURPLUS
1.	Assistant	11	84
2.	UDC	7	9
3.	LDC	5	20
4.	Naib Qusaid	1/2	84
		Total	197

4.81 AREAS IDENTIFIED FOR PROFESSIONAL TRAINING:

a. Development of skills and use of computer and software packages for all officers to reduce processing and response time.

b. Number of staff (Assistant, Stenographer, Stenotypist, UDC, LDC) to be trained in computer and selected software packages is 70.

c. The Assistants BPS-11 may be retained after having imparted training in Computer Applications.

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ENVIRONMENT, LOCAL GOVERNMENT & RURAL DEVELOPMENT DIVISION

Environment and Urban Affairs Division established in 1971, was ... Ministry by merging Local Government and Rural Development ... well as Forestry and Wildlife Wing of the M/O Food and Agriculture ... as M/O Environment, Local Government and Rural Development. ... comprising 3-Wings, i.e. Environment, Forestry and Wildlife, Local Government & Rural Development, has 28 officers and 130 staff with Rs ... 682 million as the sanctioned Budget grant. The following recommendations have been framed by the Commission for re-structuring of the Environment ... Local Government and Rural Development Division:-

a. ... Local Government and Rural Development Wing of the Ministry is currently engaged in development and execution of Projects e.g. Tameer-e-Wattan Programme. This is not the appropriate functions of the Ministry, which should concentrate only on Policy and development of Local Government Institutions. The actual Projects should be transferred to the Provincial Government for execution.

b. Municipal Training and Research is appropriately a provincial subject. Municipal Training Research Institute located at Clifton, Karachi is a local institute, may be handed over to Government of Sindh.

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c. National Centre for Rural Development is an Attached Department. It cannot generate fund without being given autonomy. National Centre for Rural Development be declared as an autonomous body and should endeavour for its own fund generation. Its budget be curtailed in a phased manner.

d. Motor ways and Highways are an inter-provincial subject and can be justifiably assigned to a Federal Ministry but the Farm to Market roads have nothing to do with a Federal set-up; it clearly relates to the Provincial Government. Farm to Market road Projects be transferred to the concerned Provincial Departments. Federal Rural Development Engineering Cell be downsized and eventually abolished.

e. Presently, Admn and National Conservation Strategy(NCS) work is being looked after by a Joint Secretary. This arrangement hinders the NCS work. The administration may be separated from the NCS so that expertise could be developed for achieving the objective of NCS.

f. Ministry encounters delays in payment of bills due to inordinate time taken by DFA/FA & AGPR. Either these delays should be minimized or else Project and NGO bills should be paid through Personal Ledger Account.

g. Despite two reports of the Management Services Division to abolish Enercon, it has been converted to an Attached Department from an autonomous body. In order to generate funds and functions effectively in the field of Energy Conservation, ENERCON be declared as an autonomous body, so that it can be held accountable for its performance.

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h. Due to enhanced role of the Pakistan Environmental Protection Agency they have demanded extra posts. By reducing LG&RD wing to a section of the Ministry the surplus officials can be transferred to the PEPA. No new posts could be given to the agency at this stage which would require a detailed study. (The Ministry has not agreed with this proposal).

i. Pakistan Forest Institute is a training-cum research organization. It needs autonomy for its development and growth. Pakistan Forest Institute be declared as an Autonomous Body.

j. There is a problem of fund releases for seasonal tree plantation. Funds for tree plantation should be released once a year, well in time, before the plantation season starts.

4.82.2 With the proposed restructuring of the Environment, Local Government and Rural Development Division i.e. introduction of information technology as well as rationalization of supporting staff a total of 95 posts in the various categories would be surplus. Details may be seen at table 4.14.

TABLE 4.14

LIST OF REDUNDANT STAFF IN THE ENVIRONMENT,
LOCAL GOVERNMENT AND RURAL DEVELOPMENT DIVISION

SL. NO.	TITLE OF POST	BPS	NO. OF POSTS TO BE DECLARED SURPLUS
1.	Assistant	11	33
2.	UDC	7	20
4.	Naib Qusaid	1/2	42
		Total	95

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4.82.3 Details of personnel identified for training in the inforamtion technology in the Environment, Local Government and Rural Development Division as well as its affiliated agencies is given at table 4.15.

TABLE 4.15

S.No	Name of Division/Department/ Autonomous Body	Number of Officer to be trained in Computer for Executive	Number of staff members to be trained in programming/ various software packages (Stenographers/Stenotypists/ UDCs/LDCs
1.	Environment, Local Government and Rural Development	3	13
2.	Municipal Training & Research Institute (MTRI)	2	1
3.	National Centre for Rural Development (NCRD)	2	6
4.	National Council for Conservation of Wildlife	-	1
5.	Pakistan Forest Institute	17	40
6.	Zoological Survey of Pakistan	2	7
7.	Quaid-e-Azam Mazar Management Board	1	18
8.	National Energy Conservation Centre (ENERCON)	1	18
9.	Pakistan Environment Planning and Architectural Consultant (PEPAC)	4	12
10.	Environment Protection Agency	1	1

4.83 ESTABLISHMENT DIVISION

Present Status

4.83.1 The Establishment Division performs the personnel function of the Government of Pakistan. It is entrusted with the Initial Induction & Training of Federal Service, Transfer and Posting, Promotion and In-Service Training. It also deals with cases under Efficiency and Disciplinary Rules. The Division reports to the Prime Minister through Adviser to the P.M. It is the Administrative Division for the Federal Public Service Commission.

4.83.2 Headed by the Establishment Secretary, the Division has a total sanctioned strength of 471 with 108 officers and 363 supporting staff. Total budget grant of the Establishment Division, for the financial year 1998-99, is Rs.66.983 million.

4.84 Conceptual Frame-work of Restructuring

4.84.1 Success of Administrative Restructuring of the Government of Pakistan depends heavily upon Civil Service Reforms. These reforms should aim at creating a meritocracy with crucial role of (a) fixing tangible & Precise performance targets (b) Ensuring Responsiveness to the Citizens grievances and representations (c) an independent and objective performance measuring and evaluation system. Side-by-side with these three objectives, improvement has to be made in the quality of inductees, their initial and subsequent training, promotion on merit and a Career Planning path depending on aptitude and specialization. While strict standards of performance and conduct should be required from Federal Civil Servants, the present insecurity caused due to the political interference at individual level and arbitrary/frequent transfers or postings, the frequently used practice of making O.S.D. awaiting a job have played havoc with the morale of services.

4.84.2 The true picture of services in the minds of Public appears to be as the 'personal' servants of the political bosses and the instruments of repression, ruling through being distant, non-accessible and non-responsive.

4.85 Dilemma

The dilemma faced by the politicians is that the public has generally a hostile and adversarial relationship with the Government. It is invariably interpreted as due to the colonial style bureaucracy. So the politicians starts tinkering with the individual Civil Servants, trying to patronize the pliable civil servants in preference to those who independent posture. This system, deteriorates into the 'loyal courtier' syndrome useful neither for the rulers nor for the public. In fact, objectivity, professionalism and integrity of civil services is the only guarantee in democratic countries for continuity, stability and progress, where policy lead is given by the politicians and faithful implementation according to best norms and standards of public service is done by the Civil Services.

4.86 Restructuring

The present Establishment Division be transformed into the Services Division of the Cabinet Secretariat with the Prime Minster directly incharge as is the practice in many countries. It should perform the following main functions:

a. Induction of Federal Civil Servants and their pre-service Training.

b. In-service Training

c. Specialization and Career Planning, Conduct, Discipline and Efficiency.

d. Selection and promotion at higher levels on merit.

e. Evolving Specific Performance Criteria (with the help of the Ministries and agencies concerned) Performance Management, Bonus & Rewards.

f. Promotion based on merit system in all grades of service.

g. Continuous administrative Review and Reform.

4.87 F.P.S.C. For Induction to Federal Services.

4.87.1 An Independent Body with Members having a fixed tenure of 4 years is recommended with no provision for extension.

4.87.2 The Members should be chosen not only from retired Civil Servants but Academicians, Private Sector Chief Executives and other eminent intellectuals on 60:40 basis. All selectees should be screened from the point of integrity and Sound Judgement as evidenced from the track record. Such inductees should be made in a manner to coincide with the retirement of existing incumbants.

4.88 Initial Recruitment of Civil Servants

4.88.1 The written examination comprises of two parts, i.e. the compulsory subjects and the optional subjects. The former should have five papers: Essay & English Composition; General Knowledge (Current Affairs, Economic and International

Relations) Islamiat and Pakistan Studies. The optional subjects should exclude Regional Languages. All other irrelevant subjects should be gradually eliminated from the optional subjects.

4.88.2 The Commission would like to emphasize the importance of field training to the officers and evaluation of the Projects done in the field by them to assess their suitability for confirmation after the probation period.

4.88.3 The Civil Servants must be posted in a province other than their domicile in the first 3 years. The entry age should be gradually reduced to not more than 27 years, as it is difficult to mould older people.

4.89 In-Service Training

In-Service Training is conducted in NIPA's. These have to be converted into schools of mangement instead of present emphasis on general administrative Training. Qualified outside faculty should be engaged for specialized Training in modern management practices and procedures. Training should be short and compressed, not a long vacation or a junket. At the end, examination/evaluatioin should determine grades. All promotions should be dependent on attaining the requisite grades.

4.90 Compensation Package for the Government Employees

It is one of the Terms of Reference of the Commission on Administrative Restructuring, to carry out study on compensation package of the Government employees through comparison with the private sector as well as other countries with similar level of economies. The Commission proposes to conduct the study after assessing the Financial Impact of its restructuring proposals.

4.91 Promotion

Promotion should be based on :

a. Training and Examination plus Annual Performance Report, which should be geared to the precise performance goals. It should not be confidential, put open. The present mechanical system of marking and blood count should be given up.

b. If an officer cannot be promoted to a higher grade within a stipulated time, he should be retired, as is the practice in the army. Lot of frustration and dead-wood is accumulated by having superseded officers working in the Government offices.

4.92 Lateral Entry

4.92.1 This form of induction into the government service has been resorted to against regular as well as ex-cadre posts and has generated a lot of controversy. The Commission is of the view that specialists against ex-cadre posts should be inducted through FPSC on contract for a maximum of 3 years but not more than 5 years. Such posts are required to be clearly identified and should be limited to specialized fields where personnel from regular cadres/services are not generally available. Their task should include training in their specialty to designated successors. The two-part contract should be regular emoluments and severance bonus, the latter to be paid only if the designated successors have been fully trained.

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4.92.2 The other mode of lateral entry relates to induction in regular cadres as initial appointment with all the privileges of postings and promotions to higher echelons. The most prominent manifestation of this type of induction relates to Federal Secretariat posts at the Deputy Secretary level. These posts are required to be filled from three sources,namely, promotion from amongst OMG officers: horizontal movement of BPS-19 officers from other Occupational Groups: and direct recruitment through FPSC. The initial appointment through FPSC has never been resorted to while the promotions to the posts of Deputy Secretary are confined almost exclusively to the officers of the Office Management Group. The Commission is of the view that the performance of the Federal Secretariat as the highest body associated with policy formulation as well its implementation has tended to fall short of the required standards. This has been occasioned by lack of incentives for officers working in the field (departments) belonging to different Occupational Groups to become Deputy Secretary resulting in routine promotion of officers of Officer Management Group to Deputy Secretary much beyond their share allocated in the Administrative Reforms of 1973. The Commission has pondered this question intensively and there has been a prolonged debate on it. There are following two views on the matter :-

a. That Deputy Secretary be selected exclusively through written test and interview to be conducted by the FPSC from amongst officers of all Occupational Groups and those holding Ex-cadre posts who have a minimum service in BPS-17 and above of 10 years subject to a maximum age limit of 37 years;

b. Reverting to the pre-1973 arrangement when the Federal Secretariat posts were tenure posts for the (then) CSP and other services and promotion posts (20%) for the (then) Central Secretariat Service (now OMG). The ratios could be reviewed keeping in view the changes during the last 25 years.

4.92.3 The Commission suggests that either of the above two alternatives may be considered to bring equity and uniformity in Government policy and efficiency in the Federal Secretariat.

4.93 Performance Evaluation Unit

Performance Evaluation Unit would be the main Watch-Dog for determining whether any Ministry or its Division, Wing or Agency is working economically, effectively and efficiently (the Three main elements of management). This has further been discussed in the Chapter VII of the Report.

4.94 Services Oversight Commission

4.94.1 Services Oversight Commission should be a compact independent body of eminent persons (including reputable Retired Civil Servants), which is recommended to be created to ensure the morals and morale of the Civil Services. It will intercede with the P.M. in cases of discrimination or arbitrariness relating to individuals or to a service group. The Commission will encourage service Association and other service fora to evolve a code of ethics so as to ensure integrity of public service. The Commission should over see this aspect also.

4.94.2. The Services Oversight Commission will act suo motto or an a representation.

4.95 **Service Associations**

All Service Associations should be revived and may be elected bodies. These may also furnish a channel of communication with the Government.

4.96 **Service Trust or Foundation**

For the welfare of retired employees, Civil Services Trust (s) or Foundation (s) be established on the basis of Contribution of Civil Servants and ex-gratia grants by G.O.P. All present bodies performing such work, i.e Staff Welfare Organization, Federal Employees Benevolent, Groups Insurance Funds Schemes etc should be merged with the proposed organization (s).

4.97 CONCLUSIONS

With the proposed restructuring of the Establishment Division, introduction of Information Technology and rationalization of supporting staff 129

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posts of various categories would be surplus to requirements. Category-wise detail of redundancies is shown in the Table 4.16.

TABLE 4.16

LIST OF REDUNDANT STAFF IN THE ESTABLISHMENT DIVISION

Sl.No.	TITLE OF POST	BPS	NO. OF POSTS TO BE DECLARED SURPLUS
1.	Assistant	11	21
2.	UDC	7/8	7
3.	LDC	5/7	17
4.	Naib Qusaid	1/3	84
		Total	129

4.98 AREAS IDENTIFIED FOR PROFESSIONAL TRAINING:

a. Development of skills and use of computer and software packages for all officers to reduce processing and response time.

b. Number of staff (Assistant, Stenographer. Stenotypist, UDC, LDC) to be trained in computer and selected software packages is 136.

4.99 FINANCE DIVISION

The Finance Division deals with the subjects pertaining to finances of the Federal Government and financial matters affecting the country as a whole, preparation of Annual Budget Statements and the supplementary/excess budget statements for the consideration of the Parliament, accounts and audit of the Federal Governments organizations etc., as assigned under the Rules of Business-1973. Total sanctioned staff strength of the Division is 1416 which comprises 314 Officers and 1102 staff. The total Budget grant of the Finance Division for the financial year 1998-99 is Rs. 152.617 million.

4.100 Issues and Recommendations pertaining to the Finance Division

Working of the Finance Division can be improved by developing competence of staff, creating appropriate inter-linkages and providing technical inputs both hardware and software for Management Information. However, certain structural changes in the various Wings of the Division to make them more efficient and effective have been suggested in the following paragraphs:-

a. The Budget Wing is the most crucial Wing and the Commission is gratified to know that the Wing has already introduced modern technology for its information needs and the staff skills have been upgraded to the requirements of the modern Management Information System. It will, therefore be easy for the Finance Division to proceed with the programme of modernization in other Wings as well.

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b. The objective of the Expenditure Wing is to determine optimum level of current expenditure and provide policy guidelines for the same efficiently. The following measures are proposed to curtail delays and better processing of cases in this Wing:-

- In order to avoid reduction in the development expenditures and optimize releases of funds a three-year rolling plan should be adopted in place of Annual Development Plan & Five Year Plans. Forecasting skills may also be developed and utilized.

- The Wing should utilize existing facilities and develop capability of analyzing computerized information regarding Demands, Supplementary Grants, Previous Budgets etc called through the Budget Call Circular. The information exchange linkages with AGPR, Ministries/Divisions and within the Ministry such as Budget Wing be established.

c. The objective of the Financial Adviser's (F.A) organization is provision of competent advice to the Principal Accounting Officers according to rules in assessing appropriate level of current expenditure and controlling it. There is need to strengthen the FA Organization with a view to making it more effective. In this respect, it is recommended that while posting DFA's, relevant qualifications, a formal training in Accounting, Cost Benefit Analysis & areas of Financial Management may be made a condition. Likewise, the FA must have worked as DFA at least for one year before his posting. The FA's Organization should also utilize existing facilities and develop capability of analyzing computerized information of Budget Call Circular and itemized monitoring of expenditure. The Powers of Financial Advisers have over a period been curtailed and have reverted to Expenditure Wing. This is against the concept of decentralization. The Financial Adviser should be like a corporate Finance Director of the Ministry concerned.

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d. The main objective of the Regulations Wing is formulation, interpretation & implementation of Financial Rules & Regulations equitably for efficient and effective running of the government. The major breakthrough for making working of the Regulation Wing more efficient & effective, is introduction of Information Technology. Presently, most of the typing work is done by manual typewriters and the consultation of previous notifications, rules & SROs is essentially time consuming. The provision of requisite hardware, software and training of staff would make the Wing more responsive to public needs and would require rightsizing of the Wing. The legal sections under the Regulation Wing need to enhance their professional capability by posting officers with legal background.

e. The Corporate Finance Wing deals with all budgetary matters of public sector enterprises except those assigned to the FA Organization and functions as F.A. of WAPDA, NHA and Railways. In addition, food subsidies & commodity pricing work and functions relating to the restructuring fund have been assigned to the Wing. On completion of agenda of privatization of the public sector corporations, the functions performed by the Corporate Finance Wing would also not be required. The work relating to food subsidies & commodity pricing could then be assigned to F.A. (Food & Agriculture). However, presently the Wing requires professional support in the Corporate finance areas i.e. investment, risk management, financial analysis, quasi fiscal instruments. As a short term measure, the Corporate Finance & Provincial Finance Wings may be merged under one Joint Secretary. However, one of the FA's can take over some of the functions of CF Wing in addition to his own work through an internal adjustment.

f. The External Finance Wing deals with foreign commercial borrowing, coordination, design and implementation of an integrated Debt Management System including all resource flows, foreign exchange budget, aid programming, exchange control regulations, reserves management, foreign direct investment and portfolio management. A Debt Policy Group is dealing with the issue of Debt

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Management and requisite information under a World Bank sponsored project. However, inter-ministerial and inter-provincial coordination of Economic Affairs Division and External Finance Wing of the Finance Division regarding foreign debt monitoring and foreign aid programming requires to be given special consideration. The expertise in Debt Port-folio Management and Commercial Borrowing etc., needs to be further strengthened in this Wing.

g. The objective of Internal Finance and Investment Wings is to monitor performance of Nationalized Commercial Banks & other Banks and to facilitate investment in the industrial sector. With the privatization of Scheduled Commercial Banks & DFIs, the work in both the Wings is getting reduced. Presently work relating to power, petroleum, investment policies and banking laws has been entrusted to these Wings. The rightsizing of sections is required. Further redundancies would follow on completion of privatization process.

h. The Administration Wing deals with the establishment and general administrative matters of the Finance Division. The use of computers in record, budget and accounts sections etc., would need rightsizing of the Wing.

i. Economic Adviser's Wing mainly provides monthly Economic Report and publishes Economic Survey of the country. The capability of the Economic Adviser's Wing needs to be enhanced so that models to study various macro economic policy issues with international requirements may be prepared & made available for decision making i.e. issues relating to fiscal, monetary & taxation policies. It is proposed that 1/3rd of the posts of Economic Adviser's Wing may be filled from outside the Economists Group e.g. PIDE, Public/Private Universities, Centres of Excellence and Private Consultants or Advisors on contract to provide the requisite expertise. The posts of the Wing should be inter-transferable with the outside institutions mentioned above. The recruitment rules may be amended, accordingly, in consultation with the Establishment Division.

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4.101 ISSUES AND RECOMMENDATIONS PERTAINING TO ATTACHED DEPARTMENTS, SUBORDINATE OFFICES AND CORPORATIONS UNDER DIVISION

Simultaneously with the reorganization of Finance Division, the Commission had also given a hearing to the heads of the Affiliated Agencies and formulated views about their reorganization. The gist of the proposed measures is given in the following paragraphs.

4.102 Corporate Law Authority (CLA)

4.102.1 CLA is mainly responsible for administering fourteen inter-related laws regulating the Corporate Sector. Total sanctioned staff strength of the Authority is 430 which comprises 117 posts of officers and 313 posts of supporting staff.

4.102.2 The Government has already decided to convert the Corporate Law Authority into a " Securities and Exchange Commission" with an autonomous status to be supervised by a Policy Board. The Commission has decided that the Corporate Law Authority will take the proposed structure of the Securities and Exchange Commission, to an independent consultant for review with the assistance of the Management Services Wing of the Cabinet Division, especially for the sanction of the supporting staff for the proposed organization.

4.103 Central Directorate of National Savings (CDNS)

4.103.1 CDNS is responsible for introducing and administering National Saving Schemes. Its total sanctioned staff strength is 3219 which comprises 542 posts of officers and 2677 posts of supporting staff.

4.103.2 The Commission was impressed by the quantum increase in resource mobilization achieved by CDNS in the recent months. The Commission commends the Directorate to carry on with this excellent work through aggressive salesmanship and seek to mop up the savings particularly in rural areas (cash under the carpet). The Commission would recommend a modernization of saving offices so that they can provide an attractive and efficacious avenue for mobilization of savings. In this programme of modernization and upgradation, the Finance Division can ask for the assistance of Management Services Wing of the Cabinet Division.

4.104 Central Board of Revenue (CBR)

4.104.1 The CBR is mainly concerned with revenue collection through its field organizations. Total sanctioned staff strength of the CBR (HQ) is 746 which comprises 173 posts of officers and 573 posts of supporting staff. The sanctioned staff strength of Income Tax Department is 16,455 which includes

1396 officers and 15059 supporting staff, while the sanctioned strength of Customs, Central Excise & Sales Tax Department is 15,625 comprising 965 officers and 14660 staff.

4.104.2 The Commission noted that the government have already constituted a Committee for the reorganization of CBR. The Commission would not like to second guess the conclusions of the Committee and or duplicate its work. Should the Committee, however, require assistance in system studies services of Management Services Wing of the Cabinet Division may be utilized. The matter will be reviewed again when the Committee has reached any conclusions or the CBR makes its promised presentation to the Commission.

4.105 Auditor General of Pakistan

4.105.1 Office of the Auditor General of Pakistan is mainly responsible for keeping Accounts of the Federal and of each Province and to audit all the expenditure incurred by them. Total sanctioned staff strength of Head Office is 231 out of which 75 posts pertain to officers and 156 posts of supporting staff, while the sanctioned staff strength of the Audit Department is 11,115 which includes 2144 officers and 8971 staff.

4.105.2 The Commission did not have the opportunity of discussing the department with the Auditor General. That would have advisably been done because a process of computerization of various operations of the department is being undertaken under the Project for Improvement of Financial Reporting and Auditing "PIFRA". Once this programme has been implemented, the staff redundancies will become apparent. At a later stage, the Commission will canvass the opinion of the Auditor General on this aspect. Here too, a presentation by Auditor General is awaited specially in the programme to separate the Accounts and Audit functions.

4.106 Pakistan Mint

4.106.1 Pakistan Mint is concerned with minting coins of various denomination and medals, etc., for the Government. Its total sanctioned staff strength is 1316 which comprises 15 posts of officers and 1301 posts of staff/workers.

4.106.2 A staff level study has already been conducted and conclusions about reduction of staff strength have been reached. However, the Mint Master informed the Commission that he has recently received large orders for one, two and five rupee coins and consequently the earlier recommendations about reduction of staff have somewhat become outdated. Oh the direction of the

Commission a fresh staff review has been conducted and it has been found that 210 posts of various categories are surplus to work requirement. With a view to ensure economy, efficiency and effectiveness faulty machines may be replaced with the most modern machines having automatic operations. It should be made an autonomous organization to generate revenues through minting medals and souvenirs for the clients other than Federal Government.

4.107 Privatization Commission

4.107.1 The main role of the Commission is to privatize the public sector corporations earmarked by the Government for their privatization. Total sanctioned staff strength of the Commission is 118 posts which includes 27 posts of officers and 91 supporting staff.

4.107.2 The Privatization Commission lacks expertise in various fields pertaining to valuation of public sector enterprises. To overcome this deficiency the Privatization Commission (PC) has inducted highly qualified consultants on contract basis. This has upgraded the inhouse capability of the Privatization Commission. The Commission on Administrative Restructuring is of the view that these contract appointments should be terminated as soon as the privatization programme is completed. The Commission on Administrative Restructuring has asked the P.C to ensure that as a result of Privatization, the

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Public assets are passed on to those parties who are not only financially sound but also have proven managerial and entrepreneurial capability, otherwise the asset strippers will deprive the economy of the benefits of privatization.

4.108 Pakistan Security Printing Corporation (PSPC)

4.108.1 The corporation is mainly responsible for printing security papers including currency notes. Its total sanctioned staff strength is 2785 which comprises 169 officers and 2616 posts of supporting staff.

4.108.2 Management Services Wing had conducted a review of the PSPC in 1997 and identified 319 posts of various categories as surplus to work requirement. The PSPC first agreed to surrender these posts but later on requested for a fresh review in the light of some new tasks assigned to the Corporation. Hence, the Commission directed a staff level study by the Management Services Wing in consideration of the present workload to determine the position of actual redundancies. As a result of this fresh review it is concluded that 319 posts (46 Officers 91 staff and 182 workers) were correctly determined as surplus to work requirement in the earlier review. The PSPC has agreed to surrender these posts.

4.109 CONCLUSION

The proposed restructuring of the main Finance Division, introduction of information technology, rationalization of staff, and after completion of privatization process 473 posts of various categories would be surplus to work requirement. Category wise detail of redundancies may be seen in the table 4.17.

TABLE 4.17

STATEMENT SHOWING CATEGORIES-WISE NUMBER OF STAFF BEING DECLARED REDUNDANT IN VARIOUS WINGS OF FINANCE DIVISION

SL. NO.	TITLE OF POST	BPS	NO. OF POSTS TO BE DECLARED SURPLUS.
	PHASE I (After Merger/Acolition of Section)		
1.	Joint Secretary	20	1
2.	Deputy Secretary	19	1
3.	Research Officer/AEA	18/17	1
4.	Section Officer	18/17	4
5.	Private Secretary	18/17	1
6.	Superintencent	16	4
7.	Stenographer	15	12
8.	Stenotypist	12	10
9.	Assistant	11	136
10.	UDC/LDC	7/5	43
11.	Quasid/Naib Quasid	1/2	188
		Total :	401

	PHASE-II		
	(After introduction of Information Technology)		
1.	Section Officer	18/17	11
2.	Assistant Director	17	1
4.	Stenotypist	12	12
5.	UDC/LDC	5/7	1
		Total:	25
	PHASE-III		
	(After privatization process is completed)	20	2
1.	Joint Secretary	19	2
2.	Deputy Secretary	18/17	6
3.	Research Officer/AEA	18/17	10
4.	Section Officer	17	3
5.	Assistant Director	16	1
6.	Accountant	15	4
7.	Stenographer	12	10
8.	Stenotypist	7/5	3
9.	UDC/LDC	2/1	6
10.	Quasid/Naib Quasid		
		Total	47
		G.Total	473

4.110 FOOD, AGRICULTURE & LIVESTOCK DIVISION

The Division is mainly responsible for policy formulation, economic coordination and planning in respect of food grain, agriculture and livestock. Major functions of the Division include: procurement of food grains; fertilizer import price stabilization of agricultural produce; international liaison; economic studies for framing agriculture policies; fishing and fisheries beyond territorial waters, animal quarantine; etc. The Division is manned by **105 officers (B-16 and above)** who are assisted by **441** subordinate staff **(B-15 and below).**

4.111 Proposals for enhancing efficiency of the Main Division

4.111.1 Main Secretariat of the Division has recently gone through a detailed process of restructuring on the recommendations of the earlier Commissions. During this process, posts of Additional Secretaries have been abolished and the Livestock as well as Agriculture Research Division have been merged with the main Secretariat of the Food and Agriculture Division. Moreover, the size of the Division has already been reduced by 3.85% as compared to the year, 1987-88. Viewed in this context, the re-organized structure is in a nascent stage and needs reasonable time period to prove its efficacy. Therefore, no major change has been suggested in the existing structure of the main secretariat.

4.111.2 However, some general measures have been proposed to improve the efficiency of the existing set-up. These proposals include:-

a. Introduction of modern agricultural information technology through creation of Agriculture Data Base System (ADBS) and Crop Monitoring & Forecasting System (CMFS)

b. Office Modernization

c. Introduction of Corporate Culture

d. Performance Audit

e. Opening of Client-oriented Reception

f. Periodic review meetings

g. Creation of Farmers Organization Development Authority(FOA)

4.112 Proposals for Re-structuring of Affiliated Agencies

The Division is currently administering 8 Attached Departments, 5 Autonomous Bodies and one Corporation. Some of the organizations which need re-structuring intervention are discussed in the following paragraphs.

4.113 Agriculture & Livestock Products Marketing and Grading Department

The Department has a major role in boosting exports through marketing intelligence and grading. However, the organization lacks adequate laboratory facilities and easy excess to global information networks. Moreover, there is a need for revision of grading fees to cover atleast part of its operational costs and for exploring additional commodities having export potential. The following measures are suggested to cope with these issues:-

a. Modernization of laboratory facilities in terms of equipment.

b. Adequate training aimed at skills upgradation.

c. Provision of internet connection.

d. Revision of grading fees.

e. Initiation of an extensive study to explore additional commodities having export potential.

4.114 Soil Survey Department

The Soil Survey Department is the custodian of land resource data. The staff strength is being under utilized for the lack of adequate finances. The Department may be allowed to charge an economic price for the selected expert services it renders to its client organizations either under the existing arrangements or it may be declared as an Autonomous Body. The Director General may be assigned appropriate administrative and financial autonomy in this regard. To rationalize the oversized staff strength a total of 56 posts have been identified to be surplus.

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4.115 Federal Seed Certification and Registration Department

The Department administers Seed Act 1976, the Seed Registration Rules, 1987 and the Seed Truth in Labeling, Rules 1991. There is a need for computerization of Testing Laboratories and for downsizing of non-technical staff in view of the proposed computerization. There is also need for raising revenue to cover atleast part of operational costs for its services. Each laboratory may be provided one computer and the Department may be downsized by 29 non-technical staff. Moreover, the Department may be authorized to charge reasonable fees from its clients for services rendered.

4.116 Fertilizer Import Department

The Department is responsible for import and distribution of Fertilizers. There is a need for rationalization of its staff strength in view of expected decline in workload resulting from trade liberalization policies. The organization may be downsized by 83 sanctioned posts (including 48 vacant posts). Moreover, possibilities may be explored to merge this department with Directorate General of Food as both organizations essentially deal with essential Imports. Head of the department did not agree with these proposals.

4.117 Directorate General Food(DGF) (including Directorate of Food Accounts) 26

This Department is primarily responsible for logistic arrangements in respect of food imports. Recently, Directorate of Food Accounts has been merged in it on the recommendations of the Caretaker Government without giving much thought to its adverse implications. The merger is considered harmful as it adversely affects the basic independence of audit function. Moreover, the merger has not affected any economy in the expenditure. It is recommended that separate entity of Directorate of Food Accounts may be restored and the notification of merger may be withdrawn.

4.118 Pakistan Central Cotton Committee

The Committee is responsible to bring improvements in growing, marketing and manufacturing of cotton and its by-products within the purview of Cotton Cess Act, 1923 and Cotton Cess Rules, 1972. The Committee raises its finance through cess on all exported cotton. There is a need to rationalize its staff strength. A total of 68 posts are vacant. It is proposed that 28 critical vacancies may be filled while the rest i.e. 40 posts, may be declared surplus.

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4.119 Korangi Fish Harbour Authority

The Authority is responsible for planning, construc
and maintenance of fish resources beyond territorial waters.
almost complete. There seems some critical disputes over the
harbour between the authority and Karachi Fishermen Co-ope
an urgent need to solve these disputes at upper echelons other
may prove a failure. Moreover, 70 vacant posts need not b
harbour is ready for full scale operations. A detailed study is r
actual manpower requirements of the organization after co
harbour.

4.120 Pakistan Agriculture Storage and Services Corporation (PASSCO)

4.120.1 Major functions of the PASSCO include: provisio
to farmers; construction of modern storage accommod
stabilization of the minor crops. It is a large organization man
2110 employees. There is a need for rationalization of its staf
of its existing workload. The Corporation may be downsized
major emphasis on the Engineering Wing as agreed by the Mi
to a study undertaken by M.S.Wing.

4.120.2 A detailed statement showing BPS-wise number of staff being declared redundant in various organizations may be seen in tables from 4.18 - 4.18E.

TABLE 4.18

STATEMENT SHOWING NUMBER OF STAFF BEING DECLARED REDUNDANT IN THE FOOD, AGRICULTURE AND LIVESTOCK DIVISION

Sl. No.	BPS	No. of posts to be declared redundant
1.	11	66
2.	5/7	33
3.	1	41
	Total:	140

TABLE 4.18A

STATEMENT SHOWING NUMBER OF STAFF BEING DECLARED REDUNDANT IN THE SOIL SURVEY OF DEPARTMENT

Sl. No.	BPS	No. of posts to be declared redundant
1.	1	18
2.	4	16
3.	5	6
4.	7	5
5.	11	2
6.	16	4
7.	17	3
8.	18	2
	Total:	56

TABLE 4.18B

STATEMENT SHOWING NUMBER OF STAFF BEING DECLARED REDUNDANT IN THE FEDERAL SEED CERTIFICATION & REGISTRATION DEPARTMENT

Sl. No.	BPS	No. of posts to be declared redundant
1.	1	7
2.	4	4
3.	5	9
4.	7	6
5.	11	2
6.	14	1
	Total:	29

TABLE 4.18C

STATEMENT SHOWING NUMBER OF STAFF BEING DECLARED REDUNDANT IN THE FERTILIZER IMPORT DEPARTMENT

Sl. No.	BPS	No. of posts to be declared redundant
1.	1	23
2.	2	4
3.	3	1
4.	4	8
5.	5	11
6.	6	1
7.	7	22
8.	11	5
9.	14	1
10	15	2
11.	16	1
12	17	4
	Total:	83

TABLE 4.18D

STATEMENT SHOWING NUMBER OF STAFF BEING DECLARED REDUNDANT IN THE PAKISTAN CENTRAL COTTON COMMITTEE

Sl. No.	BPS	No. of posts to be declared redundant
1.	1	3
2.	5	5
3.	7	11
4.	9	2
5.	10	2
6.	11	5
7.	12	1
8.	13	2
9.	14	1
10.	16	4
11.	17	3
12	18	1
	Total:	40

TABLE 4.18E

STATEMENT SHOWING NUMBER OF STAFF BEING DECLARED REDUNDANT IN THE PASSCO

Sl. No.	BPS	No. of posts to be declared redundant
1.	4	190
2.	5	8
3.	6	60
4.	7	3
5.	16	130
6.	17	5
7.	18	16
8.	19	8
9.	20	3
	Total:	423

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4.121 FOREIGN AFFAIRS DIVISION

4.121.1 The Ministry of Foreign Affairs mainly deals with matters concerning relations with other countries and international organizations. It is responsible for diplomatic, consular, trade and other representation abroad. Total staff strength of the Ministry is 1170 (i.e. 214 in BS-16 & above and 956 in BS-15 & below). Budget allocation for the year 1998-99 for the Ministry is Rs.199.134 million.

4.121.2 In view of a comprehensive report already submitted by the Foreign Service Reforms Committee, (Shaharyar Committee) this report focuses only on the utilization of supporting staff and introduction of information technology in the Ministry of Foreign Affairs as the proposed scheme is designed for the Federal Secretariat as a whole.

ATTACHED DEPARTMENTS

4.122 Pakistan Missions Abroad.

4.122.1 Pakistan Missions abroad have large component of employees in lower grades which is costly and not justified in the international setting. The staffing pattern recommended for the Federal Secretariat be followed in the Pakistan Missions abroad.

4.122.2 The details of redundant staff in the Ministry and the Missions abroad due to introduction of information technology/optimum utilization of staff are given in the Tables 4.19 & 4.19-A below:-

TABLE 4.19

LIST OF REDUNDANT STAFF IN THE
FOREIGN AFFAIRS DIVISION

S.No	TITLE OF POSTS	NO. OF POSTS TO BE DECLARED SURPLUS
1.	Assistant	174
2.	UDC/LDC	91
3.	Quasid/N.Q	200
	Total	465

TABLE 4.19-A

LIST OF REDUNDANT STAFF IN THE
MISSION ABROAD

S.NO	TITLE OF POSTS	NO. OF POSTS TO BE DECLARED SURPLUS
1.	Assistant	57
2.	UDC/LDC	30
3.	Quasid/N.Q	105
	Total	192

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4.122.3 The number of officers and staff of the Ministry to be trained in information technology is as under:-

Officers (BS-16 & above)	201
Stenographers/Stenotypists	162
UDC/LDC	92
Total:	455

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4.123 HEALTH DIVISION

4.123.1 The Health Division is responsible for matters concerning: national planning and coordination in the field of health; international liaison; legislation pertaining to drugs and medicines; administration of Drugs Act 1976. The Division has the sanctioned staff strength of 318 i.e. 51 in BPS-16 & above and 267 in BS-15 & below. The budget, for the year 1998-99, allocated for the Division, is Rs. 33.480 million.

4.123.2 Following recommendations have been made relating to the Division to separate policy from operational functions and for an effective administration of Drugs Act, 1976:-

a. Director General Health and Drug Control Organization (Drug Controller) be separated and declared as two separate Attached Departments of the Health Division.

b. J.S.(Finance & Development) may be redesignated as J.S. (Policy & Planning) and drawn from amongst the heads of departments/professionals at equivalent level in the organizations under the administrative control of the Ministry.

c. A Committee, comprising Chairmen of the Quality Control Boards in the provinces and the Drug Controller at the Federal level, may be constituted for proper coordination and implementation of the Drugs Act, 1976.

d. A computerized information system may be set-up on priority basis so that information about the licenses and drug registrations to be renewed, during a given period of time, should be available to initiate action well in advance.

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e. A separate set up for secretariat assistance to the Licensing & Registration Board may be provided so that the technical sections presently involved in secretariat assistance to the Board, are enabled to devote their time to technical scrutiny of applications.

f. The prices of drugs particularly, those of decontrolled drugs, may be monitored so as to check undue escalation in prices.

g. A Research Cell may be created in the Drug Control Organization for proper administration and utilization of Research Funds. The Ministry may also like to review the contribution presently being made by drug manufacturers towards Research Fund with a view to generating more funds for research.

h. The Licensing and Registration Board may be reconstituted in view of the scope of its functions and proposed separation of Directorate General Health and Drug Control Organization as two separate Attached Departments. Number of pharmacists may also be increased in the Appellate Board.

ATTACHED DEPARTMENTS & OFFICES.

4.124 Central Health Establishment Karachi

a. Central Health Establishment may be merged with the proposed Directorate General Health as its field office.

b. Central Drug Laboratory, Karachi, which is presently part of Central Health Establishment, may be transferred to the Drug Control Organization. Drug samples may be tested at least at the level of Assistant Director. The Laboratory may be adequately strengthened.

4.125 Directorate of Malaria Control.

May be merged with the proposed Directorate General Health.

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4.126 T.B. Centre Rawalpindi.

May be made part of proposed Directorate General Health.

4.127 **Federal Inspector(s) of Drugs,**
Karachi, Hyderabad, Quetta,
Faisalabad, Peshawar, Islamabad & Lahore.

May be retained as part of proposed Drug Control Organization.

4.128 CONCLUSION

4.128.1 With the proposed restructuring of the main Division, rightsizing, introduction of information technology, rationalization of supporting staff and completion of privatization process, 160 posts of various categories would be surplus to work requirement. Category-wise detail of redundancies may be seen in table 4.20.

TABLE 4.20

SL. NO.	TITLE OF THE POST	BPS	NO. OF POSTS TO BE DECLARED SURPLUS
1.	Assistant	11	70
2.	UDC/LDC	7/5	40
3.	Quasid/Naib Quasid	2/1	50
		Total:	160

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4.128.2 The number of officers and staff to be trained in information technology are as under:-

Officers (BS-16 & above)	62
Stenographers/Stenotypists	52
UDC/LDC	40
Total:	154

4.129 HOUSING AND WORKS DIVISION

The Housing & Works Division is responsible for the acquisition and development of sites as well as construction and maintenance of the Federal Government buildings. The Division is headed by a Secretary and has Administration, Works and two Estate Wings (called Estate-B and Estate-C). The sanctioned staff strength for the main Division is 197 including 35 officers. The Division has a budget grant of Rs. 30.515 million including Rs. 0.9 million towards development expenditure. There is a clear duplication of work in the main Division and its Attached Department, namely the Estate office. The Commission feels that the Ministries and Divisions are not expected to undertake line functions as they can only determine policy. Consequently, it is recommended that the Allotment of Houses be done exclusively by the Estate Office and the Estate-B and Estate-C Wings of the Division, be abolished. After revamping, the Ministry should be merged with the Environment, Urban Affairs, Local Government and Rural Development Division as one of its wings.

4.130 ATTACHED DEPARTMENTS

The Ministry of Housing and Works has 3 Attached Departments which have been reviewed in the following paragraphs.

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4.131 PAKISTAN PUBLIC WORKS DEPARTMENT (PPWD)

4.131.1 This Attached Department of the Ministry administers Federal Government Lands and Building, undertakes construction and maintenance thereof and collects revenues therefrom. It also Administers transfer of Government property other than agricultural land. The strength of officers and staff is 509 and 3486 respectively. The non-development and development Budgets for the current year i.e. 1997-98 is Rs. 674.062, Rs. 134.664 respectively making a total of Rs. 808.726 million.

4.131.2 After analysis of data, it was concluded that the Federal Works may best be executed by Provincial PWD's in the Provinces. The repair and maintenance of Government buildings be decentralized. West region with three circles be abolished and the remaining organizations be re-organized. Number of vehicles may be reduced from 231 to 181. Number of officers be reduced by 50 and the staff by 400. PPWD did not comply with Government instructions in regard to appointment of work charged-establishment due to which number of work charged staff has risen to 7231, whereas there are no projects to justify such large number. PPWD has been asked to reduce the work charged-establishment by 85 percent over a period and regularize rest of them against vacant posts, if available.

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4.131.3 In future, utmost care should be taken to hire work-charged personnel against the specific projects with a clear understanding that hiring is only for the period of execution of project. The existing rate of room rent in Federal Lodges be increased or the Lodges be leased out to private parties on contract basis.

4.132 ESTATE OFFICE

Estate Office is another Attached Department of the Ministry which looks after hiring and allotment of Government accommodation to employees and offices of Federal Government and recovery of rent thereof. The number of officers and staff of the Estate Office is 20 and 111 respectively. The budget for the current year (1997-98) is Rs. 922.197 million. It has been found that the offices of Deputy Secretary (B) and the Deputy Secretary (C) in the works Division and the Estate Office perform same functions. We have earlier suggested that this line function should be exclusively performed by the Estate Office. The allotment of Government owned houses be made strictly according to the seniority list which may be Computerized immediately. It will be rational if provision of hired accommodation to Government Servants is discontinued and house rent ceiling is paid to employees as a part of their pay

4.133 NATIONAL HOUSING AUTHORITY (NHA)

NHA was established through a Resolution dated 13-8-1987 to prepare long-term plans and programmes for low cost housing in the country and policy guide lines for provincial housing authorities. NHA is headed by the Director General in BPS-21 and is governed by a Board of Governors. The strength of NHA currently is 10 officers and 90 staff. The total annual budget is Rs.8.544 Million. It is recommended that NHA may be retained with the present staff strength but it should focus on its primary purpose i.e. to facilitate and promote low-cost housing and set standards for Provincial Housing Authorities. NHA should not involve itself in building housing projects but build prototypes of low-cost houses with cheaper local inputs.

4.134 CONCLUSION

The Ministry of Housing & Works has disagreed with the recommendations pertaining to abolition of two wings from the Main Division as well as transfer of the Federal works to the Provincial PWD. However, the Commission reiterates its recommendations on both the issues. Consequently, with the proposed restructuring of the main Housing and Works Division, rightsizing, introduction of information technology, rationalization of supporting staff and completion of privatization process, 108 posts of various categories would be surplus to work requirement. Category-wise detail of redundancies

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may be seen in table 4.21.

TABLE 4.21

LIST OF REDUNDANT STAFF IN THE HOUSING AND WORKS DIVISION

SL. NO.	TITLE OF POST	BPS	NO. OF POST TO BE DECLARED SURPLUS
1.	Deputy Secretary	19	2
2.	Section Officer	17/18	11
5.	Stenographer	15	2
6.	Stenotypist	12	11
7.	Assistant	11	35
8.	UDC/LDC	5/7	17
9.		1/2	30
		Total	108

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4.135 INDUSTRIES & PRODUCTION DIVISION

4.135.1 In consonance with its charter of duties, the Industries & Production Division is charged amongst other functions, with undertaking National Industrial Planning & Coordination, formulating the industrial policy and controlling important administrative and other affairs of State Enterprises working under its fold. The sanctioned budget of the main Division for the year 1998-99, is Rs. 47.35 million. While, sanctioned staff strength is 439 including 72 officers in BS-16 and above.

4.135.2 To effect improvements, major recommendations of the Commission on Administrative Restructuring (CAR) are as follows:-

a. With the completion of process of privatization of Public Sector Corporations and deregulation policy, the work of Industries & Production Division will reduce considerably. Therefore, the existence of an independent Division will not be fully justified. Thus, Commerce, Industries, Production and Investment may be placed under one Ministry to be called Ministry of International Trade, Industries & Investment (MITI) with the following Divisions :-

   - Commerce Division.
   - Industries, Production and Investment Division.

b. The Board of Investment presently functioning under Cabinet Division may be placed under the proposed

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Industries, Production & Investment Division. It may function as an Autonomous Body.

4.136 Attached Departments:

a. **Department of Supplies**

The Disposal Wing of the Department may be abolished. A study of performance and cost effectiveness of the procurement and inspection functions of the Department may be carried out to determine whether centralized purchases of Government of Pakistan result in economy and timeliness of the procurement.

b. **Textile Commissioner's Organization**

The Organization may be reviewed for professionalization and redefining its role in the light of present day requirements.

c. **Department of Explosives.**

May be retained and reviewed for modernization and professionalization.

d. **Patent Office**

May be merged with Trade Marks Registry and Copyrights Department to form the Organization for Intellectual Property Rights (OIPR) and placed under Commerce Division. The Ministry of Industries and Production disagreed with the proposal and proposed the placement of new organization under them.

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4.137 Autonomous Bodies

e. **Pakistan Industrial & Technical Assistance Centre**

May be retained and its role redefined. A study may be carried out for its conversion into National Productivity Centre.

f. **Utility Stores Corporation**

The un-economic stores may be closed.

g. **Experts Advisory Cell**

May continue with 50% reduction in staff till the privatization process is completed.

h. **Ghee Corporation of Pakistan**

May be abolished after the privatization of its remaining units.

i. **PIDC, PACO and SEC**

Pakistan Industrial Development Corporation (PIDC), Pakistan Automobile Corporation (PACO) and State Engineering Corporation (SEC) may be merged to form one Corporation for engineering-based Industries after the privatization of their units.

j. **FCCCL, SCC and PERAC**

Federal Chemical & Ceramics Corporation (FCCCL), State Cement Corporation (SEC) and State Petroleum Refining & Petro-Chemical Corporation (PERAC) may be merged to form one Corporation to be named the Petro-Chemical Industries Corporation after the privatization of their units.

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k. **Pakistan Steel Mills Corporation**

The Corporation needs restructuring. The Commission suggests the following principles of restructuring for Pakistan Steel:-

i) Commercialization (corporatization) should be undertaken prior to any privatization namely:

a) sale of shares through public offer in suitable branches upto a desirable percentage or off loading shares within this limit through stock exchanges.

b) specifying output goals (through annual business plans) and outcome goals (3-5 years Corporate Plan) each defined in terms of specific targets with respect to quantity, quality and cost of production - all built into performance contracts with the head of the corporation as well as key managers delineating obligations, financial and operational powers and their limits as well as consequences for success or failure embodying incentive packages in return for accountability, and.

ii) The Ministry exercising/retaining control through the method of monitoring progress of the agency to the specified goals/targets and administering penalties and rewards in terms of such monitoring besides goals-setting through a negotiated Corporate Plan split into annual Business Plans.

4.137 CONCLUSION

4.137.1 The Ministry of Industries & Production has generally disagreed with the proposals for restructuring contained in this report. However, the Commission reiterates its recommendations. Consequently, as a result of restructuring, 7 posts of officers would become surplus. Moreover, because of changed role of ministerial and supporting staff and their optimum utilization, 163 posts will become redundant. The details are at Table 4.22.

TABLE 4.22

LIST OF REDUNDANT STAFF IN THE
INDUSTRIES AND PRODUCTION DIVISION

SL. NO.	TITLE OF POST	BPS	NO. OF POSTS TO BE, DECLARED SURPLUS
1.	Section Officer(Coord)	17/18	1
2.	Section Officer (Trg)	17/18	1
3.	Section Officer (Pers)	17/18	2
4.	Section Officer (Dev)	17/18	1
5.	Section Officer (Opt)	17/18	2
6.	Assistant	11/15	61
7.	UDC/LDC	5/7	27
8.	Qusaid/N.Q/Farash	1/2	75
		Total	170

4.137.2 Plan of professional training for officers of the Division alongwith their areas of training are given below.

AREAS IDENTIFIED FOR PROFESSIONAL TRAINING OF OFFICERS

Name of the Wing	No. of Officers	Proposed Areas of Professional Training
Investment & Industrial Policy	9	Investment Policy and Promotion
-do-	3	Project Management & Control
Steel & Engineering	12	Industrial Engineering
Petro-Chemical & Other Industries	5	Project Management and Control
-do-	10	Industrial Engineering

4.137.3 Besides this professional skill development, all officers and their supporting staff may be exposed to proper computer training for promotion of computer culture in the work situation as follows:-

	Number of Officers to be trained in computer for Executives.	61
	Number of Staff members to be trained in Software packages (Stenographers/ Stenotypists/ UDC/LDC	97

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4.138 INFORMATION & MEDIA DEVELOPMENT AFFILIATED AGENCIES

Introduction

4.138.1 With the globalization of the Information Technology, access to information through different sources has increased manifold, resultantly, the role of the Ministry of Information & Media Development is required to be transformed from that of controller and regulator to facilitator, coordinator and projector of the actual performance of the government. Accordingly, the restructuring proposals envisage the following new role of the Ministry of Information & Media Development:-

a. Media Developer and Facilitator as against Media Controller.
b. Regulator as against Monopoly Holder, in Electronic Media.
c. Service Provider as against News Manager.
d. Collector and disseminator of information.
e. Think-tank and Media Strategist.

4.138.2 The Ministry of Information & Media Development have thrice made presentation before the Commission on Administrative Restructuring for the re-engineering of the Ministry and its affiliated agencies. In fact, this a unique case where the Minister for Information & Media Development appeared

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personally before the Commission and presented his proposals for restructuring of the Ministry of Information & Media Development as well as its Attached Departments and Autonomous Bodies.

4.138.3 Headed by the Secretary, and assisted by Additional Secretary, the Ministry is currently organized into three wings i.e. External Publicity, Internal Publicity and Joint Secretary Administration, Finance & Audit Bureau of Circulation. Total sanctioned strength of the Ministry of Information & Media Development is 274, this includes 20 post of officers as well as 254 supporting staff. Budget grant of the Ministry for the financial year 1998-99 is Rs.60.267 Million.

4.138.4 Restructuring proposals in respect of the main Division are summed up in the following three broad categories:-

a. Examination of the recommendations of Foreign Service Reforms Committee (Shaharyar Committee) in respect of the External Publicity Wing.

b. Transformation of the Internal Publicity Wing into Think Tank and Media Strategy Cell.

c. Reorganization of the Administration and Finance Wing as Directorate General of Career Planning and Training with the abolition of the Audit Bureau of Circulation.

Wing-wise Proposals

4.139 **External Publicity Wing**

4.139.1 Under the Chairmanship of Shaharyar M. Khan, former Foreign Secretary, a Foreign Service Reforms Committee (FSRC) was constituted by the Government to recommend measures to improve the functioning of the Pakistan Foreign Office and its missions abroad. The Committee, inter alia, submitted the following recommendations pertaining to Information Offices in the Foreign Missions Abroad as well as External Publicity Wing of the Ministry of Information & Media Development :-

a. The Department of External Publicity should revert to the Foreign Office with either a Ministry of Information representative on deputation or Foreign Service Official as its head. This Division should interact closely with the Ministry of Information & Media Development.

b. Information work in Pakistan's smaller missions can be taken over by the Foreign Service Officers who are, in any case, specializing in language and area studies. The Ministry of Information should, however, continue to assign senior, experienced officers to our larger missions such as London, New York, New Delhi, Washington as also in neighboring countries.

4.139.2 The Shaharyar Committee Report was submitted to the Cabinet and the Cabinet had constituted a Cabinet Committee consisting of Former Foreign Minister, Gouhar Ayub Khan, Former Finance Minister, Sartaj Aziz and Former Chairman Planning Commission Dr. Hafeez Pasha. The Cabinet

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Committee has mentioned that the work relating to media will be looked after by the Officers of the Ministry of Foreign Affairs. The Committee also approved retrenchment of 10 out of 23 posts of Press Counsellors/Press Attaches in the Pakistan Missions at:

- Beijing
- Bonn
- Canberra
- Colombo
- Dhaka
- Jakarta
- Kaula Lumpur
- Nairobi
- Pretoria
- Washington (one post).
- Paris (staff only).

4.139.3 As far as recommendations of the Shaharyar Committee pertaining to the transfer of the External Publicity Wing to the Foreign Office as its Attached Department is concerned, this is inconsistent with the Indian Model suggested for adoption in the report in which responsibility remains with the parent ministries and the Foreign Office and its Missions play essentially a coordinating and field role. Moreover, this experiment has already been tried and failed. In 1973, the External Publicity was transferred to the Ministry Foreign Affairs, but when the difference in the approach started undermining effectiveness of publicity efforts, it was shifted back to the Ministry of Information & Media Development, in 1976. There is no point in repeating the same drill without change in the overall model proposed to be adopted by the Ministry of Foreign Affairs.

4.139.4 External Publicity is a specialized business and all the relevant supporting institutions are linked with the Ministry of Information & Media Development. Moreover, it would neither be desirable nor possible for the Ministry of Foreign Affairs to takeover the entire gamut of activities being handled by other ministries which in any case would be more akin to the Canadian Model, which as already mentioned in the Shaharyar Committee Report, is not possible to be implemented immediately. However, it has been pointed out in the Shaharyar Committee Report that in the recent past, posts pertaining to Information Offices in the Foreign Mission abroad have been filled by the officers who had few skills and little experience of media. Whereas, it is important that these vital posts should be handled by capable and experienced persons drawn from the Information Service or from the Media itself.

4.139.5 It is, therefore, recommended that qualifications, experience and training requirements for appointment against the posts of Press Minister, Press Counsellors and Press Attaches in the Foreign Missions Abroad, may clearly be laid down.

4.140 Internal Publicity Wing

4.140.1 The Economy Commission (1991-92) in its fifth report had concluded that working of Internal Publicity Wing of the Ministry of Information & Media Development is an exact duplication of the Press Information Department (PID). The Economy Commission had, therefore, suggested complete abolition of the Internal Publicity Wing. The Commission on Administrative Restructuring, however, recommends that the Internal Publicity Wing of the Ministry may remain intact with all its sanctioned posts i.e. Director General-1, Director-2, Deputy Director-2 & Assistant Director-3, with complete transformation in its role to act as "Think Tank" of the Ministry of Information & Media Development. The Director General Internal Publicity to be redesignated as the Director General (Research & Media Strategy) may have two Directors under him, one for pure research to be assisted by one Deputy Director and two Assistant Directors, to be manned by professionals from the Research Side (Services of personnel from the erstwhile R&R Directorate may be used to fill in posts of this unit). This Unit may carry out Research on the topics of national importance. The other Units, to be known as Media Strategy Cell may be headed by a Director with a Deputy Director and a Assistant Director each under him. This Unit may have the following job descriptions:-

a. Publicity Policy.
b. Feed back on Media Strategy.
c. Publicity Coordination.

4.140.2 Presently, the Joint Secretary Wing of the Ministry has the following units under its administrative control :-

a. Administration.
b. Finance.
c. Development.
d. Audit Bureau of Circulation.

4.140.3 While the audit Bureau of Circulation (ABC) is being proposed to be abolished as suggested by the Minister for Information & Media Development, with the recommendation that certification of circulation of the Newspapers and Journals, should no more be the job of the Ministry of Information & Media Development. Instead, an independent body formed in consultation with the All Pakistan Newspapers Society may takeover this job. Resultantly, 41 posts, including 15 posts of officers 16 and above and 26 posts of the supporting staff BPS 1-15 may be declared as surplus.

4.141 Joint Secretary's Wing

4.141.1 The Joint Secretary Wing may be redesignated as Director General Career Planning Training and Administration, with the following three wings each headed by a BPS-19 officer under him :-

a. Career Planning & Training.
b. Finance & Development.
c. Administration.

4.141.2 The Director Career Planning & Training may be assisted by two Assistant Directors and the posts are to be created through internal adjustment i.e. two posts of Section Officer (General Administration) and Section Officer (IG) may be transferred to this Unit and may be entrusted with the most important function of professionalization of the Ministry of Information & Media Development through the following assignments :-

a. Working out training requirements of the Information Service Group Officers.
b. Job placement.
c. Policy regarding on the job training.
d. Liaison with the media for the training of Journalists.
e. Job specialization.
f. Administrative control of Information Service Academy.
g. Computerization of the Ministry and its affiliated agencies.

4.141.3 The Development & Finance Units may be merged and placed under the Deputy Secretary (Finance & Development) to be assisted by the Section Officer (Coord. & Council), Section Officer (B&C) Section Officer (Development) and the Accounts Officer. Whereas, the Deputy Secretary (Administration) may have three Section Officers under him to carry out the assignment pertaining to the administrative matters.

4.142 Government Information House

An Information House in Islamabad equipped with networking arrangement with the Provincial and Regional Offices, Federal Ministries and

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Departments may be established. This would serve as a venue for the private and government sectors interface, as well as provide an access and facility for storage and dissemination of all types of information nationally and internationally including the modern telecommunication system. It will also help in developing a creditable data base.

PROPOSALS REGARDING ATTACHED DEPARTMENTS AND AUTONOMOUS BODIES UNDER THE ADMINISTRATIVE CONTROL OF THE MINISTRY OF INFORMATION & MEDIA DEVELOPMENT

4.143 Directorate General of Films & Publications (DFP)

4.143.1 The Directorate General of Films & Publications (DFP) is responsible for the Government publicity work at home and abroad through Publications, Documentary Films, News Reels, Photographs, Posters and Exhibitions. Total Sanctioned Strength of the Department is 415 (77 officers and 338 supporting staff).

4.143.2 The Commission, proposes the restructuring of DFP, as envisaged in the following paragraphs:-

4.144 Sanctioned strength

4.144.1 Management Services Wing of the Cabinet Division as the result of a detailed workload review, concludes that 105 posts are surplus to the

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requirements of the DFP. The surplus staff includes: 6 posts in BPS-17 and above; 12 posts of officers in BPS-16 and 87 posts of officials in BPS 1-15. Details of the surplus staff is given at Table 4.23.

TABLE 4.23

SL.NO	TITLE OF THE POST	BPS	NO. OF POSTS TO BE DECLARED SURPLUS
1.	Director	19	1
2.	Deputy Director	18	3
3.	Assistant Director	17	2
4.	Dy. Asstt. Director	16	12
5.	Layout Expert	15	1
6.	Stenographer	15	7
7.	Stenotypist	12	5
8.	Assistant	11	7
9.	Assistant Distribution Manager.	10	1
10.	Film Librarian	10	1
11	Sumsomatory Assistant	10	1
12.	Head Electrician	10	1
13.	Assistant Film Editor	10	1
14.	Asstt. Music Editor	10	1
15.	Developing Foreman	10	1
16.	Refrigeration Mechanic	10	1
17.	Production Manager	10	3
18.	Printing Foreman	10	3
19.	Senior Artist	09	1
20.	Technical Assistant	09	1
21.	Store Keeper	08	1
22.	Art Caligraphist	08	1
23.	UDC	07	12
24.	Chemical Asstt.	07	1
25.	Caligraphist	07	1
26.	Printing Asstt.	07	3
27.	Development Asstt.	07	2
28.	Projectionist	07	1
29.	Persian Typist	07	1
30.	Urdu Typist	05	1
31.	LDC	05	5
32.	Camera Assistant	05	2
33.	Bromide Printer	05	1
34	Naib Quasid	01	19
		Total:	105

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4.144.2 Despsite disagrement of the DFP in aboliation of certain filled posts, the Commission recommends that 105 posts as detailed in the Table 4.23 may be declared surplus.

Suggestions for Improvement in the Working of the DFP.

4.145 Films

b. While preparing the Publicity Policy of the government, the Ministry of Information & Media Development may ensure that at least 40% of the Documentaries must be prepared, by the DFP, for educating the masses on the civic and social issues.

c. Mobile Information Units currently working in the erstwhile Pakistan National Centres may be transferred to the DFP for the proper screening for Films as well as distribution of Publications throughout the length and breadth of the country. This would substantially increase the effectiveness of the Government projection by reaching the common man.

d. A small Colour Developing and Printing Unit may be setup at Islamabad.

e. Important Documentaries/Newsreels may be transferred from the Archive Library of the DFP located at Karachi to the Department of Archives for preservation.

f. Some important sections of the Films Wing i.e. distribution, vault and editing may be shifted from Karachi to Islamabad.

g. The Film and Camera equipment acquired about 30 years ago have outlived their utility. It is proposed that the outdated cameras be replaced in order to produce quality films worthy of screening at international forums.

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h. Forty 35 mm prints of Pakistan News Pictorial/ Documentary Films currently being produced by the DFP for distribution amongst the various cinema circuits are inadequate. It is, therefore, proposed that the number of prints may be raised to one hundred.

4.146 **Publications**

i. Print orders of all the publications may be enhanced suitably according to the requirements of the targets audience.

j. Entire distribution system may be reorganized and placed under the direct supervision of the DG DFP, who should make sure that all the publications are distributed in time according to the comprehensive distribution list already being maintained by the DFP.

k. The DFP should explore the possibility of increasing its regular publications it include within its ambit at least one publication on the developmental activities in the country.

l. The DFP, basically, utilizes the medium of Urdu and English. It is important that publications may be printed in seven more languages to cater for the requirements of publicity, both at home and abroad. These additional seven languages could include: Punjabi, Pushto, Sindhi and Balochi for local publications and Arabic, French and German for international consumption.

m. Routine ad-hoc publications having limited distribution i.e. speeches of the President and the Prime Minister etc. may be printed on ordinary printing paper and ordinary card cover instead of high grammage off set paper and card for the title covers. This will help the DFP in economizing their publications expenditure.

4.147 **Exhibitions**

n. Exhibition Cell of the DFP may be activated so that exhibitions could be arranged on all the important national days within and out side Pakistan.

o. The DFP may be allowed to maintain,a PLA account so that the revenue generated by them is used in their operations.

p. Savings affected from the reduction in size of establishment may be diverted towards the technical expenditure of the DFP and the overall budgetary allocation of the DFP should not be reduced.

q. Regional office of the Films Wing and Regional Publications office may be accommodated into one office premises.

4.148 **Pakistan National Centres Directorate General and Directorate of Research & Reference**

The Directorate General of the Pakistan National Centres alongwith its 28 Centres as well as the Directorate of Research & Reference were

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abolished vide a decision of the Care Taker Cabinet dated January 27, 1997 for exercising economy in the non development expenditure. The case was later referred to the Pasha Committee which too, recommended not to revive the Pakistan National Centre Directorate General and the Directorate of R&R. The case was ultimately referred to the Commission on Administrative Restructuring. The Commission, in its meeting held on July 8, 1998 considered the issue and decided that the case of revival of the Pakistan National Centres Directorate General as well as the Department of Research & Reference is not a case related to restructuring. Accordingly, it was decided to refer the case back to the Ministry of Finance for appropriate action.

4.149 Information Services Academy

4.149.1 Created basically for the training of Information Group Officers (Probationers) the Academy has a staff strength of 33 i.e 14 officers and 19 supporting staff.

4.149.2 The Academy has trained only 21 Probationers during the last five years i.e. 1992-93 to 1996-97. This performance does not justify its independent existence unless its charter is revised.

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4.149.3 It is, accordingly proposed that the Information Service Academy may also provide training courses on a regular basis to the Provincial Information Officers and working Journalists as there is no Institutionalized training facility for them in the country.

4.150 Press Information Department (PID)

4.150.1 The Press Information Department (PID) is an Attached Department of the Ministry of Information & Media Development, located in Islamabad, with its Regional Offices at: Lahore; Karachi; Quetta; Peshawar; Hyderabad; Gilgit; Faisalabad; Multan; D.I. Khan; Chilas & Skardu. PID having a staff strength of 870 (167 officers and 703 supporting staff) has a following charter of duties :-

a. To keep the Government abreast of National issues by maintaining constant liaison at the level of Ministers/Secretaries and other Policy Makers etc.

b. To plan and coordinate Internal Publicity through all media for all the Ministries, Divisions and Department of the Federal Government.

c. To coordinate projection of the Government with the provinces and public corporations etc.

4.150.2 The Economy Commission had the made the following recommendations pertaining to the PID :-

a. Out of all the 702 officials, as many as 179 are clerical staff and 129 Naib Quasids (roughly 44% of the total). For a professional and specialized department like PID, this an unduly large proportion and should be straight away reduced by at least 1/3rd through modernization and greater use of automation.

c. Advertisement work also requires decentralization with each Division/Attached Department Sub-ordinate Office having its own advertisement budget and operating within certain broad guide lines to be given in this behalf by the Ministry of Information & Media Development. The work of the PID should remain confined to ensuring realistic and effective projection of Government policies programmes and achievements through the print media.

c. It is also recommended that five tier hierarchical structure should be replaced by a three tier hierarchical structure.

4.150.3 The Commission feels that a comprehensive review of PID is required for its transformation from a routine Government Department into Federal Office of Information coordinating the Awareness, Publicity and Media Facilitation activities of the Government at the field level. In this respect detailed report would be submitted later.

4.151 Pakistan Broadcasting Corporation (PBC)

4.151.1 Pakistan Broadcasting Corporation was established on December 20, 1972, under the PBC Act 1972, by converting the Radio Pakistan (then an Attached Department of the Ministry of Information & Broadcasting) into an Autonomous Corporation under the administrative control of the Ministry of Information & Media Development.

4.151.2 PBC is a huge organization with 53 independent Units including, 23 Broadcasting Houses as well as 13 independent Transmitting Stations. Total staff strength of the PBC is 5341 (excluding 483 posts of Staff Artists on the regular pay roll), with 1183 vacancies. The Corporation is organized into five wings i.e. Programme, News, Engineering, Administration and Finance.

4.151.3 The Pakistan Broadcasting Corporation (PBC) was reviewed by an Expert Group in May, 1997 comprising two officers of the Management Services Wing as well as three Experts from the PBC nominated by the Ministry of Information & Media Development, one each from the Broadcasting, Engineering as well as Personnel Side. The Expert Group which has carried out re-engineering of the PBC based on the International standards of filling in of air time by the Producers as well as standard shift pattern for the Engineering staff has recommended 37% reduction in the overall sanctioned strength of the

PBC besides privatization of the revenue generation system, strengthening of the broadcast monitoring and Internal Audit. Although the PBC have now disagreed with the redundancies in certain cadres but the Commission adopts the report of the Expert Group, in toto and recommends its early implementation.

4.151.4 Resultantly, a total of 2192 posts in various categories shall become surplus in the Pakistan Broadcasting Corporation. Details of the posts (excluding the posts of Staff Artist) are given in the table 4.24

TABLE 4.24
STATEMENT SHOWING SCALE-WISE/POST-WISE POSITION OF EMPLOYEES IN PBC (EXCLUDING S.A.)

Sanctioned Strength	:	5341
Actual Strength	:	4158
Vacant Post	:	1183
Proposed Strength	:	3632

Sl. No.	Title of the Post	Sanctioned Strength	Actual Strength	Vacant Posts	Proposed Strength
1	2	3	4	5	6
			SCALE NO.1		
1.	Mali	103	83	20	54
2.	Sewerman	2	2	--	--
3.	Water Carrier	3	3	--	--
4.	Pump Man	4	2	2	--
5.	Sanitary Worker	140	119	21	54
6.	Baildar	22	19	3	--
7.	Domestic Servant	2	--	2	--
8.	Cook	1	1	.	1
9.	Security Guards	399	311	88	330
10.	Naib Quasid	714	562	152	371
11.	Gutterman	1	--	1	--
12.	Lady Searcher	6	3	3	--
	Sub Total	1397	1105	292	810

SCALE NO. 1-A

1.	Quasid	8	8	--	--
2.	Equipment Cleaner	13	8	5	--
3.	Daftry/Record Sorter	64	49	15	40
4.	Motor Cleaner	4	--	4	--
5.	Studio Commissionaire	21	15	6	--
6.	Studio Guard	18	11	7	--
	Sub Total:	128	91	37	40

SCALE NO.2

1.	Wire Man	4	3	1	--
2.	Electrician	18	16	2	16
3.	Store Keeper	47	40	7	39
4.	Pump Operator	20	17	3	18
5.	Asstt. Librarian	14	13	1	12
6.	Gestetner Operator	26	20	6	18
7.	Despatch Rider	6	5	1	4
8.	LDC	356	314	42	288
9.	Lineman	1	1	--	--
10.	Painter	1	1	--	--
11.	Dispenser	4	3	1	--
12.	Motor Driver	181	150	31	136
13.	Carpenter	5	3	2	--
14.	Semi Skilled Helper	4	4	--	--
15.	Fitter	4	3	1	--
16.	Mason	3	2	1	--
17.	Ferroprinter	3	--	3	--
18.	Tracer	4	3	1	--
19.	Proof Reader	1	--	1	--
20.	Photostat Machine Operator	5	4	1	--
21.	Tapes-cum-Gramophone Record Librarian.	5	5	--	5
22.	Driver-cum-Pump Operator	1	1	--	--
23.	Head Mali	1	--	1	--
24.	Lift Operator	6	6	--	6
	Sub Total:	720	614	106	542

SCALE NO.3

1.	Plumber	17	16	1	16
2.	Urdu Typist	18	18	--	16
3.	Mechanic (375) :				
4.	A/C Mechanic(7) :	386	309	77	306
5.	Diesel Mechanic(6):				
6.	Copyist	80	64	16	--
7.	UDC	146	137	9	80
8.	Security Asstt.	33	19	14	25

9.	Stenotypist/ Programme Secy.	165	119	46	134
10.	Transport Supervisor	1	..	1	..
11.	Care Taker	1	1	..	..
12.	Accounts Asstt.	68	45	23	57
13.	Telephone Operator	21	16	05	15
14.	Boiler Attendant	6	5	1	3
15.	Chiller Operator	6	1	5	4
16.	Assistant to Demonstrator	1	.	1	..
17.	Turner-cum-Welder	2	1	1	..
18.	Junior Draftsman	7	7	..	..
19.	Junior Auditor	3	..	3	2
20.	Receptionist-cum-Telephone Operator	1	1	..	..
21.	Studio Executive	3	2	1	..
Sub Total :		965	761	204	658

SCALE NO.4

1.	Security Officer	20	12	8	13
2.	Traffic Asstt.	7	6	1	..
3.	Duty Assistant	2	2	..	..
4.	Sports Organizer	1	1	..	..
5.	Research Assistant	9	4	5	..
6.	Switch Gear Operator	3	.	3	2
7.	Sales Assistant	7	7	..	..
8.	Assistant	73	62	11	61
9.	Asstt. Accountant	68	58	10	27
10.	Riggers	9	8	1	9
11.	Sub Engineer/ Tech. Operator	275	236	39	157
12.	Reference Asstt.	1	1	..	..
13.	Stenographer G-II	88	75	13	74
14.	Senior Draughtsman	2	2	..	2
15.	Revenue Asstt.	2	..	2	..
	Sub Total:	567	474	93	345

SCALE NO. 4-A

1.	Electrical Mechanical Instructor	1	1	.	1
2.	Foreman Diesel	16	14	2	15
3.	Workshop Supdt.	4	4	..	3
4.	A/C Supervisor	28	21	7	26
5.	Overseer(Civil)10:	15	13	2	13
6.	Overseer(Electl 5:				
7.	Boiler Supervisor	4	3	1	3
8.	News Assistant	2	2	..	..
9.	Transport Supdt.	1	..	1	..
10.	Librarian	13	8	5	11
	Sub Total :	84	66	18	72

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SCALE NO. 5

1.	Sub Editor Language	33	10	23	24
2.	Asstt. Accounts Officer	64	54	10	48
3.	Sub-Editor	22	8	14	22
4.	Monitors	55	2	53	27
5.	News Listener	8	6	2	4
6.	Asstt. Admn Officer	21	16	5	19
7.	Producer	120	26	94	120
8.	Language Producer	36	11	25	20
9.	Broadcast Engineer	153	127	26	153
10.	Asstt. Audience Research Officer	4	1	3	..
11.	Asstt. Audit Officer	2	2	..	4
12.	Sales Officer	11	8	8	..
13.	Asstt. Revenue Officer	1	..	1	..
14.	Store Officer	9	9	..	9
15.	Warden	1	1	..	1
16.	Custodian of Archive	1	1	..	1
	Sub Total:	541	282	259	452

SCALE NO.6

1.	Accounts Officer	14	13	1	12
2.	Chief News Listener	3	3	..	..
3.	Asstt. News Editor	33	33	..	31
4.	Sr. Language Producer	13	1	12	13
5.	Senior Producer	164	154	10	162
6.	Audience Research Officer	11	9	2	..
7.	Sr.Broadcast Engineer	340	222	118	211
8.	PS to D.G.	1	1		1
9.	Audit Officer	2	2		4
10.	Boiler Engineer	1	1		1
11.	Monitoring Officer	9	9		6
12.	Sales Executive	5	2	3	..
13.	Chief Librarian	1	..	1	1
14.	Administrative Officer	13	12	1	10
15.	Revenue Officer	1	1		1
16.	Asstt. Editor (Language)	11	8	3	6
	Sub Total :	622	471	151	459

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SCALE NO. 7

1.	Editor(Language)	10	9	1	4
2.	News Editors/ Monitoring Editor	27	27	..	20
3.	Store Manager	1	1	..	1
4.	Programme Manager	42	41	1	41
5.	Engineering Manager	77	71	6	59
6.	Unit Manager	4	1	3	--
7.	Engineering Incharge (A/C)	1	1	--	1
8.	Accounts Manager	3	3	..	3
9.	Maintenance Engineer	1	1	--	1
10.	Audience Research Manager.	2	2	..	--
11.	Sales Manager	3	2	1	--
12.	Administrative Manager	7	7	..	7
13.	Construction Engineer	1	1	..	..
14.	Power House Engineer	1	1	..	1
15.	Classical Music Research Specialist	1	..	1	..
	Sub Total:	181	168	13	137

SCALE NO.8

1.	Dy.Controller/Chief Security Officer	98	91	7	84

SCALE NO.9

1.	Controller	31	31	..	26
2.	Director M-III	6	3	..	6
3.	Director General M-II	1	1	..	1
	Grand Total:	5341	4158	1183	3632

4.152 **Pakistan Television Corporation (PTVC)**

4.152.1 The Pakistan Television Corporation (PTVC) is a Public Limited Company registered under the Companies Act 1913 and replaced by the Companies Act 1984. Currently, PTVC has a Staff Strength of 6137 with 2872 officers and 3265 supporting staff.

4.152.2 It has been decided by the Commission that comprehensive review of the PTVC would be carried out by Consultant to be appointed under the Project on Public Administration Reforms funded by the Asian Development Bank, in collaboration with the Management Services Wing.

4.153 Associated Press of Pakistan (APP)

4.153.1 The Associated Press of Pakistan (APP) is the official News Agency of the Government with a Staff Strength of 565 which includes 140 officers and 425 supporting staff.

4.153.2 To give it a look of an efficient News agency of 21st century the entire organization needs to be reorganized with clear definition of all the positions.

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4.153.3 Besides, the following posts are redundant in the Associated Press of Pakistan:-

TABLE 4.25

Sl. No.	Title of the Post	No. of posts to be declared redundant.
1.	Assistant	10
2.	Sr. Clerk.	07
3.	Jr. Clerk	15
4.	Messenger	42
	Total :	74

4.154 CONCLUSIONS

With the proposed restructuring of the Information & Media Development Division, introduction of Information Technology and rationalization of supporting staff, 128 posts of various categories would be surplus to requirements. Category-wise detail of redundancies may be seen in the Table 4.26.

TABLE 4.26

Sl. No.	Title of the Post	BPS	No. of posts to be declared redundant.
1.	Director	19	01
2.	Deputy Director	18	01
3.	Assistant Director	17	03
4.	Dy. Asstt. Director	16	05
5.	Stenotypist	12	04
6.	Assistant	11	40
7.	UDC	07	07
8.	LDC	05	10
9.	Driver	04	03
10.	Despatch Rider	04	02
11.	Naib Quasid	01	49
12.	Sweeper	01	01
13.	Farash	01	01
14.	Chowkidar	01	01
		Total :	128

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4.155 **AREAS IDENTIFIED FOR PROFESSIONAL TRAINING:**

a. Development of skills and use of computer and software packages for all officers to reduce processing and response time.

b. Number of staff (Assistant, Stenographer, Stenotypist, UDC, LDC) to be trained in computer and selected software packages is 112.

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4.156 INTERIOR DIVISION

The subjects handled by Interior Division appear both on the Federal as well as the Concurrent Legislative lists as given below:-

4.157 FEDERAL LEGISLATIVE LIST

- Nationality, citizenship and naturalization.
- Migration from or into, or settlements in, a Province or the Federal Capital.
- Admission into, and emigration and expulsion from Pakistan, including in relation of the movements in Pakistan of persons not domiciled in Pakistan; pilgrimage to places beyond Pakistan.
- Extension of the powers and jurisdiction of members of a police force belonging to any province, but not so as to enable the police of one Province to exercise powers and jurisdiction in another Province without the consent of the Government of that Province; extension of the powers and jurisdiction of members of a police force belonging to any Province to railway areas outside that Province".

4.158 CONCURRENT LEGISLATIVE LIST

- Preventive detention for reasons connected with the maintenance of public order, or the maintenance of supplies and services essential to the community; persons subjected to such detention.
- Persons subjected to preventive detention under Federal authority.
- Measures to combat certain offences committed in connection with matters concerning the Federal and

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Provincial Governments and the establishment of a police force for that purpose.

- Arms, fire-arms and ammunition.
- Explosives.

4.158.1 The total sanctioned strength of the Interior Division is 495 comprising 75 officers in BS-16 and above. There are nine Attached Departments, one sub-ordinate office and an Autonomous Body under the administrative control of the Interior Division. The Division is headed by a Secretary (BS-22). It has seven Wings each headed by JS/DG in (BS-20). Its budget for 1998-99, is Rs.49.821 million.

4.158.2 Recommendations pertaining to re-structuring of the Interior Division are given below:-

a. BPR&D, the Bureau of Police Research and Development working under the Interior Division carries out study of crime situation in the country including socio economic factors which determines the crime trends and suggests measures to the Govt. for combating such trends. It needs to be strengthened by induction of some high level experts.

b. Functions allocated to the Interior Division under the Rules of Business need to be reviewed as it includes items no more related to the working of the Division e.g. Federal Control over administration of printing & publication laws by the Provinces, policy regarding censorship etc.

RECOMMENDATIONS ON ATTACHED DEPARTMENTS

4.159 DIRECTORATE GENERAL OF REGISTRATION

4.159.1 This organization was created, in 1973, under the National Registration Act. Under the Act, every citizen of Pakistan whether in the country or abroad is required to be registered and persons of the age of 18 years and above are required to be in possession of Identity Cards. Its total staff strength is 4849 including 262 officers.

4.159.2 The organization, with its headquarters at Islamabad, has five regional offices, one each at Islamabad, Lahore, Karachi Quetta and Peshawar. Each Deputy Director heading a Regional Office has various District Registration Offices, under his administrative control.

4.159.3 Working of the Directorate General of Registration can be improved with the following measures:-

a. In order to provide facilities to the public at door steps, the Directorate should be allowed to decentralize the issuance of NICs at tehsil level.

b. Personal Computers may be provided in all of its District Offices in order to preserve deteriorating registration record and facilitate issuance of NICs.

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4.160 DIRECTORATE GENERAL OF IMMIGRATION & PASSPORTS

4.160.1 Directorate General of Immigration & Passports was created, in 1961. The Department is a major revenue earning source of the Government. The annual budget of the Directorate General is hardly 6% of its total annual earned revenues. Its total staff strength is 795 including 56 officers.

4.160.2 The following problems, inter-alia, are being encountered by the Department:-

a. Photo change.

b. Illicit issue of Passports to Foreigners (non nationals) on the basis of forged national identity cards/fake documentation.

c. Applicants getting more than one passport on the basis of having multiple identity cards.

d. Inadequate monitoring of passports/visa work at Home and Abroad.

4.160.3 In order to over come the problems given in the above para, it is recommended that computerization may be introduced in order to check the irregularities and to streamline the procedure of issuance of passports to eliminate delays, detect foreigners, reduce work load and increase efficiency.

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4.161 FEDERAL INVESTIGATION AGENCY (FIA)

4.161.1 The Federal Investigation Agency (FIA) was established under FIA Act 1974, as a successor of the Special Police Establishment. There are three Operational Wings of FIA namely; Crime Wing, Economic Enquiry Wing and Anti Smuggling Wing. Its total sanctioned staff strength is 2645 including 385 officers.

4.161.2 Following proposals have been framed for re-structuring of the Federal Investigation Agency:-

a. A separate group of Immigration may be created within the Agency who may be provided specialized training. All deployment on check posts should be made from this group.

b. There is a need for professionalism specially in the Economic Enquiry Wing of FIA. In order to develop professionalism, FIA may recruit its own professional qualified and trained people to replace deputationists from customs, income tax and accounts group etc.

c. Manual scrutiny of ECL on airport creates obstacles and delays for the passengers on international flight. This system may be computerised.

4.162 ISLAMABAD CAPITAL TERRITORY ADMINISTRATION (ICTA)

4.162.1 Islamabad Capital Territory Administration (ICTA) was created in

1980 under a Presidential Order. It is headed by a Chief Commissioner.

4.162.2 There is no effective liaison between ICTA and CDA resulting in unauthorized encroachment on CDA acquired land and establishment of Kachi Abadis in federal territory. CDA has no law enforcing strength and has to seek help from the Interior Division. In order to make the role of Chief Commissioner in the affairs of CDA more effective and removing of public grievances the question regarding merger of Capital Development Authority (CDA) with the Islamabad Capital Territory Administration (ICT) has been carefully considered. The Commission is of the view that instead of outright merger of the Capital Development Authority and the Islamabad Capital Territory Administration, it would be more practicable to start with a modest but meaningful step of improving coordination between the two entities. This can be conveniently done by making Chief Commissioner, Islamabad Capital Territory the Ex-officio Chairman of the CDA Board with responsibilities for planning, co-ordination, determination of priorities, allocation of resources and general oversight. A whole time Vice Chairman (for which provision exists in CDA Ordinance) as the Chief Executive can be assigned responsibility for operational matters and day-to-day business including administrative matters.

4.163 **CONCLUSIONS**

With the proposed restructuring of the Interior Division, introduction of Information Technology and rationalization of supporting staff 257 posts of various categories would be surplus to requirements. Category-wise detail of redundancies is shown in the Table 4.27.

TABLE 4.27

LIST OF REDUNDANT STAFF IN THE INTERIOR DIVISION

Sl. No.	TITLE OF POST	BPS	NO. OF POSTS TO BE DECLARED SURPLUS
1.	Assistant	11	62
2.	UDC	7	33
3.	LDC	5	28
4.	Naib Qusaid	1/2	134
		Total:	257

4.164 AREAS IDENTIFIED FOR PROFESSIONAL TRAINING:

a. Development of skills and use of computer and software packages for all officers to reduce processing and response time.

b. Number of staff (Assistant, Stenographer, Stenotypist, UDC, LDC) to be trained in computer and selected software packages is 128.

c. The Assistants (BPS-11) may be retained after having been imparted training in Computer applications.

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4.165 KASHMIR AFFAIRS & NORTHERN AREAS AND STATES & FRONTIER REGIONS DIVISION

4.165.1 Kashmir Affairs & Northern Areas Division as well as the States & Frontier Regions Division were merged into one Division under Ministry of Kashmir Affairs & Northern Areas and States & Frontier Regions in November, 1996. The Division has four Attached Departments, one Subordinate Office and two Autonomous Bodies under its administrative control.

4.165.2 The Division has been assigned the respons'bility of policy administration and development in the Northern Areas and Tribal Areas including relief and rehabilitation work in the Northern Areas together with provision of Civil supplies, administration of Jammu & Kashmir State property in Pakistan, administrative control of Frontier Constabulery, Levies and Khasadars as well as issues relating to Afghan Refugees. The Division is headed by a Secretary (BS-22). The present staff strength is 255 including 41 officers in BS-16 and above. Its budget for 1998-99, is Rs.95.174 million.

4.165.3 The issues which need to be addressed for effective and efficient working of the Division are:

a. Improving management information system to facilitate monitoring, evaluation and decision-makir g.

b. Appointment of the Heads of organization under the Division to be made on merit to provide dynamic leadership.

c. Lack of customers orientation and users interface by the organizations resulting in isolation from the private sector requirements and ignorance of their needs.

d. Lack of market/market oriented research resulting in little impact of efforts on performance of organizations thus revenue generating activities fail to bring desired results.

e. Liaison with private sector needs to be strengthened. Institutions may be made task oriented and client responsive, thus enabling them to generate income to partially sustain their activities by involvement of private sector/industry.

f. Existing Frontier Crimes Regulation and other laws may be reviewed to create environment and facilities like other settled districts of the country.

g. Need of better coordination among various agencies of federal government and people of Tribal Areas and Northern Areas.

h. All postings and transfers in FATA administration may be made on merit basis and policy consistence of the government regarding development of FATA.

i. Initiation of small hydal projects and food processing units for the development of Northern Areas. The rural development programmes in these areas may be started on lines of Agha Khan Foundation.

RECOMMENDATIONS ON ATTACHED DEPARTMENTS

4.166 Chief Commissionerate of Afghan Refugees (CCRA)

4.166.1 It was set up in, February 1980, on emergency basis to tender advice to the States and Frontier Regions Division for setting up of projects by

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voluntary agencies, allocation of funds for maintenance of assistance programmes, Repatriation and Rehabilitation of Afghan refugees etc.

4.166.2 The Department is headed by a Chief Commissioner, Afghan Refugees, in BS-20. The total staff strength of the Department is 28 including seven officers in BS-16 and above.

4.166.3 The quantum of repatriation and rehabilitation work of Afghan Refugees is gradually declining due to return of Afghan refugees (50 to 60 thousand per year). After completion of this work the Department may be abolished.

4.166.4 However, the post of Chief Commissioner Afghan refugees in BS-20 can be dispensed with immediately.

4.167 Frontier Constabulary (FC) NWFP Peshawar

4.167.1 The Frontier Constabulary (FC) is the successor of two Rifles Organizations: Border Military Police 1852 and Samana Rifles, 1879. Frontier Constabulary is now functioning under the North West Frontier Constabulary Act, 1915 and the North West Frontier Constabulary Rules, 1958.

4.167.2 Presently, the FC is looking after the entire jurisdiction from Gilgit to Karachi and its various Platoons are deployed in all the provinces of the country for maintaining law and order situation on the request of the provinces. FC is headed by a Commandant who is a BPS-20 officer of the Police Service of Pakistan. The total staff strength of the Department is 321 including 45 officers in BS-16 and above. Staff strength of the Force is 7334. It is added that the FC was primarily established to monitor the border between Tribal Territory and the Settled Areas but due to changing requirements of law and order and reduction of activities of tribal insurgents, the role of this force has also changed. It is now deeply involved in functioning as a backup force for NWFP Police. Recently, this force has been assigned the duties of maintaining law and order in various parts of Punjab and also deployed to guard Embassies in Islamabad.

4.167.3 The following proposals have been framed for improving the working of the FC:-

a. In order to curtail wasteful expenditure of the organization, the employees of the force deployed other than their headquarter (i.e. NWFP Tribal- settled area border) may be called back immediately after performing the special duties instead of keeping them deployed for longer periods.

b. The Frontier Constabulary Training School may be recognized as a regular institution like other such institutions.

RECOMMENDATIONS ON AUTONOMOUS/ SEMI-AUTONOMOUS BODIES

4.168 FATA Development Corporation (FATA DC)

4.168.1 It is a semi-autonomous organization established under FATA Development Corporation Regulation, 1970 for the development of FATA. The Corporation's charter requires it to undertake development schemes in water, mineral, industries, agriculture, land reclamation, power and other allied sectors. However, currently the Corporation is working only in two Sectors viz water and minerals.

4.168.2 There is a Board of Directors responsible for the determination of general policy of the Corporation. Chairman (BS-21), is the Chief Executive of the Corporation. The total staff strength of employees of the Corporation is 2485, including 185 officers and 2300 supporting staff. Moreover, the Corporation has 1794 work charged employees (41 officers and 1753 staff).

4.168.3 Although the Ministry of Kashmir Affairs Northern Areas and States Frontier Regions have communicated that a summary is being submitted to the Cabinet for downsizing and restructuring of FATA Development Corporation, however, the Commission feels that FATA DC could not achieve the basic purpose for which it was established during more than twenty six years of its existence. All functions may be entrusted to the relevant line departments of NWFP Government, alongwith absorption of staff. Corporation as such may be abolished. Resultantly, 1794 work charged employees (41 officers 1753 staff) shall be declared surplus. Industrial units may be disinvested to save further loss to the government exchequer.

4.169 CONCLUSION

With the proposed restructuring of the Kashmir Affairs & Northern Areas and States & Frontier Regions Division, introduction of information technology, rationalization of supporting staff and completion of privatization process, 109 posts of various categories would be surplus to work requirements. Category wise detail of redundancies is given in Table 4.28.

TABLE 4.28

POSTS IDENTIFIED AS REDUNDANT IN KANA & SAFRON DIVISION

SL. NO.	TITLE OF POST	BPS	NO. OF POST TO BE DECLARED SURPLUS
1.	Assistant	11	37
2.	UDC	7	8
3.	LDC	5	14
4.	Naib Qusaid	1/2	50
		Total:	109

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4.170 AREAS IDENTIFIED FOR PROFESSIONAL TRAINING:

a. Development of skills and use of computer and software packages for all officers to reduce processing and response time.

b. Number of staff (Assistant, Stenographer, Stenotypist, UDC, LDC) to be trained in computer and selected software packages is 58.

c. The Assistants BPS-11 may be retained after having imparted training in Computer application in job transition programme.

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4.171 LABOUR, MANPOWER & OVERSEAS PAKISTANIS DIVISION

4.171.1 Labour, as well as and Manpower & Overseas Pakistanis Divisions were merged into Ministry of Labour, Manpower and Overseas Pakistanis, in 1993. The Division is headed by a Secretary (BS-22). Its total sanctioned strength is 272 including 60 officers in BS-16 and above. Moreover, there are 7 Attached Departments, 5 Autonomous Bodies and 4 Sub-ordinate Offices under its administrative control. Its budget for 1998-99, is Rs.33.163 million.

4.171.2 The Division has been entrusted with the responsibility of formulation and implementation of national policy pertaining to labour welfare, manpower planning and overall employment promotion in the country. Monitoring and evaluation of research concerning labour situation, labour management relations and problems of overseas Pakistanis also falls under its purview. Further, it also administers more than 59 laws and about 100 rules/regulations.

4.171.3 The following recommendations have been formulated in connection with re-vamping of the Labour, Manpower and Overseas Pakistanis Division :-

a. The activities/functions of the Division have undergone significant changes over the years as its emphasis has shifted towards planning development of human resources in Pakistan. Thus, it is recommended to rename this Ministry as the Ministry of Human Resource Development which matches with its changed role over the past few years.

b. A broad based Board may be created to ensure gradual integration of both labour and manpower sectors which are still maintaining their separate entity despite merger. The Board may have representatives of Planning and Development Division, Ministry of Finance, Establishment Division, Management Services Wing of the Cabinet Division Chamber of Commerce and Industry, Labour representatives and elected legislators etc. The Secretary, Ministry of Labour, Manpower and Overseas Pakistanis may act as Chairman of the Board.

c. The Ministry should urgently review all the Legislation Administered by it with a view to streamline/consolidating or updating it. (There are reportedly over 50 Laws being separately administered by the Ministry.

4.171.4 Recommendations pertaining to the Affiliated Agencies are summed up as follows:-

a) **Merger of Directorate of Workers Education (DWE) with National Institute of Labour Administration and Training (NILAT)**

The activities of DWE overlap with NILAT as they mainly deal with training on labour related issues. It is, therefore, recommended to merge these organizations and the new organization so emerged may be designated as National Institute of Labour Studies (NILS) whose charter and role may be redesigned/redefined. The proposed NILS would function as an Autonomous Body of the Ministry. The implementation may, however, be carried out in a phased programme.

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b) **Merger of National Training Bureau (NTB), Pakistan Manpower Institute and Technical Wing**

The activities of the National Training Bureau pertain to training of various technical trades matching with market needs and it also maintains liaison with the Provincial governments. It may be mentioned that PMI is also involved with the training of various categories of manpower. It is, therefore, recommended that National Training Bureau, Pakistan Manpower Institute (PMI) and Technical Wing alongwith Data Base may be merged. The role of post merger organization needs to be redefined. The terms and conditions of service of employees of NTB and PMI may not change till the charter and role of new organization is finalized. The name of the post merger organization is suggested as National Centre for Human Resource Development (NCHRD) which may work as an Autonomous Body under the proposed HRD Division. The implementation may, however, be carried out in a phased programme.

c) **Closure of Regional Office Lahore of Overseas Employment Corporation (OEC)**

OEC Provides an adequate access and opportunities to foreign employers for the import of manpower from Pakistan. It is a self financing organization. However, it may be allowed to continue. Therefore, its right sizing can be done by closing its regional office at Lahore and shifting of its HQ at Rawalpindi to one of the premises of the M/O Labour, Manpower and Overseas Pakistanis in Islamabad.

4.172 CONCLUSIONS

With the proposed restructuring of the Labour, Manpower and Overseas Pakistanis Division, introduction of Information Technology and rationalization of supporting staff 89 posts of various categories would be surplus to requirements. Category-wise detail of redundancies may be seen in the table 4.29.

TABLE 4.29

SL. NO.	TITLE OF THE POST	BPS	NO. OF POST TO BE DECLARED SURPLUS
1.	Assistant	11	32
2.	UDC	07	04
3.	LDC	05	11
4.	Naib Quasid	01/02	42
		Total:	89

4.173 AREAS IDENTIFIED FOR PROFESSIONAL TRAINING

a. Development of skills and use of computer and software packages for all officers to reduce processing and response time.

b. Number of staff (Assistant, Stenographer, Stenotypist, UDC, LDC) to be trained in computer and selected software packages is 47.

c. The Assistants BPS-11 may be retained after having imparted training in Computer applications.

4.174. LAW, JUSTICE AND HUMAN RIGHTS DIVISION

INTRODUCTION

4.174.1 The Law, Justice and Human Rights Division has to tender advice to all the Federal Divisions on legal and Constitutional questions and to the Provincial Governments on legal and legislative matters. It also deals with drafting, scrutiny and examination of bills, all legal instruments, international agreements, adaptation of existing laws to bring them in conformity with the Constitution, legal proceedings and litigations throughout Pakistan concerning the Federal Government and several other subjects.

4.174.2 Headed by the Secretary, the Law, Justice and Human Rights Division is organized into Draftsman, Solicitor, Human Rights and Administration Wings. Moreover, there are four posts of Joint Secretaries for rendering legal opinion. The Division has a total staff strength of 408 including 72 posts of officers and 336 supporting staff. The total budget grant of the Law, Justice & Human Rights Division is, Rs.85.051 Million.

REORGANIZATION PLAN FOR THE LAW, JUSTICE & HUMAN RIGHTS DIVISION.

4.175 Issues

Apart from considering the suggestions given by the Secretary, Law, Justice and Human Rights Division which he gave while making

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presentation to the Commission on Administrative Restructuring, meetings were also held with the clients of the Ministry as well as some Prominent Lawyers and the restructuring proposals given in this report are based on the following points :-

a. Organization structure of the Law, Justice and Human Rights Division is just like any other Ministry of Federal Secretariat. Whereas, the nature of operations of the Ministry require a highly profressionlized, specialized structure.

b. There are a few Law Officers processing large number of cases. The quality of output is, therefore, bound to suffer. The number of Law Officers in the Law Justice and Human Rights Division is, therefore, required to be increased in accordance with the workload.

c. Intake from the lower judiciary does not often guarantee the availability of technically competent Officers for running affairs of the Ministry.

d. The Ministries in the Federal Secretariat do not have inhouse Policy and Legal Sections resulting in low quality input from them even in the specialized areas.

e. There is no Performance Monitoring System in the Federal Government for the Lower Courts and Tribunals.

4.176 Specific Recommendations

Accordingly, reorganization plan of the Law, Justice and Human Rights Division envisages that :-

a. The Division may be re-organized into six wings comprising: Draftsman; Monitoring, Evaluation & Coordination; Administration & Finance; Opinion; Solicitor and Human Rights.

b. Except one post each of the Joint Secretary and the Deputy Secretary as well as five posts of Section Officers in the Administration and Finance Wing, all the remaining posts from the Assistant level above may be declared as Technical Posts.

c. The posts may be redesignated as follows:-

Sl.No	BPS	Existing Nomenclature	Proposed Designation
1.	20	Joint Secretary	Director General
2.	19	Deputy Secretary	Director
3.	18/17	Section Officer	Deputy Director/ Assistant Director
4.	16	Superintendent	Law Officer
5.	11-15	Assistant	Legal Assistant

d. An independent Monitoring Evaluation and Coordination Wing may be created in the Ministry for dealing with and evaluating the performance of the lower Courts and Tribunals.

e. Except for the superfluous posts of Adviser and Consultant Human Rights as well as rationalization in the cadres of the lower staff, reduction in the staff strength of the Technical Staff is not being suggested.

f. It is also proposed that 50% strength of the Technical Officers in the Ministry may be hired on contract from the open market. Whereas, the remaining posts may be filled on deputation from the judiciary as per the prevailing practice.

g. The Government may consider creation of the Judaical Cadre for better Career Planning of the judicial officers.

WING-WISE PROPOSALS.,

4.177 Draftsman Wing

It is proposed that the Draftsman may also act as Additional Secretary and be the overall incharge of Operations of the Division and all cases except those from the Administration & Finance Wing may be routed through him. Consequently, one senior Additional Draftsman may become incharge of the drafting wing having the following posts under him :-

Additional Draftsman	:	1
Deputy Draftsman	:	2
Assistant Draftsman	:	3
Assistant Director	:	3

4.178 Monitoring, Coordination & Evaluation Wing

Headed by the Director General, the Wing may have one post of Director and three posts of Deputy Directors. The Wing may deal with all the cases pertaining to Courts & Tribunals and act as a Unit for monitoring the performance of Lower Courts and Tribunals on the basis of pendency etc.

4.179 Administration & Finance

The Administration & Finance Units may be merged and placed under the Joint Secretary (A&F). The Wing may have one post of Deputy

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Secretary and five posts of Section Officers. This is the only Wing of the Division where officers form the Secretariat Group may be posted.

4.180 Opinion Wing

This Wing, in fact, may have three independent Units each to be headed by a Director General and Assisted by one Director or one of the two Deputy Directors. Each Unit may report independently to the Secretary through the Additional Secretary/Draftsman.

4.181 Solicitor Wing

Headed by the Solicitor, the Wing may have two posts of Deputy Solicitors, three posts of Assistant Solicitor, one post of Research Officer and two posts of Assistant Directors.

4.182 Human Rights Wing

The post of Adviser and Consultant may be declared superfluous and the Wing may be headed by the Director General Human Rights to be assisted by one Director and two posts each of Deputy Director and Assistant Director.

4.183 Left Over Posts

The post of Legislative Officer may be attached with the Office of the Draftsman/Additional Secretary. Whereas, the Printing Officer and the Librarian may be assigned to the Administration and Finance Wing.

4.184 CONCLUSIONS

With the proposed restructuring of the Law, Justice & Human Rights Division, introduction of Information Technology and rationalization of supporting staff 112 posts of various categories would be surplus to requirements. Category-wise detail of redundancies may be seen in the table 4.30

TABLE 4.30

Sl. No.	Title of the Post	BPS	No. of posts to be declared redundant
1.	Adviser	22	01
2.	Consultant	20	01
3.	UDC	07	08
4.	LDC	05	20
5.	Daftry	02	20
6.	Quasid/Naib Quasid	02/01	62
		Total:	112

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4.185 AREAS IDENTIFIED FOR PROFESSIONAL TRAINING:

a. Development of skills and use of computer and software packages for all officers to reduce processing and response time.

b. Number of staff (Assistant, Stenographer, Stenotypist, UDC, LDC) to be trained in computer and selected software packages is 110.

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4.186 NARCOTICS CONTROL DIVISION

4.186.1 In view of global concern over the Narcotics Control and Drug Abuse, the Government of Pakistan reorganized the Ministry of Interior, in 1989, making Narcotics Control as its independent Division. The Narcotics Control Division is now the hub of all drug control activities. The Division frames and implements policies and programmes to achieve elimination of cultivation and harvesting of narcotic crops, elimination of supply of the narcotics through vigourous enforcement and intervention as well as elimination of demand by adopting different measures. The sanctioned budget of the Division for the year 1998-99 is. Rs. 8.18 million. Whereas, the sanctioned staff strength is 64 including 13 officers in BS-16 and above. The Division has Anti-Narcotics Force (ANF) as an Attached Department.

4.186.2 The Finance Division has sanctioned a post of Deputy Secretary alongwith the supporting staff for handling the work of development schemes being implemented under assistance of United Nations Drug Control Programme. The Commission supports the creation of these posts.

4.187 Anti Narcotics Force (ANF)

The organization is not working with its sanctioned strength due to ban on recruitment. The number of vacant posts is 583. ANF has to remain in existence to fight the menace of "Drugs" in the country as well as to fulfil its international obligations. ANF owes its credibility to the presence of military content which may be gradually reduced through replacement by a specially trained mobile crack force. The strengthening of legal branch and induction of financial investigators for investigation of assets of suspected persons are recommended.

4.188 CONCLUSIONS

With the proposed restructuring of the Narcotics Control Division, introduction of Information Technology and rationalization of supporting staff 24 posts of various categories would be surplus to requirements. Category-wise detail of redundancies may be seen in the Table 4 31

TABLE 4.31

Posts Identified as Redundant in the Narcotics Control Division

SL. NO.	TITLE OF POST	BPS	NO. OF POST TO BE DECLARED SURPLUS
	Assistant	11/15	7
	LDC/UDC	5,7	2
	Qusaid/NQ/Farash	1/2	15
		Total:	24

Number of Officers and Staff of Narcotics Control Division to be trained in Information Technology (Computer)

	Number of Officers to be trained in computer for Executives.	13
	Number of Staff members to be trained in Software packages (Stenographers/Stenotypists/ UDC/LDC	13

4.189 PARLIAMENTARY AFFAIRS DIVISION

Introduction

4.189.1 The Parliamentary Affairs Division acts as a liaison between the Majlis-e-Shoora (Parliament) and the Federal Ministries/Divisions in respect of official and non-official business. It is also concerned with the submission of bills passed by the Parliament to the President for his assent and other legislative business, in addition to several other responsibilities

4.189.2 Headed by the Additional Secretary Incharge the Parliamentary Affairs Division is organized into two Wings i.e. National Assembly as well as Senate & Administration, each headed by a Deputy Secretary with one Assistant Secretary each assisting them. The Division has a total staff strength of 63 including five officers in BPS-17 and above and 58 officials. The total budget grant of the Parliamentary Affairs Division is for the financial year 1998-99, is Rs.10.999 Million.

4.189.3 Restructuring proposals in respect of the Parliamentary Affairs Division, are discussed in the following paragraphs, in the order given below :-

a Merger of the Parliamentary Affairs and the Law, Justice & Human Rights Divisions.

b Professionalization

c Recruitment Rules.

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4.190 Merger of the Parliamentary Affairs and the Law, Justice & Human Rights Divisions.

4.190.1 The Federal Ministry dealing with the subject of law has been undergoing structural changes with the passage of time and as per requirements. Out of the original Ministry of Law, a separate Division known as the Parliamentary Affairs Division was created in 1962. It remained a part of the same Ministry which was redesignated as the Ministry of Law and Parliamentary affairs. It had one Minister and one Secretary. In 1989, further reorganization was undertaken and each of the two Divisions was assigned to a separate Minister with a separate Secretary. This continued till 1993 when the Parliamentary Affairs Division was merged in the Ministry of Law as one of its Wings and the Ministry was renamed as the Ministry of Law, Justice, Human Rights and Parliamentary Affairs. It again was placed under the charge of one Minister though it has a Minister of State for Law and Justice and a Minister of State for Parliamentary Affairs in addition. On October 16, 1997 the Ministry of Law, Justice & Human Rights and Parliamentary Affairs having one Division was bifurcated into two independent Divisions i.e. Law, Justice & Human Rights Division and the Parliamentary Affairs Division.

4.190.2 The Secretary, Ministry of Law, Justice and Human Rights while giving presentation to the Commission on Administrative Restructuring has proposed that the Law, Justice & Human Rights and the Parliamentary Affairs

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Divisions may again be merged to form a unified Law. Justice, Human Rights and Parliamentary Affairs Division.

4.190.3 The proposal of merger has been examined and the Commission on Administrative Restructuring supports the independent existence of the two Divisions i.e. the Law Justice & Human Rights as well as the Parliamentary Affairs under the Ministry of Law, Justice, Human Rights and Parliamentary Affairs on the following grounds :-

a. The National Assembly has to meet for 130 days every year and at least three sessions are to be held under Article 54(2) of the Constitution. Similarly the Senate has to meet for not less than 90 days in each year under Article 61 of the Constitution. Quite often the two Houses meet simultaneously with the result that sessions have to be held both in the morning and evenings.

b. Since the revival of democracy in the country, the Parliament has assumed greater importance and the volume of work in the Parliamentary Affairs Division has increased manifold. The functions relating to the Parliament are always of very urgent and highly sensitive nature. A full-fledged Minister of State has been appointed to look after the Parliamentary Affairs Division, keeping in view its importance under the changed circumstances.

c. The Law and Justice Division also deals with urgent matters requiring utmost concentration and care. It has to tender advice to all the Federal Divisions on legal and Constitutional questions and to the Provincial Governments on legal and legislative matters. It also deals with drafting, scrutiny and examination of bills, all legal instruments, international agreements, adaptation of existing laws to bring them in conformity with the Constitution, legal proceedings and litigations throughout Pakistan concerning

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the Federal Government and several other subjects. This situation does not warrant addition in the existing workload of the Law, Justice & Human Rights Division through addition of Parliamentary Affairs Division as one of its Wings. Moreover, this would also make the span of control at the Secretary level, undesirable.

d. The Commission would, however, stress the need of very close coordination between the two Divisions particularly in matters of new legislation.

4.191 Professionalization

By virtue of specialized nature of the job of this Division which requires frequent consultation of Constitution, Rules and Regulations and their interpretation, it would, therefore, go a long way in improving the performance of this Division if the preference of a law degree is added to the present qualification and suitable allowance to holders of law degree. This is already a practice in the Law Division where starting from the post of Deputy Assistant Solicitor (BS-16) the law degree is a basic requirement.

4.192 Recruitment Rules

Although the recruitment Rules for various posts in the Parliamentary Affairs Division are virtually the same as the being applied in other Ministries/Divisions of the Government of Pakistan, yet this Division retains a legacy of the past which has ceased to exist in other Ministries/Divisions namely, the post of Assistant Secretary. Presently, this a

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promotion post to be filled up from amongst the Superintendents of this Division and in case no suitable candidate is found, from amongst the Superintendents of other Divisions. In the interest of upgrading the performance of this Division, it is proposed that the system for promotion of Assistant Secretary as mentioned above may be changed and the two posts of Assistant Secretaries in this Division may be thrown open for posting amongst the Office Management Group Officers, available with the Government, provided they have a law degree as a necessary qualification.

4.193 CONCLUSIONS

With the proposed restructuring of the Parliamentary Affairs Division, introduction of Information Technology and rationalization of supporting staff 22 posts of various categories would be surplus to requirements. Category-wise detail of redundancies may be seen in the table 4.32.

TABLE 4.32

SL. NO.	TITLE OF THE POST	BPS	NO. OF POSTS TO BE DECLARED REDUNDANT
1.	Assistant	11	6
2.	UDC	07	3
3.	LDC	05	4
4.	Naib Quasid	01	9
		Total	22

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4.194 AREAS IDENTIFIED FOR PROFESSIONAL TRAINING

a. Development of skills and use of computer and software packages for all officers to reduce processing and response time.

b. Number of staff (Assistant, Stenographer, Stenotypist, UDC, LDC) to be trained in computer and selected software packages is 14.

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4.195 PETROLEUM & NATURAL RESOURCES DIVISION

4.195.1 The Ministry of Petroleum & Natural Resources was created, in 1977. Prior to that, the Petroleum Division was part of the Ministry of Fuel, Power and Natural Resources. The Ministry is responsible for dealing with all matters relating to petroleum, gas and energy affairs. The sanctioned budget of the main Division for the year 1998-99, is Rs. 17.74 million and the sanctioned staff strength is 128 including 28 officers in BS-16 and above.

4.195.2 The Commission has observed that organizations under the Ministry of Petroleum &Natural Resources and Ministry of Water & Power are being privatized. Thus, there will be hardly any justification for keeping them as separate Ministries. It is, therefore, recommended that the Ministry of Petroleum & Natural Resources and the Ministry of Water & Power may be merged. The new Ministry may be called as Ministry of Energy with following Wings :-

a. Water & Power Wing.
b. Petroleum & Natural Resources Wing.

4.195.3 Proposals of the Commission for re-structuring of the Affiliated Agencies of the Petroleum and Natural Resources Division are as follows:-

A. **Attached Departments:**

a. **Department of Petroleum & Energy Resources (DPER)**

Two regulatory authorities one for petroleum and other for gas are being created. On the operationalisation of these authorities the department may be abolished and residual work may be assigned to the proposed Petroleum & Natural Resources Wing of the Ministry of Energy. A technical arm of the Wing for advising the Ministry on policy issues may be created by absorbing suitable professional and technical staff of the DPER.

b. **Geological Survey of Pakistan**

Non technical staff needs to be reviewed. It is recommended that non technical staff may be reduced by 20%.

B. Autonomous Bodies

c. **Hydrocarbon Development Institute of Pakistan**

The organization may adopt measures to become self supporting.

d. **Oil and Gas Development Corporation (OGDC)**

The privatization of OGDC is in the pipeline with the Privatization Commission (PC).

e. **Sui Northern Gas Pipeline Ltd (SNGPL)**

SNGPL is being privatized.

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f. **Sui Southern Gas Pipeline Ltd.**

SSGCL is being privatized.

g. **Pakistan State Oil (PSO)**

The privatization of PSO is in the Pipeline with the PC.

h. **Sandak Metal Ltd (SML)**

The privatization of SML is in the Pipeline with the PC.

i. **Pakistan Mineral Development Corporation (PMDC)**

PMDC is being privatized.

j. **Pak. Arab Refinery Ltd. (PARCO)**

PARCO is a joint venture with Abu Dhabi. It may be made part of the Holding Company being created for refineries & E&P Companies.

k. **Lakhra Coal Development Company Ltd. (LCDC)**

LCDC is being privatized.

l. **PPL**

PPL may be made part of the Holding Company being created for refineries & E&P Companies.

4.195.4 The Commission is ready to assist in the process of privatization through management review of these organizations by the Management Services Division (proposed) to be finally reviewed by the Standing Organization Committee of the Cabinet. The Commission would however, like to clarify that

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privatization of these organizations shall actually be done by the Privatization Commission, the Commission shall merely help to convert these organizations into viable corporate entities prior to their privatization.

4.196 CONCLUSIONS

With the proposed restructuring of the Petroleum and Natural Resources Division, introduction of Information Technology and rationalization of supporting staff 50 posts of various categories would be surplus to requirements. Category-wise detail of redundancies may be seen in Table 4.33.

TABLE 4.33

Posts Identified as Redundant in the Petrolum and Natural Resources Division

SL. NO.	TITLE OF POST	BPS	NO. OF POST TO BE DECLARED SURPLUS
1.	Assistant	11/15	17
2.	UDC/LDC	5/7	6
3.	Qusaid/NQ/Farash	1/2	27
		Total:	50

Number of Officers and Staff of Petrolum and Natural Resources Division to be trained in Information Technology (Computer)

	Number of Officers to be trained in computer for Executives.	28
	Number of Staff members to be trained in Software packages (Stenographers/Stenotypists/ UDC/LDC	55

4.197 PLANNING & DEVELOPMENT DIVISION

4.197.1 The Planning Commission is a prime professional institution which is responsible for the formulation and implementation of economic and social policies. The Planning Commission issues Annual, Midterm, Five Year Plans as well as the Perspective Plan and makes policy suggestions for the implementation of Development Plans. The Commission, as a whole, enjoyed the status of a Division. The Commission is not a decision making body, it is a service agency for ECNEC, NEC or CDWP which approves the schemes and development policies. The functions include project scrutiny, project approval, project evaluation and allocation of funds to different projects and sectors in the Annual Public Sector Development Programme. The Division controls the Economist Group also. The Division has no attached department under its control. However, five autonomous organizations and three projects are working under it. The sanctioned budget of the Division for the year 1998-99 is, Rs. 102.57 million. The sanctioned staff strength of the Division is 853 including 237 officers in BS-16 and above.

4.197.2 To effect improvements in the working of Planning & Development Division, major recommendations of the Commission on Administrative Restructuring (CAR) are as follows :-

a. Composition of Planning Commission

It is proposed to raise the status of Planning Commission

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from just projects scrutiny and funds allocation authority to a policy formulation body and a "THINK TANK" for economic policies. The Prime Minister may chair the Commission with the following Members :-

- Minister for Finance and Economic Affairs.
- Deputy Chairman, Planning Commission.
- Secretary, P&D Division.
- Secretary, Finance Division.
- Secretary, Economic Affairs Division.
- Chief Economist, P&D Division.
- Provincial Ministers dealing with P&D Departments or Additional Chief Secretaries/Development Commissioners.
- Private Sector - one member from each Province.
- 3 full time members with relevant experience of dealing with important sectors of economy.

b. **Reorganization of Technical Sections**

It is proposed to reduce the number of Technical Sections from 19 to 10.

c. **Reorganization of Economic Sections**

It is suggested to reduce the number of Economic Sections from 11 to 9.

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d. **Projects Wing**

It is proposed that the Projects Wing may be renamed as Implementation and Monitoring Wing and strengthened by raising the number of posts of Directors General and Directors from 2 to 6 each alongwith 2 additional Deputy Directors.

Career Planning in P&D

- For improving the competence of officers, twelve long term facilities for M.Phil and Ph.D degrees in the Centres of Excellence in Pakistan have been proposed.

- Promotion from BS-18 to BS-19 and BS-19 to BS-20 may be linked with acquiring higher qualifications.

- Entry level in Technical and Economic Sections in P&D Division may be in BS-18 and for direct recruitment minimum qualification for BS-18 should be M.Phil and for BS-20, Ph.D.

- Horizontal/vertical movement in the technical and Economic Sections may be allowed and Ministries may not surrender posts of Economist Group without the consent of P&D Division

Proposals of restructuring in respect of the Attached Organizations of the Planning and Development Division are given below:-

a. **Pakistan Institute of Development Economics (PIDE)**

A complete review of PIDE may be carried out and till that time vacant posts may not be filled in.

b. **National Logistic Cell (NLC)**

Organization may be reviewed for its cost effectiveness.

c. **Pakistan Planning and Management Institute (PPMI)**

The Project may be reviewed in the light of performance for retention or winding up.

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d. **Engineering Development Board**

The strength of core experts may be completed so that it could guide the Government in policy formulation about engineering sector.

4.198 CONCLUSIONS

4.198.1 With the proposed restructuring of the Planning and Development Division, introduction of Information Technology and rationalization of supporting staff 313 posts of various categories would be surplus to requirements. Category-wise detail of redundancies may be seen in table 4.34.

TABLE 4.34

Posts Identified as Redundant in the Planning and Development Division

Sl. No.	TITLE OF POST	BPS	NO. OF POSTS FOR CREATION	NO. OF POSTS TO BE DECLARED SURPLUS
1.	Chief	20	-	7
2.	Director General	20	4	-
3.	Deputy Chief	19	3	8
4.	Director	19	4	-
5.	Deputy Director	18	2	-
6.	Assistant Chief	18	-	9
7.	Research Officer	17	-	8
8.	Section Officer	17/18	-	3
9.	Assistant	11	-	78
10.	UDC/LDC	5/7	-	50
11.	Quasid/Farash/Naib Quasid	1/2	-	150
		Total:	13	313

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4.198.2 . Number of Officers and Staff of the Planning & Development Division to be trained in Information Technology (Computer), are detailed below:-

Number of Officers to be trained in computer for Executives.	237
Number of Staff members to be trained in Software packages (Stenographers/Stenotypists/ UDC/LDC	226

4.199 POPULATION WELFARE DIVISION

4.199.1 The Population Welfare Division is mainly responsible for planning, coordination, implementation, monitoring and evaluation of Population Planning Programmes and activities in the country. Staff strength of the Ministry is 370 i.e. 101 in BS-16 & above and 269 in BS-15 & below. The Non-Development budget for the year 1998-99, allocated to the Division is Rs. 26.698 million. Major activities of the Division (i.e.Population Welfare programme in the country) are performed out of the Development Budget through a number of field organizations. Therefore, an amount of Rs.2,000 millions has been allocated for development expenditure of the Division in the Budget, 1998-99.

4.199.2 The Commission recommends that to start with, the entire training activities be brought under one umbrella. The Clinical Training Directorate be renamed as the Directorate General Population Welfare Training having two sides - one looking after clinical training under Director Clinical Training and the other looking after non clinical training under Director, Non Clinical Training.

4.199.3 National Research Institute of Fertility Control (NRIFC) a research arm of the Division may be given a separate status of Subordinate Office and should be strengthened. Existing vacant posts may be filled.

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4.199.4 It may be made obligatory for all organizations who are undertaking research in family planning funded by Ministry of Population Welfare, that they should have prior discussion with NIPS before finalizing their research agenda.

4.200 CONCLUSION

4.200.1 The following posts given in the table 4.35 in the Division will become redundant due to introduction of information technology and proposals regarding optimum utilization of staff :-

TABLE 4.35

SL.NO.	TITLE OF THE POST	BPS	NO. OF POSTS TO BE DECLARED SURPLUS
1.	Assistant	11	35
2.	UDC/LDC	7/5	20
3.	Naib Quasid	1	50
		Total:	105

4.200.2 The number of officers and staff to be trained in information technology would be as under:-

Officers (BS-16 & above)	101
Stenographers/Stenotypists	59
UDC/LDC	20
Total:	180

4.201 RAILWAYS DIVISION

4.201.1 In 1962, Railways became a Provincial subject under the Constitution of 1962 and 2 separate Boards came into being for East and West Pakistan. After the separation of East Pakistan, Railways again became a Federal subject under the Constitution of 1973 and a Railways Division (Ministry of Railways) was also created at the Federal level, in 1974.

4.201.2 The Ministry of Railways is responsible for the overall policy matters pertaining to Pakistan Railways. There are five Subordinate offices and two Autonomous Bodies under the administrative control of Railways Division. Total sanctioned staff strength of the Railways Division (Main), in 1998, is 196 comprising 36 posts in BPS-16 & above, and 160 posts in BPS-15 & below. Total budget of the Railways Division for the financial year 1998-99, is Rs. 29.972 million.

4.202 ISSUES & RECOMMENDATIONS PERTAINING TO RAILWAYS DIVISION

The Commission has proposed the merger of Railways Division with the Communications Division to form the Ministry of Communications & Railways in its report on restructuring of Ministry of Communications. With the proposed merger, administration and common services will be combined, resultantly, certain posts pertaining to administration & coordination side would

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be surplus to work requirement. However, the officers of the existing Railways Division need to acquire expertise through training in Project Management, Railways Operations Management, Personnel Management, Financial Management and Control, Advances Management Practices, etc.

4.203 PROPOSALS REGARDING RESTRUCTURING SUBORDINATE OFFICES/AUTONOMOUS BODIES UNDER THE RAILWAYS DIVISION

4.203.1 The Ministry of Railways (Railways Division) executes its policies through the Subordinate Offices and Autonomous Bodies as well as the Pakistan Railways Headquarters.

4.203.2 Present sanctioned strength of the Pakistan Railways is 94713 posts which includes 733 officers and 93980 staff members. Total budget of Pakistan Railways for the financial year 1998-99, is Rs. 13334.858 million.

4.203.3 In order to streamline the working of the Subordinate Offices and organizations, a reform package is being implemented by the Ministry of Railways. The main components of the package include: segregation of Ministry of Railways and Railways Board; reconstitution of the Board; Corporatization of Pakistan Railways into three business segments; (infrastructure, passenger, and freight); disposal of non-core assets and ancillary facilities such as sleeper factories; carriage factory; surplus land; etc.,

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to the private sector, and establishment of regulatory authority and resettlement authority for regulatory purposes.

4.203.4 The three business Units will be incorporated as Public Limited Companies. In this regard, the plan for establishment of Pakistan Railways Freight Company has been prepared while the plan for the remaining two proposed companies is being prepared.

4.203.5 Some of the items of the package have already been implemented while the remaining items are in the process of implementation. The Railway Board has been replaced with a new one comprising Secretary Railways as Ex-Officio, Chairman, three part time Members from private sector, and two full time Members. One of the full time Member will work as head of Finance and the other one will be the Chief Executive Officer, Pakistan Railways.

4.203.6 As a result of measures so far taken by the Ministry of Railways, for making Pakistan Railways a viable, modernized leaner organization the sanctioned staff strength has been reduced from 133,261, in 1989-90, to 94,713, in 1997-98.

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4.204 VIEWS/RECOMMENDATIONS OF THE COMMISSION ON ADMINISTRATIVE RESTRUCTURING

The Commission on Administrative Restructuring appreciates and endorses the measures, already taken or being taken by the Ministry of Railways for revamping the organizations under its administrative control and it also fully agrees with the reform package recently introduced by the Ministry.

4.205 CONCLUSION

As a result of the proposed restructuring of the Railways Division (Main), introduction of information technology, rationalization of supporting staff and completion of privatization process about 74 posts of various categories would be surplus to work requirement. Categorywise detail of redundancies may seen in the Table 4.36.

TABLE 4.36

Posts Identified as Redundant in the Railways Division

SL. NO.	TITLE OF POST	BPS	NO. OF POST TO BE DECLARED SURPLUS
1.	Assistant	11	36
7.	UDC/LDC	5/7	7
8.		1/2	31
		Total:	74

4.206 RELIGIOUS AFFAIRS, ZAKAT & USHR AND MINORITIES AFFAIRS, DIVISION

4.206.1 Religious Affairs and Minorities Affairs was bifurcated into two independent Divisions on 30.10.1992, having independent budget and management, and then on 18.11.1996, Religious Affairs Division, Minorities Affairs Division, Zakat and Ushr Division have again been merged as one Division.

4.206.2 Religious Affairs Wing comprises Hajj, Tabligh, Research and Administration Section looking after 8-Hajj Directorates and the Council of Islamic Ideology. Minorities Affairs Wing is responsible for Evacuee Property, minorities rights and their welfare. Zakat and Ushr Wing supervises collection of Ushr from provinces and utilization of Zakat and Ushr funds.

4.206.3 Ministry has sanctioned strength of 409, comprising 87 officers and 322 officials with a budget of, Rs 84.305 million. There are 179 officers and 1081 officials working in its 3-Autonomous Bodies and 8-Hajj Directorates.

4.206.4 Restructuring proposals in respect of Religious Affairs, Zakat & Ushr and Minorities Affairs Division are given as follows:-

A) Religious Affairs Wing

a. In order to keep the Ministry away from Operational work, an attached department entitled "Directorate General Hajj

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(H.Q), Islamabad be created for management of operations under the Hajj policy, for the year. Existing sub-offices be declared as Regional Offices of the proposed Directorate General. The Directorate Hajj Islamabad be merged with Directorate General Hajj and renamed as "Directorate of Operation". A post of Deputy Director (H.Q) in Directorate of Operation be created with the supporting staff.

b. Hajj Directorates at Islamabad, Jeddah and at Provincial Headquarters may be strengthened and provided latest communications facilities. These may be connected with E-Mail, Internet systems and mobile phones.

c. The Directorate buildings may be rented out as hostels where possible, during the slack season.

d. It is noticed that the Ministry recruits a large number of seasonal staff during the Hajj season. This recruitment is often based on patronage and hampers rather than facilitates of the pilgrims. The' Commission recommends that only Saudi based Pakistanis, who are knowledgeable in both language and custom as well as the rituals should be inducted as volunteers/paid employees for assistance to the Hajis and solving their problems viz-a-viz Muallims. The Directorate of Hajj in Jeddah may provide maps of residences hired for Hajis showing distances from Harrmain Sharifain for the guidance.

e. There have been recurring complaints of malpractices and bunglings in hiring of accommodation for Pilgrims. It is proposed that responsibility of hiring 1/5th of the accommodation to begin with be entrusted to the Private Sector (e.g. The Banks, who receive applications from Pilgrims and who have a presence in Saudi Arabia). This will create a healthy competitive model and would highlight malpractices, if any. Disciplinary action can then be taken against guilty persons and the experiment can be extended, if successful.

f. Team from the Management Wing of the Cabinet Division should review the existing computerization of Hajj Operation and suggest suitable and economical computer based integrated Hajj Operation system for the benefit of pilgrims. This review should be regularly undertaken.

g. Hajj Foundation may be established with its Headquarter at Islamabad under the Ministry. By continuous contribution to the Hajj Foundation, people of limited means may also be able to perform Hajj.

h. "Khateebs" with "Dars-e-Nazami Sanad" are mostly working in BPS-7 to BPS-9 where as, the UGC has declared this "Sanad" equivalent to M.A Arabic/Islamic Studies. Master degree holders start career in at least BPS-16 in governmental educational institutions. Therefore Khateebs should be given the same minimum pay scale i.e. BPS-16.

i. Some Khateebs are also Hafiz-i-Quran, it appears more appropriate that all Huffaz-i-Quran be given allowance at the rate of Rs 1500/- per month. In addition BPS-7 should be given to Hafiz Muezzins.

B) Zakat and Ushr Wing

- It is proposed that Ushr section of the Ministry be provincialised, as it will lead to smooth collection. Expenditure from Ushr, in any case, has to be made locally.

- The Ministry requires help in the performance evaluation of its Sub-ordinate Offices and affiliated organizations. The Management Services Wing of the Cabinet Division may provide assistance in this regard to the Ministry for effective inspection and management review.

- The Ministry definitely needs the services and participation of NGO's in Hajj and Ziarat affairs. Such participation should in fact assist the Ministry to make further improvement in the system and take some of burden e.g. monitoring and evaluation of operations.

- For enhancing responsiveness to public grievances, it is suggested as a policy, that every petitioner should be informed of the fate/disposal of his/her petition/complaint within a reasonable time. This is in accordance with the Secretariat Instructions.

4.207 CONCLUSIONS

With the proposed restructuring of the Religious Affairs, Zakat & Ushr and Minority Affairs Division, introduction of information Technology and rationalization of supporting staff, 154 posts of various categories would be surplus to requirements. Category-wise detail of redundancies may be seen in the Table 4.37.

TABLE 4.37

LIST OF REDUCNANT STAFF IN THE
RELIGIOUS AFFAIRS, ZAKAT & USHR AND MINORITY AFFAIRS DIVISION

SI.No.	TITLE OF POST	BPS	NO. OF POSTS TO BE DECLARED SURPLUS
1.	Assistant	11	53
2.	UDC/LDC	7/5	25
3.	Naib Quasid	1	76
		Total:	154

The personnel identified for training in the Information Technology are given below:-

S. No	Name of Division	Number of Officers to be trained in computer for executive	Number of staff members to be trained in programming/various software packages (Stenographers/Stenotypists/ UDCs/LDCs
1.	Religious Affairs, Minorities Affairs & Zakat and Ushr	8	32
2.	Evacuee Trust Property Board	7	67
3.	Council of Islamic Ideology	4	7
4.	Dyal Singh Trust	-	3
5.	Directorate of Hajj	2	18

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4.208 SCIENCE & TECHNOLOGY DIVISION

4.208.1 The Science & Technology (S&T) Division, before 1972, was a part of the Ministry of Education, Science and Technology. Subsequently, it was separated and developed into an independent Ministry and the administrative control of the organizations involved in the scientific research working under various Federal Ministries/Divisions was transferred to this Division. Fourteen Autonomous Bodies are presently working under the Division.

4.208.2 The S&T Division is mainly concerned with the formulation and implementation of government policies in Science and Technology. Besides, an overall co-ordination and promotion of scientific research and development activities in the country, monitoring and evaluation of research and development works and participation in international fora on science and technology are also included in the main responsibilities of the Division. The Division is headed by a Secretary (BS-22). Its total sanctioned strength is 165 including 35 officers. Its budget for 1998-99, is Rs.78.387 million.

4.208.3 The Commission feels that the Administration Wing of the Division, is over-staffed. At least, two Section Officers can be spared in the following manner:

S.O. (Coord) S.O. (Gen. Admn)	To be merged into one post

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S.O. (Electronics) S.O. (Technology)	To be merged into one post

RECOMMENDATIONS ON AUTONOMOUS BODIES

4.209 Pakistan Council of Scientific and Industrial Research (PCSIR)

Pakistan Council of Scientific and Industrial Research (PCSIR) was created in 1953 to undertake scientific and technological research for the development of local resources leading towards self-reliance in the industrial sector. The Chairman of the Council is Chief Executive Officer. At present the PCSIR is frequently acquiring government grants to run its affairs. Almost whole amount spent by PCSIR constitutes government grants, with insignificant contribution made by PCSIR from its earnings. A large organization having staff strength of 2441 employees is a burden on the public exchequer. The major chunk of government grants goes into salaries and allowances of its employees. It is accordingly recommended that:-

a. The PCSIR should undertake projects with a view to generate revenue. Its activities should be oriented to customer needs. It should have an effective interface with the private sector organizations. Instead of invention/new product focus, its industry support posture would be the need of the time.

b. New recruitment should be contract based. Retention in service, career advancement and rewards, all should be performance oriented.

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4.210 National Building Research Institute (NBI) and Council for Works & Housing Research (CWHR)

The above named two organizations have been recommended for merger on the basis of similarity of their work and for better coordination of efforts and resources.

4.211 Merger of Pakistan Council for Science & Technology and National Commission on Science and Technology

The Council for Science and Technology has small set-up which is responsible for policy planning, formulating projects and technical monitoring in the areas of Science and Technology in the country. Similarly, the Commission on Science and Technology, being headed by the Prime Minister, has also been constituted to set goals, devise policies and monitor the overall progress in the fields of science and technology. It is, therefore, recommended that both organizations may be merged to ensure achieving their common goal effectively.

4.212 Pakistan Science Foundation

The Foundation, operating on government grants, is responsible for the promotion of Scientific activities by financing the science projects of national interest. Pakistan Museum of Natural History and Pakistan Scientific

& Technical Information Centre (PASTIC) are notable organizations working under the auspices of the Foundation. The Commission recommends that the Foundation, may be allowed to continue. However, it should augment projects of commercial importance and generate funds to finance its own activities.

4.213 National University of Science & Technology (NUST)

4.213.1 The University of Science and Technology was created, in 1993, under a Presidential Ordinance for the introduction of complex and highly sophisticated industrial systems and latest developments in the fields of Science, Technology and Engineering. In 1997, the Ordinance to set up the University was converted into Act of the Parliament, (Act No.XX of 1997).

4.213.2 The affairs of the University are controlled by a Board of Governors of which Secretary, Science and Technology, is one of the members. The Commission is of the opinion that NUST should be placed under the Ministry of Education so that it may gradually be integrated in the system and help in promoting education of science and technology in other educational institutions in the country.

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4.214 Merger of Research Organizations in Water Resources

4.214.1 The following three organizations are engaged in research on water resources, at federal level:-

a. Pakistan Council of Research in Water Resources (PCRWR)

b. Drainage and Reclamation Research Institute of Pakistan (DRIP)

c. International Waterlogging and Salinity Research Institute (IWASRI)

4.214.2 The first two are working under Ministry of Science & Technology where as third being under WAPDA, is controlled by the Ministry of Water and Power. The DRIP has recently been merged in PCRWR. The IWASRI was established in 1986 at Lahore to undertake research in waterlogging and salinity and to coordinate similar research, undertaken else where. Therefore, it is recommended that IWASRI, alongwith DRIP and PCRWR be merged into one organization and placed under Ministry of Science and Technology.

4.215 CONCLUSIONS

With the proposed restructuring of the Science and Technology Division, introduction of Information Technology and rationalization of supporting staff 81 posts of various categories would be surplus to

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requirements. Category-wise detail of redundancies may be seen in Table 4.38.

TABLE 4.38

Posts Identified as Redundant in the Science and Technology Division

Sl. No.	TITLE OF POST	BPS	NO. OF POST TO BE DECLARED SURPLUS
1.	Section Officer	17;18	2
2.	Stenographer	15	7
3.	Assistant	11	25
4.	UDC	7	3
5	LDC	5	5
6.	Quasin/NQ	1/2	39
		Total:	81

4:216 AREAS IDENTIFIED FOR PROFESSIONAL TRAINING:

a. Development of skills and use of computer and software packages for all officers to reduce processing and response time.

b. Number of staff (Assistant, Stenographer, Stenotypist, UDC, LDC) to be trained in computer and selected software packages is 18.

c. The Assistants BPS-11 may be retained after having imparted training in Computer application in job transition programme.

4.217 STATISTICS DIVISION

4.217.1 Statistics Division is responsible for the development and improvement of Statistics, formulation of policy regarding general statistics of Pakistan, coordination with the Provinces, international and other agencies on statistical matters, printing and release of publications on national statistics etc. The Division has three Attached Departments under its administrative control. The sanctioned budget of the Division for the year 1998-99, is Rs. 10.24 million while sanctioned staff strength is 92 including 21 officers in BS-16 and above.

4.217.2 The Commission on Administrative Restructuring (CAR) feels that the Division had already surrendered 5 posts of officers in 1995-96 and recently it surrendered a post of DG/Additional Secretary alongwith the supporting staff. Therefore, further reduction is not in the interest of the Division.

Attached Departments

a. Federal Bureau of Statistics.

The National Statistics Council in its fifth meeting held on 3rd August, 1998 approved a programme for conducting some new census/surveys by the FBS. The Department has

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already surrendered 119 posts (officers 33, staff 86) in the year, 1996-97. Therefore, no further reduction in the strength is proposed.

b. **Population Census Organization**

With the compilation of census data, the Department will start reducing its staff strength and by 1999-2000 it will come down from 923 to 500. The organization may continue its restructuring programme as envisaged.

c. **Agricultural Census Organization**

The staff strength of the Department has already been reduced from 500 to 174. So no further reduction in strength is proposed.

CONCLUSIONS

With the proposed restructuring of the Statistics Division, Information Technology and rationalization of supporting staff ious categories would be surplus to requirements. Category-wise dancies may be seen in the Table 4.39.

TABLE 4.39

TLE OF THE POST	BPS	NO. OF POSTS TO BE DECLARED SURPLUS
sistant	11	10
C/LDC	07/05	07
Quasid	01	15
	Total	32

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4.218.2 Plan of professional training for officers alongwith their areas of training are given below :-

Sl.No.	Wing	No. of Officers	Areas of Professional Training
1.	PE & R	5	Statistical Forecasting Models.
		5	Projects Appraisal.

4.218.3 Besides this professional skill development, all officers and their supporting staff may be exposed to proper computer training for promotion of computer culture in the work situation is as under:-

- Number of Officers to be trained in Computer for Executives. 21
- Number of Staff members to be trained in software packages (Stenographers, Stenotypists, UDC/LDC). 20

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4.219 WATER & POWER DIVISION

4.219.1 The Water and Power Wing used to be a part of the Ministry of Fuel, Power and Natural Resources, upto 1977. It was given the status of an independent Division, in April 1977, vide Cabinet Division's Notification No. 104/8/77-Mir, dated Ist April, 1977.

4.219.2 The Ministry of Water and Power is responsible, besides all policy matters related to the subjects of Water and Power, for the overall supervision of performance of organizations under its administrative control such as CEA/CFFC, WAPDA, NEPRA, PPIB, PCIW, IRSA, KESC, NPCC, NTCC, and NESPAK. The total budget of the Water & Power Division for the financial year 1998-99 is Rs 19.168 million.

4.219.3 The Ministry comprises three wings dealing with the subjects of Water, Power and administration respectively. Whereas total sanctioned staff strength of the Division is 130 comprising 24 posts in BPS-17 & above and 106 posts in BPS-16 & below.

4.220 ISSUES AND RECOMMENDATIONS PERTAINING TO THE WATER & POWER DIVISION

The existing Water & Power Division would need to be re-engineered by bringing professionalism and use of modern technology. However, certain structural changes have been suggested in the following

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paragraphs to make the Division more efficient and effective:-

a. With the privatization of certain field organizations of the Water & Power Division, the size of the Division needs to be rationalized. Hence, after completion of the liquidation and privatization of various organizations, the post of Senior Joint Secretary alongwith his supporting staff would not be required.

b. Since power generation, transmission and distribution organizations are on the agenda for privatization and on completion of the privatization process workload of the Power Wing would be reduced considerably hence, two sections dealing with WAPDA, KESC, etc., on power side would not be required.

c. After completion of privatization process the workload of the Administration side would also be reduced considerably. Hence, the sections dealing with the field organizations would not be required.

d. After privatization of majority of organizations the Ministry will become lean and will be reduced in size. Hence, there will be no justification for full fledged Division. Thus, the Water & Power Division may be merged with the Petroleum & Natural Resources Division to form an integrated Ministry to be known as the Ministry of Energy. The left over regulatory work can be carried out by the two separate Wings namely Water & Power Wing and Petroleum & Natural Resources Wing which should form part of the proposed Ministry of Energy. The Secretary Ministry of Water & Power has agreed with the proposed merger of the two Divisions and creation of a new Ministry of Energy. It may be mentioned that prior to 1977, both the Ministries were part of the then Ministry of Fuel, Power and Natural Resources. They were given status of independent Divisions vide Cabinet Division's Notification No. 104/8/77-Min dated Ist April, 1977. Ministry of Water & Power administers WAPDA, KESC, etc., whereas the Ministry of Petroleum & natural Resources has Oil & Gas Development Corporation (OGDC), PMDC and Oil & Gas Companies under its administrative control which are currently under the process of privatization and also regulatory authorities like NEPRA, etc., under both the Ministries are being established. The re-merger of both the Divisions will have the added advantage of enabling the Government to have better coordinated and more integrated policies in the Energy Sector. In 1993, the Economy Commission had also recommended creation of Energy & Natural Resources Division by the merger of the two Divisions.

e. The Officers of the Division need professional training in Project Management in Energy Sector, Water Management, Flood Control and Financial Management, Human Resource Management etc.

PROPOSALS REGARDING ATTACHED DEPARTMENTS, SUBORDINATE OFFICES AND CORPORATIONS UNDER MINISTRY OF WATER & POWER

4.221 Office of the Chief Engineering Advisor/Chairman Federal Flood Commission (CEA/CFFC).

4.221.1 The Office of the Chief Engineering Advisor was set up by substituting Central Engineering Authority, in July 1959. The Department mainly deals with the matters pertaining to international disputes arising out of works constructed or likely to be constructed in neighbouring countries having repercussions on the economy of Pakistan and vice-versa.

4.221.2 The total sanctioned staff strength of Department is 116 comprising 35 posts in BPS-16 & above and 81 posts in BPS-15 & below.

4.221.3 As no significant increase in functions and workload of CEA/CFFC

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has taken place since 1985, a reduction of staffing level to that of 1985 bringing the staffing strength to 113 posts is suggested. This will result in reduction of six posts in various grades. The Secretary, Water & Power Division has agreed to the proposal.

4.222 Water & Power Development Authority

4.222.1 Water & Power Development Authority was established under the Pakistan Water & Power Development Authority Act 1958, with the objective to ensure unified and coordinated development of the Water & Power resources of Pakistan.

4.222.2 The total sanctioned staff strength of the WAPDA is 153,799 comprising 9186 posts in BPS-16 & above and 144,613 posts in BPS-15 & below.

4.222.3 The Commission is of the view that in order to control the reported pilferage of revenues through power theft and line losses, WAPDA should perform the functions of development of Water resources and hydel power generation only and thermal power generation, transmission and distribution functions should be privatized after completion of ongoing restructuring exercise. Presently, WAPDA's distribution section comprises eight Area Electricity Boards serving 10 million customers. Since the Government's focus

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is on promoting fair competition in the energy sector. WAPDA has also been earmarked for privatization. In this respect, first of all, WAPDA will have to be reorganized into separate generation, transmission and distribution companies and then each company will be privatized. The process of Corporatization of eight Area Electricity Boards is in full swing. Preparatory work for privatization of Area Electricity Board, Faisalabad has almost been completed. With this, the WAPDA would be able to save the manpower and overhead cost being spent on the employees who are engaged in the distribution function and to control the revenue losses.

4.223 Karachi Electric Supply Corporation (KESC)

4.223.1 The KESC was established, in 1913, as a Public Joint Stock Company with the objective to generate, transmit and distribute power in its licensed area.

4.223.2 The total sanctioned staff strength of KESC. is 14,817. comprising 1083 posts of Officers and 13,734 of staff members. Reportedly, the KESC is suffering losses due to uncontrollable overhead expenditure. Thus, KESC should be privatized after completion of ongoing restructuring.

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4.224 **National Engineering Services Pakistán (NESPAK)**

4.224.1 National Engineering Services Pakistan (NESPAK), set up in 1973, is a private limited company registered under Companies Act 1913, and provides Engineering Services to the various National & International Agencies.

4.224.2 The total sanctioned staff strength of NESPAK, is 2254, comprising 1065 posts equivalent to BPS-16 & above and 1189 posts equivalent to BPS-15 and below.

4.224.3 NESPAK generates revenues and meets its own expenditure. However, it pays to the Government in the shape of taxes and dividends. The staffing pattern of the company is flexible as it can hire and lay off the staff according to the workload requirement. In order to make the company more efficient & effective the Private Sector may be involved through offering shareholding to the general public. However, government may hold majority shares of the company.

4.225 **National Power Construction Corporation (NPCC)**

4.225.1 The NPCC was incorporated, in 1974, under the Companies Act 1913 as a Private Limited Company with the objective to undertake power projects on turn key basis including Extra High Voltage Transmission lines,

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Distribution Networks Power Generation Plants, etc.

4.225.2 The total sanctioned staff strength of the NPCC is 43 comprising 13 posts of Officers and 30 posts of staff members. NPCC generates revenues and meets its own expenditure. However, it pays to the Government in the shape of taxes and dividends. The staffing pattern of the company is flexible as it can hire and lay off the staff according to the workload requirement. In order to make the company more efficient & effective the private sector may be involved through offering shareholding to the general public. However, government may hold majority shares of the company.

4.226 National Tubewell Construction Corporation (NTCC)

4.226.1 The National Tubewell Construction Corporation (NTCC) was established, in 1974, under the Companies Act-1913 as a Private Limited Company with the objective to install tubewells on a large scale to reclaim water logged or saline lands on behalf of WAPDA and Provincial Governments.

4.226.2 The total sanctioned staff strength of NTCC is 126 comprising 34 posts of Officers and 92 posts of supporting staff members.

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4.226.3 Since the NTCC is not remitting any portion of its revenue to the Government, it is recommended that the Government should pullout of the risky business of contracting and sub-contracting of tubewell construction and the corporation may be liquidated.

4.227 CONCLUSION

As a result of proposed restructuring of the Division, introduction of information technology, rationalization of supporting staff and completion of privatization process 58 posts of various categories would be surplus to work requirement. Category-wise detail of redundancies may be seen in the Table 4.40.

TABLE 4.40

Sl. No.	TITLE OF POST	BPS	NO. OF POST TO BE DECLARED SURPLUS
1.	Phase-I Assistant	11	18
2.	UDC/LDC	5/7	8
3.		1/2	23
		Sub Total	49
4.	Phase-II Section Officer	17	4
5.	Stenotypist	12	4
6.	Assistant	11	1
		Sub Total	9
		G.Total	58

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14.228 WOMEN DEVELOPMENT, SOCIAL WELFARE AND SPECIAL EDUCATION

4.228.1 The Ministry of Women Development, Social Welfare & Special Education deals with the matters concerning policy, planning, research, training, national and international co-ordination in the fields of social welfare and special education and also with policy, planning, laws and projects to provide special facilities to women. The Ministry has a total staff strength of 226 i.e. 45 in BS-16 & above and 181 in BS-15 & below. Budget provision of the Ministry for the year 1998-99, is Rs.33.443 million.

4.228.2 Following recommendations are made to remove flaws in the organizational structure of the Ministry and to separate policy and operational functions :-

a. Common services in two Wings of the Ministry i.e. administration of personnel, general services, accounts etc. may be combined. There should be one Administration Wing.

b. The professional staff dealing with programmes on Women Development & Social Welfare sides should be unified into one cadre.

c. Directorate General Women Development may be established as a field arm (Attached Department) of the Ministry for operational activities in the field of women development and be manned by transferring personnel from the existing staff of the Ministry. In this connection it is further recommended that the post of DG (Women Rights and International Cooperation) (BS-20), Director (Research

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(BS-19) and Deputy Assistant Director (Research) (BS-16) abolished in November, 1996 may be revived alongwith their supporting staff.

d. The Ministry, should confine its functions to policy making, planning, inter-provincial co-ordination and international liaison.

ATTACHED DEPARTMENT/OFFICES

4.229 Directorate General Special Education

D.G. Special Education is a large expanding department. It is operating in the area included in Concurrent Legislative List and is responsible currently for running a number of Special Education Centres spread throughout into the country. It is recommended that:-

a. In future, instead of the Federal Government establishing a special education centre, the Provincial Government or Local Government or an NGO may be helped to do so in case of requirement.

b. Special Education Centres located in the Provinces may be gradually transferred to the respective Provincial Governments alongwith the staff.

c. After the transfer of Special Education Centres to Provincial Governments as suggested above, the Directorate General (with reduced staff) may continue to run the Institutes and Centres at Islamabad, FATA, Northern Areas etc.

AUTONOMOUS BODIES

4.230 Pakistan Bait-ul-Mal

Pakistan Bait-ul-Mal is over-staffed. Its staff strength may be reduced by 134 posts identified as surplus in the report of M. S. Wing in 1997 as detailed in the table 4.41.

TABLE 4.41

Sl.No.	Title of the post	BPS	No. of posts to be declared redundant.
1.	Deputy Director	18	10
2.	Assistant Director	17	06
3.	Superintendent	16	04
4.	Senior Auditor	16	01
5.	Accountant	16	04
6.	Investigator	16	03
7.	Assistant	11	12
8.	Accounts Assistant	11	09
9.	Accounts Clerk	7	02
10.	Junior Clerk	5	39
11.	Naib Quasid	1	40
12.	Security Guard	1	04
		Total:	134

4.231 National Zakat Foundation (NZF)

The National Zakat Foundation is top heavy. The post of Managing Director (BS-21) be abolished and of Deputy Managing Director (BS-20) may be re-designated as Managing Director.

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4.232 National Trust for Disabled (NTD):

Management of three (3) Special Education Centres run by National Trust Disabled may be transferred to D.G. Special Education who is already running 46 such centres. NTD instead of running centres, should concentrate on its other functions.

4.233 GENERAL RECOMMENDATIONS

4.233.1 The following general recommendations aim at streamlining the Govt.-NGO relationship and will help in regulating the activities of NGOs:-

a. Standards, yardstick and criteria may be developed centrally for grants to NGOs and followed by all government agencies instead of leaving it to the sole judgement of individual agencies.

b. Profile of each NGO may be maintained centrally containing pertinent information regarding registration, objectives, finances, achievements etc. Grants disbursed by various government agencies to NGOs should be intimated to this central unit for recording in the profile. The profile of NGO may be requisitioned from central unit and consulted before approval of grant by any government agency to any NGO.

c. A system of monitoring and evaluation may be installed. Evaluation of projects should not be restricted to physical and financial targets, the social benefits should be given more emphasis. Deficiencies in the laws, if any, may be removed to ensure effective monitoring of the NGOs.

4.233.2 Implementation of recommendations regarding introduction of information technology and optimum utilization of staff in the Ministry would result in redundancy of the following posts given in the table 4.42.

TABLE 4.42

Sl.No.	Title of the post	BPS	NO. OF POSTS TO BE DECLARED REDUNDANT.
1.	Assistant	11	19
2.	UDC/LDC	7/5	13
3.	Naib Quasid	1	35
		Total:	67

4.233.3 The number of officers and staff of the Ministry to be trained in information technology is as under:-

Officers (BS-16 & above)	40
Stenographers/Stenotypists	32
UDC/LDC	14
Total:	86

4.233.4 The summary position of over-all redundancies/ surplus is tabulated below:-

Sl. No.	Name of the Division	Total number of Sanctioned Posts.			Total number of Redundant posts.		
		Officer	Staff	Total	Officer	Staff	Total
1.	Cabinet Division	146	746	892	2	315	317
2.	Commerce Division	75	332	407	4	170	174
3.	Communications Division	51	204	255	1	94	95
4.	Culture, Sports, Youth Affairs and Tourism Division.	59	239	298	3	126	129
	Pakistan Sports Board	84	398	482	17	29	46
	Pakistan Tourism Development Corporation.	73	204	277	73	204	277
5.	Defence Division	90	378	468	2	188	190
	- Pakistan Meteorological Department	219	1973	2192		42	42
	- Maritime Security Agency	88	969	1057	1	3	4
6.	Defence Production Division	31	117	148		49	49
7.	Economic Affairs Division	92	393	485	02	190	192
8.	Education Division	92	447	539		197	197
	University Grants Commission	108	309	417	28	86	114
9.	Environment, Local Government and Rural Development Division	27	136	163		95	95
10.	Establishment Division	108	363	471		129	129
11.	Finance Division	314	1102	1416	43	430	473
	- Pakistan Mint	15	1301	1316		210	210
	- Security Printing Corporation	169	2616	2785	46	273	319

12.	Food, Agriculture and Livestock Division	105	441	546	-	140	140
	- Soil Survey	64	170	234	9	47	56
	- Federal Seed Certification & Registration Department.	76	226	302	-	29	29
	- Fertilizer Import Department	12	258	270	5	78	83
	- Pakistan Central Cotton Committee	223	635	858	8	32	40
	- PASSCO	427	1683	2110	162	261	423
13.	Foreign Affairs Division	214	956	1170	-	465	465
	- Missions Abroad	392	1290	1682		192	192
14.	Health Division	51	267	318	-	160	160
15.	Housing & Works Division	35	162	197	13	95	108
	- Pakistan Public Works Department.	509	3486 + 7231 Work Charged staff	3995	50	400 + 6145 Work Charged staff	450 + 6145
16.	Industries & Production Division.	72	367	439	7	163	170
17.	Information & Media Development Division	20	254	274	10	118	128
	- Dte. General of Films & Publications	77	338	415	18	87	105
	- Pakistan Broadcasting Corporation.	1495	3846	5341	305	1887	2192
	- Associated Press of Pakistan.	140	425	565		74	74
18.	Interior Division	75	420	495	-	257	257
19.	Kashmir Affairs, Northern Areas and States & Frontier Regions Division.	41	214	255	-	109	109
	- Chief Commissioner Afghan Refugees.	7	21	28	1		1
	- FATA Development Corporation.	185	2300	2485	41	1753	1794

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20.	Labour, Manpower and Overseas Pakistanis Division	60	212	272		89	89
21.	Law, Justice & Human Rights Division.	72	336	408	2	110	112
22.	Narcotics Control Division	13	51	64		24	24
23.	Parliamentary Affairs Division	5	58	63		22	22
24.	Petroleum & Natural Resources Division	28	100	128		50	50
25.	Planning & Development Division	237	616	853	35	278	313
26.	Population Welfare Division	101	269	370		105	105
27.	Railways Division	36	160	196		74	74
28.	Religious Affairs, Zakat & Ushr and Minorities Affairs	87	322	409		154	154
29.	Science & Technological Research Division	35	130	165	2	79	81
30.	Statistics Division	21	71	92		32	32
31.	Water & Power Division	24	106	130	4	54	58
	Office of the Federal Flood Commission/CEA	35	81	116	1	5	6
32.	Women Development, Social Welfare & Special Education Division	45	181	226		67	67
	Pakistan Baitul Mal	112	682	794	25	109	134
	National Zakat Foundation	21	46	67			1
	Total :	6993	40638	47631	92[illegible]	16574	17494

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4.233.5 Major categories of redundancies identified by the Commission on Administrative Restructuring, detailed in para 4.233.4 above are given below :-

Categories of redundancies	Total staff surplus	Percentage
Work charged staff of Pak. PWD	6145	35%
Pakistan Broadcasting Corporation	2192	13%
FATA DC	1794	10%
Staff of Federal Secretariat	4758 (Comprising 94% supporting staff)	27%
Others	2606	15%
Total:	17495	

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CHAPTER-V

JOB TRANSITION PROGRAMME

5.1 INTRODUCTION

5.1.1 The Commission on Administrative Restructuring at the very outset become cognizant of an important humanitarian question: what could be done to alleviate the hardships of personnel to be rendered surplus/redundant as a result of restructuring of the government machinery? The Commission was very conscious of the social upheaval caused by the reduction of surplus manpower in the banking sector. The Commission also felt that any Golden handshake scheme by itself does not fully address the dislocation and displacement of permanent employees. The Commission, therefore, had setup a Committee under the chairmanship of one of its Members (Mr. H.N.Akhtar former Secretary, Ministry of Communications) to devise a Safety Net for such surplus/redundant personnel. The Composition of the Committee is given below:-

i)	Mr. H.N.Akhtar	Chairman
ii)	Managing Director Small Business Finance Corporation	Member
iii)	Director, Pakistan Manpower Institute	Member

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iv)	Director, PPARC, M.S.Wing Cabinet Division	Member
v)	Representative of the National Training Board	Member
vi)	Chairman Skill Development Council, Karachi (Employer)	Member
vii)	Chairman Skill Development Council, Lahore (Employer)	Member
viii)	Representative of the Chamber of Commerce & Industries, NWFP	Member
ix)	Representative of the Chamber of Commerce & Industries, Balochistan	Member
x)	Representative of Pakistan Industrial Technical Assistance Centre (PITAC)	Member
xi)	Representative of the National Agricultural Research Council(NARC) Islamabad	Member
xii)	Chairman Agricultural Development Bank of Pakistan (ADBP) Islamabad.	Member

5.1.2 The Committee, submitted a Report to the Commission proposing a comprehensive programme known as the Job Transition Programme (JTP) for the re-deployment of surplus/redundant personnel in the beneficial and income generating sectors of the economy.

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5.2 APPROACH OF THE COMMISSION TO THE JOB TRANSITION PROGRAMME

5.2.1 It is an acknowledged fact that the government needs radical re-vamping, re-engineering and modernization. But serious work on restructuring of the Ministries/Divisions, Departments and organizations is held up by sociopolitical fears of rendering a large number of persons surplus. Even if such persons are offered generous severance benefits, rendering them jobless is a grave human issue. Therefore, it is necessary to have a Safety Net for such personnel. JTP thus serves as a crucial safety net for the surplus personnel through retraining, counseling and financing those who ar presently on only subsistence wages and are making no tangible contribution towards the functioning of the government (due to being unqualified or unskilled). All such personnel shall be converted into real contributors to the national economy through re-training, alternative jobs, and self-employment in terms of micro businesses with following major roles:

i) JTP may be used as social safety net which will open the closed-door of genuine Administrative Reforms through restructuring.

ii) It may be considered for initial employment of unemployed educated youth through the good offices of employment federations and chambers of commerce and industry etc. To others it will impart training to make them employable interested in self employment through micro businesses including the guidance/training and financial assistance whenever necessary. For successful implementation of the tasks, the Commission suggests the following strategy under the Job Transition Programme:

a) Vocational Guidance and Employment Counseling:

This Includes the provision of necessary guidance, counseling and useful information regarding availability of training, employment and available financing facilities in the country to the surplus employees of public the sector.

b) Training & Entrepreneurial Skill Development:

This entails assessment of training needs of the individual, coordination with various Federal and Provincial training institutions and arrangement of comprehensive compact courses for the surplus employees.

c) Agro-based Training:

The training of individuals in the field of agriculture related activities and farm machinery by utilizing the institutional facilities of federal and provincial governments including Construction Machinery Technical Institute functioning under the M/O Communications

5.3 DETAILS OF THE JOB TRANSITION PROGRAMME

5.3.1 COST OF TRAINING

Tentative cost of training has been estimated at Rs 8000/- which may be partially charged from the trainees and partially met from the programme funds. The Technical Advisory Group shall be responsible for developing training courses as well as chalk out a policy for testing and certification of the training programmes.

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5.3.2 MICRO ENTERPRISE LOANING

This includes arrangements for financing of individuals intending to set up their own small business. In this connection the Small Business Finance Corporation (SBFC) has been identified as the Core Financing Institution. In the present circumstances, the Commission proposes an initial allocation of Rs 3 billion to the SBFC enabling it to meet the financing requirements of the employees to be declared surplus enabling them to set up small businesses. Other financial institutions may also be asked to take initiatives by making micro credit available to the intending entrepreneurs for small business.

5.3.3 FINANCES

There are two financial dimensions of the Job Transition Programme. One is the initial outlay to launch and manage the programme for training, retraining, job counseling and guidance The other is the credit required for financing micro-businesses/self-employment of the persons, who have been trained to individually or collectively organize and manage their businesses. Job Transition Programme as a fulfledged project for rehabilitation of the employees to be declared redundant/surplus in the Federal Government and subsequently in the Provincial Governments shall require an initial capital of Rs 200 million. This money will vest with a Trust and shall be beneficially invested. The programme's expenditure e.g on opening and strengthening of job counseling and training advisory centres as well as partially subsidizing training and retraining expenses will be met through income of the trust fund. Future addition to the fund may be through:

a) Governments grants or loans;

b) Contribution and donation from private individuals;

c) Assistance from National Zakat Foundation or Foreign Agencies.

5.3.4 MANAGEMENT

The Job Transition Programme shall be managed by the supervisory Board called the Board of Directors, the Membership of which may be from the concerned organizations as well as the Private Sector. Similarly, the Board shall have an Executive Committee for managing its day to day operations. In addition, there shall be an Advisory Body for Technical Advisory Group (TAG) to look after the training aspects of the proposed programme. Composition of the Board of Directors as well as Technical Advisory Group is given below :-

A). BOARD OF DIRECTORS

a) The Board of Directors shall be responsible for supervising and managing the policy affairs of the programme and may consist of the following members:-

i)	Mr. H.N.Akhtar	Chairman
ii)	Managing Director, Small Business Finance Corporation	Member

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iii)	Director PMI	Member
iv)	Director (PPARC) M.S.Wing	Member
v)	Representative of National Training Board	Member
vi)	Chairman Skill Development Counsel Karachi (Employer)	Member
vii)	Chairman Skill Development Counsel Lahore (Employer)	Member
viii)	Representative Chamber of Commerce NWFP (Employer)	Member
ix)	Representative Chamber of Commerce Balochistan (Employer)	Member
x)	Representative of Ent & HRD Division of PITAC, Lahore	Member
xi)	Representative of NARC Islamabad	Member
xii)	Chairman Agriculture Development Bank of Pakistan, Headquarter Office, Islamabad	Member

b) The Board shall be competent to approve various components of the programme, timing, schedule, channelization of resources monitoring and guidance. The Small Business Finance Corporation office will work as secretariat of the Board. The Executive Committee for running day to day affairs of the programme may consist of Managing Director, Small Business Finance Corporation, Chairman and Members at iii, iv, v as well as two members elected out of vi to ix.

B) TECHNICAL ADVISORY GROUP

a) In order to implement the training programme, it is proposed to constitute a technical advisory group that would be responsible to recommend the number and types of training required, the places/cities/countries, updating and preparing the curricula/training material, implementation of the training programmes through the respective institutions, and quality control and follow up placement etc.

b) Members of the Technical Advisory Group shall consist of the following:-

1.	Managing Director SBFC	Member
2.	Director, Directorate of Manpower Training, Punjab	Member
3.	Director Directorate of Manpower Training, Sindh	Member
4.	Director Directorate of Manpower, NWFP	Member
5.	Director Directorate of Manpower, Balochistan	Member
6.	Chief Executive Officer (CEO) Skill Development Council Lahore	Member
7.	Chief Executive Officer (CEO) SDC Karachi	Member
8.	Director NTDI, Islamabad (Representative of NTB)	Member
9.	Director, (PPARC) M.S.Wing, Cabinet Division	Member

10.	Representative of Ent & HRD Division PITAC, Lahore	Member
11.	Counseling Side: Psychologist from any reputed organization	Member
12.	Director (Trg) Small Industries (Those institutions where their institution are utilized)	Member
13.	Director(Trg) ABAD Rawalpindi	Member
14.	Director, Industries AJK	Member

5.3.5 TRAINING ARRANGEMENTS

The Executive Committee of the JTP has chalked out a comprehensive training plan, containing various training schemes finalized in consultation with concerned Organizations in the Federal Government, the Provincial Governments as well as the Private Sector Organizations. The training schemes shall be run in the following institutions:

Sl. No.	Department	Province
1.	Ministry of Food, Agriculture and Livestock Islamabad	Federal
2.	Skill Development Council, Lahore	Joint Project of ANTB, World Bank, ILO and Employers Federation of Pakistan

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3.	Directorate of Manpower and Training Sindh	Sindh
4.	Directorate of Apprenticeship Training Peshawar	NWFP
5.	Ministry of Industries & Production, Islamabad	Federal
6.	Directorate of Industries Muzzaffarabad	AJK
7.	Skill Development Council Peshawar	NWFP
8.	Employers Federation of Pakistan, Karachi	Sindh
9.	National Agricultural Research Centre, Islamabad	Federal
10.	Directorate of Manpower and Training, Lahore	Punjab
11.	Directorate of Technical Training, ABAD, Rawalpindi	Punjab
12.	Skill Development Council Karachi	Sindh
13.	Pakistan Manpower Institute Islamabad.	Federal
14.	Directorate of Manpower & Training Quetta	Balochistan

5.3.6 One of the Members of the Commission has submitted a paper on the severance pay (Golden Handshake) which is placed at Annex-III to this report.

5.3.7 Keeping in view the importance of the scheme, approval of the following is required so that spade work to launch the scheme may be started:-

a) Approval of the whole Job Transition Programme by the Federal Cabinet.

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b) Formal consensus of the provincial governments at Chief Ministers level for Punjab, NWFP and Balochistan and at Governor's level for the province of Sindh.

c) Budgetary provision of initial outlay of Rs 200 million in fiscal budget 1999-2000 in order to create a Trust Fund that would initiate, operate and manage the Job Transition Programme.

d) Provision of a credit line of Rs 3 billion in the 1999-2000 National Credit Budget by State Bank of Pakistan enabling SBFC to finance the Small Business initiatives of the surplus personnel.

e) For effective implementation of the programme those desiring to avail the premature/early retirement scheme may be released in phases.

IMPLEMENTATION - METHODOLOGY AND MONITORING

4 06

6.1 NON-IMPLEMENTATION OR PARTIAL IMPLEMENTATION IN THE PAST

6.1.1 One of the features of past attempts at Administrative Restructuring is that whenever a Commission or Committee concerned finished its task, (as soon as their report was written and submitted to the Government), implementation then depended upon the sweet will of bureaucrats and the overall direction of the Political Leadership. The more far reaching and radical the proposals, the less chance was there of their implementation, firstly because status-quo in the nature of things suits the Civil Services. The Political Leadership have also not been too keen either on any scheme of long-gestation which Administrative Reforms generally are, because they lack continuity and are prone to short-term, quick yielding schemes with visible results. Excellent concepts developed after due deliberation therefore, fall on the way side. Span of Implementation of a Comprehensive Package of Reforms is generally ten years, as is the experience of U.K. and India (to quote two examples). The other point leading to non-implementation or reluctant partial implementation, is that the Commission or Committee Report is given as a diktat to the organization, who normally resist any drastic changes.

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6.2 THE CONSENSUS APPROACH OF THE COMMISSION

6.2.1 The Commission has, therefore, taken an approach of building consensus with the Heads of the Ministries/Divis ons and other Agencies about the main features of Reform. In other words, the Commission has acted as a catalyst for change asking the Secretaries of the Ministries and other Heads of organizations to share a vision of an "efficient and responsive Public Service entity". This has led to a cross-fertilization of ideas and concepts. That is why the disagreement with the Commission's Recommendations generally is minimal (See Chapter-IV).

6.3 MONITORING OF IMPLEMENTATION

6.3.1 The Commission wished to ensure that whatever evolved as an agreed Agenda for Change with the Heads of Divisions and affiliated Organizations, should be implemented in a phased but a definite time-bound manner i.e. a Standing Implementation arrangement should be made and there should be a unanimity on the Schedule of Implementation with identification of priority areas. Finally, the Commission's experts (The Directors General of Management Services Wing) who were associated throughout with the Commission's task, should remain available for assistance in Implementation. The Commission itself would monitor the phased Implementation of its recommendations.

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6.3.2 The Government of Pakistan has accepted this approach and methodology. Consequently, the Government has directed that all agreed recommendations of the Commission shall be implemented by a Committee, whose composition has been notified as follows :-

§	Secretary of the Ministry/Division	:Chairman
§	A Representative of the Ministry not below the rank of Joint Secretary.	:Member
§	Financial Adviser of the Ministry/ Division.	:Member
§	Joint Secretary, Establishment Division.	:Member
§	Concerned Director General of Management Services Wing of the Cabinet Division	:Member

6.3.3 Thus the Commission has been entrusted with Implementation also. Hence the Standing Committees of Implementation are in the nature of Institutional Guarantee that the agreed and consensus-based reforms shall actually be implemented over a phased period and that the Commission shall be able to monitor the progress of Administrative Restructuring. The Commission is satisfied that the Government of Pakistan has given a token of their earnestness by delegating this authority of Implementation to the Commission. This approach promises to be harbinger of a beneficial structural change in the Government machinery.

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CHAPTER - VII

CORE PROGRAMME OF CIVIL SERVICE REFORMS

7.1 INTRODUCTORY

7.1.1 The Commission has felt that the process of Administrative Reforms or Re-Engineering of the Government cannot succeed only through a change in the Procedures and Systems or efforts at modernization through computerization or simply a more rational organizational hierarchy. These steps have been regularly undertaken through the Efficiency and O&M Wings (later on O&M Division) and its successor Management Services Division, but the Quality of Governance is inextricably linked with the quality of personnel working in a particular system.

7.1.2 We can say without fear of contradiction that linkage between Administrative Restructuring and the Civil Service Reforms has been, by and large, overlooked with the result that an Integrated Reforms Package concerning both aspects of Good Governance has seldom been attempted, both processes being undertaken on parallel lines at different times.

7.1.3 The Commission, at the very outset, became cognizant of this deficiency of a linear approach to Administrative Restructuring and therefore, requested the Government for revising its Terms of Reference to include both aspects of Administrative Reforms.

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7.2 GOOD GOVERNANCE GROUP

7.2.1 The Commission was greatly helped by work done by the Good Governance Group (headed by Mr. Ahsan Iqbal, MNA). That Group has held wide-ranging consultations, organized seminars and compiled valuable studies with the input of experts not only from Civil Services but Academia, Business Executives, Specialists in Management etc. The Commission did not have to, therefore, re-invent the wheel but adopted the concepts and philosophy for on-the-ground implementation. The following paragraphs contain our Recommendations on Civil Service Reforms considered an essential complement of our proposals on Administrative Restructuring.

7.3 PERFORMANCE GOALS AND EVALUATION SYSTEM

7.3.1 The Commission has noted that the present system of Evaluation based on the Annual Confidential Reports is not conducive to either Transparency or Accountability. First of all, these Reports are confidential and follow a completely mechanical system of marking, which lends itself to arbitrariness, subjectivity and whims of the supervisory officer. But a far greater defect of the Performance Evaluation lies in its complete lack of focus on a reference point. This stems from an absence of specific objectives as well as

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Performance Goals of the Ministry , Division or Agency. Granted the Rules of Business lay down specific functions to be performed by the Ministries and Divisions of the Government but there are no Tangible Goals, no mission statements, no specific targets against which the performance of unit as a whole and its component personnel can be measured. It is, consequently, extremely difficult or almost impossible to judge the performance of an individual officer of the Unit concerned, be it a Division, Ministry or Attached Department or any other Agency. Even where the agencies have been given a corporate shape either through a Charter Statute or Company Law as a Joint Stock Company, the corporate Goals in a tangible form are a rarity.

7.3.2 The Commission, therefore, endorses and supplements the Recommendations/Decisions of the Good Governance Group that Ministries/ Divisions should undertake with the help of Specialists/Consultants (if needed to be hired from outside) and frame immediately tangible Mission Statements/Corporate or Performance Goals. Thereafter, step-by-step the job descriptions of individual officers of the unit should be written not in a generalized way but in a very specific manner. The process should then be passed on to the Attached Departments, Subordinate Offices and other Allied Agencies whether organized as a Corporation or not. This is the initial step towards moulding bureaucratic organizations presently concerned only with regulations and control to become Corporate Entities - a first step towards Responsible and Responsive Management.

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7.4 PERFORMANCE EVALUATION:

7.4.1 This, as has been already stated is not the actual Performance Evaluation but a quasi-subjective personalized description of the individual being reported upon. The other drawback is that it is totally confidential and the officer reported upon is only conveyed " Adverse Remarks" torn out of context, which are often based on the grounds of bias and subjectivity. Representations in such cases also cannot be decided properly because there is no frame-work of reference. To compound the whole problem, a gradation of an officer as "Average", which should rightly include the bulk of officials, is deemed to be an adverse entry and debars the official from promotion.

7.4.2 It is axiomatic that with the evolution of specific Performance Goals, the Evaluation Process shall become rational, as there appears a reference point against which Performance can be measured. But to ensure transparency, objectivity as well as accountability, the Performance Evaluation should follow the "Open System" prevalent in the Armed Forces and a similar System being followed by the Multinational Corporations. The Commission recommends such an "Open System" of Performance Evaluation be undertaken at once. The Commission would be willing to undertake this task with the help of qualified outside consultants, should it be entrusted with implementation of this Recommendation.

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7.4.3 In order to institute the Open Performance Evaluation System it is essential that specific Performance Targets, as recommended elsewhere in the Report, are put in place in all the Ministries/Divisions and other Federal Organizations. It is also necessary that the Performance Evaluation Report be revised scientifically to reflect the above recommendation.

7.5 FUTURE INDUCTION ON MERIT AND THE PROMOTION PATH

7.5.1 The Commission has noted that induction of Civil Servants on Merit has been historically ensured through the Public Service Commissions, Federal as well as Provincial. But once at a point in time, lateral entry and ad-hoc appointments started, these have affected the integrity of the induction system. While as a rule, there is no objection to the lateral entry of the scarce and highly qualified talent into the Government service, the manner in which such selections took place in the past and thereafter their ultimate absorption into permanent Civil Services has led to the dilution of standards of competence and qualification.

7.5.2 The Commission is of the view that specialists against ex-cadre posts should be inducted through FPSC on contract for a maximum of 3 years but not more than 5 years. Such posts are required to be clearly identified and should be limited to specialized fields where personnel from regular

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cadres/services are not generally available. Their task should include training in their specialty to designated successors. The two-part contract should be regular emoluments and severance bonus, the latter to be paid only if the designated successors have been fully trained.

7.5.3 The other mode of lateral entry relates to induction in regular cadres as initial appointment with all the privileges of postings and promotions to higher echelons. The most prominent manifestation of this type of induction relates to Federal Secretariat posts at the Deputy Secretary level. These posts are required to be filled from three sources, namely, promotion from amongst OMG officers; horizontal movement of BPS-19 officers from other Occupational Groups; and direct recruitment through FPSC. The initial appointment through FPSC has never been resorted to while the promotions to the posts of Deputy Secretary are confined almost exclusively to the officers of the Office Management Group. The Commission is of the view that the performance of the Federal Secretariat as the highest body associated with policy formulation as well its implementation has tended to fall short of the required standards. This has been occasioned by lack of incentives for officers working in the field (departments) belonging to different Occupational Groups to become Deputy Secretary resulting in routine promotion of officers of Officer Management Group to Deputy Secretary much beyond their share allocated in the Administrative Reforms of 1973. The Commission has pondered this

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question intensively and there has been a prolonged debate on it. There are following two views on the matter :-

a. That Deputy Secretary be selected exclusively through written test and interview to be conducted by the FPSC from amongst officers of all Occupational Groups and those holding Ex-cadre posts who have a minimum service in BPS-17 and above of 10 years subject to a maximum age limit of 37 years;

b. Reverting to the pre-1973 arrangement when the Federal Secretariat posts were tenure posts for the (then) CSP and other services and promotion posts (20%) for the (then) Central Secretariat Service (now OMG). The ratios could be reviewed keeping in view the changes during the last 25 years.

7.5.4 The Commission suggests that either of the above two alternatives may be considered to bring equity and uniformity in Government policy and efficiency in the Federal Secretariat.

7.5.5 The Commission has definite views on the strengthening of Public Service Commissions and ensuring their independence. These are briefly set out below:-

- An Independent Body with Members having a fixed tenure of 4 years is recommended with no provision for extension whatsoever.

- The Members should be chosen not only from retired Civil Servants but Academicians, Private Sector Chief Executives and other eminent intellectuals on

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60:40 basis. All selectees should be screened from the point of integrity and Sound Judgement as evidenced from the track record. "

The written examination comprises of two parts, i.e. the compulsory subjects and the optional subjects. The former should have five papers: Essay & English Composition; General Knowledge (Current Affairs, Economic and International Relations) Islamiat and Pakistan Studies. The optional subjects should exclude Regional Languages. All other irrelevant subjects should be gradually eliminated from the optional subjects.

7.6 CONTINUOUS MANAGEMENT REVIEW

7.6.1 Management Review of "Live Organizations" is a continuous process. This is dictated both by changes in environment (internal as well as external) and by the expectations of the customers/users (in the case of Government Organizations, the users of services are obviously the citizens). We, in Pakistan, have failed to keep abreast of changes in; Management Practices; modernization and automation; revolution in Communication; the global linkages etc. We have even neglected a purely indigenous O&M Service, resulting in failure to evolve a responsive, efficient and effective Government Machinery.

7.6.2 It is, therefore, strongly felt that a continuous rather then "continuous Management Review" be provided for, in the future. The fact of the matter is that in these days of automation, we still have manual record keeping. Even with reachable and easy-to master communication systems very few of the Government Organizations have a working M.I.S. or any data-based decision-making process. We have organizations which have a long administrative tail consisting of Naib Quasids, Frashes, LDC's, UDC's etc; who have neither any contribution to make for the disposal of business but also lack the basic education or qualifications to make such contribution possible. Yet we intend to carry on with those who have lost their relevance in the contemporary situation.

7.6.3 The basic functions of the Government, in the context of present global situation are :-

a) Facilitation of the Private Enterprises;

b) Macro-Economic Management;

c) Render crucial input and assistance to Productivity.

7.6.4 The Organizations to play this role have to follow all the practices of Modern Corporate Management. They have to facilitate instead of exercising control and provide incentives through indicative planning to assist with achievement of a high order of economic growth. It is, therefore, essential that after the implementation of the present package of reforms, a Standing Organization be established/created to carry out on an on-going basis "Management Reviews" of Government Organizations. The following proposals will address this issue.

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7.7 ESTABLISHMENT OF THE MANAGEMENT SERVICES DIVISION

7.7.1 Previously the O&M Division (later named as Management Services Division after its U.K. counter part) was meant for the purpose of the continuous Management Reviews. In order to give it the necessary standing for effectiveness, the Division had the Prime Minister as the Minister-in-Charge. The Management reviews used to be submitted to the Standing Organization Committee (SOC), presided over by a nominee of the Prime Minister and had as Members the Secretaries, Establishment, Cabinet and Finance apart from the Secretary of the Ministry concerned and Secretary Incharge of Management Services Division.

7.7.2 One way of reviving this Organization is to upgrade the present Management Services Wing to a Division (which it was from 1978 - 1996) with the Prime Minister as the Minister-in-Charge The Commission on Administrative Restructuring can be the replacement of the "Standing Organization Committee" for its tenure and the Chairman of the Commission can Preside over the meetings of SOC as the nominee of the Prime Minister. It will be very appropriate to replace the present part time members by two whole-time , non-official Members, preferably Management Experts from the Private Sector. Pakistan Computer Bureau may be merged with the proposed

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Management Services Division, as a large portion of its work relates to Modernization as well as need assessment for the Computer hardware and software of the Government organizations.

7.8 CAREER PLANNING LINKED WITH TRAINING

7.8.1 The Commission felt that there is no rational scheme of Career Planning and certainly such planning is not linked to any specific training. No doubt training in various Units of the National Institute of Public Administration (NIPA), Administrative Staff College and the National Defence College is a pre-condition for Promotion to the basic pay scale 20 and above but at these levels, academic & generalized training heavily oriented towards "Administrative" issues does not produce specialists of a Quality & Skill needed to face global economic challenges or having specialties at par with those available in the Private Sector, with whom the government has to keep in tandem to appreciate its problems and to facilitate its progress in attaining the desired economic goals.

7.8.2 A Member of the Commission, cited his own example as a case study of a complete lack of specialization or training in his Career Planning. The officer, who was inducted as a Custom & Excise Officer held the following postings from BPS-19 onwards :-

Deputy Secretary (Investment & Capital Issues) (1966 -1970).

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* Controller of Capital Issues & Joint Secretary (Investment) (1970- 1972).

* Member (Customs) Central Board of Revenue (1972-73)

* Financial Adviser (Communications) (1973).

* Joint Secretary (Development) 1973.

* Finance Director Pakistan Steel, (1974 - 1978).

* Member (Customs) Central Board of Revenue, (1978-80).

* Managing Director Pak-Libya Holding Company (an International Investment Bank with equity of 100 Million US $) (1980-81).

* Chairman & CEO Pakistan Steel (1981-86).

* Secretary, O&M Division (1986-1987).

* Secretary, Ministry of Communications (1988-1989)

* Secretary, Ministry of Religious & Minorities Affairs (1989-90).

There is neither a logical pattern nor evidence of a Career Planning.

7.8.3 The Commission feels that specialized training followed by an attainment test (Examination) must precede selection of officers for the specialized jobs. Once the channel of activities is fixed, we shall obtain a continuity of competent managers for specialized Ministries/Divisions and Agencies. This Career Planning may be determined through aptitude and attainment test of officers who shall then undergo the specific training related

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to their choices. NIPA, ASC, PIM etc. should then be equipped to input these specialized courses, apart from sending them to reputable Universities both within the country and abroad.

7.8.4 The Commission has noted a similar absence of logic and rationale in the frequent transfer of officers in-charge of such specialized jobs as: Statistics Division; Planning Commission; Agriculture Division; etc. This breaks the continuity of management, so essential for the stable growth of the organizations. Similarly no attempt is made to groom a successor, a sine-quo-non of sound management.

7.8.5 Therefore, the Commission recommends either of the two following alternatives :-

a) The present Training establishments be merged with the proposed Management Services Division.

or

b) They may remain part of the Establishment Division, which should take concrete and immediate steps to implement our recommendations regarding Career Planning.

7.9 PRIME MINISTER'S EFFICIENCY UNIT

7.9.1 It has been universally observed that unless the Heads of Government personally own and oversee the Reform of Civil Service and Government Re-engineering, any change in the Quality of Bureaucracy is defeated by forces of status-quo and inertia. The process of constant

Government Modernization - in the USA, for example, is attained through President's Office of Management and Budget. In U.K. successful Re-engineering of the Government took place through the P.M.'s Efficiency Unit personally presided and overseen by Mrs. Margaret Thatcher. The World Bank in its report on Civil Service Reforms has also stressed that the process of change must be 'owned' by the Chief Executive of the Country, if it has to be successfully implemented and become irreversible. The Commission, therefore, recommends that the Prime Minister may like to set up an Efficiency Unit in his Office to initiate and encourage Civil Service Reforms as well as Administrative Restructuring and to monitor the progress made on the ground. P.M's Efficiency Unit should work through:

a. Standing Organization Committee to be substituted by the Commission on Administrative Restructuring (Para 7.18 above).

b. Establishment Division and

c. Management Services Division of which the Prime Minister may personally like to be the Minister-in-charge.

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CHAPTER - VIII

FUTURE PROGRAMME OF THE COMMISSION

8.1 MANAGEMENT REVIEW OF REMAINING FEDERAL ORGANIZATIONS

8.1.1 The Commission has covered all the Divisions and bulk of their attached departments and affiliated agencies but data of some organizations was not made available. The Commission will undertake the Collection of Data and Management Review of these organizations through the concerned Director General of Management Services Wing. The general principles of Restructuring evolved by the Commission will be applied to these organizations as well.

8.1.2 The Commission was desirous, as a matter of record, to obtain the details of the on-going Restructuring Exercise in CBR and the Office of the Auditor General of Pakistan (with Technical and Financial assistance of the World Bank). While not wishing to duplicate efforts already under way for the re-organization & Re-vamping of these very crucial institutions, the Commission's Report will remain incomplete if the outline of their Restructuring Programme is not included. It has however, not been possible for the Head of these Institutions to make a presentation due to various reasons, although it had been arranged on several occasions. We intend to follow up.

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8.1.3 Finally, the Commission feels that we should also acquaint ourselves with the working of the Prime Minister's Office as an apex organization of the Federal Government. It is intended to make contact with the Adviser to the Prime Minister or the Principal Secretary to the Prime Minster in this regard.

8.2 MONITORING OF IMPLEMENTATION

8.2.1 The Commission shall, after submission of its First Report, take in earnest the follow-up of its recommendations and monitor the implementation through its representative on the Implementation Committee, namely the Director General, Management Services Wing. We acknowledge the government's decision to entrust the Implementation also to the Commission.This development which was badly lacking in previous efforts of restructuring will hopefully ensure the phased implementation of the Commission's recommendations.

8.2.2 The Commission would, of course, keep the Government of Pakistan informed through regular reports on the progress made in this behalf ensuring continuity, and an un-hindered unfolding of the Process of Change.

8.3 PROVINCIAL GOVERNANCE

8.3.1 The Commission believes that the task of a thorough - going Administrative Restructuring of the Government will only be partially met, if it confines its efforts to the Federal Government Organizations. Firstly the Sheer Size of the Provincial Bureaucracy is four times that of the Federal Civil Services. Secondly and more importantly, the Provincial government is closest to the users of Government Services in a sort of grass-roots at-the-door nexus (in the absence, so far, of a well-established Local Government Machinery). It is, therefore, apparent that a beneficial change in the life of citizens viz-a-viz the Government functioning will only occur, if Major Restructuring of the Provincial Government is also carried out simultaneously. The Terms of Reference of the Commission already includes consultation with Provincial Governments on Provincialization of Federal Organizations (See T.O.R's given in Chapter-I).

8.3.2 The Government of NWFP has taken a lead in the matter. The Provincial Secretariat has formally written to the Management Services Wing to undertake a Restructuring exercise immediately. The Chief Minister has informed the Chairman of the Commission that he is very keen that we should undertake this task urgently.

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8.3.3 If the Government of Pakistan approves, the Commission will proceed to hold consultation with the Provincial Government at the level of Chief Executive and in the light of their agreement, Administrative Restructuring process can be taken to its logical conclusion by extending it to the Provincial Machinery.

8.3.4 The Commission has evolved a scheme for the implementation of its salient recommendations which may be seen in a tabular form given below :-

Sl. No.	Action	Agency responsible	Time Frame (Approx.)
1.	Appointment of Facilitation Officers and their publicity.	- Circular by the Cabinet Division.	One month
		- Appointment by the Ministries/ Divisions concerned.	
		- Coordination by the Commission's Secretariat.	-
		- Publicity of the scheme by the Ministry of Information and Media Development.	Three Months
2.	Creation of Policy and Legal Sections.	- Circular by the Cabinet Division.	One month
		- Notification by the Ministries/ Divisions concerned.	One month
		- Coordination by the Commissions Secretariat.	

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3.	Office Automation and Management Information System.	<u>Phase-I</u> 1. All staff and officers to be trained in computer use. 2. All officers to be provided with PCs and printers. 3. Use of PCs for word Processing, Data Processing, accounting and budgeting. 4. Existing noting system of files to continue. 5. Secretariat Instructions will be revised in accordance with the proposed staffing.	2 to 3 years.
		<u>Phase-II</u> 1 Local Area Network will be established. 2. Training of staff in data communication. 3. Use of E-Mail for internal correspondence and for external correspondence. 4. Creation of files on computers and conversion on the diskette for storage/ record where possible. 5. Hard copy storage to continue where essential.	2 years after the Phase-I depending upon availability of resources.

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4.	Economy, Surplus Staff and Training.	- Issue of notification regarding redundant cadres and change in nomenclature of the proposed cadres.	One Month.
		- Preparation of Revised Golden Handshake Scheme by the Finance Division for the targeted employees.	Three Months.
		- Training of employees in the Information Technology by the Ministries/Divisions concerned.	
		- Preparation of a comprehensive training plan by the Pakistan Computer Bureau in Consultation with the Ministries/Divisions.	Three Months
		- Phasing of training activities by the Ministries/Divisions.	2 - 3 years.
		<u>Job Transition Programme</u>	
		Phasing of release of employees for the programme by Ministries/ Divisions in five years period.	Three Months
		Formal consensus of the provincial governments at Chief Ministers level for Pujnab, NWFP and Balochistan and at Governor's level for the province of Sindh.	One month
		Budgetary provision of initial outlay of Rs.200 million in fiscal budget 1999-2000 in order to create a Trust Fund that would initiate, operate and manage the Job Transition Programme.	
		Provision of a credit line of Rs. 3 Billion in the 1999-2000 National Credit Budget by State Bank of Pakistan enabling SBFC to finance the Small Business initiatives of the surplus personnel.	

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5.	Consolidation of Organizations	Creation of Study Groups for working of the details for implementation. Presentation of reports of the Study Groups before Commission on Administrative Restructuring by the Commission's Secretariat. Actual implementation in phases.	One Month. Six Months. Two years.
6.	Creation of the Management Services Division.	Issue of the following notifications by the Cabinet Division :- i. Creation of Management Services Division. ii. Transfer of the Pakistan Computer Bureau as an Attached Department from the Cabinet Division to the Management Services Division. iii. Assigning the role of Standing Organization Committee of the Cabinet to the Commission on Administrative Restructuring. iv. Amendment in the Rules of Business.	Six months
7.	Recommendations pertaining to the Federal Public Service Commission.	Implementation by the Establishment Division in consultation with the Federal Public Service Commission.	One Year.
8.	Civil Services Reforms.	Creation of a Task Force comprising representatives of the Establishment Division, Cabinet Division, Finance Division and Management Services Wing under the Chairmanship of a Member of the Commission for the implementation of specific recommendations.	One Month.
9.	Prime Minister's Efficiency Unit	Detailed study by the PPARC, Management Services Wing regarding details of the Prime Minister's Efficiency Unit under the supervision of a Member of the Commission.	Three Months

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8.3.5. In conclusion, the Commission would like to place on record, its gratitude to all the personnel of Management Services Wing (especially the Pakistan Public Administration Research Centre) who have done an outstanding job as the in-house Management Consultants of the Commission. That a very thorough and comprehensive exercise of Administrative Restructuring of the Federal Government has reached finality owes a lot to their expertise and their devoted labour.

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CHAPTER - IX

MANAGEMENT OF CHANGE

9.1. The Commission finds it useful to refer to the comparative International events relating to restructuring of Public Administration or as more popularly called Re-engineering or Re-inventing the Government. Last two/ three decades have seen some very startling changes in this respect.

9.2. The motivation for change was furnished by three factors:-

a. International March towards Globalization, Market Economy and Growth of Private Enterprises.

b. Failure of the government Machinery to keep abreast of economic and business environments, in particular to embrace changes in the Corporate Management and Information Technology.

c. Rise of democratic trends with the concomitant of Responsiveness, Transparency and Accountability.

9.3 Simultaneously, Management Experts, Consultants and Public Administration Specialists noted that Re-engineering of giant Corporations and Business Conglomerates was producing success models. Re-engineering became the buzz word in the Corporate Sector. Since, as a value judgement, political leaders became convinced that the Government has to function on the Corporate Model, the concept of Re-engineering was sought to be applied to Government Organizations as well. The Leaders concerned felt rightly that the process of change could only be initiated and sustained through 'ownership' by the top political Office-holders thus providing the necessary authority and continuity, the management of change vested with the Chief Executive of the Country. For example, the Reforms in U.K. Was personally initiated and oversees by Mrs. Margrate Thatcher the Prime Minister herself. Same is true of the transformation in Newzealand.

9.4. The Models of efficient Government Machinery working in tandem with business have existed in the Far East, in Japan, Taiwan, South Korea and Singapore. These have lately attracted some criticism of unholy alliance but the fact remains that the Modern Governments are universally expected to be :

a. Facilitator and Promoters.

b. Effective & Economical

c. Supplier of services to the Community .

d. To Encourage, not hamper Private initiative in Scio - Economic fields.

Thus the old adage "He governs the best, who governs least" has at last been proved right not in theory only but also in practice.

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9.5 To recapitulate, the pre-conditions to a successful substantive and meaningful Administrative Restructuring are as follows :-

a. Ownership of the Reform Process by Top Political Leadership.

b. The Road-Map of Reform to be prepared by outside Management Specialists, who have expertise and knowledge of Business process.

For reasons of continuity as well as phased approach and to avoid chaos and confusion, a political bipartisan consensus should be sought through seminars, workshops, in which not only private business sector but citizens at large should be involved.

9.6. Since all these experiments are rather recent, the permanence of the Reform brought about and identification of any adverse side-effects could not be concurrently undertaken. Fortunately, at this point of time, we can profit from a late comers advantage of having a more sober evaluation of these experiments. Two things stand out: One is that a de-humanized Re-engineering process spreads in its wake traumas and human misery, thus thoughtless exercise of mechanical pruning through the so-called Golden Handshake may be efficacious surgery but creates an atmosphere of un-certainty and demoralization. Hence, the new gospel of people friendly Re-engineering is now being preached, which does not confine itself to linear down-sizing as the only process to achieve Economy Efficiency and

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Effectiveness (The three E's of Management). The other factor is that Re-engineering of an Organization cannot be successfully performed without first Re-engineering the Management.

9.7. We should now revert to our own situation and try to translate these lessons to the process of change recommended to be initiated through the Report. The Commission has been at pains to stress that it does not believe in straightforward right-sizing or pruning/reduction of number as the only goal of restructuring. It is aiming for a "Government that Functions" Its perception is that citizens and Government Machinery is, with few exceptions, locked into an adversarial relationship which has been inherited from the pre-independence days. In short, the perception is that the Bureaucrat is remote oppressor, a Secretive overlord or at best a fitful dispenser of patronage. The official Machinery is not ready to trust the Citizens and hence the proliferation, of laws, rules and regulations, checks and balances. The objective relationship presently existing is not conducive to the Socio-economic progress of the society.

9.8. We feel earnestly that the process of change, which we have called Administrative Restructuring in this report is designed to show the current location, the ultimate destination and the road-map of the journey. But the Journey itself will begin only, if the leaders of the various Caravans (the

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Secretaries of the Ministries and the Heads of the Federal Organizations), agree with the perceptions of the Commission. That is why the approach has been one of consensus and a sharing of vision for the Future. If we have been successful in imparting a sense of urgency in them to the prompt as well as transparent delivery of services to the Citizens under an open, objective system, then the process of change will surely be a success. Status-quo is always conformable but the Secretaries will have to encourage their staff to shed the hoary traditions of the past and to embark on an arduous but satisfying journey to the brave future of a Responsive Government and Responsible Citizens.

SYED FAKHAR IMAM, MNA
CHAIRMAN

MASUD ZAMAN
MEMBER

M. AFZAL KAHUT
MEMBER

H. N. AKHTAR
MEMBER

A. W. KAZI
MEMBER

A. GHAFOOR MIRZA
MEMBER

DR.SARDAR AHMAD ANSARY
SECRETARY

ISLAMABAD, FEBRUARY,1999

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ANNEX-I

OFFICIALS MET BY THE COMMISSION ON ADMINISTRATIVE RESTRUCTURING

NAME OF THE DIVISIONS

1. **CABINET**

- Mr. A. W. Kazi, Secretary
- Mr. Mansoor Elahi, Additional Secretary (EC&R)
- Mr. M. Saleem Siddiqui, Additional Secretary (C&M)
- Mr. Afzal Ali Shighri, Additional Secretary (ICP)
- Mr. Iftikhar Hussain Arif Chairman, National Language Authority
- Ch. Qamar Zaman, Chairman, Capital Development Authority.
- Dr. Ijaz H. Khawaja, Director General, Pakistan Computer Bureau.
- Mr. Attique Zafar Sheikh, Director General, Department of Archives.
- Brig. Tariq Bashir, Secretary, National Communications Security Board.
- Brig Muhammad Ilyas Khan, Joint Secretary.
- Mr. Abdul Rashid Khan Ghauri, Joint Secretary (IPC)
- Mr. Zia-ul-Haq, Managing Director, Printing Corporation of Pakistan.
- Mr. Nazir Ahmed, Adviser, National Documentation Centre.

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- Mr. Muhammad Riazuddin, Controller, Department of Stationery & Forms Karachi
- Mr. S. E. A. Gilani, Deputy Director General , Department of Communications Security.
- Mr. Abdullah Khan Niazi, Secretary, Federal Land Commission.

2. COMMERCE

- Mian Iqbal Farid, Secretary
- Mr. M. Sulaiman, Additional Secretary
- Mr. M. Yunis Khan, Vice Chairman, Export Promotion Bureau
- Mr. Abdul Rauf Malik, Executive Director, State Life Corporation
- Mr. Iftikhar Ahmed Khan, Chairman, Trading Corporation of Pakistan & Cotton Export Corporation
- Mr. M. Amjad Virk, Joint Secretary (Trade)

3. COMMUNICATIONS

- Sh. Inamul Haq, Secretary
- Maj. Gen. M.A.Vahidi, Director, Pakistan National Shipping Corporation
- Mr. Khalid Amin, Member (Admn) PTCL
- Mr. Abdul Khaliq Awan, Member Finance, Pak. Telecom Authority
- Ch. Mohammad Sarwar, Director General, Pakistan Post Office
- Mr. Muhammad Khalid Javed, Joint Secretary

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- Brig. (R) M.Akhtar Khan, Secretary, National Highway Authority
- Mr. Rafiq A. Shafi Munshey, General Manager(A), Karachi Port Trust
- Capt. Irfan-ul-Haq Dar, Director (Projects), Port and Shipping Wing
- Mr. Altaf Hussain Shah, Additional Director General, Pakistan Post Office
- Mr. S. Nasrul Karim Ghaznavi, General Manager (Finance) PTCL, Islamabad
- Mr. M. Rashid Hasan, Director (Admn) Pakistan Telecom Authority
- Mr. Nasar H. Shaikh, General Manager (Admn) Port Qasim Authority
- Mr. Abdul Majeed, Dy. Chief Accounts Officer (Post) Post Office Department
- Ch. Muhammad Azam, Deputy Secretary
- Mr. Wali Dad, Section Officer (Coord)

4. CULTURE, SPORTS TOURISM AND YOUTH AFFAIRS

- Dr. Akhtar Hassan Khan, Secretary
- Mr. Safdar Hussain Khan, Joint Secretary
- Saiyid Zafar Ali Naqvi, Joint Secretary
- Malik Yasrab, Joint Secretary
- Ms. Kishwar Naheed, Director General, Pakistan National Council of the Arts

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- Mr. Imtiaz Ahmad Syed, Managing Director, Pakistan Tourism Development Corporation
- Mr. Niaz Rasool, DG, Archaeology & Museums
- Mr. Shah Alam Khan, Economic Analyst
- Mr. Javaid Ali Khan, Director General, Pakistan Sports Board
- Mr. Iqbal Ali Jatoi, Acting Executive Director, Lok Virsa
- Mr. Arshad Ahamd, Deputy Secretary
- Mr. Amir Hasan, Manager (P&D), PTDC

5. <u>DEFENCE</u>

- AVM Syed Imtiaz Haider, Additional Secretary
- Mr. Muhammad Naseem Qureshi, Sr. Joint Secretary
- Mr. Muhammad Akhtar-ul-Islam Deputy Secretary

6. <u>DEFENCE PRODUCTION</u>

- Lt. Gen (Retd) Lehrasab Khan Secretary
- Maj. Gen (Retd) Ahmed Ali, Additional Secretary.
- Air Marshal Saeed Anwar, Director General (PAC)
- Maj. Gen Mahmud Ali Durrani, Chairman, POF Board Wah.
- Maj Gen. Hamid Javaid, Director General Heavy Industries Taxila
- Maj. Gen Hasan Aqeel, Directorate General Defence Purchase.

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- Maj Gen. Saleem Arshad, Directorate General Munitions Production.

- Brig. Zahid Munir, Acting Chief Scientist and Scientific Adviser, DESTO.

- Mr. Saleem Maqsud, Joint Secretary

- Brig. Aleem M. Ahmed, Director (Technical) Heavy Industries Taxila

7. ECONOMIC AFFAIRS

- Mr. Aftab Ahmed Khan. Secretary

- Mr. Ashraf Hayat, Joint Secretary

8. EDUCATION

- Dr. Safdar Mahmood, Secretary

- Dr. Mahar Liaquat Ali, Chairman, Prime Minister's Literacy Commission.

- Mr. U.A. Isani, Chairman, University Grants Commission.

- Mr. Iftikhar Ahmed, Joint Secretary

- Dr. Allah Wadhayo Baloch, Joint Educational Adviser.

- Mr. Abdul Aziz Khan, Joint Educational Adviser.

- Dr. Parveen Shahid, Joint Educational Adviser

- Dr. Habib Khan, Director General, Academy of Educational Planning & Management.

- Mr. Amjad Islam Amjad, Director General, Urdu Science Board, Lahore.

- Mr. Ahmed Faraz, Managing Director, National Book foundation.
- Prof. Laeeq Ahmed Khan, Consultant, Prime Minister Literacy Commission.
- Mr. Saeed Ahmed Ch., Registrar, Allama Iqbal Open University.
- Mr. Ikramul Haq, Registrar, Quaid-e-Azam University.
- Dr. M. Afzal Haque, Managing Director, National Education Foundation.
- Dr. Altaf Ali Sheikh, Chairman, Federal Board of Intermediate & Secondary Education.

9. **ENVIRONMENT, LOCAL GOVERNMENT AND RURAL DEVELOPMENT**

- Mr. Sikandar Hayat Jamali, Secretary
- Malik Zahoor Awan, Additional Secretary.
- Col (R) Muhammad Javaid Noor, Joint Secretary.
- Mr. Mahboob Elahi, Director General (Environment)
- Mr. Asif S. Khan, Director General (Pak. EPA)
- Mr. M. B. Awan, Deputy Secretary.

10. **ESTABLISHMENT**

- Mr. M. Afzal Kahut, Secretary
- Mirza Hamid Hassan, Additional Secretary
- Mr. Ramizul Haq, Senior Joint Secretary.
- Brig (Retd) Muhammad Ziafal, Joint Secretary.

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11. FINANCE

- Ch. Mueen Afzal, Secretary
- Mr. Hafeezullah Ishaq, Chairman, C.B.R.
- Mr. Roshan Zamir, Additional Secretary
- Mr. Ahmad Khan, Member (Admn) C.B.R.
- Mr. Shamim Ahmed Khan, Chairman, Corporate Law Authority
- Mr. Zafar Ali Khan, Secretary Privatization Commission
- Mr. Zulfiqar Ahmed, Member/Secretary Commission for Islamisation of Economy
- Mr. Asif Bajwa, Joint Secretary (Admn)
- Mr. Zakir Muhammad Johar, Joint Secretary
- Mr. Shahid Yousaf Baghpatti, Acting Chairman, Pakistan Security Printing Corporation
- Dr. Sabit Rahim, Joint Economic Adviser
- Abdul Salam Baloch, Director General, Central Directorate of National Savings
- Mr. Ahmed Owais Pirzada, Mint Master, Pakistan Mint Lahore
- Mr. Muhammad Sarwar, Deputy Secretary

12. FOOD, AGRICULTURE & LIVESTOCK

- Mr. A. W. Kazi, Secretary
- Mr. M.A.H. Qureshi, Additional Development Commissioner/Additional Secretary

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- Mr. Rasool Bakhsh Baloch, Joint Secretary
- Syed Mohsin Rizvi, Director General, Fertilizer Import Department
- Dr. Abdul Majid, DG, Marine Fisheries Department
- Mr. Mushtaq Ahmad, Acting Director General, Soil Survey of Pakistan
- Mr. Iqbal Ahmad Turk, MD, Korangi Fisheries Harbour Authority
- Dr. Abdul Salam, Member (Economics), Agri. Prices Commission
- Dr. M. Shafi, DG, Plant Protection, Karachi
- Syed Irfan Ahmad, Director General, Federal Seed Certification Department
- Mr. S.M.Chaudhry, GM (F&A), Pakistan Agriculture Storage & Services Corporation
- Dr. Barkat Ali Soomro, Vice President, Pakistan Cotton Control Committee, Karachi
- Brig. Nisar Ali, G, PASSCO
- Mr. Ilyas Anjum, Senior Marketing Officer, Agriculture and Livestock Products Marketing and Grading Department
- Mr. Muhammad Khaliq Baig, Amin Ullah, Director, Animal Quarantine Department
- Dr. M. Zafarullah, Animal Husbandry Commissioner
- Mr. Abdul Majid, Coordinator (Wheat), PARC
- Mr. M. Ashraf, Coordinator (Rice)
- Mr. Qasim Bakhsh Malik, Coordinator (Sugar Crops, PARC

- Dr. Nasreen Muzaffar, Director, Honeybee Research Institute, PARC

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Pakistan Agriculture Research Council

- Dr. Zafar Altaf, Chairman
- Dr. Muhammad Sharif, Member, Natural Resources
- Dr. Ch. Manzoor Ali, Member, Social Sciences
- Dr. Ashiq Cheema, Member, Animal Sciences

13. **FOREIGN AFFAIRS**

- Mr. Shamshad Ahmed Khan, Secretary
- Mr. Shaharyar M. Khan, Chairman Foreign Affairs Reforms Committee
- Mr. S. Rafat Medhi, Additional Secretary (A)
- Mr. Tariq Azizuddin, Director General (HQ)
- Mr. Habib-ur-Rehman, Director General(M&F)
- Mr. Khalid Durrani, Director(Fin)
- Mr. Nadeem Riyaz, Director (MB)
- Mr. Ghulam Dastgir, Director (P.II)
- Mr. Waheed Ahmed, Director (MS)
- Mr. Tariq Zameer, Director (P.I)
- Mr. Fateh Ali Hashim, Member, Private Sector
- Mr. Raza Tarar, Acting Director (Org.&Rules)
- Mr. Shamshed Rana, Section Officer (Budget)
- Sahebzada A. Khan, Section Officer

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14. <u>HEALTH</u>

- Mr. Hassan Raza Pasha, Secretary
- Prof. Ghayyur H. Ayub, Director General (Health)
- Lt. Gen (R) M. Saleem, Executive Director, National Institute of Health
- Mr. Abdul Hafiz Mirza, Joint Secretary (Health)
- Prof. Azhar Faruqui, Executive Director, National Institute Cardio-vascular Diseases.
- Professor M. Afzal Haq, Pakistan Institute of Medical Sciences.
- Dr. Javed Choudhry, Medical Superintendent Federal Government Services Hospital.
- Dr. Tasleem Akhtar, Pakistan Medical Research Council.
- Dr. Zeenat Isani, National Institute of Child Health.
- Dr. Majid Rajput, Director, Health Services Academy.
- Dr. M. N. A. Ansary, Director, Child Health Institute Karachi
- Prof. A. Majeed Baloch, Director, Jinnah Post Graduate Medical Centre
- Dr. Qazi A. Saboor, Chief, Ministry of Health

15. <u>HOUSING & WORKS</u>

- Mr. Shaukat Hussain Shaikh, Secretary
- Mr. Abdul Rashid Baloch, Senior Joint Secretary
- Mr. Muhammad Riaz, Director General, Pak. Public Works Department

- Dr. Muhammad Rasool Khan, Director General, National Housing Authority
- Mr. Sabir P. Chohan, Managing Director, National Construction Ltd
- Mr. Sarshar Ali Malik, Director General, Federal Government Employees Housing Foundation
- Mr. Sajjad Haider Bhatti, Estate Officer

16. INDUSTRIES & PRODUCTION

- Mr. Zubair Kidwai, Secretary
- Mr. Tahsin K. Iqbal, Joint Secretary
- Mr. Istaqbal Mehdi, Chief, Experts Advisory Cell
- Mr. Mukhtar Haider Shah, Deputy Secretary
- Mr. Abdul Hafeez Shaheen, Section Officer

17. INFORMATION & MEDIA DEVELOPMENT

- Mr. Mushahid Hussain Syed, Federal Minister
- Mr. Khalid Naeem Soofi, Additional Secretary Incharge
- Mr. Ismail.Patal, Additional Secretary Incharge
- Mr. Muhammad Zubair, Managing Director, Pakistan Television Corporation
- Khawaja Ijaz Sarwar, Director General, Pakistan Broadcasting Corporation
- Mr. Ishafaq Gondal, Principal Information Officer, Press Information Department
- Mr. M. Aftab, Director General, Associated Press of Pakistan

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- Mrs. Shaheen Masud, Joint Secretary (Admn)
- Mrs. Saeeda Tahirkheli, Directorate General of Films and Publications
- Mr. S. Murtaza Moosvi, Director General, Dte General of Pakistan National Centres
- Mian Shafiuddin, Director General Internal Publicity Wing
- Mr. Abdul Rauf Malik, Director General, External Publicity Wing
- Mr. Anwar Mahmood, Director General Information Service Academy
- Mr. M. A. Safvi, Director, Directorate of Research & Reference

18. <u>INTERIOR</u>

- Mr. Hafizullah Ishaq, Secretary
- Ch. Qamar Zaman, Chief Commissioner, Islamabad
- Mr. Saleem Tariq Lone, Inspector General of Police, Islamabad
- Mr. Ahmed Jawad, Joint Secretary
- Ch. Iftikhar Ahmed Khan, Director General, Federal Investigation Agency, Islamabad
- Mr. Nawaz Sheikh, Director General, Directorate General of Immigration & Passport, Islamabad
- Ch. Asghar Hussain, Director General, Directorate General of Registration, Islamabad
- Ch. Muhammad Siddique, Director General, Directorate General of Civil Defence, Islamabad

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19. **KASHMIR AFFAIRS, NORTHERN AREAS AND STATE & FRONTIER REGIONS DIVISION.**

- Mr. Abdul Latif Khan, Chief Secretary, Northern Areas.
- Maj. Nadir Ali, Joint Secretary
- Mr. M. Yusuf Niazi, Joint Secretary
- Mr. Muhammad Saeed Khan, Commandant Frontier Constabulary
- Mr. Hafizur Rehman Kazi, Chairman FATA's Development Corporation
- Mr. Ejaz A. Qureshi, Secretary Home NWFP
- Mr. Meer M. Peshviar Secretary Home, Gilgit.
- Mr. M. Roshan Khan, Ex. Director Finance FATA Development Corporation.
- Mr. Shahzad Iqbal, Deputy Secretary.

20. **LABOUR MANPOWER AND OVERSEAS PAKISTANIS**

- Mr. Muhammad Hassan Bhutto, Secretary
- Mr. Moinuddin Siddiqui, Sr. Joint Secretary
- Mr. Jehangir Bashar, Joint Secretary
- Mr. Zafar Ullah, Managing Director Overseas Pakistanis Foundation.
- Mr. Habibullah Tarrar, Managing Director, Overseas Employment Corporation.
- Dr. Nazre Haider, Director, Pakistan Manpower Institute.
- Mr. Ibrahim Khan, Director General, Bureau of Emigration and Overseas Employment.

- Mr. Sher Akbar, Director General, National Training Bureau.
- Mr. M. Ashraf Cheema, Director General, National Talent Pool.
- Mr. S.H.A. Bukhari, Director General, National Institute of Labour Administration Training.
- Mr. Najamuddin Najmi, Director General, Directorate of Workers Education.

21. LAW, JUSTICE AND HUMAN RIGHTS

- Ch. Irshad Ahmed, Secretary
- Mr. Abdul Ghani Sameen, Joint Secretary (Admn.)
- Mr. Arshad Ali Chaudhary, Section Officer (Admn.)

22. NARCOTICS CONTROL

- Mr. Tariq Aziz, Secretary
- Maj. Gen. Zafar Abbas, Director General Anti Narcotics Task Force
- Brig. Ikramul Hasan, Headquarter Anti Narcotics Task Force
- Mr. Saadat Ullah Khan, Joint Secretary
- Syed Muhammad Afzal, Deputy Secretary

23. PARLIAMENTARY AFFAIRS

- Mr. Naved Asghar Qureshi, Additional Secretary
- Mr. Saiful Islam, Deputy Secretary
- Mr. Mahboob Qadir Shah, Deputy Secretary

24. PETROLEUM & NATURAL RESOURCES

- Dr. Gulfraz Ahmed, Secretary
- Mr. Muhammad Abbas, Joint Secretary (A)
- Mr. Muhammad Aslam Kiani, Joint Secretary
- Mr. S. Hasan Gauhar, Director General, Geological Survey of Pakistan.
- Mr. G. A. Sabri, Director General (Oil),
- Mr. Muhammad Nawaz Khan, Director General (Min)
- Dr. Shahid Ahmed, Director General (Pc)
- Dr. Munir Ahmed, Director General (Gas)
- Mr. Khalid Akbar, Deputy Secretary (A)

25. PLANNING AND DEVELOPMENT

- Mian Tayyab Hassan, Secretary
- Mr. Abdul Hameed Naqashbandi, Sr. Joint Secretary

26. POPULATION WELFARE

- Dr. Ghulam Muhammad Samdani, Secretary.
- Dr. Abdul Hakim, Director (NIPS)
- Syed Yasin Ahmed Joint Secretary (Admn.)
- Mr. Hasan Mahmood, Joint Secretary (Planning)
- Mr. Zahoor Iqbal, Director General (Programmes)

- Dr. Naushaba Ch.,Director General (Tech)
- Mr. Shafique Ahmed Director General (M&S)

27. <u>RAILWAYS</u>

- Mr. Masud Ahmed Daher, Secretary
- Mr. Bashir Ahmed Choudhry, Managing Director (Residual)
- Mr. Nasir Ameen, Managing Director (Infrastructure)
- Mr. Abdul Qayyum, Managing Director, (Passenger)
- Mr. M. Rafique Mian, Joint Secretary
- Mirza Lutuf Mohammad Khan, Chief Personnel Officer
- Mr. Waqar Haider, Consultant Privatization Commission

28. <u>RELIGIOUS AFFAIRS, MINORITIES AFFAIRS AND ZAKAT & USHR</u>

- Mr. M. Lutfullah Mufti, Secretary
- Mr. S. Ayaz Ali, Sr. Joint Secretary.
- Mr. M. Malik, Sr. Joint Secretary.
- Dr. A. Hameed Qureshi, Sr. Joint Secretary.
- Mr. Firdous Alam, Joint Secretary.
- Mr. Habib-ur-Rehman, Director General.
- Hafiz Khalid Mehmood, Deputy Secretary.
- Hafiz Rahim Buksh, Section Officer

29. **SCIENCE & TECHNOLOGY**

- Lt.Gen. (R) Javaid Ashraf, Secretary
- Mr. Abdul Rashid, Joint Technical Adviser
- Dr. Junaid Zaidi, Secretary, Pakistan Council for Science and Technology
- Ch. Aas Muhammad, Deputy Secretary

30. **STATISTICS**

- Mr. Fazullah Qureshi, Secretary
- Dr. N. M. Larik, Director General Federal Bureau of Statistics
- Mr. Javed Akram, Chief Census Commissioner
- Mr. Khizar Hayat Khan, Director General, Population Census Organization
- Mr. Akbar Ali Momin, Agri-Census Commissioner, Agri-Census Organization, Lahore
- Mr. Azam Rathore, Joint Secretary

31. **WATER & POWER**

- Mr. Javed Burki, Secretary

32. **WOMEN DEVELOPMENT, SPECIAL EDUCATION & SOCIAL WELFARE**

- Mr. Shakeel Ahmed, Additional Secretary
- Mr. Ghulam Muhammad Sialvi, Chairman, Pakistan Baitul Mal

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- Mr. Shahid Masood, Joint Secretary
- Syed Navaid Ali Nasri, Managing Director National Trust for Disabled.
- Mr. Mumtaz Hussain Malik, Director (A&C), Directorate General of Special Education.
- Mr. Muhammad Jahanzeb, Director (Project), National Zakat Foundation.

ANNEX-II

CALENDAR OF THE INTERNAL MEETINGS OF THE COMMISSION ON ADMINISTRATIVE RESTRUCTURING

S.NO	DATE	AGENDA
1.	22.08.1997	1. Scope of the task entrusted to the Commission. 2. Different issues pertaining to the Terms of Reference i.e. allocation of tasks, data management etc. 3. Identification of Divisions/ Ministries to be examined by the Commission in the first instance. 4. Preparation of Terms of Reference relating to the review of the Planning Commission by an independent Consultant. 5. Preparation of Plan of Action for absorption of surplus staff, their re-training, micro enterprise loans, etc. 6. Mode of data collection (finalization of questionnaire). 7. Issues pertaining to the review of Ministry of Foreign Affairs. 8. Decision of the Economic Coordination Committee (ECC) to attach the Special Assets Management Cell with the Commission. 9. Possibility of over-lapping of functions of the Administrative Tasks Force with the Commission on Administrative Restructuring.
2.	25.09.1997	1. Criteria for review of the Organizations by the Commission. 2. Means for ensuring effective implementation of the Commission's recommendations.

		3.	Ways for obtaining input from the concerned organizations.
		4.	Terms of reference pertaining to the review of the Planning Commission, prepared by the Finance Division.
		5.	Implementation position of the decisions taken in the meeting of the Commission, held on 22.8.1997.
		6.	Consultation with the provincial governments regarding administrative restructuring in the respective procedure.
3.	18.11.1997		To consider the summary for the Cabinet as well as concept paper and other related issues.
4.	05.12.1997		To consider the summary/ working paper for the Cabinet and other related issues.
5.	01.01.1998	a.	News item published in 'The Nation" regarding alleged recommendations of the Commission for mass scale retrenchments in the lower cadres of the Government employees.
		b.	How to avoid passing of unauthentic information regarding working of the Commission to the Press.
		c.	Educating the public about working of the Commission.
		d.	Future course of action of the Commission.
		e.	How to avoid duplication in the working of the Commission on Administrative Restructuring and Programme 2010 of Mr. Ahsan Iqbal, MNA?

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6.	05.03.1998		To ascertain the progress of finalization of reports of Ministries/Divisions already reviewed by the Commission.
7.	12.03.1998	a.	Aide Memoire of the Asian Development Bank for the proposed Technical Assistance to the Government of Pakistan for the Administrative Reforms Project.
		b.	Proposals contained in the Summary of Mr. Ahsan Iqbal, MNA, Chairman of Good Governance Group.
		c.	Working Paper regarding Merger of the Federal Government Organizations.
		d.	Paper regarding awarding of consultancy assignments.
		e.	Formation of Implementation Committees in the Federal Government.
		f.	Directors General of M.S. Wing to be designated with Members for additional studies (Ministries of Science & Technology, Education, Information & Media Development, Labour & Manpower, Water & Power, Economic Affairs, Religious Affairs & Minorities Affairs.
		g.	Planning Commissions TOR/Study
		h.	Public Participation through: (i) Seminars/Workshops
		(ii)	Drafting of Questionnaire its circulation, tabulation and analysis.
		i.	Proposal for extension in the tenure of Commission on Administrative Restructuring.

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		j.	Revision of Terms of Reference of the Commission in the light of the concept approved by the Cabinet.
		k.	Cabinet Decision on Abolition, Merger etc., of Attached Departments and other Organizations - Municipal Training and Research Institute (MTRI), Karachi.
8.	08.07.1998	a.	Five reports in respect of the following Divisions, for consideration of the Commission:
		i.	Industries & Production Division
		ii.	Commerce Division.
		iii.	Economic Affairs Division.
		iv.	Food & Agriculture Division.
		v.	Communications Division.
		vi.	Water & Power Division.
		b.	Pakistan National Centres and Directorate of Research and Reference.
		c.	Outline of the Report of the Commission.
		d.	Appointment of Consultants for preparation of Report for the Commission.
		e.	Proposals contained in the Summary of Mr. Ahsan Iqbal, MNA, Chairman, Good Governance Group.
		g.	Technical assistance from the Asian Development Bank for the Commission's Project on "Administrative Restructuring and Reforms".

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9.	04.08.1998	I.	Six reports for consideration and approval of the Commission.
		i)	Industries & Production Division.
		ii)	Commerce Division.
		iii)	Economic Affairs Division.
		iv)	Food & Agriculture Division.
		v)	Communications Division.
		vi)	Water & Power Division.
		II.	Appointment of a Consultant for preparation of the First Interim Report of the Commission for submission to the Cabinet.
		III.	Expeditious submission of the finalized reports to be prepared by Directors General of the Management Services Wing to the Commission.
		IV.	Technical Assistance from the Asian Development Bank for the Commission's Project on Administrative Restructuring and Reforms.
		V.	Summary for the Cabinet in respect of Job Transition Programme of the Commission on Administrative Restructuring.
10.	30.10.1998	a.	Merger of the Capital Development Authority with the Islamabad Capital Territory Administration.
		b.	Restructuring of the Governments of Punjab and NWFP.
		c.	Review of the Central Board of Revenue, Office of the Auditor General of Pakistan and the Prime Minister's Office.

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d. C.D.W.P. decision pertaining to the project entitled "Public Administration Reform and Restructuring" for Technical Assistance from the Asian Development Bank.

e. Progress of report writing in respect of the First Interim Report of the Commission on Administrative Restructuring.

ANNEX -III 370

SEVERANCE PAY

Severance pay is a separation allowance to permanent employees when termination is initiated by the employer.

2. Majority of employers pay severance pay to the employees losing jobs through no fault of their own. Usually the reasons leading to such termination are :-

a) Lack of qualifications for job, (in case of technological changed requirements of job), or closure of plant.

b) Reduction of force,

c) Physical incapacity to perform job,

d) Change of work location beyond specified distance,

e) Mandatory retirement if there is no retirement plan sponsored by the employer,

f) Death of an employee in cases without death insurance benefit.

3. Amount of severance pay is usually based on length of service. Common scale of compensation is as follows :-

Length of Service	Severance Pay Allowance
Less than twelve months.	One day's pay for each full month of service upto a maximum of two weeks pay.
One year and over	One week's pay for each half year of service.

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4. Normally cut off limits are placed on the number of weeks rather than the amount of dollars.

5. Governments are expected to protect employees from unemployment unless they are in a financial crisis so deep that they simply cannot afford to do so. To put a human face on reductions the menu of options includes :-

a. using attrition to shift the affected employees to jobs vacated by those retiring or departing. To do this rigid job classifications and rules will need amendments to admit of flexibility to move people around,

b. Shift dislocated employees into other Government jobs after amendments in the job classifications/recruitment rules. Such job to be preserved in a 'job bank' or a surplus pool.

c. postpone retrenchment if the job bank is not large enough or adjust all surplus employees at least until they become vested with pensions.

d. help employees retain themselves for jobs offered by firms taking over a privatized function. Such firms may have a first hiring preference to surplus employees built into the agreement for privatization, if they are qualified on comparable wages/benefits, provide departing employees with management spin-outs i.e. initial contracts for maintenance, repair and printing services or procurement of stores to help them get established.

e. provide out-placement services/economic benefits to those who elect to retire or look for jobs elsewhere. Service packages/early retirement benefits being part of this approach.

6. These options cost extra money in the short run. But the ends of human management obligate these graces. In U.K., a special fund was set up to cover 80% of departure costs.