GOVERNMENT OF PAKISTAN
PLANNING COMMISSION

Report of the Committee on Restructuring and Rightsizing of the Federal Ministries/Divisions

Islamabad
April, 2001

CONTENTS

Page No.

I. Proceedings and Findings of the Committee 1
II. Recommendations on Restructuring and Rightsizing 7
III. Division-wise Details of Restructuring and Rightsizing - Proposals received by by the Committee 27
1. Cabinet Division 27
2. Commerce Division 35
3. Communication Division 40
4. Culture, Sports, Tourism, Youth Affairs and Minorities Affairs Division .. 52
5. Economic Affairs Division 58
6. Education Division 65
7. Environment, Local Government and Rural Development Division 82
8. Establishment Division 95
9. Finance Division 102
10. Food, Agriculture and Live Stock Division 107
11. Health Division 116
12. Housing and Works Division 129
13. Industries and Production Division 133
14. Information and Media Development Division 141
15. Information Technology and Telecommunications Division 165
16. Interior Division 167
17. Kashmir Affairs, Northern Areas and States and Frontier Regions Division. 169
18. Labour, Manpower and Overseas Pakistanis Division 175
19. Law, Justice and Human Rights Division 186
20. Narcotics Control Division 194
21. Parliamentary Affairs Division 198
22. Petroleum and Natural Resources Division 207
23. Planning and Development Division 219
24. Population Welfare Division 230
25. Railway Division 242
26. Religious Affairs and Zakat and Ushr Division 248
27. Science and Technological Research Division 255
28. Statistics Division 260
29. Water and Power Division 269
30. Women Development, Social Welfare and Special Education Division..... 296

IV. Report on "Staff Entitlement of the Officers in the Ministries/Divisions" by PIDE and the O & M Wing of the Cabinet Division 303
V. Lessons from Global Civil Service Reforms 315
VI. Notification 325

I. Proceedings and Findings of the Committee

I. PROCEEDINGS AND FINDINGS OF THE COMMITTEE

Introduction

On August 23, 2000, the Cabinet decided that Deputy Chairman, Planning Commission, would head a central committee to restructure and rightsize the Federal Ministries/Divisions. It was also decided that each Ministry/Division would set up a sub-committee of its own to report to the central committee. In pursuance of the Cabinet decision, Ministries/Divisions notified their own sub-committees, while the Cabinet Division notified the "Committee on Restructuring and Rightsizing (CRR) of the Federal Ministries/Divisions". The CRR was asked to submit its findings and recommendations to the Chief Executive of Pakistan by November 1, 2000.

2. The composition of the Committee was as follows:

(i)	Dr. Shahid Amjad Chaudhry Deputy Chairman Planning Commission	Chairperson
(ii)	Mr. Tariq Aziz Principal Secretary to the Chief Executive of Pakistan	Member
(iii)	Dr. Masuma Hasan Secretary Cabinet Division	Member
(iv)	Mr. Tariq Saeed Haroon Secretary Establishment Division	Member
(v)	Mr. Muhammad Yunis Khan Secretary Finance Division	Member
(vi)	Dr. Pervez Tahir Chief Economist Planning Commission	Secretary

3. In all, the CRR held 18 meetings, beginning with the first on September 2, 2000. The CRR also set up a Sub-Committee to examine the staff entitlement of the officers.

4. Except for the Defence and Defence Production Divisions, which are undergoing internal reviews and Foreign Affairs and Revenue Divisions which have their own independent restructuring and rightsizing exercises underway, the remaining 30 Divisions of the Federal Government made their presentations before

the Committee, largely by concerned Secretaries in person and, only in very few cases of inevitability, by their seconds-in-command. These were, in turn, the outcome of their internal discussions and dialogue, facilitated by the RR sub-committee of the Division. In the light of the discussions held with the Committee, the Secretaries of the Divisions revised their proposals and submitted the same to the Committee. The findings and recommendations of the CRR have emerged from these participatory deliberations, based on communication, dialogue, listening and adjustment.

Scope

5. The Committee strictly conformed to its terms of reference i.e. to restructure the Divisions and rightsize accordingly. It did go into the question of appropriateness of the present number of Divisions and has made recommendations regarding their merger with other Divisions.

Objectives

6. The CRR feel that the motivation to restructure and rightsize is to improve productivity and impart service orientation. The reform process is driven by the imperative of producing more services with less tax money. The objective is productivity and not a thoughtless rush into downsizing and curtailment of public expenditure. The later can, and has, reduced productivity. That is why many past efforts at reform either failed or were non-starters. In the Federal Budget for 2000-2001, the amount proposed to be spent on the pay and allowances of the less than 15,000 employees of all the Federal Divisions is less than 1 per cent of the total current expenditure as well as revenue of the Federal Government. In 1997, the year for which comparable figures are available, the total expenditure on the wages and salaries of the central government was 5.06 per cent of GDP in Sri Lanka, 4.96 per cent in Malaysia, 2.49 per cent in UK, 1.75 per cent in India and only 0.85 per cent in Pakistan.

7. Thus with budgets already reduced to the bare minimum, blanket downsizing can only deteriorate productivity. The objective rather should be service orientation. This requires a change in culture to ensure better connectivity with citizens, which is achievable by investing in training of government servants and designing of public programmes from the point of view of citizens i.e. the service recipients.

8. Public sector reform is much more than seeking the market alternatives. Competitive markets often do not exist for government services. Many of these services have social goals that would frustrate full reliance on the markets. A viable strategy is to push operational decisions closer to the front lines; to focus those decisions on results rather than on processes; to increase efficiency by testing government's processes against private markets; to increase the responsiveness of government to its citizens; and to increase the capacity of government to manage effectively.

The Process

9. The CRR designed its interaction with Divisions in the context of these objectives and by guiding them into the following directions: (a) Ministries/Divisions were requested to define their mission, performance indicators and the implied changes in organizational structure and human resource capacities; (b) they were sensitized that the goal of reform and restructuring is to improve the productivity of the government measured in terms of providing value to Pakistan's citizens. The Committee emphasized that this may require a change in culture of the government from a focus on compliance with rules to delivering service cost-effectively; (c) this process of change would be institutionalized in the budgetary cycle and performance based budgeting would be introduced from next year's budget i.e. 2001-2002; and (d) the afore-mentioned three considerations/goals were translated into the "Suggested Principles for Restructuring and Righsizing". This document was distributed in the second meeting of the Committee and provided the framework for the proposals that have been submitted by the Ministries/Divisions. These suggested principles included, inter-alia (a) mission statement; (b) functions including revisions in Rules of Business; (c) organizational structure required to perform these functions, which may or may not be the present hierarchical structure; (d) officers and support staff required to work this structure and efficiently perform the desired functions; (e) key performance indicators and their monitoring mechanisms; and (f) standards of services vis-à-vis other agencies and the public.

Mission Statement

10. An organization without a mission statement is like a rudderless ship. Restructuring and rightsizing is not desired per se but in support of the mission. The CRR successfully interacted with all the Divisions of the Federal Government in the formulation of clear and concise mission statements. Mission identification has also facilitated a clearer identification of services, customers and outcomes.

Revisions in Rules of Business

11. Traditionally the Divisions have been driven and governed by the Rules of Business. In many cases, these rules have become redundant, outmoded and even inapplicable. The CRR paid special attention to ensure that the Rules of Business contain the elements vital to achieve the purposes and the intent of the mission statement. The result is a set of rules of business agreed through a process of consultation involving all the key players. Even in cases where no change has been proposed, the decision not to change was clearly thought through.

Organizational Redesign

12. In the light of the mission chosen by the Divisions and the Rules of Business suggested to reflect these missions, Secretaries were asked by the Committee to take a critical second look at the internal organization of their Divisions. The Committee was in favour of a flatter structure rather than the existing hierarchical structure. However, it concluded during the proceedings that only some features of the flat

structure could possibly be introduced in selected Divisions. Thus the Divisions were advised to provide for more higher level positions to ensure that policy decisions are taken at the appropriate level of competency. An example is provided by the Petroleum and Natural Resources Division, which has to sign agreements running into hundreds of millions of dollars. Secondly, certain Divisions lacked the capacity to analyse critical issues falling within their purview or were unable to perform certain key functions in the absence of professional skills and experience. In the case Minority Affairs, the CRR was shocked to find that no capacity existed to analyse issues which deeply impinge on the external image of the country as well as internal harmony. Again, at a time when the government is taking steps to change the structure of governance, the Law and Justice Division does not have the proportionate capacity to draft new laws in time and with required efficiency and accuracy. Thirdly, the CRR did not feel shy of proposing new arrangements to deal with issues affecting the long-term future of the economy. In these cases the CRR asked the Divisions to create such capacity. An important example is the proposal for a National Drainage Authority. These changes, the Committee insisted, were to be accommodated within the existing budget and by regrouping.

Officer/Staff Ratio

13. A major finding of the CRR was a very inappropriate officer/staff ratio based on staff entitlement studies dating back to the 1960's as well as arbitrary decision-making by the Ministries/Divisions themselves, going up in some cases to as high as 1:8. Certain Ministries/Divisions have specific requirements for certain grades of officials (public service officials, data entry operators, postmen etc.), which must be provided for. But in general the CRR felt that (a) the rational staffing ratio is one to one between officers (BPS 17-22) and higher level support staff (BS 12-16); (b) for lower level support staff (BS 1-11), the drivers, frashes, malis, chowkidars, messengers, etc. the proposed staffing ratio should be 1:0.5 (i.e. one lower level support staff member for two officers); (c) in organizations where the nature of work requires larger support staff, such as AGPR, Post Office, the Passport Office, the officer/staff ratio should be more but would still have to be rationalized; (d) the administration/total strength ratio should not be more than 10 per cent.

14. A separate sub-committee under Director, PIDE and including the Director General, Management Services Wing of the Cabinet Division was also set up to suggest some rational criteria/yardstick for staff entitlement. The sub-committee found that the staff of various Departments/Organizations is excessive and reduction in their number would help improve their productivity. A small and rapid sample survey carried out as "Entitlements Study" by the sub-committee showed quite clearly that the number of staff could be reduced significantly, provided the staff is properly trained and there is a change in the work culture at officer level. The sub-committee identified two options. In the first option, the officer/staff ratio could be reduced to an average ratio of 1:2.5, if the officers and staff were provided specialized training. In the second option, the extent of reduction would be smaller if due to financial and technical constraints, the officer and the staff cannot be provided training in a reasonably short time – here the suggested officer/staff ratio was 1:3.2. The CRR

accepted the entitlements proposed with a time frame to move from the higher option to the lower option.

Surplus Employees

15. In its view, the CRR was established to ensure effective governance in the Federal Government and not to downsize or retrench employees. So far as the Federal Divisions are concerned, cutting their strength by any percentage will not lead to significant saving to provide fiscal space; it will surely affect efficiency and morale, though. The Secretaries were, therefore, encouraged to redesign their organizations to improve performance. If in the process of restructuring, the existing strength increased or decreased, it was of no consequence so long as the total budget was not increased and a rational officer/staff ratio was observed. This was essentially taken as an exercise to determine rational sanctioned strength to achieve the mission and perform effectively under the Rules of Business.

16. The CRR recommends that officers and staff not making it in the new sanctioned strength should be placed in a centralized surplus pool. Establishment Division will maintain a complete record of these officers and absorb these against the incoming positions. Their future will be governed by three considerations: (a) these staff members would have the option to retire immediately and also take six months to three years salary on monthly basis depending upon length of service as a separation incentive in addition to pension; (b) the affected staff would be offered IT training for six months at government expense to prepare them for future vacancies in BS-12 to 16 and higher levels; and (c) non-sanctioned positions would continue till normal retirements, retirements on attaining 25 years of service and voluntary exits.

17. Staff reduction would thus be a longer-term affair, based largely on the attrition rate. Cases of inefficiency and corruption will continue to be dealt with by the Secretaries by exercising the powers already with them.

Performance Indicators

18. The CRR encouraged Secretaries to come out with a set of key performance indicators and arrangements to monitor them. Performance measurement and results based budgeting could have a powerful effect on government besides its impact on budgeting. The objective is to shift the focus of public sector employees from rigid/mechanical compliance with rules and regulation to achieving results/outcomes. This, of course, does not mean that rules and regulations will disappear, which is neither feasible nor desirable. Rules are necessary for operating an organization and will always play an important role in public administration. But a culture shift is more likely to take place in which public sector actions will be guided more and more by getting results than by complying with rules.

19. In other countries, it has taken years to institute meaningful, monitorable performance indicators. In Pakistan the CRR has started this process. The concerned Ministries/Divisions will continue to improve upon them.

Standards of Service

20. At present the stark reality is that no standards of service exist, for public as well as between the agencies. One government agency does not inform the other what is expected of it in terms of service delivery. The least informed is the public, to whom public services have to be delivered. Public servant is supposed to serve the public, but the spirit of service has almost disappeared. The CRR considered it extremely important that each government agency sets up standards of service and follows citizens charters. It encouraged Secretaries to start working in that direction.

Implementation

21. The CRR is of the considered opinion that restructuring and rightsizing is not a one-off affair. It has to be a continuous process, so that it can adjust to changing demands placed by rapid globalization and the increasing consciousness of the rights of the people. If Divisions are to rise to these occasions, they will need to build a constant instinct for reform into their operations and to focus this instinct on building capacity to meet the challenges that lie ahead. Reform and reinvention should become standard practice for Divisions to operate in a knowledge economy and a knowledge society to achieve the fullness and the richness of a market economic system as well as a democratic society coming together for the benefit of all citizens.

22. The CRR conclude that the restructuring and rightsizing should be made an essential element of the annual budgetary process, the three year programming and the long-term vision. This is how the "Mission-Outcomes-Performance-Culture Shift" process can be institutionalized. Secretaries should be empowered to restructure and rightsize their Divisions/attached departments/autonomous bodies every year in response to the Budget Call Notice. The main findings of the Committee was that once this process takes roots, never again shall arise the need for a special Restructuring and Rightsizing Committee.

II. Recommendations on Restructuring and Rightsizing

II- RECOMMENDATIONS ON RESTRUCTURING AND RIGHTSIZING

A. Principles of Restructuring and Rightsizing:

CRR formulated the following principles for restructuring and rightsizing :

(i) Mission statement of each Ministry/Division/Department
(ii) Functions, including revisions in the Rules of Business
(iii) Organization structure
(iv) Officers and support staff for new structure
(v) Key performance indicators and monitoring
(vi) Standards of service to other agencies and public

2. **The Restructuring and Rightsizing Process - Current Strengths.** The CRR followed a process for restructuring/rightsizing which has now been used by all advanced countries for at least the last ten years. As a part of this process Ministries/Divisions were asked to prepare Vision/Mission Statements, Review and Revise (if required) their Rules of Business, and develop Performance Indicators to reflect (i) agency performance; (ii) inter-agency performance and (iii) standards of services to the public. The CRR asked them on this basis to propose changes in their organizational structures to meet the above objectives of the State. This process has identified both areas of strengths and weaknesses in the present system of governance. The strength of the existing system was very evident to the CRR. Thus it was re-assuring to see that the Civil Servants of Pakistan and particularly the Secretaries of the Divisions are of extremely high caliber and fully competent to appreciate and develop Vision Statements, new rules of business and restructuring and rightsizing plans for their Ministries. The CRR reviewed the restructuring and rightsizing requirement of 30 Federal Divisions with the Secretaries concerned. The Federal Government currently comprises 34 Divisions with their Attached Departments. With the exception of the Foreign Affairs, Revenue, Defence and Defence Production Divisions, all other Federal Government Divisions/Attached Departments were accordingly covered. Except for the matter relating to "performance indicators" the CRR review process worked extremely well. The capability to do this exercise in-house is a great strength of the Pakistani Governance System. This capability should be strengthened further by strengthening the Management Services Wing of the Cabinet Division, who would continue carrying out the Restructuring and Rightsizing exercise on yearly basis.

3. **The Restructuring and Rightsizing Process-Current Weaknesses**: The CRR identified the following areas, which required immediate follow-up and strengthening: (a) Staffing of Federal Divisions at the higher level is extremely tight and overall most Divisions have only a handful of extremely competent officers. At present there are 33 Grade 22 officers, 61 Grade 21 officers and 197 Grade 20 officers out of a total of 2,027 officers and 9,147 staff in the 30 Federal Divisions reviewed by the CRR. Given the importance of policy decisions at the Federal level, the present strength of officers at higher grades is totally inadequate. The CRR exercise has resulted in Ministries/Divisions

upgrading several of their important policy/ decisions making positions. The CRR recommends that the Government focus on the need to bring more higher caliber staff to fulfil the requirements of analysis and administration of national policy; (b) Performance indicators need to be developed for all Ministries/Divisions. This should be done initially for 2001-2002 on a priority basis and then strengthened in each subsequent year. It is recommended that these be done by the Ministries themselves with the assistance of the Management Services Wing of the Cabinet Division; (c) Each Division and its related organizations should define competencies required at all officer and staff levels and evaluate current staff against these competencies. This should be an on-going exercise and training/transfer/retirement decisions would be undertaken on the basis of these evaluations; and (d) there is an urgent need for training staff at all levels; Grade 21 and 22 officers need management and related skills training (this will be about 10% of all training requirements), Grade 17-20 officers need specialized job related training (60% of training requirements), Grade 1-16 staff need computer training (25% of training requirements) and grade 17-22 staff also need computer training (5% of all training requirements). It is proposed by the CRR that this training be coordinated and delivered by the Establishment Division which should prepare an "Annual Training Programme for the Federal Government" to be considered by the Cabinet as a part of the Budget.

4. **Ministries/Divisions need to Restructure and Rightsize themselves Each Year**. The essence of the CRR recommendations is that the concerned Ministries should propose the restructuring themselves and this should be reviewed/ amended/ approved by the highest forum in the country. Secretaries of the Federal Government incharge of Divisions are currently empowered under the Rules of Business to re-organize their Divisions/Departments according to work requirements. However, Secretaries rarely use these powers to re-organize their establishments as changes in grades and creation of positions is controlled by the Finance and Establishment Divisions and 80% posts in each Ministry/Division are reserved for Occupational Groups controlled by the Establishment Division. Hence the Secretaries have very little flexibility with regard to levels and staffing of their Ministries/Divisions. It is, therefore, imperative that Secretaries are empowered to re-organize their organizations through the Annual Budgetary Process. Once approved by the Cabinet, the Secretaries will be authorised to immediately restructure their Ministries/Divisions. This will enable Secretaries to both re-organise their institutions as well as create/abolish positions with one over-arching Cabinet decision. Subsequent minor changes with regard to personnel will remain subject to present rules.

5. **Restructuring and Rightsizing as a Part of the Budgetary Process.** Restructuring and Rightsizing of Government Ministries and Agencies should be a continued process rather than a one time event. This will ensure that Government agencies are always appropriately focussed and staffed to achieve their objectives. It is, accordingly, proposed that the restructuring exercise should be made a part of the annual budgetary process. The Ministry of Finance issues the Budget Call Circular in October each year which should ask for

details of both current and capital expenditures. Divisions should be required to submit their Rightsizing and Restructuring plans as a part of their response to the Budget Call Circular. This proposal has already been adopted for the Budget Call Circular which was issued in November 2000 for the Budget 2001-02. Once approved by the Cabinet in early January each year, Divisions will reorganize themselves in the period January-June of the current year so that the new structures are in place at the beginning of the new Financial Year. In order to demonstrate the usefulness of this process the CRR has undertaken the present exercise in 60 days (September/October 2000).

B. Rightsizing of Ministries/Divisions

6. In their interaction with the CRR, the Federal Divisions arrived at significant measures to restructure themselves internally. All of them have come out with mission statements, the required changes in rules of business, performance indicators and standards of service. They have also formulated their proposals to reorganize work as well as re-deploy manpower. The individual restructuring plans are given in Chapter III.

The rightsizing proposals submitted by Ministries/Divisions, summarized in Table 1 and detailed in Chapter III, should immediately be accepted and implemented. This will result in an immediate 7 per cent surplus (out of the overall 12% surplus identified in this report) in the Divisions, attached departments and autonomous bodies as a whole. The remaining 5% retrenchment will result from the wind-up, privatization, transfer to provinces or universities etc. and application of new officer - staff ratios to the 30 Divisions.

Economic Policy Divisions

a) Finance Division has taken the initiative, in consultation with the Planning and Development Division, to institutionalize the process of restructuring and rightsizing. The Budget Call Notice issued each year would require Secretaries to spell out their restructuring and rightsizing proposals. Another important step is the refocusing of the Priorities Committee to consider proposals for development and non-development spending` simultaneously. This will improve effectiveness of public expenditure and ensure efficient service delivery.

b) Planning and Development Division has proposed a new composition of the Planning Commission, headed by the Chief Executive. The new structure strengthens the work of the Chief Economist by providing three Joint Chief Economists to deal with macroeconomic policy, microeconomic issues of pricing efficiency and distribution and the imperative to ensure effectiveness of public investment. The Members of the Planning Commission and its Head of Information Technology are proposed to be high level professionals dealing with production sector, infrastructure, social sector, poverty alleviation, sustainable development and IT.

c) Economic Affairs Division is upgrading its debt management capacity. Statistics Division is positioning itself to be responsive to the requirement of increasing frequency and integrity of statistical data. Commerce Division is gearing up to build its capacity to deal with the complex policy issues relating to WTO and intellectual property rights.

Production Policy Divisions

d) In the view of CRR, most of the production units in public sector should be privatized by 2003. The Committee is also of the view that Commerce and Industry have to develop an integrated organization to put in place a durable structure for export led industrialization. It therefore, supports the steps being taken by the Commerce and Industry Minister in this connection.

e) Food, Agriculture and Livestock Division wants to restructure itself to take care of the demand side also, rather than the focus hitherto on the supply side. Instead of standard Crop Commissioners, the Division would emphasize professionals who reflect export consideration, demand for kitchen items and changing cropping pattern such as shifting from sugarcane to beet roots. Agricultural Prices Commission would be upgraded to link with national and international trade bodies so as to avoid the situation currently arising in the area of rice exports. Agriculture is knowledge driven, not finance driven. The Division will be formulating proposals for restructuring Pakistan Agricultural Research Council so as to respond to the demands of knowledge.

Infrastructure Divisions

f) Transport requires an integrated multi-modal approach; hence the appreciation of these requirements in the Communication and Railway Divisions and the Committee's recommendation for their merger. The Committee also favours an integrated view of energy systems to progressively achieve the national objective of substituting gas for imported oil, and therefore, recommends merger of Petroleum & Natural Resources Division and Water and Power Division. The Committee encouraged Information Technology and Telecommunications Division and Science and Technology Division to upgrade their officers cadre.

Social Policy Divisions

g) The Committee is of the considered opinion that Education Division should concentrate on education policy and its coordination and leave the running of institutions to where they naturally belong. The quality of population and health services also can only be fully realized through appropriately structured policy oriented Federal Divisions. Law is now a basis for stable, predictable economic framework. It is unacceptable to see Law and Justice Division lacking in essential professional skills to contribute with efficiency and efficacy to the legal framework of a modern economy. The Committee, therefore, encouraged the Law and Justice Division to upgrade its higher level positions.

7. **Restructuring with regard to Upgradation of Officers and Staff**. Most Federal Government Divisions and in particular the Divisions of Science and Technology, Petroleum & Natural Resources, Planning and Law need higher

brain power possessing specialized skills and expertise to work at policy levels; the Occupational groups are normally unable to deliver or meet this requirement. These Divisions therefore, need upgradation of staff at the higher officer (grade 20-21) and higher support staff (grade 17-18) levels and this is recommended by the CRR. As a part of general upgradation, additional posts would be required at the level of Special Secretary (BS-22), Additional Secretary (BS-21), Joint Secretary (BS-20), Senior Private Secretary (BS-18) and Private Secretary (BS-17). Budgetary implications of these additional positions are minimal and Ministries/Divisions would absorb these costs within current budgets as a part of the entire restructuring.

TABLE1: PROPOSED RIGHTSIZING & RESTRUCTURING PROPOSALS BY DIVISIONS SUMMARY

S.No	Ministries/Divisions/Attached Departments/Autonomous Bodies	Existing Strength			Total	Proposed Strength			Total
		BPS 17-22	BPS 12-16	BPS 1-11		BPS 17-22	BPS 12-16	BPS 1-11	
1	**Cabinet Division (Main)**	151	163	605	919	140	147	557	844
	Attached Departments	33	68	745	846	39	57	363	459
	Deptt. Of Communications Security	16	19	187	222	23	21	142	186
	Deptt. Of Stationery & Forms	4	19	472	495	3	7	145	155
	Department of Archives	13	30	86	129	13	29	76	118
	Autonomous Bodies	351	336	1320	2007	372	395	1301	2068
	Abandoned Properties Organization/Board of Trustees	7	7	37	51	7	5	29	41
	National Language Authority	24	21	77	122	20	16	53	89
	Quaid-e-Azam Papers Project	21	2	4	27	23	2	4	29
	Sheikh Zayed Hospital	125	279	1069	1473	125	345	1075	1545
	Fed. Postgraduate Medical Institute	174	27	133	334	197	27	140	364
2	**Commerce Division (Main)**	70	55	259	384	67	49	248	364
	Attached Departments	267	309	1091	1667	207	148	668	1023
	Trade Office Abroad (Pak based)	36	35	48	119	32	29	35	96
	Trade Office Abroad (Local Staff)	-	-	41	41	-	-	22	22
	Export Promotion Bureau	211	243	867	1321	158	93	533	784
	Trade Marks Registry	4	13	68	85	7	18	60	85
	Department of Insurance	6	8	49	63	0	0	0	0
	Foreign Trade Institute of Pakistan	10	10	18	38	10	8	18	36
	Autonomous Bodies	98	33	219	350	93	33	219	345
	National Tariff Commission	38	22	52	112	38	22	52	112
	Pakistan Tobacco Board	60	11	167	238	55	11	167	233
3	**Communications Division (Main)**	25	29	77	131	22	25	63	110
	Attached Departments	356	1406	31095	32857	352	1402	30727	32481
	Pakistan Post Office, Islamabad	259	697	30379	31335	259	697	30017	30973
	Port & Shipping Wing, Karachi	21	21	66	108	17	17	60	94
	National Transport Research Centre Islamabad	31	23	48	102	31	23	48	102
	National Highways and Pakistan Motorway Police Ibd	45	665	602	1312	45	665	602	1312
	Autonomous Bodies	1463	1197	16317	18977	1253	822	9202	11277
	Port Qasim Authority, Karachi	384	519	1310	2213	269	327	1107	1703
	National Highway Authority, Islamabad	290	339	1041	1670	231	220	693	1144
	Karachi Port Trust, Karachi	397	47	13670	14114	427	36	7137	7600
	Pak. National Shipping Corporation, Karachi	384	279	148	811	318	226	117	661
	Construction Machinery Training Institute, Islamabad	8	13	148	169	8	13	148	169
4	**Culture, Sports Tourism and Minorities Affairs Division**	62	83	233	378	60	73	209	342
	CST&YA WING	52	68	185	305	50	62	169	281
	MINORITIES WING	10	15	48	73	10	11	38	59
	Attached Departments	356	679	2632	3666	331	614	2503	3448
	Department of Tourist Services	13	36	67	116	12	34	63	109
	Department of Archaeology & Museums	60	93	1110	1263	48	80	1062	1190
	Central Board of Film Censors	4	12	47	63	4	10	43	57
	Authority for Aiwan-e-Iqbal, Lahore	4	1	2	7	4	1	2	7
	Component Organizations								
	Pakistan Sports Board	41	60	333	434	41	60	333	434
	Pakistan Tourism Dev. Corporation	111	206	317	634	110	201	303	614
	Malam Jabba Resort Ltd.	2	0	16	18	2	0	14	16
	Pakistan Institute of Tourism & Hotel Mgmt.	19	8	23	50	19	7	19	45
	Pakistan National Council of the Arts	44	43	138	225	42	33	118	193
	National Film Development Corporation	8	22	29	59	2	11	22	35
	Iqbal Academy Lahore	7	7	18	32	7	6	16	29
	Quaid-e-Azam Academy, Karachi	6	5	9	20	6	5	9	20
	Evacuee Trust Property Board	36	186	523	745	34	166	499	699
	Autonomous Bodies	25	18	59	102	25	16	55	96
	Lok Virsa	25	18	59	102	25	16	55	96
5	**Economic Affairs Division**	87	108	266	461	75	86	175	336
6	**Education Division (Main)**	95	131	315	541	91	127	308	526
	Attached Departments	1314	4507	4802	10623	1314	4507	4802	10623
	Autonomous Bodies	9400	3028	22674	35102	9347	2971	22457	34775

TABLE1: PROPOSED RIGHTSIZING & RESTRUCTURING PROPOSALS BY DIVISIONS SUMMARY

S.No	Ministries/Divisions/Attached Departments/Autonomous Bodies	Existing Strength			Total	Proposed Strength			Total
		BPS 17-22	BPS 12-16	BPS 1-11		BPS 17-22	BPS 12-16	BPS 1-11	
7	**Environment, Local Government and Rural Development Division (Main)**	69	75	234	378	71	76	202	349
	Attached Department	138	87	822	847	156	103	612	871
	National Energy Conservation Central (ENERCON) IBD	11	4	28	43	13	4	28	45
	National Council for Conservation of Wildlife (NCCW), Ibd	4	6	12	22	4	6	10	20
	National jCentre foor Rural Development (NCRD) Ibd.	18	12	51	81	18	12	51	81
	Muncipal Training & Reasearch Institute, (MTRI), Karachi	6	2	22	30	6	2	16	24
	Pakistan Forest Institute (PFI), Peshawar	79	37	412	528	79	37	390	506
	Zoological Survey Deptt. (ZSD), Karachi	8	15	68	91	8	15	59	82
	Pakistan Environmental Protection Agency (Pak-EPA). Ib	12	11	29	52	28	27	58	113
	Autonomous Bodies	2	1	2	5	2	1	2	5
	FRDEC	2	1	2	5	2	1	2	5
	PEPAC								
8	**Establishment Division (Main)**	79	91	248	418	75	85	219	379
	Attached Departments	188	267	946	1401	175	244	767	1186
	Staff Welfare Organization Demand No. 9	37	97	503	637	24	74	324	422
	Sectt. Training Institute Demand No. 6	17	33	50	100	17	33	50	100
	Federal Public Service Commission Demand No. 7	110	117	328	555	110	117	328	555
	Federal Service Tribunal Demand No. 8	24	20	65	109	24	20	65	109
	Autonomous Bodies	185	123	921	1229	185	123	921	1229
	Federal Employees B & G Insurance Fund, Islamabad	12	9	65	86	12	9	65	86
	Civil Service Academy Lahore Demand No. 6	33	26	346	405	33	26	346	405
	Pakistan Admn. Staff College, Lahore Demand No. 6	31	17	142	190	31	17	142	190
	NIPA, Lahore	27	22	121	170	27	22	121	170
	NIPA, Karachi	29	19	88	136	29	19	88	136
	NIPA, Quetta	8	2	11	21	8	2	11	21
	NIPA, Peshawar	14	10	37	61	14	10	37	61
	PARD, Peshawar	31	18	111	160	31	18	111	160
9	**Finance Division**	244	258	585	1087	229	243	560	1032
10	**Food, Agriculture & Livestock Division (Main)**	95		419	514	95		419	514
	Attached Departments	752		1998	2750	752		1998	2750
	Department of Plant Protection (DPP)	165		696	861	165		696	861
	Agricultural and Livestock Marketing & Grading Deptt.	35		216	251	35		216	251
	Fertilizer Imports Department (FID)	40		240	280	40		240	280
	Soil Survey of Pakistan (SSP)	64		170	234	64		170	234
	Directorate General of Food Karachi	9		93	102	9		93	102
	Federal Seed Certification and Registration Deptt: (FSC&RD)	83		237	320	83		237	320
	Marine Fisheries Department (MFD)	28		72	100	28		72	100
	Directorate of Accounts Karachi	9		62	71	9		62	71
	Annual Quarantine Department Karachi (AQD)	19		69	88	19		69	88
	Pakistan Cotton Standard Institute (PCSI)	300		143	443	300		143	443
	Autonomous Bodies	1777		4412	6189	1777		4412	6189
	Agricultural Prices Commission	41		65	106	41		65	106
	Pakistan Agricultural Storage and Service Corporation (PASSCO)	427		1683	2110	427		1683	2110
	Pakistan Agricultural Research Council (PARC)	960		1768	2728	960		1768	2728
	Pakistan Oilseed Dev. Board (PODB)	133		260	393	133		260	393
	Korangi Fisheries Harbour Authority (KFHA)	10		36	46	10		36	46
	Pakistan Central Cotton Committee (PCCC)	206		600	806	206		600	806
11	**Health Division (Main)**	74	95	330	499	71	76	313	460
12	**Housing & Works Division (Main)**	27	38	118	183	27	38	118	183
	Attached Departments	430	251	3642	4323	430	251	3642	4323
	Estate Office	22	29	305	356	22	29	305	356
	Pakistan PWD	408	222	3337	3967	408	222	3337	3967
	Autonomous Bodies	47	42	150	239	67	46	132	245
	F. G. Employees Housing Foundation	23	22	69	114	23	22	69	114
	Pakistan Housing Authority	12	7	2	21	34	16	37	87
	National Housing Authority	12	13	79	104	10	8	26	44

TABLE1: PROPOSED RIGHTSIZING & RESTRUCTURING PROPOSALS BY DIVISIONS SUMMARY

S.No	Ministries/Divisions/Attached Departments/Autonomous Bodies	Existing Strength			Total	Proposed Strength			Total
		BPS 17-22	BPS 12-16	BPS 1-11		BPS 17-22	BPS 12-16	BPS 1-11	
13	**Industries & Production Division (Main)**	61	79	234	374	61	79	234	374
	Attached Departments	42	79	320	441	37	68	249	354
	Department of Explosives	8	15	62	85	8	15	62	85
	Department of Supplies	27	58	206	291	22	47	135	204
	Patent & Designs Office	7	6	52	65	7	6	52	65
	TCO								
14	**Information & Media Development Division (Main)**	46	71	184	301	43	67	179	289
	Attached Departments	149	257	925	1331	127	218	748	1093
	Press Information Department	109	170	611	890	99	149	514	762
	Directorate of Films & Publications	34	63	298	415	22	65	218	305
	Information Service Academy (Subordinat Offices)	6	4	16	26	6	4	16	26
15	**Information Technology and Telecom Division**	21	2	77	100	21	21	77	119
16	**Interior Division (Main)**	84	111	435	630	84	111	435	630
	Attached Departments	1452	3871	70999	76322	1479	3975	71396	76850
	Immigration & Passport	36	70	706	812	37	71	773	881
	Civil Defence	30	82	223	335	30	82	223	335
	HQ FC Balochistan	508	1430	30474	32412	508	1430	30474	32412
	HQ Pakistan Ranger (Sindh)	426	1094	23394	24914	426	1094	23394	24914
	HQ Pakistan Ranger (Punjab)	271	651	14297	15219	271	651	14297	15219
	Central Jail Staff Training Institute	5	4	31	40	5	4	31	40
	Federal Investigation Agency	176	540	1874	2590	202	643	2204	3049
	Autonomous Bodies	524	624	12539	13687	492	571	11883	12946
	CDA	524	624	12539	13687	492	571	11883	12946
17	**Kashmir Affairs, Northern Areas and States & Frontier Region Division (Main)**	38	53	165	256	38	49	135	222
	Attached Departments	810	1977	28652	31439	810	1977	28652	31439
	Northern Areas	729	1665	10947	13341	729	1665	10947	13341
	Frontier Constabulary	59	178	16646	16883	59	178	16646	16883
	Afghan Refugees Organization	22	134	1059	1215	22	134	1059	1215
	Autonomous Bodies	145	149	1937	2231	107	142	1112	1361
	FATA-DC	145	149	1937	2231	107	142	1112	1361
18	**Labour, Manpower & Overseas Pakistani Division**	57	70	169	296	63	75	180	318
	Attached Departments	102	75	347	525	99	74	334	507
	Bureau of Emigration & Overseas Employment, Islamaba	40	34	113	187	40	34	113	187
	Directorate of Dock Workers Safety, Karachi	4	5	26	35	4	5	26	35
	Directorate of Workers Education, Islamabad	36	23	117	176	43	26	141	210
	National Institute of Labour Administration Training, Karachi	10	5	44	59				
	Central Inspectorate of Mines, Islamabad	3	2	11	16	3	2	11	16
	Employment Exchange, Gilgit	1	0	10	11	1	0	10	11
	National Talent Pool, Islamabad	8	7	26	41	8	7	33	48
	Autonomous Bodies	390	598	821	1809	378	576	818	1772
	Workers Welfare Funds, Islamabad	16	16	32	64	16	16	32	64
	Overseasе Employment Corporation Islamabad	16	12	66	94	16	12	66	94
	Overseasе Pakistani Foundation, Islamabad	99	96	283	478	99	96	283	478
	Employees Old-Age Benefits Institute Karachi	245	466	418	1129	233	444	415	1092
	Pakistan Manpower Institute, Islamabad	14	8	22	44	14	8	22	44
19	**Law, Justice and Human Rights Division**	57	92	281	430	122	149	363	634
20	**Narcotics Control Division**	11	16	41	68	11	15	34	60
21	**Parlimentary Affair Division**	7	11	40	58	19	23	60	102
22	**Petroleum and Natural Resources Division (Main)**	24	101		125	69	198		267
	Attached Departments	305	1109		1414	230	816		1046
	Directorate General of Energy Resources	65	176		241				
	Geological Survey of Pakistan	240	933		1173	230	816		1046

TABLE1: PROPOSED RIGHTSIZING & RESTRUCTURING PROPOSALS BY DIVISIONS SUMMARY

S.No	Ministries/Divisions/Attached Departments/Autonomous Bodies	Existing Strength			Total	Proposed Strength			Total
		BPS 17-22	BPS 12-16	BPS 1-11		BPS 17-22	BPS 12-16	BPS 1-11	
23	**Planning & Development Division (Main)**	219	182	427	828	180	180	350	710
	Attached Departments	17	10	37	64	23	12	35	70
	N.F.D.C.	12	8	26	46	11	8	23	42
	JACC	5	2	11	18	12	4	12	28
	Autonomous Bodies	206	221	7055	7482	206	221	7055	7482
	National Logistic Cell	206	221	7055	7482	206	221	7055	7482
24	**Population Welfare Division (Main)**	135	125	526	786	112	106	476	694
	Attached Departments	101	56	318	475	100	53	315	468
	(CT & RTIs & Subordinate Offices)	101	56	318	475	100	53	315	468
25	**Railway Division (Main)**	51	47	132	230	42	47	132	221
	Attached Departments	815	6254	98835	105904	911	4765	85824	91500
	Pakistan Railways	815	6254	98835	105904	911	4765	85824	91500
26	**Religious Affairs, Zakat & Ushar & Minorities Affairs Div.**	36	53	132	221	36	53	132	221
	Attached Departments	30	30	93	153	30	29	87	146
	Zakat & Ushar Wing	25	24	64	113	25	24	64	113
	Haj Directorate Jeddah	5	6	29	40	5	5	23	33
27	**Science & Technological Research Division**	26	36	95	157	31	33	81	145
28	**Statistics Division (Main)**	18	16	58	92	15	14	47	76
	Attached Departments	527	244	2005	2776	529	235	1830	2594
	Federal Bureau of Statistics	409	168	1301	1878	413	168	1252	1833
	Population Census Organization	95	62	567	724	93	53	441	587
	Agricultural Census Organization	23	14	137	174	23	14	137	174
29	**Water & Power Division (Main)**	24	30	79	133	21	26	79	126
	Attached Departments	33	31	98	162	34	32	93	159
	Chief Engineering Advisor	27	24	63	114	27	24	63	114
	Office of Pakistan Commissioner for Indus Water	6	7	35	48	7	8	30	45
30	**Women Devevelopment Social Welfare and Special Education Division (Main)**	34	40	122	196	34	40	81	155
	Attached Departments	455	191	991	1637	455	191	991	1637
	Directorate General of Special Education	413	176	868	1457	413	176	868	1457
	National Commission for Child Welfare & Development	4	4	13	21	4	4	13	21
	National Council for Rehabilitation of Disabled Persons	2	2	4	8	2	2	4	8
	Social Welfare Training Institute	31	9	93	133	31	9	93	133
	Five Women Studies Centres	5	0	13	18	5	0	13	18
	National Commission on the Status of Women								
	Autonomous Bodies	83	216	596	895	83	216	596	895
	Pakistan Bait-ul-Mal	48	178	500	726	48	178	500	726
	National Zakat Foundation	15	17	46	78	15	17	46	78
	National Trust for Disabled	8	6	13	27	8	6	13	27
	National Council of Social Welfare	12	15	37	64	12	15	37	64
	Grand Total	25,394	30,606	327,101	383,101	25,032	28,215	303,267	356,514
	Total Federal Divisions	2,027	2,261	6,886	11,174	2,025	2,311	6,466	10,802
	Total Attached Departments	8,671	21,759	251,193	281,623	8,620	19,771	236,636	265,027
	Total Autonomous Bodies	14,696	6,586	69,022	90,304	14,387	6,133	60,165	80,686

C. Merger of Divisions/Ministries

8. The CRR reviewed 30 Federal Divisions. Based on their working, mission statements, requirements of consistent policy-making and effective coordination, the Committee's finding was that many Divisions could be merged and their number reduced. The CRR's proposals for the merger of the 30 Divisions reviewed into 21 Divisions is presented in Table II below:

9. In order to protect the high calibre required for quality decision-making, a Division merging into another would be called a Wing and be headed by a Special Secretary in BS-22.

Table II: PROPOSED MERGER OF DIVISIONS

Proposed New Divisions	Existing Divisions
1. Agriculture & Livestock Division.	Existing Food, Agriculture and Livestock Division
2. Cabinet Division	Existing Cabinet Division
3. Commerce and Industries Division	Existing Commerce Division plus Industries and Production Division
4. Communications and Transport Division	Existing Communications Division plus Railways Division
5. Education Division	Existing Education Division plus Culture, Sports and Youth Affairs Division minus the subject of Tourism and Minority Affairs
6. Environment Division	Existing Environment, Local Government and Rural Development Division plus the subject of Tourism
7. Establishment Division	Existing Establishment Division
8. Finance Division	Existing Finance Division plus Economic Affairs Division
9. Health Division	Existing Health Division
10.Information Technology and Telecommunications Division	Existing Information Technology and Tele-communications Division
11.Interior Division	Existing Interior Division plus Narcotics Control Division plus Housing and Works Division
12.Kashmir, Northern Areas and States and Frontier Region Divn.	Existing Kashmir Affairs, Northern Areas and States and Frontier Regions Division
13.Labour Division	Existing Labour, Manpower and Overseas Pakistanis Division
14.Law and Parliamentary Affairs Division	Existing Law, Justice and Human Rights Division plus Parliamentary Affairs Division
15.Energy Division	Existing Petroleum and Natural Resources Division & Existing Water and Power Division
16.Planning and Development Division	Existing Planning and Development Division plus Statistics Division
17.Information and Media Development Division	Existing Information and Media Development Division
18.Religious Affairs Division	Existing Religious Affairs Division
19 Population Welfare Division	Existing Population Welfare Division
20.Science and Technological Research Division	Existing Science and Technological Research Division
21.Social Affairs Division	Existing Women Development, Social Welfare, Special Education Division and Minority Affairs

D. Transfer of Entities

10. **<u>Transfer to Provinces, Privatisation and Closing down of certain Attached Departments/Autonomous Bodies and Public Companies.</u>** Some Ministries have recommended after consultation with the CRR that a number of attached bodies be closed down or transferred to Provinces (Table III). These recommendations which are additional to the privatization programme of the Privatization Commission, summarized in Table IV have been built into the CRR's recommendations which follow:

During 2001-02. The following bodies should be wound up, provincialised or privatised because they have outlived their utility, fall in the domain of the provinces or best left to the private sector.

Table III. Proposed Transfer of Certain Public Sector Entities from the Federal Government

	Wind up	Transfer to	Privatise	fficers	Staff
<u>Commerce Division</u>					
1. Pakistan Tobacco Board		Province		65	173
<u>Culture, Sports, Tourism, Youth and Minorities Affairs Division</u>					
1. Department of Tourist Services	✓			13	103
<u>Education Division</u>					
1. 10 Centres of Excellence, 6 Area Study Centres and 6 Pakistan Study Centres		Universities concerned		373	585
2. Pakistan Literacy Commission	✓			17	57
3. National Commission for UNESCO	✓			12	30
4. Academy of Educational Planning	✓			24	66
5. All Federal Educational/Research Institutions located in provinces		Provinces		574	732
<u>Environment, Local Government and Rural Development Division</u>					
1. PEPAC	✓			25	47
<u>Establishment Division</u>					
1. 5 Community Centres			✓	13	202
2. Holiday Homes			✓		
3. Welfare Project Gilgit		NA Admin			
<u>Finance Division</u>					
1. Central Claims Organization	✓				
<u>Labour, Manpower and Overseas Pakistanis Division</u>					
1. National Training Bureau	✓			71	187
2. Employment Exchange, Gilgit	✓			1	10
<u>Women Development, Social Welfare and Special Education Division</u>					
1. 5 Women Study Centres		Universities		5	13
2. DG Special Education/National Trust for Disabled/National Council for Rehabilitation of Disabled		Provinces		412	1044

	Wind up	Transfer to	Privatise	Officers	Staff
Communications Division					
1. Government Shipping office	✓		✓	3	24
Culture, Sports, Tourism, Youth and Minorities Affairs Division					
1. PTDC Hotels			✓	114	162
2. Malam Jabba Resort Ltd.			✓	2	16
3. Pakistan Institute of Tourism and Hotel Management			✓	19	31
4. National Film Development Corporation			✓	8	51
Food, Agriculture & Livestock Division					
1. Pakistan Oilseed Development Board			✓	133	260
2. Fertilizer Import Department	✓			40	240
Industries and Production Division					
1. Pakistan Automobile Corporation			✓	116	143
2. Pakistan Industrial Development Corporation			✓	41	54
3. State Engineering Corporation			✓	672	4250
4. State Cement Corporation			✓	52	38
5. National Fertilizer Corporation			✓	114	1867
6. Utility Stores Corporation			✓ (timing to be determined later)	120	2336
TOTAL				3039	12721

Table IV: Autonomous/Semi-Autonomous Corporations Proposed to be Privatized by the Privatization Commission

S.No.	Sector/Unit	Actual Strength		
		Officers BPS 16-22 or Equivalent	Staff BPS 1-15 or Equivalent	Total
	Banking & Finance			
i.	National Bank of Pakistan	7,805	7,833	15,638
ii.	Habib Bank Ltd.	11,390	10,729	22,119
iii.	United Bank Ltd.	6,495	8,140	14,635
iv.	National Investment Corporation of Pakistan	117	186	303
	Energy			
v.	KESC	1,004	11,474	12,478
vi.	Oil & Gas Development Corporation	1,421	8,242	9,663
vii.	Sui Northern Gas Pipeline Ltd.	583	6,404	6,987
viii.	Sui Southern Gas Company	1,347	3,998	5,345
ix.	Pakistan State Oil	859	1,843	2,702
x.	National Refinery Ltd.	361	697	1,058
	Transport & Communications			
xi.	Pakistan Telecommunication Company Ltd.	4,221	52,542	56,763
	Industry			
xii.	Pak-Saudi Fertilizers	525	480	1,005
xiii.	Pak-Arab Fertilizers	629	456	1,085
	Strength of Corporations being privatized	36,757	113,024	149,781
	Total Overall Strength of Public Corporations	94,243	367,848	462,091
	% Reduction from Govt. Exchequer	39%	31%	32%

E. Officer-Staff Ratios

11. **Officer-Staff Ratio be determined by an Annual "Staff Entitlement of Officers" Study**. The Officers/Staff ratio is currently determined by a mixture of out-dated entitlement assessments made by the Establishment Division in the 1960s and the often arbitrary decisions of the Secretaries and Heads of Attached Departments and Autonomous Bodies to attach staff with officers of various categories. It is proposed that an annual entitlement study may be done by the Management Services Wing of the Cabinet Division to re-establish these entitlements each year and their findings on approval by the Government would be applicable to all the Divisions and attached departments. This entitlement would, of course, not include specialized staff (Grade 1-17) positions required for work purposes. As a part of the CRR exercise, an "Entitlement Study" was undertaken jointly by PIDE and the Management Services Wing of the Cabinet Division. This exercise has established new norms/entitlements for officers and staff under two alternative assumptions viz (i) with existing computer skill competencies and (ii) with enhanced computer skills training. It is recommended by the CRR that the new norms under (i) be adopted for officer entitlements of support staff from July 1, 2001 for Financial Year 2001-02 and norms under (ii) be the entitlements from Financial Year 2002-03 onwards. The Officer staff ratio in Federal Divisions is currently 4.5. The new norms of officer staff ratio are 1:3.2 for 2001 –2002 and 1:2.5 for 2002-03 onwards. This will create additional redundancies in grade 1 to 16 for the period 2001-02 and for the period 2002-2003. A major effort has to be undertaken so that the existing staff both at officer and support levels are trained to computer literacy. The proposed detailed officer / support staff strength ratios for each officer level in The Federal Divisions is proposed as follows:

Table V: Proposed Officer-Staff Ratio's

S.No	Entitlement	2001-2002 With Existing Computer Skills	2002-2003 with Enhanced Computer Skills
1	Minister/Minister of State or equivalent	(1x5)	(1x5)
	i) Private Secretary (of the rank of SO)	1	1
	ii) Personal Assistant/Stenographer	1	1
	iii) Urdu Stenographer or Stenotypist	1	1
	iv) Qasid	1	1
	v) Naib Qasid	1	1
2	Secretary/Addl. Secretary Incharge and the equivalent	(1x4)	(1x4)
	i) Private Secretary/Senior Computer Operator	1	1
	ii) Personal Assistant/Computer Operator	1	1
	iii) LDC	1	1
	iv) Qasid	1	1
3	Addl. Secretary/Joint Secretary Incharge or equivalent	(1x3)	(1x3)
	i) Private Secretary/Senior Computer Operator	1	1
	ii) Personal Assistant/Computer Operator	1	1
	iii) Naib Qasid	1	1
4	Joint Secretary or equivalent	(1x3)	(1x2)
	i) Private Secretary/Senior Computer Operator	1	1
	ii) Assistant	1	-
	iii) Naib Qasid	1	1
5	Deputy Secretary or equivalent	(1x3)	(1x2)
	i) Stenographer/Computer Operator	1	1
	ii) UDC/LDC	1	-
	iii) Naib Qasid	1	1
6	Section Officer under S.O Scheme	(1x3)	(1x2)
	i) Stenotypist/Junior Computer Operator	1	1
	ii) Assistant/UDC/LDC	1	-
	iii) Naib Qasid	1	1

S.No	Entitlement	2001-2002 With Existing Computer Skills	2002-2003 with Enhanced Computer Skills
7	Section Officer Administration and General (for Organizations having sanctioned strength upto 250-300)	(1x9)	(1x9)
	i) Stenotypist/Junior Computer Operator	1	1
	ii) Assistant (Computer illiterate)for Officer BPS 16-22	1	1
	iii) Assistant (Computer illiterate) for Staff BPS 1-15	1	1
	iv) Assistant (Computer literate) Store, Transport and Telephone	1	1
	v) UDC/LDC for R&I	1	1
	vi) Despatch Riders	2	2
	vii) Naib Qasid	2	2
8	Section Officer Finance & Accounts (for Organizations having sanctioned strength upto 300)	(1x7)	(1x7)
	i) Stenotypist/Junior Computer Operator	1	1
	ii) Assistant (Computer illiterate) for Budget, Monthly Expenditure Report, Re-conciliation and Re-appropriation)	1	1
	iii) UDC/Cashier (Computer illiterate)	1	1
	iv) LDC/Billing Clerk	1	1
	v) Naib Qasid (Cash Messenger)	1	1
	vi) Naib Qasid (for F&A)	2	2
9.	Staff for Common Services Keeping in view the workload/nature of work of a Ministry/Division the following further posts would also be required for the Common Services. i) Driver ii) Daftary iii) Book Binder iv) Chowkidar v) Farrash vi) Sanitary Worker vii) Mali/Gardner		

F. Surplus Staff

12. **Retraining and Positioning of Surplus Staff**. As a result of the current restructuring and rightsizing exercise the Ministries/Divisions have stated that there is a surplus staff in the Ministries and Attached Departments and autonomous bodies at all levels. This surplus is the outcome of changes in the work requirements of the Ministries. The total surplus identified by the 30 Divisions amounts to 7% of the strength of these Divisions and their attached departments reviewed (or a total of 26,587). While there is a nominal reduction of 362 officers in this total, the actual reduction of officers is likely to be more (at least 500 officers of which atleast 137 will be in the Federal Secretariat and 363 in the Attached Departments and Autonomous Bodies) because the new additional staff required will need to have different skills and will have to be newly recruited. The CRR recommends that these new officer staff shifts coupled with the new entitlement developed should apply from the FY 2001 - 2002 and subsequent Budgets. The CRR recommends that redundant staff in the Federal Government/Divisions and Attached Departments should not be terminated. Instead under the rule of "last in and first out" staff declared redundant should be placed in the "Establishment Division's Surplus Pool". These staff should continue to work in their present jobs and receive special training particularly in computer skills until absorption against regular vacancies by the Establishment Division. Surplus staff, however, could be offered voluntary retirement with immediate effect but additional full pay for periods ranging from 6 to 36 months depending on length of service.

G. Impact on Staffing

13. **Impact of CRR Proposals on Staffing:**
The overall effect of the CRR's recommendations with regard to rightsizing of staff is as follows:

Table VI: CRR Rightsizing Proposals–Implications for Strengthening of Personnel

	Existing Strength	Strength Proposed By Min. (Jan-Apr 2000)	CRR Recom. Phase-I (July 2001)	CRR Recomm. Phase-II (July 2002)	Total Overall Reduction (%)
Total Federal Divisions (35)	13,984				
Total Federal Divisions Reviewed by CRR (30)	11,174	10,802	8,436	7,088	37%
Attached Deptts. reviewed by CRR (30 Divisions)	281,623	265,027	262,777	262,777	9%
Autonomous Bodies reviewed By CRR (30 Divisions)	90,304	80,685	67,175	67,175	25%
Total (30 Divisions) Reviewed by CRR	383,101	356,514	338,388	337,040	12%
Memo item Privatisation Commission's Plan For Public Corporations	462,091			P.C. Proposal 312,310	32%

14. **Additional details of officer / staff strength are as follows:**

Table VII: CRR Rightsizing Proposals – Staff / Officer Details

30 Federal Divisions	Existing Strength	Proposed by Ministries Jan 1, 2001	CRR Phase-I July 1, 2001	CRR Phase-2 July 1, 2002
Officers Strength (17-22)	2,027	2,025	2,025	2,025
Staff Strength (1-16)	9,147	8,777	6,411	5,063
Total Strength	11,174	10,802	8,436	7,088
Expenditure (Rs Millions)	953	921	718	619
Officer Staff Ratio	4.51	4.33	3.2	2.5
Cumulative Reduction in Expend. (Rs. Million)		32	235	334
Attached Departments and Autonomous Bodies				
Officers Strength (17-22)	23,367	23,007	19,968	19,968
Staff Strength (1-16)	348,560	322,705	309,984	309,984
Total Strength	371,927	345,712	329,952	329,952
Expenditure (Rs million)	17,154	16,097	14,873	14,873
Officer Staff Ratio	14.9	14.0	15.5	15.5
Reduction in Expenditure		1,057	2,281	2,281

Note: Officer staff ratios for Attached Departments and Autonomous Bodies reflect proposals of the Ministries/Divisions. These can also be significantly further reduced in the opinion of the CRR.

H. Financial Implications

15. **Financiai ımpact of CRR Proposals**

The estimated reduction in salary related expenditure of the Federal Divisions/Bodies reviewed by CRR is as follows:

Table VIII: Annual Salary and Allowances Estimates of CRR Proposals for Divisions/Attached Departments/Autonomous Bodies

Rs. Million

	Existing Estimated Expenditure (2000-01)	Estimated Implication on Budget of Division's Proposals	CRR Recom Phase-I (2001-02)	CRR Recom. Phase-II (2002-03)	Total Cumu-lative Reduction (%)
Total For 30 Federal Division	953	921	718	619	35%
Total Attached Departments	11,212	10,628	10,315	10,315	8%
Autonomous Bodies Reviewed by CRR	5,942	5,469	4,558	4,558	23%
Total	**18,107**	**17,018**	**15,591**	**15,492**	**14%**

III. Division-wise Details of Restructuring and Rightsizing - Proposals received by the Committee

III. DIVISION-WISE DETAILS OF RESTRUCTURING AND RIGHTSIZING – PROPOSALS RECEIVED BY THE COMMITTEE

1. CABINET DIVISION

Mission Statement

To promote good governance within the framework of the Constitution and the Rules of Business, through effective coordination among Ministries, Divisions and other public sector organizations, manage the work of the Cabinet and its committees, promote inter provincial harmony, enforce national communications security, provide management consultancy, extend humanitarian relief and assistance, preserve State documents and archives, ensure standards through regulatory authorities, and prepare the ground for the adoption of Urdu as the official language.

Existing Rules of Business

1. All secretarial work for the Cabinet, National Security Council of Common Interests, Inter-Provincial Conference, National Economic Council and their Committees, Secretaries, Committee.
2. Follow up and implementation of decisions of all the bodies mentioned at (1) above.
3. Council of Common Interest: Its constitution and appointment of members.
4. National Economic Council: Its constitution and appointment of members.
5. Secretaries Committee.
6. Central Pool of Cars.
7. All matters relating to President, Prime Minister, Federal Ministers, Ministers of State, Persons of Minister's status without Cabinet rank, Special Assistants to the Prime Minister.
8. Appointments, resignations, salaries, allowances and privileges of Provincial Governors.
9. Strength, terms and conditions of service of the personal staff of the Ministers, Ministers of State, Special Assistants to the Prime Minister, dignitaries who enjoy the rank and status of a Minister or Minister of State.
10. Rules of Business: Setting up of a Division, allocation of business to a Division and constitution of a Division or group of Divisions as a Ministry.
11. Implementation of the directives of the President/Prime Minister.
12. Preparation of Annual Report in relation to Federation on observance of Principles of policy.
13. Budget for the Cabinet: Budget for the Supreme Judicial Council.
14. Federal Intelligence.
15. Coordination of defence effort at the national level by forging effective liaison between the Armed Forces, Federal Ministries and the Provincial Governments at the national level; Secretariat functions of the various Post-War Problems.

16. Communications Security.
17. Omitted vide Cabinet Division Notification No. 4-19/99-Min.I, dated 13.03.2000.
18. Instructions for delegations abroad and categorization of International conferences.
19. Security and proper custody of official documents and Security Instructions for protection of classified matter in Civil Departments.
20. Preservation of State Documents.
21. Coordination: Control of residential telephones and staff cars; staff Car Rules; common Services such as Teleprinter Service, Mail Delivery Service, etc.
22. Civil Awards: Gallantry Awards.
23. Tosha Khana.
24. Disaster Relief.
25. Repatriation of civilians and civil internees from India, Bangla Desh and those standed in Nepal and other foreign countries, and all other concerned matters.
26. Resettlement and rehabilitation of civilians and civil Government servants uprooted from East Pakistan including policy for grant of relief and compensation for losses suffered by them.
27. All mattes arising out of options exercised by and expatriation of Bengalies from Pakistan.
28. Grant of subsistence allowance to Government servants under the rule making control of the Government of East Pakistan and its corporations, and their families stranded in West Pakistan.
29. Management of movable and immovable properties left by the Bengalis in Pakistan.
30. Administration of the "Special Fund" for POWs and civilian internees held in India and War displaced persons.
31. Defence of Pakistan Ordinance and Rules.
32. Federal land Commission.
33. Stationery and Printing for Federal Government official Publications, Printing Corporation of Pakistan.
34. Administrative Control of the National Language Authority.
35. Administrative Control of SUPARCO.
36. Omitted vide Cabinet Division Notification No. 4-5/99-Min-I, dated the 3rd June, 1999.
37. Processing and follow up of the Prime Minister's Inspection Commission inquiries/inspection reports.
38. General coordination between the Federal Government and the Provinces in the economic, cultural and administrative fields.
39. Promoting uniformity of approach in formulation of policy and implementation among the Provinces and the Federal Government in all fields of common concern.
40. Discussions of policy issues emanating from the Provinces which have administrative or economic implementations for the country as a whole.
41. Any other matter referred to the Division by a Province or any of the Ministry or Division of the Federal Government.

42. To act as Management Consultants to the Federal Government and to undertake case studies to solve specific management problems utilizing techniques like PERT, CPM, system analysis, operation research and O&M.
43. Review of organizations, functions and procedures of the Divisions, attached departments, all other Federal Government offices and departments, autonomous organizations and taken over industries with the objective of improving their efficiency.
44. Periodical review of staff strength in the Divisions, attached departments and all other Federal Government Offices.
45. Initiation of proposals for simplification of systems, forms, procedures and economic execution of Government business, minimizing public inconvenience and evolution of built –in safeguards against corruption.
46. Training of Government functionaries in techniques like O&M, CPM, PERT, systems analysis and operations research both within the country and abroad.
47. Promotion of the knowledge and use of O&M concepts, PERT and CPM techniques, systems analysis and operations research within all government offices and organizations.
48. Idea award scheme.
49. Pakistan Public Administration Research Centre.
50. (a) Reorganization of a Division or an attached department or a change in the status of an Attached Department.
    (b) Organization, on a permanent basis of a working unit in a Division other than as a Section.
51. Determination of the status of Government offices.
52. National Archives including Muslim Freedom Archives.

Proposed Rules of Business:

1. All secretarial work for the Cabinet, National Security Council, Council of Common Interests, Inter-Provincial Conference, National Economic Council and their Committees, Secretaries, Committee.
2. Follow up and implementation of decisions of all the bodies mentioned at (1) above.
3. Council of Common Interest: Its constitution and appointment of members.
4. National Economic Council: Its constitution and appointment of members.
5. Secretaries Committee.
6. Central Pool of Cars.
7. All matters relating to President, Prime Minister, Federal Ministers, Ministers of State, Persons of Minister's status without Cabinet rank, Special Assistants to the Prime Minister.
8. Appointments, resignations, salaries, allowances and privileges of Provincial Governors.
9. Strength, terms and conditions of service of the personal staff of the Minister, Ministers of State, Special Assistants to the Prime Minister, dignitaries who enjoy the rank and status of a Minister or Minster of State.
10. Rules of Business: Setting up of Division, allocation of business to a Division and constitution of a Division or group or Divisions as a Ministry.

11. Implementation of the directives of the President/Prime Minister.
12. Preparation of Annual Report in relation to Federation on observance of Principles of Policy.
13. Budget for the Cabinet: Budget for Supreme Judicial Council.
14. Federal Intelligence.
15. Coordination of defence effort at the national level by forging effective liaison between the Armed Forces, Federal Ministries and the Provincial Governments at the national level; Secretariat functions of the various Post War Problems.
16. Communications Security
17. Omitted vide Cabinet Division Notification No.4-19/99-Min.I, dated 13-3-2000.
18. Instructions for delegations abroad and categorization of International conferences.
19. Security and proper custody of official documents and Security Instructions for protection of classified matter in Civil Departments.
20. Preservation of State Documents.
21. Coordination: Control of residential telephones and staff cards, Staff Car Rules; common Services such as Tele-printer Service, Mail Delivery Service, etc.
22. Civil Awards: Gallantry Awards.
23. Tosha Khana.
24. Disaster Relief.
25. Resettlement and rehabilitation of civilians and civil Government servants uprooted from East Pakistan including policy for grant of relief and compensation for losses suffered by them.
26. All matters arising out of options exercised by and expatriation of Bengalies from Pakistan.
27. Management of moveable and immovable properties left by the Bengalis in Pakistan.
28. Defence of Pakistan Ordinance and Rules.
29. Federal Land Commission.
30. Stationery and Printing for Federal Government official Publications, Printing Corporation of Pakistan.
31. Administrative Control of the National Language Authority.
32. Omitted vide Cabinet Division Notification No. 4-5/99-Min.I, dated the 3rd June, 1999.
33. General coordination between the Federal Government and the Provinces in the economic, cultural and administrative fields.
34. Promoting uniformity of approach in formulation of policy and implementation among the Provinces and the Federal Government in all fields of common concern.
35. Discussions of policy issues emanating from the Provinces which have administrative or economic implementations for the country as a whole.
36. Any other matter referred to the Division by a Province or any of the Ministry or Division of the Federal Government.

37. To act as Management Consultants to the Federal Government and to undertake case studies to solve specific management problems utilizing techniques like PERT, CPM, system analysis, operations research and O&M.
38. Review of organizations, functions and procedures of the Divisions, attached departments, all other Federal Government offices and departments and autonomous organizations with the objective of improving their efficiency.
39. Periodical review of staff strength in the Divisions, attached departments and all other Federal Government Offices.
40. Initiation of proposals for simplification of systems, forms, procedures and methods for efficient and economic execution of Government busness, minimizing public inconvenience and evolution of built-in-safeguards against corruption.
41. Training of Government functionaries in techniques like O&M, CPM, PERT, systems analysis and operations research both within the country and abroad.
42. Promotion of the knowledge and use of O&M concepts, PERT and CPM techniques, systems analysis and operations research.
43. IDEA award scheme.
44. Pakistan Public Administration Research Centre.
45. (a) Reorganization of a Division or an attached department or a change in the status of an Attached Department.
    (b) Organization, on a permanent basis of a working unit in a Division other than as a Section.
46. Determination of the status of Government offices.
47. National Archives including Muslim Freedom Archives.
48. Regulatory Authorities: National Electric Power Regulatory Authority (NEPRA) and Natural Gas Regulatory Authority (NGRA).
49. Sheikh Zayed Hospitals.

ATTACHED DEPARTMENT AND AUTONOMOUS BODIES

I. Department of Stationery & Forms:

After the revised system of Financial Control and Budgeting notified by the Finance Division, the Department of Stationery & Forms is now is now left with the job of supplying standardized forms which can be handled by 50% staff of deputy controller, Supplies and forms office and headquarters office at Karachi.

It is therefore proposed that the Lahore and Islamabad Depots and the office of the Manager, Federal Publication Branch Karachi, may be closed. This will result in redundancies of 342 employees and saving of Rs.14,267.007 per annum.

II. Printing Corporation of Pakistan, Pvt. (LTD.)

According to a recent study conducted by PPARC on PCP it has been recommended that the presses at Lahore and Karachi may be privatized. The

Office at Islamabad and the Press may function with a reduced strength. This is being reviewed.

Key Performance Indicators

IPCC

1. Number of meetings held
2. Number of Inter-Provincial issues resolved
3. Monitoring of implementation of decisions

Complaint Wing

1. Number of Complaints processed
2. Number of grievances redressed/relief provided

National Archives of Pakistan + NDC

1. Number of public records conserved
2. Archival material acquired and preserved
3. Number of State Documents preserved
4. Record of Freedom Movement transferred on microfilms
5. Number of scholars/researchers visiting the facilities

NCSB + Department of Communication Security

1. Incidents of communications security lapses
2. Steps taken to secure communication through the latest IT devices

CPC

1. Number of dignitaries to whom transport facility provided.
2. Number of vehicles received in and provided from the surplus pool
3. Conditions of cars maintained

National Language Authority

1. Number of officials document translated
2. Steps taken for adoption of Urdu as official language
3. Relevant publication brought out

Quaid-e-Azam Papers Project

1. Number of volumes of Jinnah papers published

Sheikh Zayed Hospital Post Graduate Medical Institute.

1. Expansion of medical facilities e.g. increase in number of beds, doctors, para-medical staff etc.
2. Number of outdoor patient treated
3. Number of indoor patients treated.
4. Commissioning of the Nursing Institute
5. Replacement of worn out medical equipment

PPARC:

Administrative Research:

1. Number of management/economic/studies.
2. Number of studies on simplification of procedures; and
3. Simplification of forms effected in various federal organizations per annum.

Management Services Wing:

1. Provision of consultancy services in accordance with the time frame agreed between client organizations and M.S. Wing.
2. Impact (Financial and non-financial) of consultancy services in terms of improvement in productivity, efficiency, effectiveness and public convenience.
3. Provision of professional assistance to the Commissions/Committees within the given time frame.
4. Impact of training in the public service bringing.

NCSB

Evaluation of Communication Security Policies:

This is basically a research oriented work which is being undertaken by the expert officers whose services have been loaned from Pakistan Army, qualified in telecommunication engineering and in the field of cryptology. The board has issued comprehensive policies regarding the use of Internet and Fax in Government Organizations.

Preparation of Stationary & Forms:

1. Maintain effective liaison with all Federal Government Departments to ascertain their requirement of forms.

2. Arrange standardized forms in accordance with the prescribed schedule.

3. Supply the forms to departments within the agreed time limit.

Printing Corporation of Pakistan:

1. Establish effective contact with various Government Department for ascertaining their printing requirements.

2. Have the material printed within the agree time limit, maintaining a high quality standard.

3. Deliver the printed material strictly within the agreed schedule.

CABINET DIVISION
AND ITS ATTACHED DEPARTMENTS/AUTONOMOUS BODIES

Restructuring & Rightsizing

Ministries/Divisions/ Attached Department/Autonomous Bodies	Existing Strength			Proposed Strength			Existing Budget Rs.	Budget after Rightsizing Rs.
	BPS (17-22)	BPS (12-16)	BPS (1-11)	BPS (17-22)	BPS (12-16)	BPS (1-11)		
1	2	3	4	5	6	7	8	9
I. CABINET DIVISION(MAIN)	151	163	605	140	147	557	2,657,202.00	2,235,236.00
II. ATTACHED DEPARTMENTS								
Deptt. Of Communications Security	16	19	187	23	21	142	10,156,854.00	9,277,190.00
Deptt. Of Stationery & Forms	4	19	472	3	7	145	22,891,059.00	6,030,307.00
Department of Archives	13	30	86	13	29	76	6,178,393.00	6,045,724.00
III. AUTONOMOUS BODIES								
Abandoned Properties Organization / Board of Trustees	7	7	37	7	5	29	2,657,202.00	2,235,236.00
National Language Authority	24	21	77	20	16	53	6,972,956.00	5,365,676.00
Quaid-e-Azam Papers Project	21	2	4	23	2	4	2,784,494.00	3,185,258.00
Sheikh Zayed Hospital	125	279	1069	125	345	1075	70,600,230.00	74,307,228.00
Fed. Postgraduate Medical Institute	174	27	133	177	27	140	29,692,384.00	30,326,112.00
Total:	535	567	2670	531	599	2221	154,590,774.00	139,007,967.00

2. COMMERCE DIVISION

Mission Statement

- To develop, strengthen and modernize Pakistan's trading regime, practices and underlying legal basis in line with needs of contemporary international trading system of goods and services.
- To liberalize flow of trade, remove bottle-necks and wherever possible move-away from a regulated to a liberalized and open trading system.
- To create opportunities for entrepreneurs to profit from their innovations and opportunities ensuing from the liberalized and fair trade regime.

Rules of Business

Imports and export across custom frontiers, including:-

i) Treaties, agreements, protocols and conventions with other countries and international agencies bearing on trade and commerce;

ii) Promotion of foreign trade including <u>management of</u> trade offices abroad, <u>training institutes</u>, trade delegations to and from abroad, <u>dispute settlement</u> , (overseas) trade exhibitions and conferences and committees connected with foreign trade;

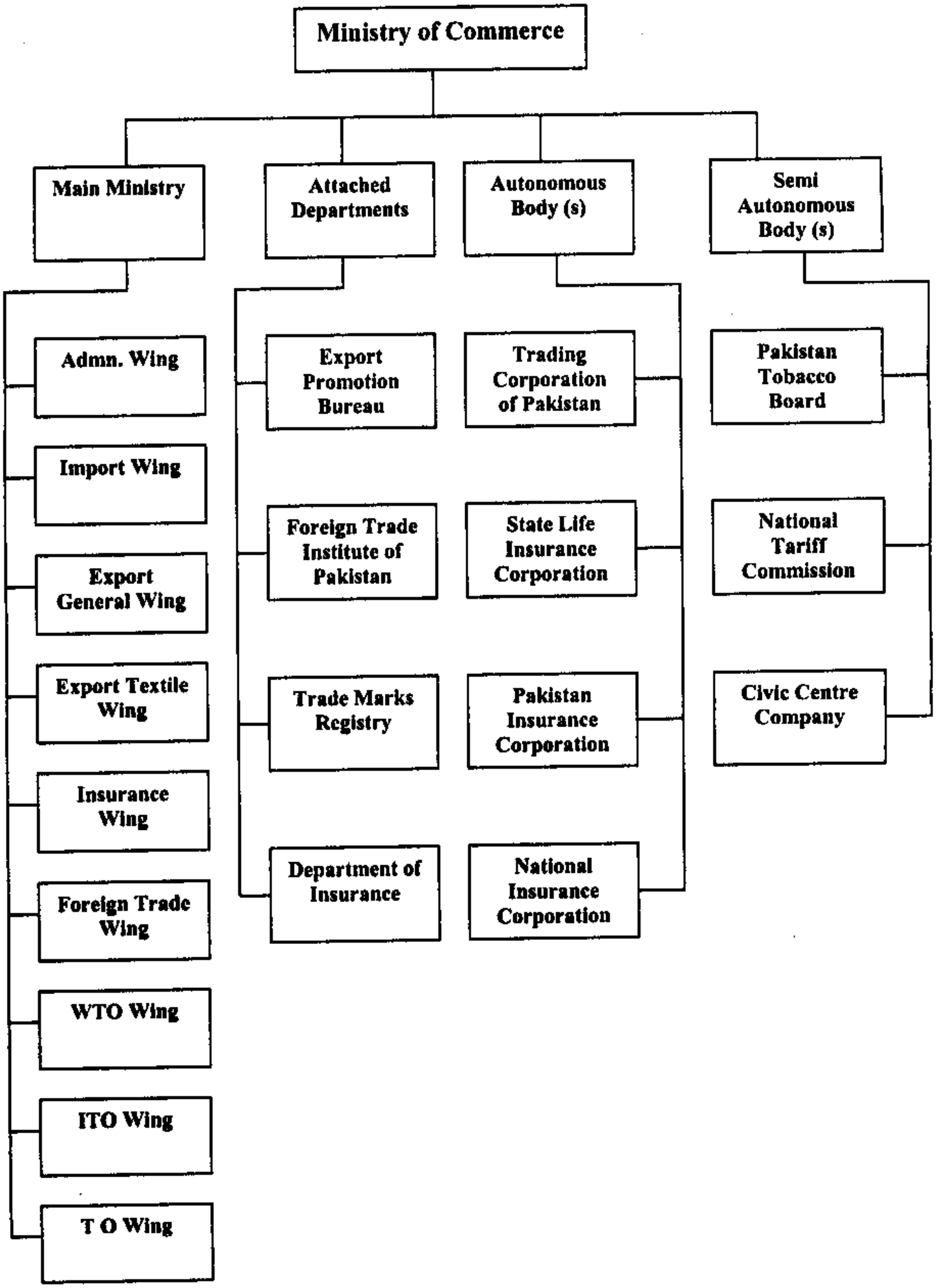
iii) Standards of quality of goods to be imported and exported;

iv) Transit trade and border trade

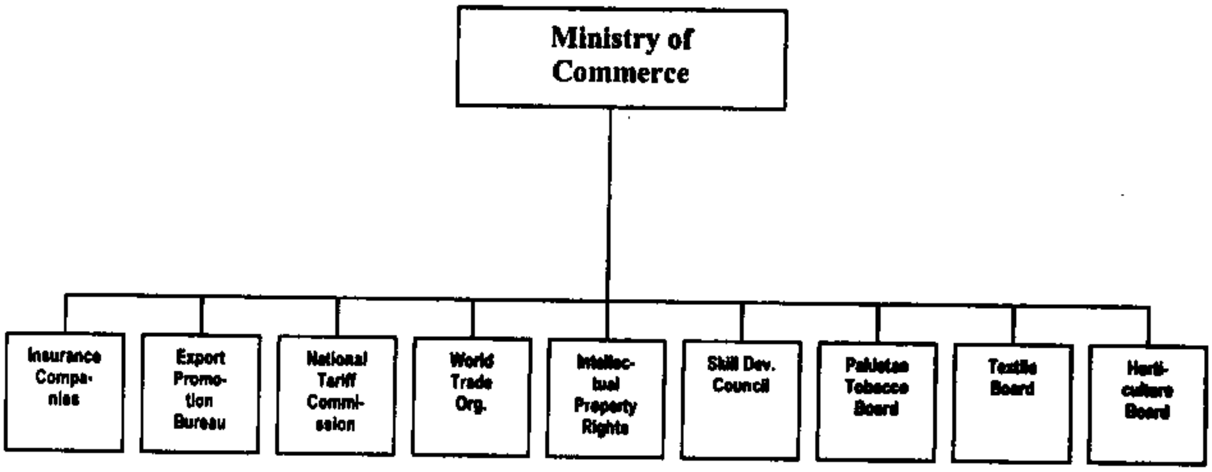
v) State trading

- Inter Provincial trade and <u>consumer protection</u>
- Commercial intelligence and statisticss
- <u>Management of Intellectual Property Rights regime</u>
- Organization and Control of chambers and associations of commerce and industry.
- Tariff (protection) policy and its implementation.
- Law of insurance; <u>Coordination and oversight of State Enterprises involved in Insurance Business.</u>
- <u>Matters pertaining and incidental to WTO and other trade related multilateral organizations.</u>

Existing Organizational Chart



Proposed Organizational Chart



Functions of Ministry of Commerce

- Provide policy and current legal base for:
    - Expansion of exports
    - Management of imports
    - Efficient insurance services

Removal of Bottlenecks and procedural problems in area of;

- Export/imports
- Insurance

- Management and monitoring of Pakistan trade offices abroad.
- Undertake and coordinate all activities relating to WTO including internalizing of Agreements.
- Management/supervision of trade bodies chambers/associations
- Export and import of commodities and support to crops like rice, cotton, and tobacco.
- Rationalization of Tariff.
- Implementation of Import and Export Policy.

Performance Indicators

S. No.	ACTION	AGENCIES & ACTIVITIES	
1.	Rightsizing & Restructuring	MOC: (i) Reduce salary expenditure by atleast 10%. (Sectt) (ii) Revise Organogram (a less hierarchical structure) (iii) Screen out corrupt/Inefficient. (iv) Strengthen WTO Wing through improved H.R. quality and better logistical support.	
		NTC: Reorganize & strengthen (to equip for antidumping, countervailing and safeguards work).	
		TO's: Compliance with Gen. Javaid Hamid's Committee recommendations (except where review is sought).	
		EPB: (i) Total restructuring. (ii) Eliminate ghost workers. (iii) Install proper system for appointment of consultants. (iv) Regularize/remove EMDF employees. (v) Reorganize regional offices (close down some; strengthen others). (vi) Reduce salary expenditure by atleast 10%. (vii) Screen out corrupt/inefficient.	
		TMR	(i) Initiate work on creation of Intellectual Property Authority.
		PTB (i)	(i) Review closure of Lahore Office.
		FTIP	(ii) Reorganize to be equipped to impart training to officers of friendly countries.
2.	LEGISLATIVE/ REGULATION	INSURANCE	(i) Promulgation of new Insurance Law (ii) Law for corporatization of NIC and PIC and dissolution of NIC/PIC (iii) Framing of rules under (new) Insurance Ordinance
		TRADE ORGANIZATIONS:	(i) Revise Trade Organization Ordinance. (ii) Election of trade bodies.
		INTELLECTUAL PROPERTY	(i) New law for Patent, Copyright, Trade Marks, Industrial design & I.C. (ii) Rules to SOP's regarding above
		PROTECTION TO INDUSTRY	(i) Antidumping law. (ii) Countervailing law. (iii) Safeguards law. (iv) Rules, and SOP's regarding the above three laws
		REGISTRATION ORDER	Revise registration (Importer & Exporter) Order.
		COMPLAINT REDRESSAL	Amend existing law to provide for more effective complaint redressal
3.	TRADE POLICY IMPLEMENTATION		Ensure all measures incorporated in Trade Policy 2000 are implemented.
4.	TEXTILE POLICY		(i) Announcement (ii) Implementation

Existing and Proposed Strength

S.No	Ministries/Divisions/Attached Departments/Autonomous Bodies	Existing Strength			Total	Proposed Strength			Total	Existing Budget (Rs.)	Proposed Budget (Rs.)
		BPS 17-22	BPS 12-16	BPS 1-11		BPS 17-22	BPS 12-16	BPS 1-11			
1	**Ministry of Commerce (Main)**	70	55	259	**384**	57	49	258	**364**	31,761,000	30,301,000
	Attached Department										
	Trade Office Abroad (Pak based)	36	35	48	**119**	32	29	35	**96**	132,197,000	108,600,00
	Trade Office Abroad (Local Staff)	-	-	41	**41**	-	-	22	**22**		
	Export Promotion Bureau	211	243	857	**1311**	158	93	533	**784**	93,920,000	71,420,000
	Trade Marks Registry	4	13	68	**85**	7	18	60	**85**	4,027,000	4,872,000
	Department of Insurance	6	8	49	**63**					3,078,000	
	Foreign Trade Institute of Pakistan	10	10	18	**38**	10	8	18	**36**	2,921,000	2,786,000
	Autonomous Bodies										
	National Tariff Commission	38	22	52	**112**					19,236,000	
	Pakistan Tobacco Board	60	11	167	**238**	55	11	167	**233**	21,772,876	

3. COMMUNICATIONS DIVISION

Mission Statement

- Reduce time and cost of transportation by ensuring safe, rapid and efficient movement of people and goods. Encourage seamless and modal transportation interface and integrate remote areas into the country's economic mainstream.

- Provide modern and efficient postal services to the people of Pakistan. Existing

Rules of Business 1973

1. Posts, including Saving Bank and Post Office Insurance: agency functions on behalf of other Divisions such as broadcast receiver licences, military pensions etc.

2. National Planning, research and international aspects of :-

   (i) Road, road transport;
   (ii) Inland water transport: and
   (iii) Coastal shipping within the same Province.

3. National Highways and strategic roads: National Highway Council and Authority: Administration of the Central Road Fund and Fund for Roads of National importance.

4. Mechanically propelled vehicles: Transport, Advisory Council: Urban Road Transport Corporation.

5. Enemy property. Diverted cargo belonging to the Federal Government.

6. Navigation and shipping including coastal shipping **but not including shipping confined to one Province;** safety of ports and regulation of matters relating to dangerous cargo.

7. Shipping and navigation on inland water-ways as regards mechanically propelled vessels and the rule of the road on such water-ways; carriage of passengers and goods on inland water-ways.

8. Light-house, including lightships, beacons and other provisions for safety of shipping.

9. Admiralty jurisdiction: offences committed on the high seas.
10. Declaration and delimitation of major ports and the constitution and power of authorities in such ports.
11. Mercantile marine; planning for development and rehabilitation of Pakistan merchant navy; international shipping and maritime conferences and ratification of their conventions; training of seamen; pool for national shipping.

Key Performance Indicators and Standard of Service:

- Reduction in ratio of poor surface quality roads presently 64%.
- Reduce time for travel between any two points on federal road network.
- Open new areas of the country and integrate remote areas.
- Correct the project portfolio with all projects having positive economic rate of return.
- Reduction in costs of projects.
- Profitability indicator for the ports (Greater than 20 percent of total revenue).

Operating ratio for the posts (Greater than 70 percent).
Revenue Budget

50000 ECONOMIC SERVICES:
58000 TRANSPORT & COMMUNICATIONS:
58100 ADMINISTRATION:

(2) COMMUNICATIONS DIVISION (SECRETARIAT):

		No. of Posts 1999-2000 2000-2001	1999-2000 Budget Estimate	1999-2000 Revised Estimate	2000-2001 Budget Estimate
			Rs.	Rs.	Rs.
58100-00000	Total-Establishment Charges		9,959,000	9,959,000	10,870,000
58100-1000	Total-Purchase of Durable Goods				50,000
58100-40000	Total-Repairs and Maintenance' Durable Goods and Works		160,000	160,000	160,000
58100-50000	Total-Commodities and Services		1,962,000	1,962,000	2,202,000
58100-6000	Total-Transfer Payments		100,000	100,000	100,000
58100-90000	Total-Miscellaneous expenditure		210,000	210,000	210,000
	Total-Communications Division (Sectt)		12,391,000	12,391,000	13,592,000
	Discretionary Grant by the Minister/ Minister of State		600,000	600,000	600,000
	G. Total:		12,991,000	12,991,000	14,192,000

Statement Showing Existing And Proposed Staffing

S.No.	Designation	BPS	Existing Number of Posts		No. of Posts to be Surrendered
			Sanctioned	Proposed Strength	
1	**2**	**3**	**4**	**5**	**6**
1	Secretary (C)	22	1	1	
2	Joint Secretary	20	2	2	
3	Deputy Secretary	19	3	3	
4	Director (RT)	19	1	1	
5	Section Officer	17/18	11	7	3
6	PSO/Private Secretary	17	4	4	
7	Account Officer	18	1	1	
8	Deputy Director	18	1	1	
9	Stat. Officer	17	1	1	
		Total	**25**	**22**	**3**
10	Superintendent	16/17	3	3	
11	Assistant Incharge	15	1	1	
12	Draftsman	15	1	1	
13	Stat. Assistant	14	1	1	
14	Stenographer	15/16	10	10	
15	Stenotypist	12/14	13	10	4
		Total	**29**	**25**	**4**
16	Assistants	11/15	16	12	4
17	UDC	7	5	5	
18	LDC	5	11	6	5
19	Staff Car Driver	4	4	4	
20	D.R.	4	1	1	
21	Photocopier Operator	4	1	1	
22	Daftari	3	1	1	
23	Qasid	2	4	4	
24	Naib Qasid	1	34	29	5
		Total	**77**	**63**	**14**
		Grand Total	**131**	**110**	**21**

Existing Posts

BPS 17-22 =25 Ratio 1:1.16
BPS 12-16 =29
BPS 1-11 =77 Ratio 1:3.08

131
===

Proposed Posts

BPS 17-22 =22 Ratio 1:1.13
BPS 12-16 =25
BPS 1-11 =63 Ratio of BPS 17-20 to BPS 1-11 is 1:3.0

110
===

Port Qasim Authority

Proposed Sanctioned Strength

S.No	Posts/BPS	Sanctioned Strength	Proposed Strength	Reductions
1.	22/21	6	6	-
2.	20	29	18	11
3.	19	58	50	8
4.	18	115	72	43
5.	17	176	123	53
	Total:	**384**	**269**	**115**
6.	16	13	-	13
7.	15	309	218	91
8.	14	12	24	(-)12
9.	12	185	85	100
	Total	**519**	**327**	**192**
10.	11	01	0	1
11.	10	58	24	34
12.	9	122	100	22
13.	8	56	34	22
14.	7	197	135	62
15.	6	204	198	6
16.	5	196	205	(-)9
17.	4	88	65	23
18.	3	130	110	20
19.	2	258	232	26
	Total:	**1310**	**1103**	**207**
	Grand Total:	**2213**	**1699**	**514**

BPS 17-22 = 384 Ratio 1:4.76
BPS 1-16 = 1829

BPS 17-22 = 269 Ratio 1:4.10
BPS 1-16 = 1103

KARACHI PORT TRUST

Proposed Sanctioned Strength

S.No	Posts/BPS	Sanctioned Strength	Proposed Strength	Reductions
1.	17-21	397	427	
2.	1-16	13717	7173	
	Total:	**14114**	**7600**	**6514**

BPS 17-21 = 397 Ratio 1:34.55
BPS 1-16 = 13717

BPS 17-21 = 427 Ratio 1:16.79
BPS 1-16 = 7173

Pakistan Post Office Department

Proposed Sanctioned Strength

S.No	Posts	BPS	Sanctioned Strength	Proposed Strength	Reductions
1.	D.G.	21	1	1	
2.	DDG/PMG/GM	20	18	18	
3.	ADG/Dy. PMG	19	32	32	
4.	ADDG/APMG	18	57	57	
5.	Chief Post Master/Distt. Supdt. of Post Offices	17	151	151	
	Total:		**259**	**259**	
6.	AD/Sr. Postmaster	16	376	376	
7.	Stenographer/Teacher	15	55	55	
8.	Store Keeper	14	1	1	
9.	Stenotypist/Junior Accountant	12	265	265	
	Total:		**697**	**697**	
10.	Asstt. Supdt. Post Office/Postmaster	11	2256	2042	214
11.	DEO/KPO	10	30	30	
12.	Town Inspector/Teacher	9	59	59	
13.	Clerk/Postmaster/Sorter	7	12437	12307	130
14.	Head Postman/Overseer	6	386	386	
15.	LDC/Postman	5	6741	6723	18
16.	Driver	4	404	404	
17	Stamps Vendor/Record Sorter	3	503	503	
18.	Mail Peon/Runner	2	5932	5932	
19.	Naib Qasid/Security Guard	1	1631	1631	
	Total:		**30379**	**30017**	**362**
	Grand Total:		**31335**	**30973**	**362**

BPS 17-21	**=**	**259**	**Ratio 1:2.69**	**BPS 17-21**	**=**	**259**	**Ratio 1:2.69**
BPS 12-16	**=**	**697**		**BPS 12-16**	**=**	**697**	
BPS 1-11	**=**	**30379**	**Ratio 1: 117.29**	**BPS 1-11**	**=**	**30017**	**Ratio 1: 115.8**

Pakistan National Shipping Corporation

Proposed Sanctioned Strength

S.No	Posts/Grade	Sanctioned Strength	Proposed Strength	Reductions
1.	Officers Grade IX-XIII	384	318	66
2.	Staff Grade III-VII	279	226	53
3.	Workshop Technician Grade A to D	148	117	31
	Total:	**811**	**661**	**150**

Officers	=	384	Ratio 1:1.10	Officers	=	318	Ratio 1:1.07
Staff	=	427		Staff	=	343	

National Highway Authority
Proposed Sanctioned Strength

S.No	Posts/BPS	Sanctioned Strength	Proposed Strength	Reductions
1.	22	1	1	-
2.	21	4	3	1
3.	20	16	12	4
4.	19	44	32	12
5.	18	93	72	21
6.	17	132	111	21
	Total:	**290**	**231**	**59**
7.	16	188	96	92
8.	15	38	33	5
9.	14	30	14	16
10.	12	83	77	6
	Total:	**339**	**220**	**119**
11.	11	135	109	26
12.	10	4	-	4
13.	9	2	-	2
14.	7	90	67	23
15.	5	156	121	35
16.	4	248	169	79
17.	2	17	11	6
18.	1	389	216	173
	Total:	**1041**	**693**	**348**
	Grand Total:	**1670**	**1144**	**526**

BPS 17-22	=	**290**	**Ratio 1:0.8**	**BPS 17-22**	=	**231**	**Ratio 1:0.95**
BPS 12-16	=	**339**		**BPS 12-16**	=	**220**	
BPS 1-11	=	**1041**	**Ratio 1:3.58**	**BPS 1-11**	=	**693**	**Ratio 1:3**

National Transport Research Centre
Proposed Sanctioned Strength

S.No	Posts/BPS	Sanctioned Strength	Proposed Strength	Reductions
1.	17-21	31	31	
	Total:	**31**	**31**	
2.	1-16	71	71	
	Total:	**71**	**71**	
	Grand Total	**102**	**102**	**Nil**

BPS 17-21	=	**31**	**Ratio 1:2.29**
BPS 1-16	=	**71**	

Construction Machinery Training Institute
Proposed Sanctioned Strength

S.No	Posts/BPS	Sanctioned Strength	Proposed Strength	Reductions
1.	17-19	8	8	
	Total:	**8**	**8**	
2.	1-16	161	161	
	Total:	**161**	**161**	
	Grand Total:	**169**	**169**	**Nil**

BPS 17-19 = 8 Ratio 1:7.62
BPS 1-16 = 161

Ports & Shipping Wing
Proposed Sanctioned Strength

S.No	Posts/BPS	Sanctioned Strength	Proposed Strength	Reductions
1.	21	1	1	
2.	20	3	2	1
3.	19	4	3	1
4.	17/18	13	11	2
	Total:	**21**	**17**	**4**
5.	16	1	1	
6.	15	7	5	2
7.	14	4	4	
8.	12	9	7	2
	Total:	**21**	**17**	**4**
9.	11	17	15	2
10.	10	1	1	
11.	7	3	3	
12.	6	1	1	
13.	5	6	6	
14.	4	5	5	
15.	2	2	2	
16.	1	31	27	4
	Total:	**66**	**60**	**6**
	Grand Total:	**108**	**94**	**14**

BPS 17-21 = 21 Ratio 1:1
BPS 12-16 = 21
BPS 1-11 = 66 Ratio 1:3.14

BPS 17-21 = 17 Ratio 1:1
BPS 12-16 = 17
BPS 1-11 = 60 Ratio 1:3.52

National Highways & Pakistan Motorway Police
Proposed Sanctioned Strength

S.No	Posts/BPS	Sanctioned Strength	Proposed Strength	Reductions
1.	21/22	1	1	
2.	20	3	3	
3.	19	2	2	
4.	18	7	7	
5.	17	32	32	
	Total:	**45**	**45**	
6.	16	310	310	
7.	15	6	6	
8.	14	339	339	
9.	12	10	10	
	Total:	**665**	**665**	
10.	11	9	9	
11.	10	24	24	
12.	7	322	322	
13.	5	148	148	
14.	1	99	99	
	Total:	**602**	**602**	
	Grand Total:	**1312**	**1312**	**Nil**

BPS 17-22	=	**45**	**Ratio 1:14.7**
BPS 12-16	=	**665**	
BPS 1-11	-	**602**	**Ratio 1:13.3**

Proposal for Restructuring & Rightsizing of Ministry of Communications and the Organizations under its Administrative Control

In pursuance of the Cabinet Division's Notification No. 10/1/2000-S&E, dated 31-8-2000 a Sub-Committee was constituted in MOC. The Sub-Committee made a presentation before the Committee on Restructuring and Rightsizing on 18-9-2000 based on their earlier guidelines.

The Ministry of Communications is one of the important Ministries of the Federal Government dealing with communications & transport sector with the following main objectives:

Objective:

- Ensure linkage of transport sector development plans with government's overall economic objectives.

- Provide efficient logistical support for trade.
- Promote a seamless transport system.
- Select projects on the basis of economic criteria.
- Strengthen institutional capacity of delivery organizations.
- Create an enabling environment for the private sector.
- Upgrade transport & communication services to international standards.
- Reduce user costs.
- Assist in national emergencies.
- Introduction of an integrated approach to transportation through:
    - Transport Policy
    - Coordination with Provinces
    - Ministry of Communications & Transport.
    - Development of integrated rail and road network.

- Accelerated project execution through monitoring.
- Reduction in project cost.
- Premium on user needs, safety and the environment.

SETTING UP A DIRECTORATE OF VIGILANCE.

In order to improve performance. Ministry proposes to set up a Directorate of Vigilance. Details regarding personnel and equipment have been separately taken up with Finance Division.

Restructuring and Rightsizing of Ministries/Divisions/Attached Departments/Autonomous Bodies Ministry of Communications (Main) and its Organisations

Ministries/Divisions/Attached Department/Autonomous Bodies	EXISTING STRENGTH			PROPOSED STRENGTH			Existing Budget	Budget after Rightsizing
	BPS (17-22)	BPS (12-16)	BPS (1-11)	BPS (17-22)	BPS (12-16)	BPS (1-11)		
1	2	3	4	5	6	7	8	9
Main Ministry/Division							(Rs. in million)	(Rs. in million)
Ministry of Communications (Main)	25	29	77	22	25	63	14.192	12.827
Port & Shipping Wing, Karachi	21	21	66	17	17	60	11.057	10.447
National Transport Research Centre, Islamabad	31	23	48	31	23	48	9.185	9.185
Attached Departments								
Pakistan Post Office, Islamabad	259	697	30379	259	697	30017	2650.000	2650.000
National Highways & Pakistan Motorway Police, Islamabad	45	665	602	45	665	602	893.334	893.334
Autonomous Bodies								
Port Qasim Authority, Karachi	384	519	1310	269	327	1103	543.570	417.320
National Highway Authority, Islamabad	290	339	1041	231	220	693		
Karachi Port Trust, Karachi	397	47	13670	427	36	7137	3352.800	2258.500
Pakistan National Shipping Corporation, Karachi	Grade (ix-xiii) 384	Grade (iii-vii) 279	Grade (A-D) 148	Grade (ix-xiii) 318	Grade (iii-vii) 226	Grade (A-D) 117		
Construction Machinery Training Institute, Islamabad	8	13	148	8	13	148		

4. CULTURE, SPORTS, TOURISM AND YOUTH AFFAIRS AND MINORITIES AFFAIRS DIVISION

Mission Statement

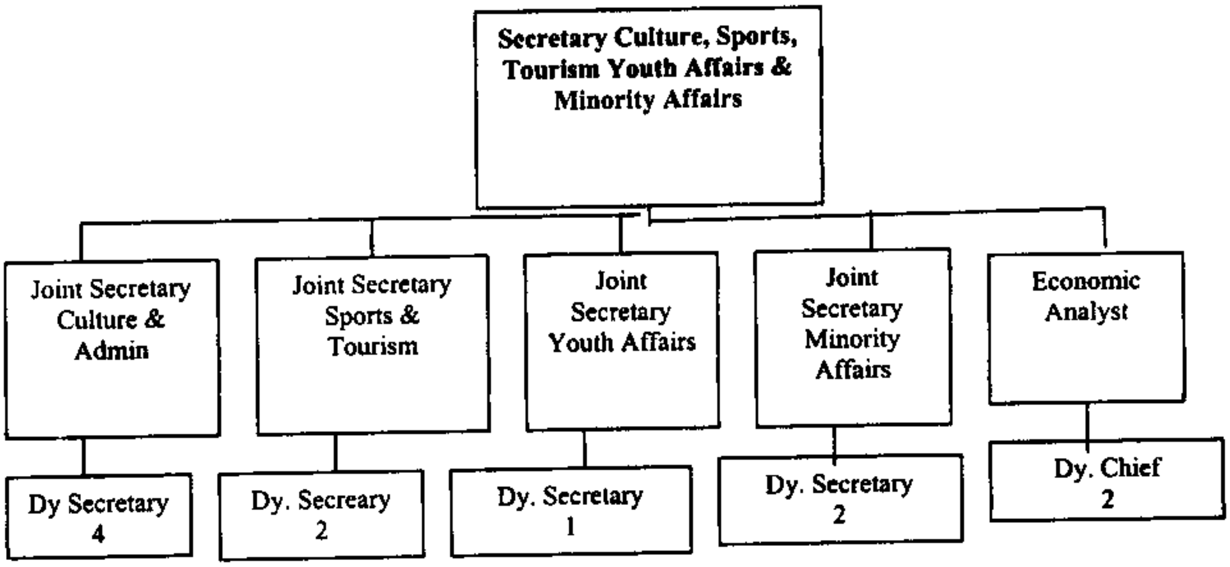
Develop and enhance the image of Pakistan abroad as "desirable tourist destination". All programs, activities, events must generate either employment opportunities or create foreign exchange earnings. Aggressively educate the private sector in the economic benefits of tourism. Paradigm shift from "Seasonal Tourism of Mountains" – to year round tourism in different provinces.

Rules of Business

1. Financial assistance to arts organizations, artists and journalists and their bereaved families.
2. Pride of performance awards in the field of arts.
3. Archaeology, national museums and historical monuments declared to be of national importance.
4. Omitted vide Cabinet Division Notification No.4-3/97-Min.I dated 28.1.1997.
5. Promotion of education in arts and culture including all matters pertaining to the privately sponsored dancing and cultural troupes going abroad on commercial basis; development of arts councils, institutions and galleries, Pakistan National Council of Arts, National Institute of Folks and Traditional Heritage of Pakistan.
6. Cultural pacts and protocols with other countries and their implementation.
7. Development and control of film industry.
8. Administration of the Censorship of Films Act, 1963.
9. National Film Development Corporation.
10. Establishment of Cultural Centres.
11. Administrative control of Quaid-e-Azam Academy.
12. Administrative control of the National Institute of Historical and Cultural Research, Islamabad.
13. Authority for Preservation of Moenjodaro.
14. Aiwan-e-Iqbal.
15. Sports Organizations and grants-in-aid to them.
16. Pride of performance awards in the field of sports.
17. National Sports Trust.
18. International exchange of sports teams.
19. National Policy, promotion and development in Pakistan and coordination of Federal and Provincial tourism plans and activities.
20. Pakistan National Tourism Council.
21. Publicity and establishment of tourists centres in Pakistan and abroad.
22. Publicity within the country and establishment of tourism information centers for the promotion and guidance of domestic tourists and for the guidance of foreign tourists visiting Pakistan.
23. Development of tourist facilities in areas with tourist potential where private sector is shy to invest.
24. Pakistan Tourism Development Corporation.
25. International organizations and agreements relating to tourism.
26. Tourism and hotel training institutes.

27. Facilitation of travel in Pakistan for tourists.
28. Training and research in tourism in Pakistan and abroad.
29. Control and regulation of tourist industries and allied services.
30. Organized foreign tours for Pakistanis.
31. Policy on all aspects of Youth Affairs in conformity with national objectives and laws.
32. Legislation covering all aspects of Youth Affairs and matters ancillary thereto, in consultation with the concerned Ministries and Divisions.
33. All international aspects of Youth Affairs including negotiations for bilateral and multi-lateral agreements for mutual assistance and cooperation in this field.
34. Coordination of aid and assistance from foreign countries for Youth Affairs.
35. Inter-Provincial coordination on all aspects of youth Affairs.
36. Monitoring of the Implementation of policies on all aspects of Youth Affairs.
37. Regulation of administrative, budgetary and other matters of organisation dealing in Youth Affairs.
38. Youth activities and movements pertaining to youth outside educational institutions.
39. Youth Exchange Programme (External) excluding students.
40. Youth Centres (excluding students).
41. All Youth Organizations and Forums (excluding students and Youth Investment Promotion Society).
42. Safeguarding the rights of minorities.
43. Promotion of welfare of minorities.
44. Protection of minorities against discrimination.
45. Representation of Pakistan in international bodies and conferences relating to minorities, including U.N. Sub-Commission on Prevention of Discrimination to Minorities.
46. International Agreements and commitments in respect of minorities and their implementation.
47. All other matters relating to minorities.
48. Evacuee Trust Property.
49. Major Policy and legislation with regard to evacuee property.

Organizatinal Chart of the Ministry of Culture



Pakistan Tourism Development Corporation (PTDC)

Budget 2000-01 RS. 62.715 (million)
(Government Grant for Publicity. RS 16.790
(Self Generated Revenues RS. 45.925)
Establishment RS. 40.587 (65%)
Operational Charges RS. 22.128 (35%)

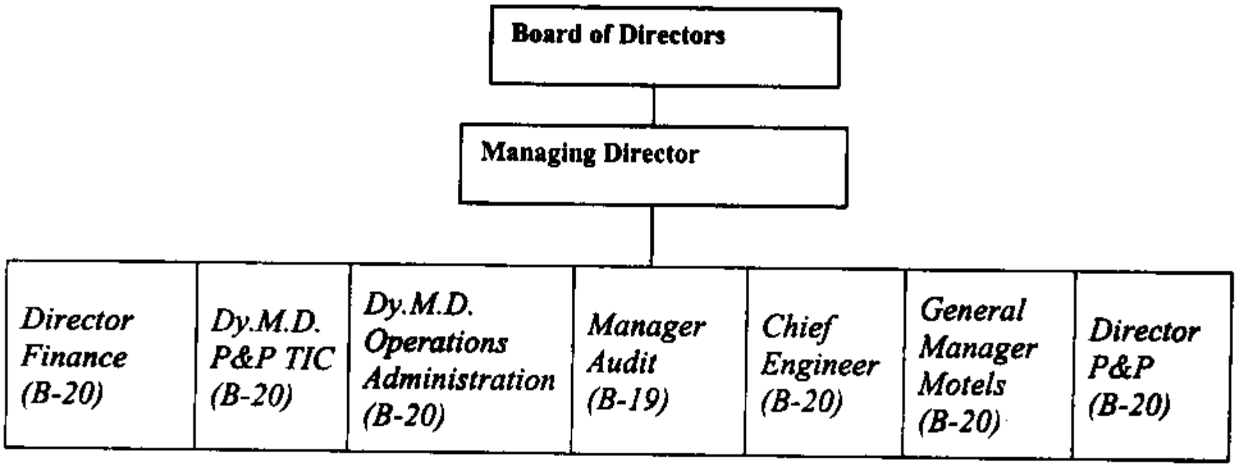
22 Tourist Information Centers, 25 Motels, 2 Hotels, Pakistan Tours Ltd., Pakistan Lahore-Delhi Bus Service & PTDC.

Pakistan Tourism Development Corporation(PTDC)

Sanctioned Strength	Existing Strength	Vacant	Proposed Rightsizing
634	**571**	**63**	**50 (8%)**

BPS 1-10 18 Vacant
(Drivers, Bearers, Cooks, Sanitary Staff, Security)
BPS 11-15 15 Vacant
(Clerks, Stenos, Account Assistants)
BPS 16-20 29 Vacant

Pakistan Tourism Development Corporation(PTDC)



Department Of Arechaeology and Museums Karachi

Mission Statement

Preservation and Conservation of National and World Heritage throughout the length and breadth of the country. Promotion of research and learning in the field of Archaeology.

Department of Archaeology

Sanctioned Strength	1263
Existing Strength	980
Vacant	280
Proposed Rightsizing	53 (4.1%)
BPS 1-5	219 Vacant (Essential staff) (Museum Attendants, Mali, Security, Site Supervisors, Foreman)
BPS 6-15	25 Vacant (Essential Posts) (Cashiers, Conservation Assistants, Accountants, Lab. Technicians).
BPS 16-19	39 Vacant (Technical Posts) (16 Posts advertised by FPSC for recruitment)

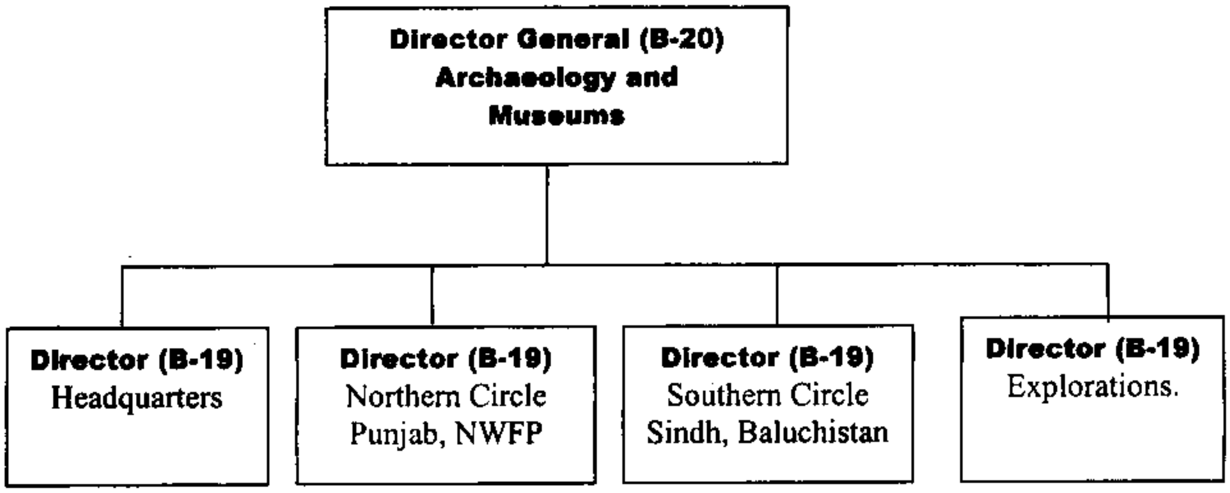
Department Of Archaeology

Establishment	RS. 53.841 (73%)
Operational Charges	RS. 19.652 (27%)

Development Budget 2000-20001 RS.19.699 Million

389 Sites on National and World Heritage List maintained and restored with a total of RS. 93 million. (Shortfall in grant equals nearly RS. 11.50 million annually) Gate money collected by the Dept. is approx. RS. 11.00 million which is remitted in the treasury. Proposal is to let the dept. use this amount on Restoration and Conservation of the sites.

Department Of Archaeology



Restructuring & Rightsizing in main Ministry its component Organizations/ Departments/Autonomous Bodies

Ministries/Divisions/Attached	Existing Strength			Proposed Strength			Existing Budget	Budget after
Department/Autonomous Bodies	BPS	BPS	BPS	BPS	BPS	BPS	2000-2001	Rightsizing
	17 to 22	12 to 16	1 to 11	17 to 22	12 to 16	1to11	s	
1. MAIN MINISTRY	62	83	233	2	10	24**	Rs. 107.472 Million	No Change*
CST&YA WING	52	68	185	2	6	14		No Change*
MINORITIES WING	10	15	48	NIL	4	10		No Change*
2. Attached Departments								No Change*
i. Department of Tourist Services	13	36	67	1	2	4***	Rs. 9.388 million	No Change*
ii. Department of Archaeology & Museums	60	93	1110	2	13	48	Rs. 73.496 million	No Change*
iii. LOK VIRSA	25	18	59	NIL	2	4****	Rs. 13.00 million	No Change*
iv. Central Board of Film Censors	4	12	47	NIL	2	4	Rs. 4.558 million	No Change*
v. Authority for Aiwan-e-Iqbal, Lahore	4	1	2	NIL	NIL	NIL(a)	Rs. 18.00 million	No Change*
3. COMPONENT ORGANIZATIONS								
i. Pakistan Sports Board	41	60	333	NIL	NIL	NIL(b)	Rs. 100.133 million	No Change*
ii. Pakistan Tourism Dev. Corporation	111	206	317	1	5	14©	Rs. 62.715 million	No Change*
iii. Malam Jabba Resort Ltd.	2	NIL	16	NIL	NIL	2	PTDC is controlling	No Change*
iv. Pakistan Institute of Tourism & Hotel Mgmt.	19	8	23	NIL	1	4	Rs. 6.720 million	No Change*
v. Pakistan National Council of the Arts	44	43	150+ 88(e)	2	10	20	Rs. 16.796 million	No Change*
vi. National Film Development Corporation	8	22	29	6	11	7	Self financing	No Change*
vii. Iqbal Academy Lahore	7	7	18	NIL	1	2	Rs. 4.685 million	No Change*
Viii. Quaid-e-Azam Academy, Karachi	6	5	9	NIL	NIL	NIL (d)	Rs. 0.620 million	No Change*
ix. Evacuee Trust Property Board	36	186	523	2	20	24	Rs. 263.205 million	No Change*

* Note: According to suggested principles on Restructuring & Rightsizing para "j" as none of the surplus staff is to be sent out of the Ministry, hence no change in the Budget figures. Also no downsizing in the operations of the Ministry is being envisaged at this time. Hence no change in the Budget figures.

** Already downsized 12 posts on 31-03-2000. *** Already downsized 5 posts on 31-03-2000.

**** Already downsized 4 post on 31.3.2000

(a) Already repatriated 1 post of BPS-16. (b) Already downsized 45 posts on 31-3-2000. © Already downsized 32 posts on 31-3-2000

(e) 88 Posts of Artists are on contract basis (d) Already downsized 9 posts on 31-03-2000

5. ECONOMIC AFFAIRS DIVISION

Mission Statement

- To Assess the requirements and negotiate and obtain external resources for national development

- Ensure effective and prompt utilization of foreign assistance

- Extending economic, financial and technical assistance to friendly countries for enhancing of national economic objectives

- Effective debt management

Rules of Business

- Assessment of requirements, programming and negotiations for external economic assistance from Foreign Governments and Organizations ***and oversee its timely utilization in Pakistan.***

- Matters relating to IBRD, IDA, IFC, ADB and IFAD.

- Economic matters pertaining to the Economic and Social Council of the United Nations, Governing Council of UNDP, ESCAP (Economic and Social Commission for Asia and Pacific). Colombo Plan and OECD (DAC).

- Negotiations and coordination activities, etc. pertaining to economic cooperation with other countries (Excluding RCD and IPECC), ***including South South Cooperation.***

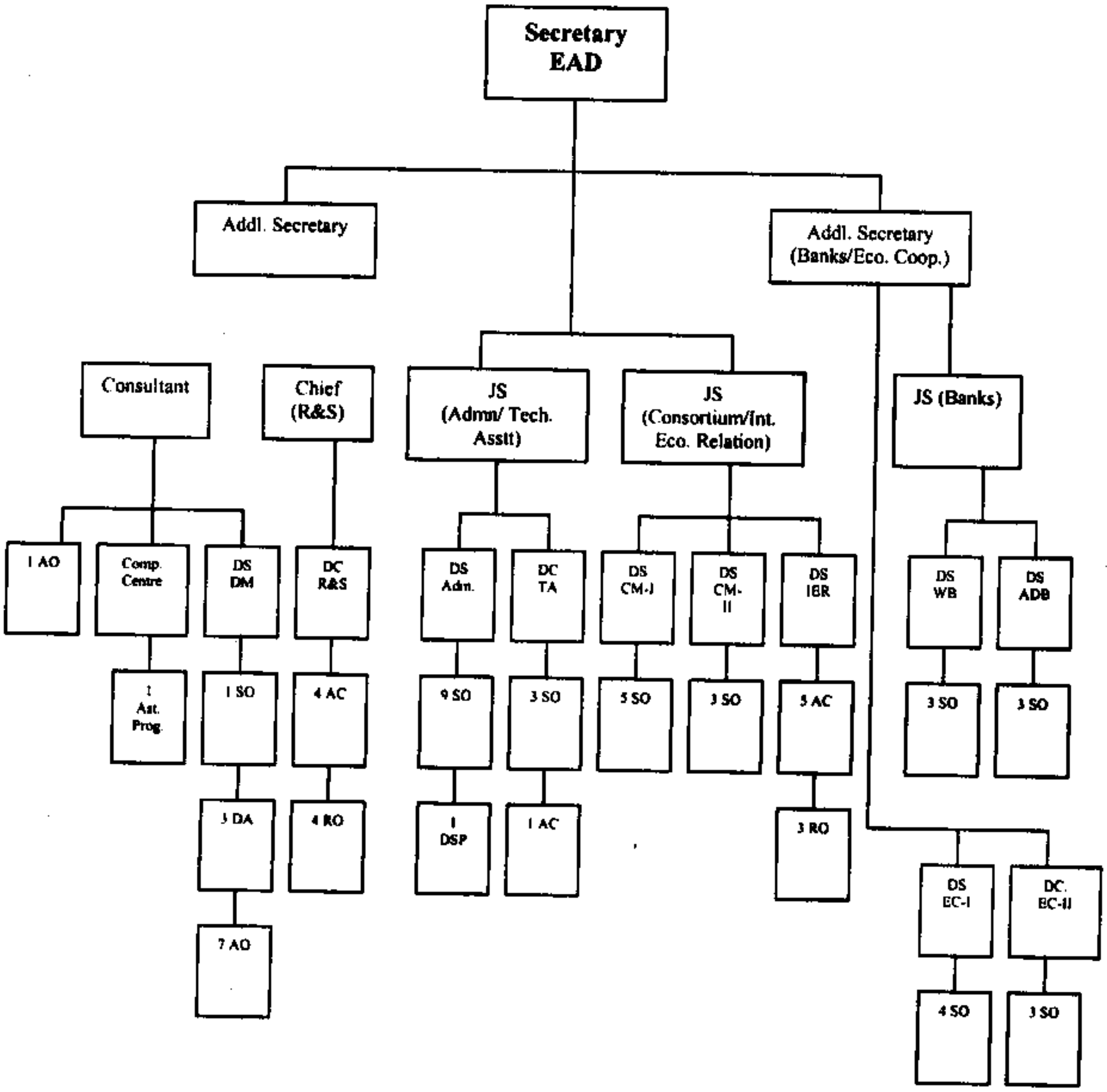
- Assessment of requirements, programming and negotiations for securing technical assistance to Pakistan from foreign Governments organizations including nominations for EDI Courses ***and oversee timely utilization in Pakistan.***

- Matters relating to technical assistance to foreign countries.

- External debt management, including authorization of remittances for all external debt service, compilation and accounting and analysis of economic assistance from all foreign governments and organizations.

- Review and appraisal of international and regional economic trends and their impact on the national economy. Proposal concerning changes in International Economic Order
- Matters relating to transfer of technology under UNDP assistance.
- Matters relating to the Islamic Development Bank.

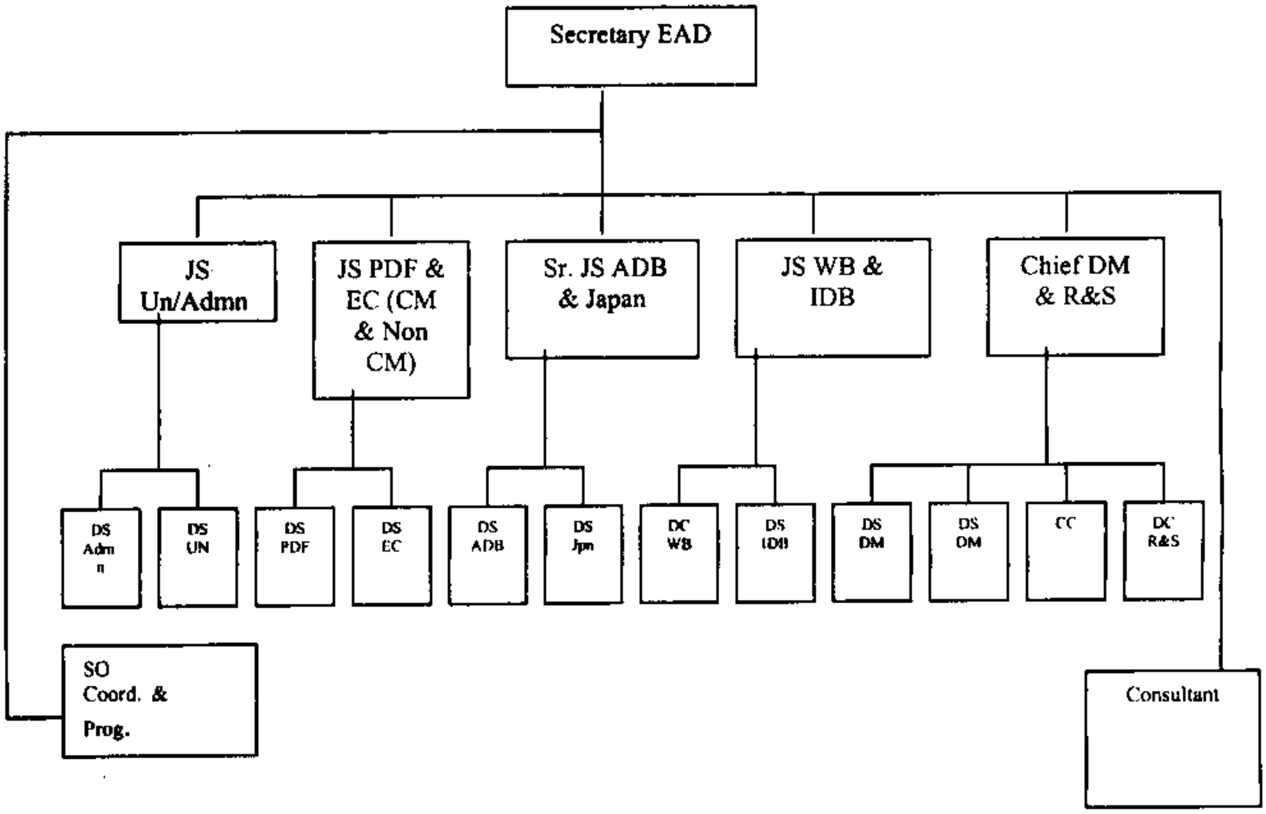
Existing Organizational Chart



Legends

DS = Deputy Secretary
DC = Deputy Chief
DA = Director of Accounts
AD = Assistant Director
SO = Sector Officer
AC = Assistant Chief
RO = Research Officer
AO = Account Officer

Proposed Organizational Chart



Personal Strength of EAD

WING	Officers 17-22	Officials (12-16)	Officials (1-11)	Total
Banks Wing	9	9	19	37
CM Wing	11	12	21	44
IER Wing	9	7	18	34
EC Wing	9	8	16	33
TA Wing	5	5	9	19
Admn Wing	15	44	81	140
DM Wing	13	11	72	96
Comp. Cent.	2	3	7	12
R&S Wing	10	6	15	31
Secy. Office	2	2	4	8
Addl. Secretary Office	2	1	4	7
Total	87	108	266	461

Proposed Strength

WING	Officers 17-22	Officials (12-16)	Officials (1-11)	Total
WB & IDB Wing	8	8	19	30
Bitral Cooperation Wing	13	12	22	46
ADB& JPN Wing	8	8	14	30
UN & Admn. Wing	14	17	62	93
DM & R&S Wing	28	39	58	125
Secy. Office	3	2	5	10
Total	74	86	180	334
* Besides above, 2 on leave reserve as	Section Officer s per prescribed	(BS-17/18) will be 10% quota fixed	By Estab. Div.	

Objectives & Performance Indicators

Objectives	Activities	Implementing wing
Assessment of requirements, negotiations and finalizations of external economic assistance	• Identifying and finalizing priorities, programmes and projects on sectoral lines in collaboration with national stake	Policy wings of EAD.

	holders • Presentation of sectoral programmes and projects to donors Signing of Agreement	
Assessment of requirement, programming and utilization of UN grant technical assistance	• Streamlining procedural guidelines to utilize UN grants • Monitoring & Evaluation of country programme • Core resource enhancement by tapping non-core resources	UN Wing
Monitoring & Implementation	• Monitoring effective aid utilization • Revival of annual bilateral talks with Consortium countries • Review of programmes & projects with stakeholders to remove bottlenecks	Bilateral Cooperation Wing
Extending Economic and Technical Assistance(TA)	• Extending scope of TA to friendly countries for South South cooperation • Optimize utilization of seats for college / university students from friendly countries • Ensuring effective representation in conferences and international organizations	Technical Cooperation Wing
Advising Government of Pakistan/ other agencies on Economic Cooperation with various countries / organizations	Advice to government on economic cooperation in the light of economic priorities identified by executing agencies	Policy Wings of EAD

Effective utilization of training facilities	• Circulating the training facilities • Processing and finalization of nominations within the stipulated deadlines	Policy Wings of EAD
• Debt management – fulfillment of contractual obligations of external borrowings. • Ensuring timely recovery of relent loans. • Deposit to Special account with SBP (Rescheduled loan) • Monitoring of Pak credit to friendly countries	• Issuing of payment authorities • Review of actual against budgetary allocation of debt servicing • Debt rescheduling • Preparation of quarterly reports • Timely recovery of relent loans	Debt Management Wing and Research & Statistics Wing

Recommendations

- **Streamlining and strengthening the role of EAD as a window for channelizing all types of economic assistance**

    - Creation of Pakistan Development Fund
    - Strengthen role of EAD as facilitator and regulator for assistance to NGO sector- creation of NGO cell in EAD

- **Streamlining and strengthening the role of EAD as a window for channelizing all types of economic assistance**

    - Creation of Pakistan
    - Technical Assistance Development Fund
    - Formulation of Donor specific strategy papers in collaboration with stakeholders
    - Creation of roaster for foreign assignments to UN and other organizations

- ***Human Resource Development***

    - Train officials in the field of Debt Management, Development Economics, Economic diplomacy & negotiation skills
    - Train officials in BS 5-16 in the field of computer operations and programming

Basis for Rightsizing

Staff allocation is as per following basis:

- Section Officer = Assistant , Steno Typist, Naib Qasid
- Deputy Secretary = Stenographer , Naib Qasid
- Joint Secretary = Stenographer, UDC, Naib Qasid
- Secretary & Ad. Secy. = PS, Stenographer, UDC, 2 Naib Qasid

Officers in BS17-22 have been increased in DM Wing to

- Bring in professional expertise due to complexity of debt management
- **The officers to officials ratio in the proposed rightsizing would be:**
- 17-22 : 12-16 From 1.24% to 1.17 %
- 12-22 : 1–11 From 1.36% to 1.1 %

PERSONNEL STRENGTH

Ministries/Division/Attached Department/ Autonomous Bodies	Existing Strength			Proposed Strength			Existing Budget	Budget after Rightsizing
	BPS (17-22)	BPS (12-16)	BPS (1-11)	BPS-17-22	BPS-12-16	BPS-1-11		
Main Ministry/ Division	87	108	266	75	86	175	35,301,000	28,569,248

6. EDUCATION DIVISION

Mission Statement

- Education for All (EFA) upto Elementary level:
- Provision of quality education at the secondary and Higher levels; and
- Produce enlightened citizens within the framework of ideology of Pakistan.

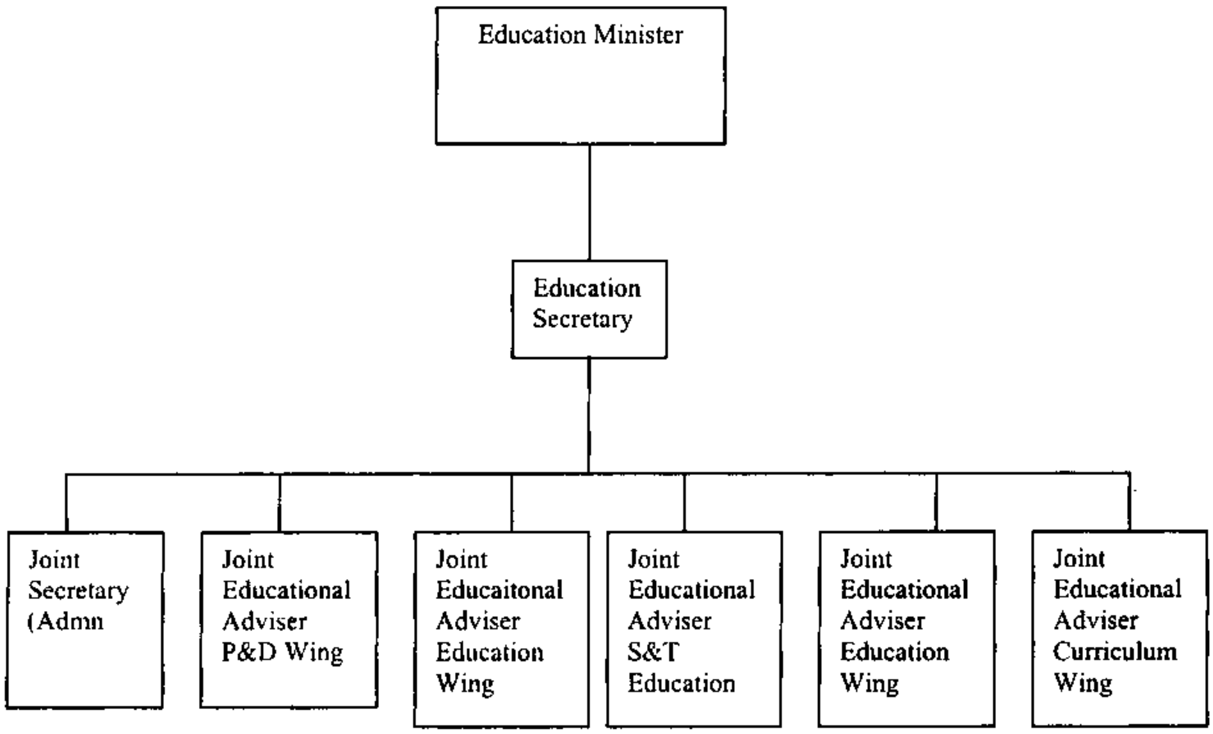
Existing Rules of Business

1. Development and coordination of national policies, plans and programmes in education, development of curricula and textbooks, National Book Foundation.
2. International aspect of development and planning of education.
3. Copyright.
4. External examination and equivalence of degrees and diplomas.
5. Development of instructional technology; promotion and coordination of educational research.
6. National language and other languages used for, official purposes including medium of instruction.
7. National education institutions and organisations and grants-in-aid to them, excluding administrative control of law colleges, National Educational Council.
8. Education in the Capital of the Federation and States.
9. Financial assistance to educationists and men of letters and their bereaved families.
10. Pride of performance awards in academic fields.
11. National libraries.
12. National Service Corps; military training for students.
13. Boy Scouts and Girl Guides; youth activities and movements.
14. Welfare of Pakistani students abroad and foreign students in Pakistan.
15. Relationship with UNESCO and participation in its activities; liaison with other international agencies and organizations in educational programmes.
16. International exchange of students and teachers.
17. Foreign studies and training, international assistance in the field of education.
18. Promotion of special studies designed to identify problems of national integrity and of measures best calculated to protect the mainsprings of ideological inspiration and develop national cohesion.
19. Administrative control of the Federal Colleges of Arts and Design.
20. Administrative control of Islamic Research Institute.

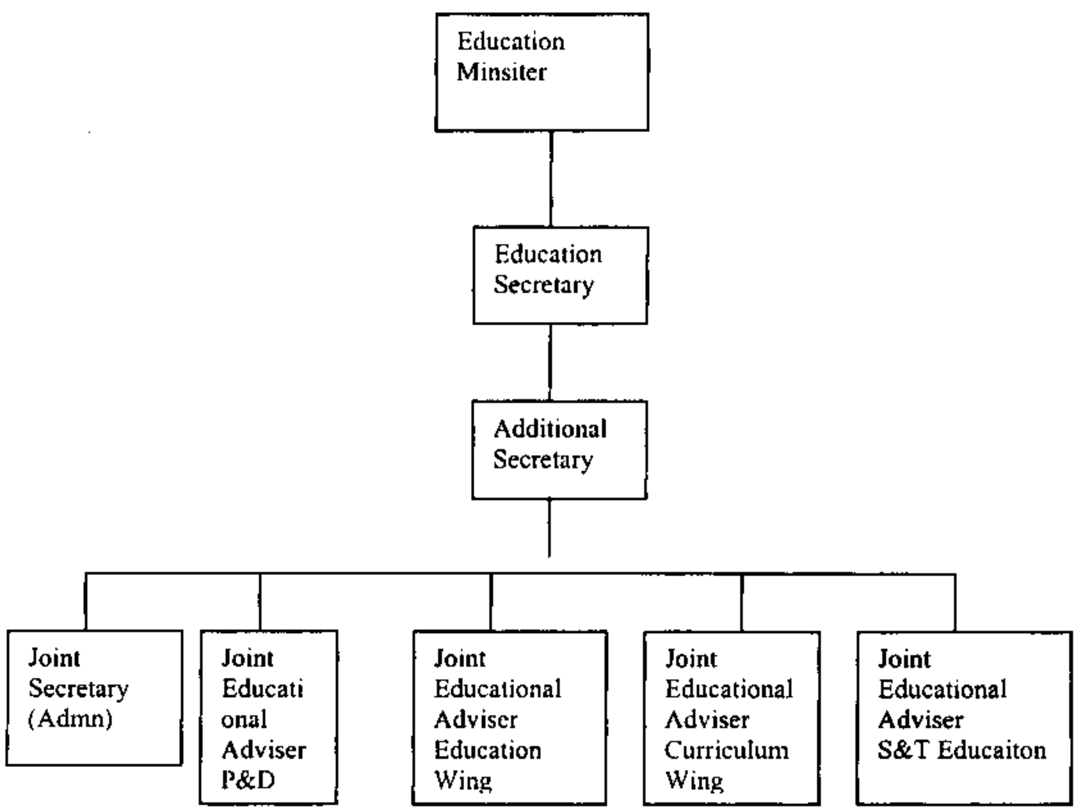
Proposed Rules of Business

1. Development and coordination of national policies, plans and programmes in education, development of curricula and textbooks.
2. Coordination with the Provincial Government and Civil society for the promotion and development of education.
3. International aspect of development and planning of education.
4. Intellectual property rights- Copyright, etc.
5. External examination and equivalence of degrees and diplomas.
6. Development of instructional technology; promotion and coordination of educational research.
7. National language and other languages used for, official purposes including medium of instruction.
8. Administration control of national education institutions and organisations; National Education Foundation/Education Advisory Board/Councils and grants-in-aid to them,
9. Education in the Capital of the Federation and States.
10. Financial assistance to educationists and men of letters and their bereaved families.
11. Awards and honours in academic fields.
12. National libraries.
13. Boy Scouts and Girl Guides; youth activities and movements.
14. Welfare of Pakistani students abroad and foreign students in Pakistan.
15. Relationship with UNESCO and participation in its activities; liaison with other international agencies and organizations in educational programmes.
16. International exchange of students and teachers.
17. Foreign studies and training, international assistance in the field of education.
18. Promotion of special studies designed to identify problems of national integrity and of measures best calculated to protect the mainsprings of ideological inspiration and develop national cohesion.
19. Resource mobilization, monitoring of national and international projects, coordination with concerned Ministries and Provincial Governments.

Existing Organizational Chart of Ministry of Education



Proposed Organizational Chart of Ministry of Education



Staff and Budget Position

	PROPOSED POSITION	
PAY SCALES	NO. OF POSTS	**RECURRING BUDGET**
BS 01-11	**308**	**16,625,000**
BS 12-16	**127**	**10,712,000**
BS 17-22	**91**	**15,182,000**
TOTAL	**526**	**42,519,000**

Staff and Budget Position

	PROPOSED POSITION	
PAY SCALES	NO. OF POSTS	**RECURRING BUDGET**
BS 01-11	**315**	**17,000,000**
BS 12-16	**131**	**11,100,000**
BS 17-22	**95**	**15,000,000**
TOTAL	**541**	**44,100,000**

Name and Number of Posts proposed for Reduction.

Name of Post	Number of Posts
Joint Education Adviser (BS-20)	1
Deputy Education Adviser (BS-19)	1
Asstt. Edu. Adviser (BS-18)	1
Education Officer (BS-17)	1
Stenographer (BS-15)	2
Stenotypist (BS-12)	2
Assistant (BS-11)	2
U.D.C (BS-7)	1
L.D.C (BS-5)	2
Naib Qasid (BS-1)	2
Total	15

Restructuring and Rightsizing of Ministry of Education and Its Organizations

This Ministry as a result of recommendation of Economy Commission (1993-1996) declared 193 members of staff as surplus (28 officers and 165 officials). Similarly the number of Wings of the Ministry was reduced from 09 to 06. The five Education Divisions at Washington DC, London, Abu Dhabi, Ankara and Jeddah were also closed down without taking into consideration the serious problems being faced by our scholars and Pakistani community abroad. The position after economy cut can well be ascertained from the following table:

Staff prior to 1993		Existing position		Proposed position	
Officers:	148	Officers:	120	Officers :	116
Officials:	593	Officials:	428	Officials:	417
Total:	741	Total:	548	Total:	533

Ministry of Education may be restructured. It may be noted that the Government is now in process of introducing Education Sector Reforms, the proposed restructuring of Ministry is in line with the Reforms:

i-Administration & Coordination Wing : Responsibilities of administration of the Ministry, Human Resource Development, coordination administration of foreign training facilities, implementation of cultural exchange programmes, presentation of briefs, proposals for the dignitaries visiting Pakistan and Pakistani dignitaries visiting abroad and coordination with Provincial Governments.

ii-Planning & Development Wing : Formulation of Educational Policies, Identify problems of educational planning and management and remedial measures, conceive/prepare projects, and obtain approval from competent for a like DDWP, CDWP and ECNEC, negotiations and mobilization of foreign assistance for development projects, supervise,monitor and evaluate the educational projects under the administrative control of Federal Government Centres/Institutes of higher education and research.

iii- **Science, Technical & Higher Education Wing** : The Wing may continue with the revised structure due to merger of Science & Technical Education.

iv- **Education For All(EFA) Implementation Wing** : The Wing may continue with the existing strength but a section may

		be created to prepare and update EFA data base for programming planning purpose.
v- **Curriculum Wing**	:	The Wing may continue with the existing strength.
vi- **Science & Technical Wing**		The Wing may be abolished and the exiting functions be transferred to Higher Education Wing.

With the proposed restructuring this Ministry will comprise the following Wings:

1- Administration and Coordination Wing
2- Planning & Development Wing (P&D)
3- Education For All (EFA) Implementation Wing
4- Curriculum Wing
5- Science, Technical and Higher Education Wing.

Merger of Centres of Excellence, Area Study Centres and Pakistan Study Centres: 10 Centres of Excellence, 6 Area Study Centres and 6 Pakistan Study Centres were established in different universities in Pakistan through the respective Act of Parliament. The Centres were established with the objective of conducting research and develop Ph.D Programmes in selected disciplines at selected public sector universities. The Centres were not effectively functioning due to dual control, the Vice Chancellor of the respective University being the Chairman of the Board of Governors and the funding being the responsibility of the Federal Government/University Grants Commission (UGC). The Management and Services Wing of the Cabinet Division in their exercise undertaken for the restructuring of the Ministry of Education in 1998 also recommended that the Centres of Excellences, Area Study Centres and Pakistan Study Centres may be transferred/merged with respective universities within whose jurisdiction they are located as part of the department.

Proposal: It is proposed that the Centres of Excellence, Area Study Centres and Pakistan Study Centres may be merged/transferred alongwith assets & liabilities and current year's budget to the respective universities.

-	Centre of Excellence in Molecular Biology, of the Punjab University, Lahore	University of the Punjab, Lahore
-	Centre of Excellence in Solid State Physics University of the Punjab,Lahore	-do-
-	Pakistan Study Centre for South Asia University of the Punjab, Lahore	-do-

-	Area Study Centre, University of the Punjab Lahore,	University of the Punjab, Lahore
-	Centre of Excellence in Water Resource University of Engineering & Technology Lahore	University of Engineering & Technology, Lahore.
-	Centre of Excellence in Marine Biology University of Karachi, Karachi.	University of Karachi
-	Area Study Centre for Europe University of Karachi, Karachi.	-do-
-	Pakistan Study Centre, University of Karachi Karachi.	-do-
-	Centre of Excellence in Analytical Chemistry University of Sindh, Jamshoro.	University of Sindh Jamshoro
-	Area Study Centre, University of Sindh, Jamshoro.	-do-
-	Pakistan Study Centre, University of Sindh, Jamshoro	-do-
-	Centre of Excellence in Physical Chemistry University of Peshawar, Peshawar	University of Peshawar.
-	Centre of Excellence in Geology, University of Peshawar, Peshawar.	-do-
-	Area Study Centre,University of Peshawar, Peshawar.	-do-
-	Pakistan Study Centre,University of Peshawar Peshawar	-do-
-	Centre of Excellence in Mineralogy University of Balochistan, Quetta	University of Balochistan, Quetta.
-	Area Study Centre, University of Balochistan, Quetta.	-do-
-	Pakistan Study Centre, University of Balochistan Quetta	-do-
-	Centre of Excellence in Psychology, Quaid-e-Azam University, Islamabad	Quaid-e-Azam University, Islamabad

-	Area Study Centre for Africa, North & South America, Quaid-e-Azam University,Islamabad	Quaid-e-Azam University
-	National Institute of Pakistan Studies Quaid-e-Azam University, Islamabad	-do-
-	National Institute of Historical & Cultural Research Islamabad.	-do-

Merger of Autonomous Bodies established for the Promotion of Urdu language, literature and regional languages:

The Government has established Pakistan Academy of Letters, Islamabad, Urdu Science Board, Lahore, Urdu Dictionary Board, Karachi, National Book Foundation, Islamabad and National Language Authority, Islamabad under Cabinet Division for the promotion of Urdu Language, Literature, Regional Languages and for translation of books from other languages into Urdu. It has been felt that the institutions are competing for the same objectives thus leading to duplication of efforts and wastage of public money. The Management Services Wing of the Cabinet Division has earlier supported this point of view as well.

Proposal:

Urdu Science Board, Lahore: The Board may be abolished and transferred with assets & liabilities and current year's budget to the National Book Foundation, Islamabad. The Regional Offices of the Board will be closed down. Details of posts are at Annex-VI.

Urdu Dictionary Board, Karachi: The Board may be abolished and transferred with assists & liabilities and current year's budget to the National Book Foundation, Islamabad.Details of posts at annex-VII.

Transfer of Federal Educational/Research Institutions located in the Provinces to the respective Provincial Governments.

During the last few years, Federal Ministry of Education has either established educational institutions or taken over few institutions in the Provinces of Punjab and Sindh. It has been experienced that the Ministry of Education finds it extremely difficult to have good governance and effective control on the academic development of the institutions located in the Provinces. On previous occasions the Federal Ministry of Education has attempted to shift the educational institutions either to their respective private owners or to the Provincial Governments but it could not materialize.

Proposal:

It is, therefore, proposed that the following institutions may be transferred with assets and liabilities and current year's budget to the Provincial Governments except those institutions which enjoy degree-granting status. Details of posts are at Annex-VIII-XVI:

i-	National Museum of Science & Technology, Lahore	Govt.of the Punjab
ii-	National Educational Equipment Centre,Lahore	-do-
iii-	Dawood College of Engg.& Tech., Karachi	Govt. of Sindh
iv-	Urdu Arts College, Karachi	-do-
v-	Urdu Science College, Karachi	-do-
vi-	Z.A. Bhutto Agriculture College, Dokri	-do-
vii-	Federal College of Arts and Design, Jamshoro	-do-
viii-	Sindh Madrassah-tul-Islam, Karachi	-do-

Pakistan Literacy Commission: With the devolution of power/establishment of district governments the existing Literacy Commission may lose its importance. The Government of the Punjab have already established a department of literacy and launched a programme of their own. The other Provincial Governments are likely to follow suit. The Management Services Wing, Cabinet Division in their report on restructuring of Ministry of Education (1998) recommended that the Literacy Commission may continue with reduced staff and redefined role and activities which should be target oriented and properly monitored.

Proposal:

The number of officers/officials of Pakistan Literacy Commission (PLC) may be rationalized keeping in view the goals of EFA. The Chairman, PLC has surrendered the following five posts i.e. BPS-21 (one), BPS-15 (one), BPS-11 (one) and BPS-7(two).

University Grants Commission (UGC): UGC was established in 1974 with the task of coordinating/promoting and expanding of higher education in Pakistan but over a period of time the Commission has emerged as a mega-institution with 378 employees out of which 97 posts are in BPS 16 -22.

Proposal:

The Chairman, UGC has suggested surrendering following posts.

BS-1	...	(20)
BS-3	...	(02)
BS-5	...	(04)
BS-11	...	(14)
BS-12	...	(04)
BS-15	...	(01)
BS-16	...	(02)
BS-17	...	(03)
	Total:	50

Pakistan National Commission for UNESCO (PNCU): The Commission was established in 1950 to implement the programme of UNESCO in Pakistan. Prior to 1950, the work of UNESCO was being coordinated by the Ministry of Education.

Proposal:

This Ministry proposes to abolish the Commission and transfer the work of the Commission to a Section to be established in the Ministry of Education. The National Committees on each programme of UNESCO may be appointed to assist the Ministry on the work of UNESCO.

National Institute of Science & Technical Education (NISTE),Islamabad:

The Government established National Technical Teacher Training College(NTTTC) and Institute for Promotion of Science and Technical Education (IPSET) in 1997 for performing almost similar functions. The management Services Wing, Cabinet Division proposed the merger of both institutions. The two institutions accordingly were merged and renamed as National Institute of Science and Technical Education (NISTE). Asian Development Bank (ADB) has provided sufficient funds for the Institute and now it has well equipped laboratories which are under utilized.

Proposal:

The institute may be up-graded as an university of Science & Technical Education through grant of charter by the President subject to no additional grant from the Government. The two posts in BS-17 are being declared as surplus.

Pakistan Chairs abroad: Government has established 19 Chairs in the universities of selected universities abroad. The objective of the Chairs is to introduce Urdu language and Pakistan culture in the countries like; UK(3), USA, Turkey, Egypt and Spain(2 each) Jordan, Germany, Iran, Morocco, France, Kazakistan, Nepal and Ouzbekistan (one each).

Government has been spending Rs 26.0 million per annum on these chairs. Over a period of time it has been felt that the chairs have not been able to achieve their objectives due to the following reasons:

i- **dual control:** Ministry of Education appoints the scholars and provides funds for the chair but administratively the chairs are under the control of the respective Ambassador/Ministry of Foreign Affairs.

ii- **Non-availability of scholars of repute:** The reputed scholars do not show interest in the chairs.

iii- **Financial constraints:** Due to lack of resources the chairs are often unable to function efficiently.

It is, therefore, proposed that the chairs may be abolished and the incumbents may be recalled. This alone would save Rs 26.0 million per annum without having any impact on the incumbents as all are on the rolls of the different universities.

Key Performance Indicators

Mission

Education for all (FEA) at Elementary Education level in terms of (1) Universal Access/Enrolment, ii) Universal retention, and (iii) Universal Achievement.

INPUT	OUTPUT
A. Primary Education	
i) Making Primary Education compulsory	i) Increase in Gross Participation Rate from existing 89% to 100%
ii) Providing access by opening more primary schools where needed (through formal & non-formal modes.	ii) Increase in Retention Rate from existing 50% to 75%.
iii) Reducing dropout rate by providing facilities and improving infrastructure.	iii) Enrolment (Gross): Existing 19.6 million Additional 2.4 million
iv) Up-gradation of physical facilities in existing primary schools particularly provision of :	iv) Completion Rate (I-V) Existing 50% Increase 25% Total 75%
New Primary schools 8504	v) Competency Level:
Building to Shelter less Schools 18030	Existing 60%
Water Supply in existing Schools 56455	Increase 20%
Wash Rooms 79342	Total 80%
Boundary Walls	
Installation of Electricity	vi) Elimination of Gender Gap in participation Rate:
Revision of scheme of studies and finalization of curriculum at elementary (Classes 1 to VIII) level	Existing Male 99% Female 79%

Completion of manuscripts of text Books for elementary classes.	Improved Male 100% Female 100%
Development of national Education Assessment System (NEAS) to establish minimum standards/norms for assessment of performance at elementary level.	• Introduction of up-dated curriculum at primary level and the curriculum for classes VI-VIII, developed under Middle School Project will be finalized/adopted by 2001.
B. Non-Formal Education & Literacy.	• Manuscripts of text books finalized for publication and books produced by provincial Text Book Boards by 2001
i) Setting up 60,000 Community Primary Schools.	- Formulation of Test items/instruments
Project Duration: 3 Years	- Standardization of instruments
Age-Group : 5-9 Years and 10-14 years	- Conduct of National Education Assessment System
Enrolment: 2.4 million	Make 1.02 million adolescents of 10-14 years literate, with estimated dropouts of 10.18 million
ii) The women's Literacy for Empowerment Project (Women 15 years and above age group)	Make 1.02 million women fo 10-14 years
Project Duration 3 Years	Functionally literate and empowere, with estimated dropouts of 0.18 million.
No. of Schools 30,000	
Enrolment 1.2 million	
C. Strengthening Teachers Education and Training	
a) Conversion of all Teacher Training Institutes (TTIs) as residential Institutions	i) 30 hostels constructed in selected TTIs, each comprising a covered area of 12,5000 sq.ft. with a capacity of 80 students/pupil teachers.
i) Provision of physical and logistic infrastructure specifically construction of hostel in selected 30 TTIs	ii) Improved logistic facilities such as: – equipment - Furniture - Transport
ii) Consultation with private sector institutes like AKU Institute of Education Development and Ali Institute Lahore	iii) Teaching strategy/methodology fully reviewed and modernized and participation of private sector ensured.
b) Up-gradation of qualification & pay scales for elementary (PTC/CT) school teachers	iv) Increased study hours and purely academic environment.
i) Launching of (10+3) and 12+1/2) Diploma in Education programme from academic session 2001-2002	i) Pilot phase of on-going Dip. Edu. Programme will be completed by next year i.e. 2001. Thereafter, Dip. Edu. Will be launched as regular porogramme by the provincial Government
ii) Development of remaining Textbooks of Dip. Edu. At Federal level under	ii) Textbooks for Dip. Edu. Programme prepared by March, 2001 with the help of

existing Teacher Training Project and their mass production by the Provinces.	experts under Teacher Training Project.
iii) Training of 2000 Master trainers for conducting Bridging Courses for existing PTC/CT teachers.	iii) About 50 Master Training workshops conducted producing 2000 Master Trainers for Bridging Course.
iv) Launching of 6 months Bridging Courses for existing in service PTC and CT teachers to bring them at par with Dip. Edu. Course.	iv) 20,000 PTC and 5000 CT Teachers per year complete their six months Bridging Course in badges of 40 each.
v) Existing 100,000 PTCs and 25,000 CTs, having at least Intermediate qualification and below 55 years of age, would be deployed for six months, Bridging Courses under a phase programme.	v) Existing PTCs/CTs, would be upgraded from BS-7 &9 to BS-12 immediately on qualifying Bridging Courses.
vi) Fresh recruitment of Elementary Teachers would be made only from persons qualifying 10+3 or 12+1/1/2 Dip. Edu. Programme by the Provincial Government.	vi) All the new entrants are granted BS-12 by the Provincial Governments, on joining as Elementary Teachers.
C. In service training of Elementary Teachers not covered under Bridging courses	
i) Training of 2000 master Trainers in 50 workshops of 40 each, for training of 80,000 Elementary Teachers not covered under Bridging Courses.	i) 2000 ,master Trainers trained in 50 workshops each of two weeks duration and 40 persons per badge.
Two weeks in service workshops for 72000 PTC and 18000 CT teachers.	ii) 1800 two weeks workshops for PTC teachers and 450 workshops for CT Teachers conducted within three years for in service Elementary Teachers not covered under Bridging Courses.

Provision of Quality at Secondary level.

	Input		Output
i)	Modernization of Curricula. Finalization of curriculum in science subjects from classes IX to XII, developed by Punjab	i)	Introduced updated curricula by March 2001.
ii)	Development of Quality Text Books • Introduction of Multiple Text Books Scheme ensuring involvement of private sector. • Allowing schools to select any of the books available in the market.	ii)	Availability of Quality Text Books, on competitive basis. • Involvement of private sector in book production • Option to select any approved book by each school/Directorate.
iii)	Strengthening/in-service training of secondary school teachers (SSTs)	iii)	1000 master trainers selected from IERs, GCEs, and Provincial

	through: • Training of 1000 master trainers in 25 two weeks workshops at Federal level. • Two weeks training of 48,000 SSTs through 1200 workshops.		Education Extension Centres are trained by December 2001. • 48,000 SSTs (below 55 years of age) stand trained by December 2003.
iv)	Better Service Conditions.	iv)	Improved Employability prospects.
v)	Monitoring and accountability	v)	Enhanced retention/low dropouts of students.
vi)	Academic Supervision. Decentralized.	vi)	Good Governance system introduced.
vii)	Empowering District Education	vii)	Parent Teacher Association (PTAs) and School Management Committees (SMCs) established.
Viii)	Better Lab. Facilities.	viii)	Better Beaching learning process.
ix)	Co-curricular and extra-curricular activities.	ix)	Better – groomed students.
x)	Reforms in Examination System • Establishing research cells to provide feedback, conduct research oriented professional activities and train teachers, paper setters, examiners and supervisory staff. • Establishing paper setting cells to develop variety of questions and question papers in different subjects. • Computerization of process and appointment of well qualified honest, dedicated and experience staff, preferably on contract basis to ensure fairness, transparency and validity in the examination results. • To access students achievements on continuous basis.	x)	• Improvement in the existing organizational setup of Examination Boards. • Test items bank established. • Ensuring transparency and validity of examination. • Improved quality of education.
xi)	National Education Testing Service (NETS) • Promulgation of Ordinances at Federal and Provincial levels. • Training at national and international levels in collaboration with donor agencies. • Development of brochures for students, teachers, examiners	xi)	• Education Testing Service at Federal and Provincial levels, established. • Human Resource Development/capacity building ensured. • Awareness of the scheme to the general public and all other stake holders. • Test items/instruments

and evaluators. • Holding workshops at national and provincial levels for i) Development of test items. ii) Field/pilot testing. • Administration of Tests by Testing Service.	standarized. • Entry tests conducted and merit based admissions in professional colleges/universities ensured.

Meeting the growing demand for Quality Education at higher level of Education

INPUT		OUTPUT	
i)	Increase enrollment from 2.5% to 5.%.	i)	Enrolment at higher education level increased from existing 100,000 to 200,000 by 2003. . Ensuring gender quality.
ii)	Public/Private sector ratio from 85:15 to 60:40 by 2010.	ii)	Recognition of the degrees of Pakistani Universities abroad.
iii)	Introduction of a one year BA Honours programme as a prerequisite for university and international, equivalence	iii)	Resources to be enhanced through public private partnership.
iv)	Raise allocation from 0.39% to 1% of GNP by 2001-2002.	iv)	Research in selected modern discipline to be introduced.
v)	Create research endowment fund of Rs 1 billion.	v)	Employability of University graduate.
vi)	Grants for research projects selected in open competition	vi)	Admission in higher education on the basis of merit only.
Vii)	Strengthen Science education: 70:30 ratio of humanities and science be brought to 50:50 by 2010.	vii)	Enhanced quality education.
Viii)	Merit based admission in higher education through National Education Testing Service.	viii)	Selection of teachers on merit and competitive salary.
ix)	Establish a regulatory body in Higher Education for accreditation and quality assurance.	ix)	Improved teaching learning.
ix)	Introducing Teacher Assessment System	x)	Participation of local industries and Agriculture Sector in institution management for improved relevance of education.

xi)	Contractual Teacher Assessment System.	xi)	Enhanced sense of development and prosperity through quality education.
Xii)	Upgradation of labs and libraries.	xii)	Excess to modern research and innovation to achieve goal of quality education.
Xiii)	Interfacing between university and industry through : - Representation of local industries and agriculture on Board of Governors (BOG). - Active participation of university in supporting local industries (incentive based).	xiii)	Enhancement of the number of Ph.D teachers in the University faculty.
Xiv)	Linkage with foreign universities in research, faculty and information exchange.		
xv)	Expanding indigenous Ph.D scholarship programme.		

Development, promotion and enhancement of quality Technical Education

	Input		**Output**
i)	Establishment of National Technical Teacher College.	i)	Institutional infrastructure for Development of Technical Education.
ii)	Establishment of Polytechnic Institute for Women, Islamabad.	ii)	Facilities for Technical and Vocational Education for residents of Islamabad.
iii)	Strengthening of 11 Provincial Polytechnic Institutes.	iii)	Refurbished Lab/Workshops and enhanced quality of Technical Education in Project institutions.
iv)	Refurbishment of 127 workshops in 43 Polytechnics.	iv)	Updated equipment for effective training.
v)	Introduction of New Technologies.	v)	Demand Oriented Technical Education.
vi)	Revision of Curricula.	vi)	Improved curricula relevant to the requirements of job market.
vii)	Staff Development (Local/Foreign).	vii)	Enhanced training capacity of Technical Institutions.
Viii)	Introduction of Pre-service Teacher training (B.Ed Technical) Programme.	viii)	Provision of tailor made instructors for Polytechnics.
ix)	Establishment of Research and Development Centers.	ix)	Capacity building for Research and Development at Provincial

			levels.
x)	Establishment of Institutes Management Committees.	x)	Involvement of industry in institution management for improving relevance of Technical Training.
xi)	Establishment of Polytechnic Institute for Women, Quetta	xi)	Improved Technical Teacher Education Facilities for Female population, Balochistan.
xii)	Establishment/Strengthening of Technical Training Centres in Provinces.	xii)	Improved Technical Teacher Training and enhancemen t of quality of Training.
Xiii)	Establishment of Boys Polytechnic Institute, Islamabad	xiii)	Provision of Technical Education for male population of Islamabad/Rawalpindi.
xiv)	Teaching Learning Resource Material Development.	xiv)	Provision kof much need text books for Polytechnics.

Enlightened citizen within frame-work of ideology of Pakistan

Input		Output	
1.	Enforcement of compulsory Primary Education legislation where facilities are available	1.	Universal Primary Education and Literacy by year the year 2003.
2.	Education for all (EFA) focussing gender parity.	2.	Expansion of literacy to meet the injunctions of Holy Quran and requirement of 21^{st} century.
3.	Teaching of tenets of Islam at different levels of Education	3.	Better citizens with values of Islam.

7. ENVIRONMENT, LOCAL GOVERNMENT AND RURAL DEVELOPMENT DIVISION

Mission Statement

Pakistan on the path of Environment friendly Sustainable development, poverty alleviation through participatory governance characterised by effective legal, administrative, corporate and informal/civil society institutions that promote sustainable economic growth, sound environmental management and social equity.

Existing Rules of Business

1. **National policy, plans and Programmes regarding :-**
   (a) Environmental Planning, Pollution and Ecology;
   (b) Housing, Physical Planning and Human Settlements Including urban water supply, sewerage and drainage.
2. **Dealing and agreements with other countries and international organizations in the fields of Environment, Housing, Physical Planning and Human Settlements.**
3. Quaid-i-Azam Memorial Fund.
4. Pakistan Environmental Planning and Architectural Consultants Limited.
5. Economic Planning and Policy making in respect of forestry and wildlife.
6. Administrative control of :-
   (i) National Council for conservation of wildlife in Pakistan
   (ii) Pakistan Forest Institute.
   (iii) Zoological Survey of Pakistan.
7. Administrative Control of the National Energy Conservation Centre (ENERCON)
8. Federal function pertaining to local government institutions in areas other than Cantonments including:-
   a) promotion of local government institutions;
   b) planning and co-ordination;
   c) grants in aid; and
   d) International aspects including liaison with community development and local government institutions in other countries.
9. Integrated Rural Development Programmes – policy, guidance, follow-up action, co-ordination foreign assistance and evaluation.

Proposed Rules of Business

1. National Policy, Plans and Programmes regarding:-
   a) Environmental Policy, Planning, Pollution Control, Ecology and **Energy Conservation of Natural Resources;**
   b) Housing, Physical Planning and Human Settlements including Urban Water Supply, Sewerage, Drainage **and Disposal of Waste Management.**

2. Dealing and Agreements with other countries and international Organizations in the fields of Environment, Local Government, Poverty Alleviation, Public Works Programmes, Housing, Physical Planning and Human Settlements.

3. **Quaid-e-Azam Mazar Management Board and administration of** Quaid-e-Azam Memorial Fund, Karachi.

4. Economic Planning and Policy making in respect of Forestry and Wildlife.

5. Administrative control of:
   - i. National Council for Conservation of Wildlife in Pakistan.
   - ii. Pakistan Forest Institute, Peshawar.
   - iii. Zoological Survey of Pakistan.

6. Federal functions pertaining to local government institutions in areas other than Cantonments including:-
   - (a) Promotion of local government institutions;
   - (b) Planning and coordination;
   - (c) **Education and research on local government institutions;**
   - (d) **Administrative control of Abdul Hameed Khan National Centre for Rural Development and Municipal Administration (AHKNCRD&MA), Islamabad and Municipal Training and Research Institute (MTRI), Karachi.**
   - (e) Coordinate Integrated Rural and Urban Development Programmes on Poverty Alleviation.
   - (f) Poverty Alleviation Public Work Programmes.
   - (g) Grants-in-aid; and
   - (h) International aspects including liaison with community development and local government institutions in other countries;

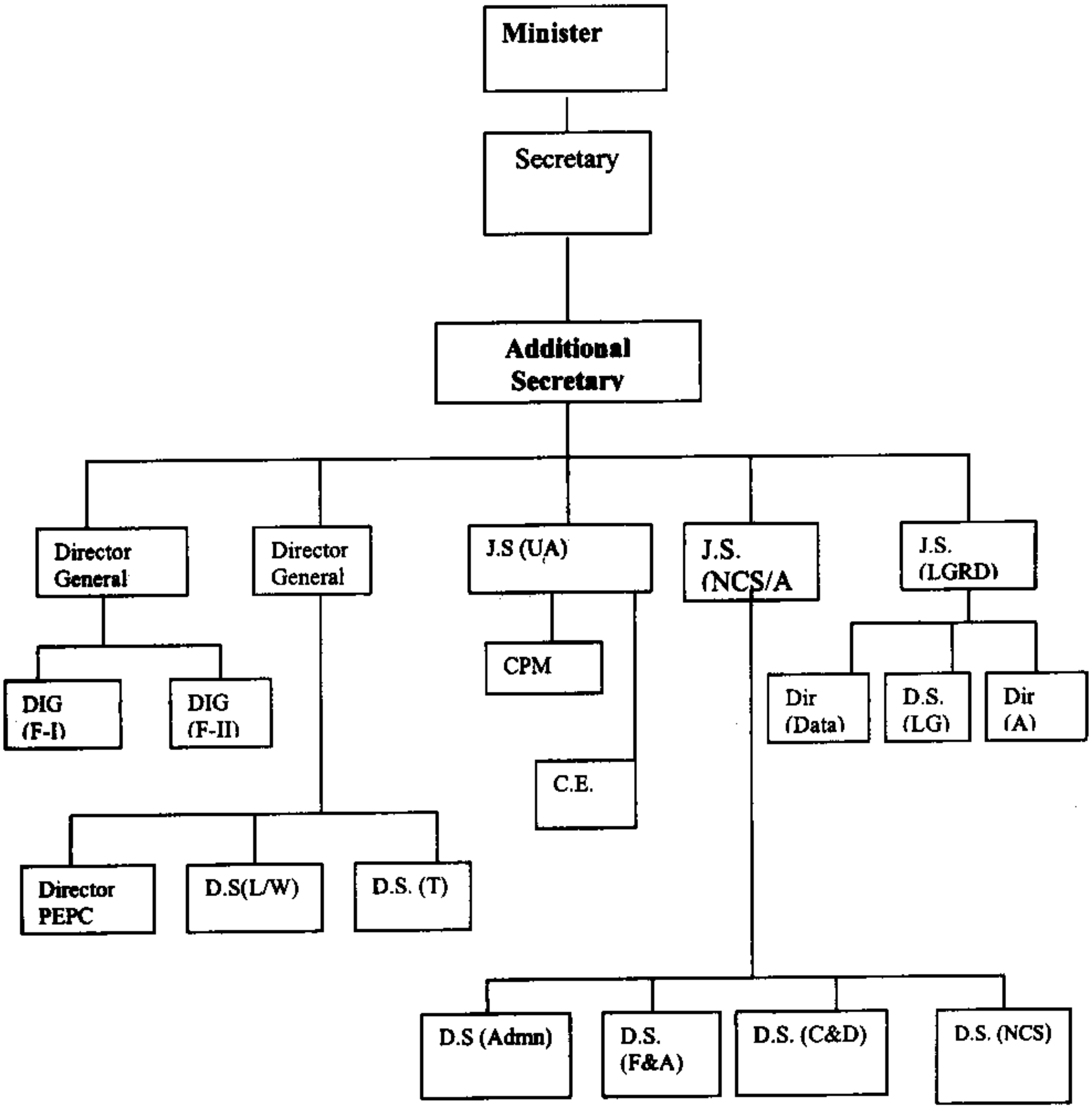
7. Integrated Rural Development Programmes, Policy, Guidance, follow-up action, Coordination **of** foreign assistance, **training** and evaluation.

8. Support NGOs/CBOs/Civil Societies/Institutions engaged in Environment, Conservation of Natural Resources, Human Settlement, Community Development etc.

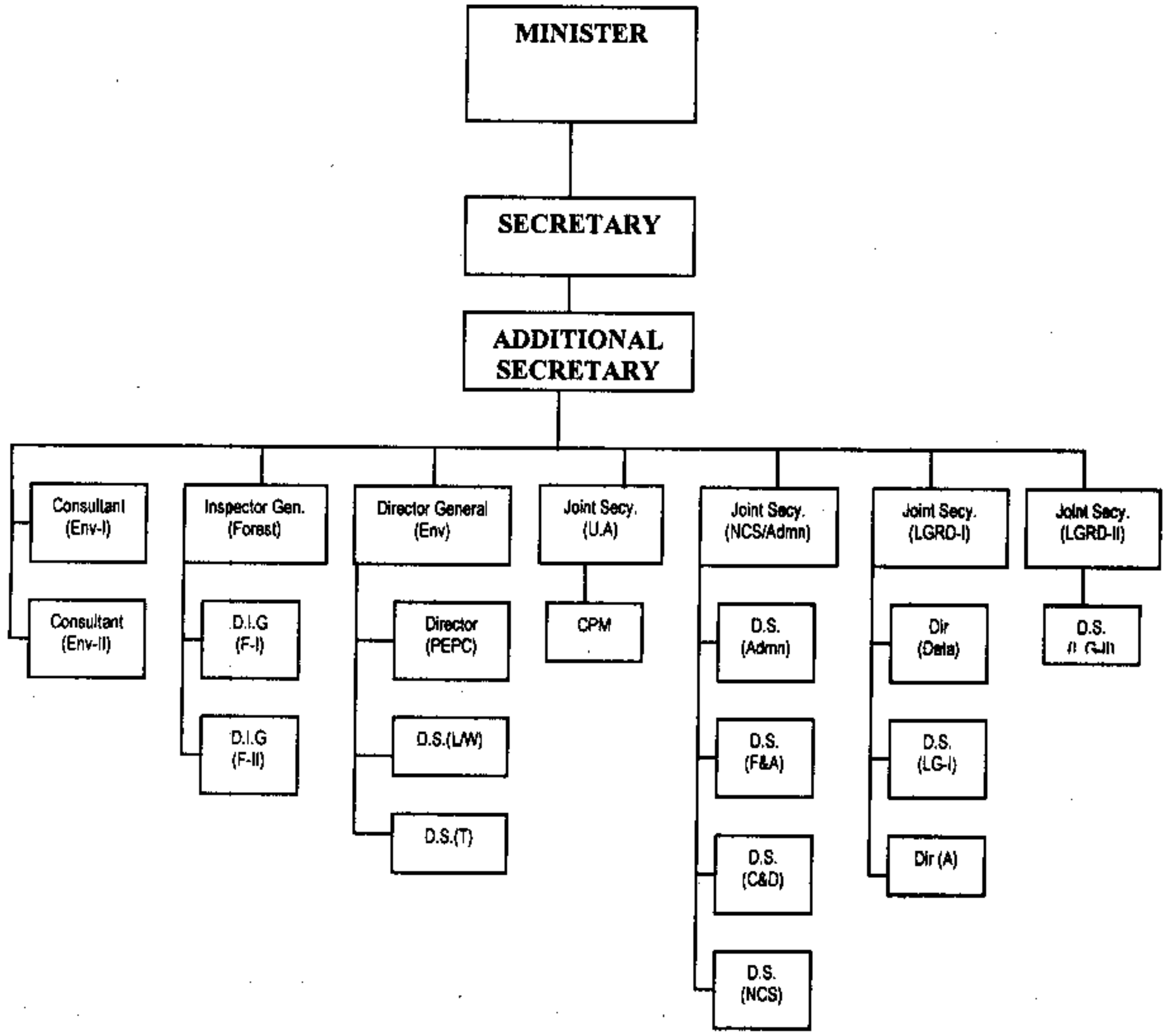
9. Administrative Control of the National Energy Conservation Centre (ENERCON).

10. Pakistan Environmental Planning and Architectural Consultants (PEPAC) Limited.

Existing Organizational Chart



Proposed Organizational Chart



Existing and Proposed Staff Strength

S. No	Name of Department	Existing				Proposed			
		16-22	12-15	01-11	Ratio	16-22	12-15	01-11	Ratio
1.	Main Ministry	77	67	234	1:3.9	80	67	202	1:3.3
2.	National Energy Conservation Centre (ENERCON), Islamabad	12	03	028	1:2.5	14	03	028	1:2.2
3.	National Council for Conservation of Wildlife (NCCW), Islamabad	04	06	012	1:5	04	06	010	1:4
4.	National Centre for Rural Development (NCRD), Islamabad	18	12	051	1:3.5	18	12	051	1:3.5
5.	Municipal Training and Research Institute (MTRI), Karachi	07	01	022	1:3.2	07	01	016	1:2.4
6.	Pakistan Forest Institute (PFI), Peshawar	104	12	412	1:4	104	12	390	1:3.8
7.	Zoological Survey Department (ZSD), Karachi	17	06	066	1:4.2	17	06	059	1:3.8
8.	Pakistan Environmental Protection Agency (Pak-EPA), Islamabad	11	06	029	1:3.1				

Existing and Proposed Staff Strength

S. No	Name of Department	Existing				Proposed			
		17-22	12-16	01-11	Ratio	17-22	12-16	01-11	Ratio
1.	Main Ministry	69	75	234	1:4.4	71	76	202	1:3.3
2.	National Energy Conservation Centre (ENERCON), Islamabad	11	06	028	1:3	13	04	028	1:2.7
3.	National Council for Conservation of Wildlife (NCCW), Islamabad	04	06	012	1:4.5	04	06	010	1:4
4.	National Centre for Rural Development (NCRD), Islamabad	18	12	051	1:3.5	18	12	051	1:3.5
5.	Municipal Training and Research Institute (MTRI), Karachi	06	02	022	1:4	06	02	016	1:3
6.	Pakistan Forest Institute (PFI), Peshawar	79	37	412	1:6	79	37	390	1:5
7.	Zoological Survey Department (ZSD), Karachi	08	15	068	1:10	08	015	059	1:9
8.	Pakistan Environmental Protection Agency (Pak-EPA), Islamabad	11	06	029	1:3.1				

Additional Posts required for Strengtheinig of L.G Wing & Environment Wing

S.No	Name of Posts	No	Financial impact (Pay & Regular Allowances Rs. per month)
A.			
1.	Joint Secretary (LG-II) (BS-20)	01	18,197
2.	Deputy Secretary (LG-II) (BS-19)	01	12,780
3.	Section Officer (LG-III & IV) (BS-17)	02	12,824
4.	Stenographer (BS-15)	02	8,410
5.	Stenotypist (BS-12)	02	7,222
6.	Assistant (BS-11)	02	6,872
7.	LDC (BS-05)	02	6,080
8.	Naib Qasid (BS-01)	03	8,253
	Total	15	80,638
	Per annum Rs. 0.968 Million		
B.			
1.	Consultant (Environment) (BS-20)	02	36,394
2.	Stenographer (BS-15)	02	8,410
3.	LDC (BS-05)	02	6,080
4.	Naib Qasid(BS-01)	02	5,502
	Total	08	56,386
	Per annum Rs. 0.677 Million		
C.			
1.	Equipment & other Expenditure		
2.	Computer (06)		250,000
3.	Stationery		50,000
4.	TA/DA		50,000
	Other Expenditure, POL/etc		50,000
	Total Rs. 0.400 Million		
	Total Financial Impact on Additional provisions A+B+C = Rs. 2.045 Million		

Performance Indicator

S.No.	Goals/Targets	Strategy	Time-frame
1.	**<u>Environment Policy and Conservation of Natural Resources:</u>**		
1.1	Conservation and Management of Natural Resources for Sustainable Development.	• Mid-Term Review of the National Conservation Strategy (NCS) of Pakistan (1992-2002) • Co-ordination of preparation of National Strategy for Sustainable Development for Pakistan including its review and periodic updation.	2000-2002 2002-2012

		• Co-ordination witht the provincial governments for the development of Provincial Conservation Strategies for Sustainable Development, their review and periodic updation. • Co-ordination with the provincial governments in the preparation of District-wise Conservation Strategy for Sustainable Development.	
1.2	Promotion of National Strategy for Sustainable Development	Integration of environment with economic development and decision-making processes.	2002-2012
1.3	Formulation of National Sustainable Development Programme.		
1.4.	Protection of Nation's Air, Water and Land from Pollution.	• Strengthen monitoring capability of the relevant federal and provincial government agencies. • Establishment of data base on quality of air, water and land.	2001-2005 2001-2005
1.5	International and regional conventions/treaties/protocols on Environment.	• International and regional conventions/treaties and protocols signed by the Government of Pakistan are being attended to designate officers in the environment for their implementation and following up.	
1.6	To create Mass Awareness about environmental issues and problems amongst general public, students and other stake-holders.	• Development of environmental awareness programmes for the electronic and print media. • Incorporate environmental concerns in the regular curricula and text books of schools. • Support NGOs and civil society organizations in the establishment of environmental clubs and other environmental promotional campaigns.	2001-2003
1.7	Conservation and Sustainable Use of Biological Diversity.	• Expand the Protected Areas (PAs) system in the country. • Protect Nation's ecosystems, natural habitat and the maintenance of viable population of species in natural surroundings.	Continuous activity
1.8	Combat Desertification and Mitigate the effects of Drought.	• Improve productivity of land; rehabilitation and conservation of land and water resources. • Mitigate the effects of Drought and Desertification. • Organize awareness campaigns for the general public and systematic use of early warning systems.	Continuous activity
1.9	Sound Management of Chemicals and Pesticides.	• Disposal of obsolete pesticide and chemicals.	2000-2005 2001-2005

		• Carryout risk assessment and management of hazardous chemical and wastes. • Introduction of Prior Informed Consent procedure for various pesticides and other industrial chemicals in international trade.	2002-2005
2. 2.1	**<u>Policy Planning Processes:</u>** Consideration of environmental impact at par with economic and social issues in decision-making.	Implementation of Initial Environmental Examination (IEE) and Environmental Impact Assessment (EIA) procedures shall ensure consideration of environmental impact at par with economic and social	2001-2010
2.2	Proactive project planning approach on environmental issues.	The aim of the National Conservation Strategy is to provide proactive planning approach on environmental issues.	
2.3	Valuation of environmental consideration into economic decision-making.	The cost of mitigation measures determine through initial Environmental Examination (IEE) and Environmental Impact Assessment (EIA) shall provide means for valuation of environmental consideration into economic decision-making.	Continuous activity
2.4.	Data generation and establishment of National Data Base.	The Federal Bureau of Statistics in collaboration with the Ministry of Environment, LG&RD is developing a National Data Base through Asian Development Bank's assistance.	2000-2010
3. 3.1	**<u>Environmental Impact Assessment (EIA)</u>** Environmental assessment of all policies and programmes.	All development projects are subject to Initial Environmental Examination (IEE) and Environmental Impact Assessment (EIA) as per Pakistan Environmental Project Act, 1997.	2001 – onward.
3.2	Effective Introduction of Environmental Impact Assessment (EIA) process in the public and private sector.	Environmental Impact Assessment (EIA) is mandatory for the projects found having adverse environmental effect during the Initial Environmental Examination (IEE) by the Federal/Provincial Environmental Protection Agencies.	2001-2002
3.3	Adoption of environment friendly technology by the private sector.	The role of the government is that of a facilitator and private sector is being encouraged to comply with National Environmental Quality Standards (NEQS) through self-monitoring mechanism. The penalty on non-compliance is initially nominal and shall be enhanced incrementally.	2002-2005
3.4	Adoption of ISO-9000 and ISO-14000	Implementation of the provisions of the	Continuous

	series certificate..	Pakistan Environmental Protection Act, 1997 will ensure the compliance of ISO-14000 certification criteria.	
4. 4.1	**Forestry** Increase in tree cover from 5-10 per cent.	• Encourage planting on farm land. • Intensifying management of coniferous forests. • Managing Irrigated Plantations and reverain forest. • Amenity Planting and Private planting on non-public forest land.	2000-2010
4.2	Conduct and Promote Forestry Education and Research and Dissemination of Information on Forest Management, Development and Forestry produce for the development of forestry.	• Development of nursery techniques, studies/experiments on species, spacing, water requirement, tree breeding and assessment of forest growth and yield. • Seed collection, exchange, testing, distribution and establishment of demonstration of plots of proper species. • Watershed Management practices and studies in the high hill forests. • Soil Conservation Management . • Pasture production and utilization system and range improvement, grazing management and forest studies. • Wood resource and consumption trend studies and improved wood utilization and testing of wood species. • Chemical observation of different plants and their products and studies on control of the fungal and insect pests forest trees. • Studies on silk worm breeding for production and quality of silk seed and studies on control of silk worm diseases.	Continuous activity
4.3	Conduct survey and monitoring of wildlife and biodiveristy (Fauna and Flora) of the ecological regions of Pakistan.	• Studies on distribution and status of fishes of mangroves areas of Pakistan. • Study of the Fauna of the Indus Delta. • Compilation of Red Data Book of threatened Biodiversity of Pakistan	2005 2009 2005
5.	**Conservation of Energy Resources**	• To create nation wide awareness information and initiate campaign on conservation of energy resource.	2000-2005

		• To develop and strengthen institutional framework for energy efficiency and environment protection. • Identification of the linked trends in energy, environment and development. Development of inventories of sectoral strategies for energy efficiency improvement in various sectors of economy viz industry, buildings, agriculture and transport and power etc. • To implement total energy management programmes mainly low and medium cost in all sectors. • Develop and apply energy efficiency codes standards for all major thermal and electricity consuming industrial, commercial, domestic and agricultural equipment.	
6. 6.1 .	**Urban Affairs** Collection, treatment and disposal of solid and industrial waste.	 To conduct studies on identification, management, treatment and disposal of domestic and industrial solid waste.	 2000-2010
6.2	Controlling rural to urban migration.	• To formulate a National Urban Development Policy for implementation at Provincial and Local Government level. • To conduct feasible studies to formulate nation wide programme for upgradation of smaller/medium sized towns having growth potential.	2000-2010
6.3	Development of Human Resource Development in Rural and Municipal Administration..	• To design new avenues of training in keeping with changing requirements and adopting new techniques for public managers and civil society. • To undertake research in the area of local government and rural development environment and municipal administration on the impact of training and implementation of various social action programmes.	Continuous activity
7.. 7.1.	**Local Government:** Devolution of Power.	• To develop plan for decentralisation of powers from Federal/Provincial to the local level. • To develop capacity building programmes for Local Councillors and Government functionaries for effective and efficient functioning of local level institutions.	2000-2001

7.2	Poverty Alleviation	Development of social and physical infrastructure at local level through projects aimed at improving the living standard and quality of life of people at local particularly in rural areas and small towns.	2000-2003
7.3	Road Sector Development in Punjab, Sindh, NWFP and Balochistan.	To bring changes in Road Sector through institutional reforms and by placing focus on the needs of maintenance in accordance with privatization requirements.	2000-2003
7.4	Employment Generation.	Create opportunities at local level; provision of micro credit for small business enterprises.	2000-2003 – Subject to availability of funds.

Saving on Proposed Strength

S.No	Designation	Proposed Reduction	Proposed Enhancement	Financial impact (Pay & Regular Allowances per month)
1	Assistant Director(LG)	02	-	-20230
2	Superintendent	0	1	+ 4,685
3	Stenographer	0	1	+ 4,205
4	Stenotypist	1	-	- 6,211
5	Assistant	0	7	+ 24,052
6	UDC	5	-	- 23,120
7	Driver	4	-	- 16,452
8	N.Qasid	25	-	- 88,525
9	Chowkidar	3	-	- 10,623
10	Mali	2	-	-7,082
	Total	**42**	**9**	**139,301**

Net saving per annum = Rs. 1.672 Million

International Conventions and Protocols
Signed on Environment

1. International Plant Protection Convention, Rome, 1951.
2. Plant Protection Agreement for the South East Asia and Pacific Region (as amended), Rome, 1956.
3. Agreement for the Establishment of a Commission for Controlling the Desert Locust in the Eastern Region of its Distribution Area in Spit-West Asia (as amended), Rome, 1972.
4. Convention concerning the Protection of World Cultural and Natural Heritage (World Heritage Convention), Paris, 1972.
5. Convention on Wetlands of International Importance especially as Waterfowl Habitat, Ramsar, 1971, and its amending Protocol, 1982.
6. Convention on International Trade in Endangered Species of Wild Fauna ad Flora (CTTES) Washington, 1973.
7. Convention on the Conservation of Migratory Species of Wild Animals, Bonn, 1979.
8. Convention on the Law of the Sea, Montego Bay, 1982.
9. Vienna Convention for the Protection of the Ozone Layer, Vienna, 1985.
10. Montreal Protocol on Substances that Deplete the Ozone Layer, Montreal, 1987 and amendments thereto.
11. Agreement on the Network of Agriculture Centres in Asia and the Pacific Bangkok, 1988.
12. Convention on the Control of Transboundary Movement of Hazardous Waste and its Disposal, Basel, 1989.
13. Convention on Biological Diversity, Rio de Janeiro, 1992.
14. United Nations Frame Work Convenior on Climate Change, Rio de Janeiro 1994.
15. South Asia Cooperative Environment Progarmme (SACEP).
16. Commission on Sustainable Development (CSD).
17. Global environment Facility (GEF).
18. Convention on International Trade in Endangered Species on Wild Fauna and flora 20-4-1976.
19. UN convention to Combat Desertification (CCS) ratified in 1997.

Existing & Proposed Staff Strength

S.No	Ministries/Divisions/Attached Departments/Autonomous Bodies	Existing Strength			Total	Proposed Strength			Total	Existing Budget (Rs.)	Proposed Budget (Rs.)
		BPS 17-22	BPS 12-16	BPS 1-11		BPS 17-22	BPS 12-16	BPS 1-11			
1	**Ministry of Environment,**	69	75	234	**378**	71	76	202	**349**	56,124,000	54,452
	Local Government and										
	Rural Development (Main)					76	82	213	371	56,124,000	56,497,000
	Attached Department				**0**						
	National Energy Conservation	11	4	28	**43**	13	4	28	**45**	6,143,000	6,140,000
	National Council for Conservation	4	6	12	**22**	4	6	10	**20**	2,711,000	2,627,000
	National Centre for Rural Dev.	18	12	51	**81**	18	12	51	**81**	6,965,000	6,965,000
	Municipal Training & Research	6	2	22	**30**	6	2	16	**24**	1,963,000	1683000
	Pakistan Forest Institute (PFI)	79	37	412	**528**	79	37	390	**506**	33,584,000	3,284,000
	Zoological Survey Deptt. (ZSD)	8	15	68	**91**	8	15	59	**82**	3,257,000	2,969,000
	Pakistan Environmental Protection	12	11	29	**52**	28	27	58	**113**	452,000	882,000
	Organization/Autonomous Bodies/Corporations etc.										
	FRDEC	2	1	2	**5**	2	1	2	**5**	780,000	780,000
	PEPAC	(PEPAC) has pay scales of Management Group								8,500,000	8,500,000

8. ESTABLISHMENT DIVISION

Mission Statement

To create and manage an efficient and professional civil service responsive to the needs of the public.

Amendments Proposed in Schedule-II of the Rules of Business, 1973.

1. Regulation of all matters of general applicability to **civil posts in connection with the affairs of the Federation and** various occupational groups in public service including:

    i) Recruitment:
    ii) Verification of character and antecedents;
    iii) Conduct and discipline; and
    iv) Terms and conditions of service (including re-employment after retirement) other than those within the purview of the Finance Division

2. i) Formation of Occupational Groups.
    ii) Policy and administration of

        (a) All-Pakistan Unified Grades: and
        (b) Office Management Group (Federal Unified Grades).

3. Policy regarding recruitment to various grades **(May be deleted and remaining items renumbered accordingly).**

4. Grant of ex-officio status to non-Secretariat officers.

5. i) Training in Public Administration.
    ii) Matters Relating to:-

        (a) Pakistan Administrative Staff College, Lahore.
        (b) National Institutes of Public Administration, Karachi, Quetta and Peshawar **(NIPA Lahore to be added)**
        (c) Pakistan Academy for Rural Development, Peshawar and
        (d) Civil Services Academy, Lahore.
        (e) Secretariat Training Institute (STI) to be added.

<u>Note: No further Change in Proposal</u>

11. **Consultation with the Establishment Division.**– No Division shall, without previous consultation with the Establishment Division, issue, or authorise the issue of, any orders, other than orders in pursuance of any general or special delegation made by the Establishment Division, which involve -

(a) & (b) Deleted vide Cabinet Division Memo. No.104/59/78-Min.I, dated 5-7-1979.

(c) **Initial appointments, other than those made through the Federal Public Service Commission, in the Federal Secretariat and Attached Departments;** (May be deleted)

(d) a change in the terms and conditions of service of Federal civil servants;

(e) a change in the statutory rights and privileges of any Federal Government servant;

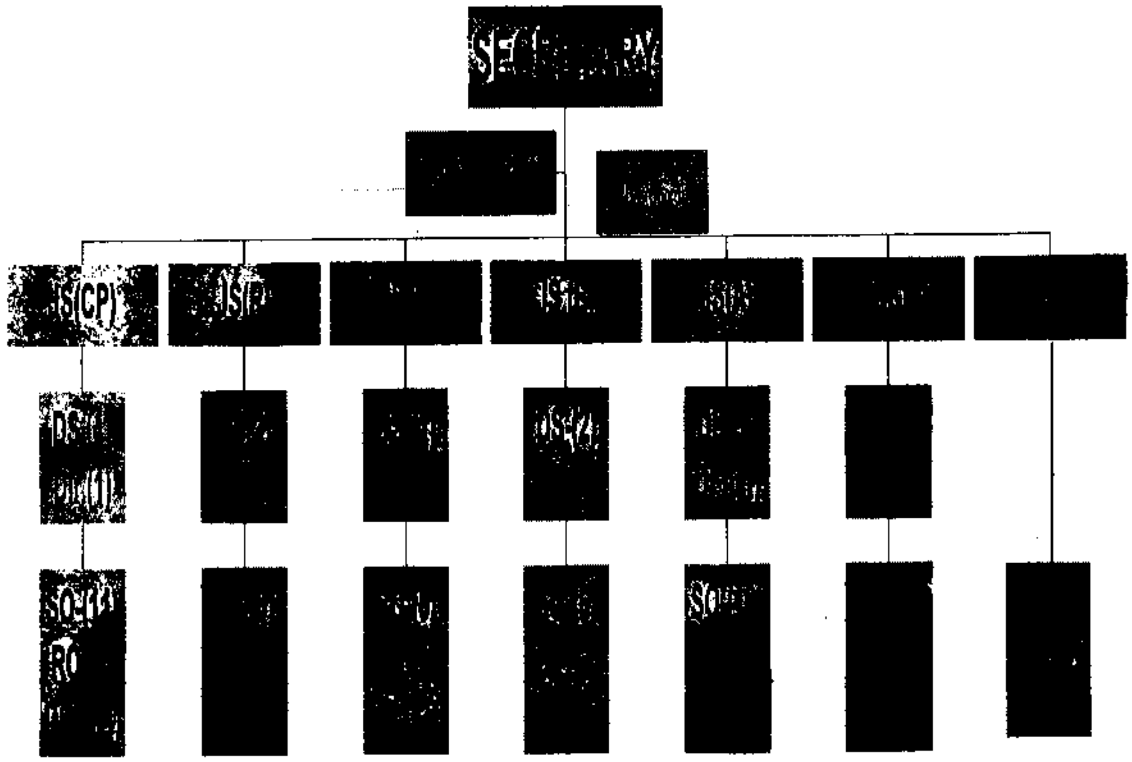
(f) **the selection of an officer serving in connection with the affairs of a Province for appointment in the Federal Secretariat or an Attached Department, except for appointment in the Intelligence Bureau;** (May be deleted)

(g) expenditure proposals relating to the Finance Division under rule 12 (1) (b), (2) and (3);

(h) the interpretation of rules and orders made by the Establishment Division; and

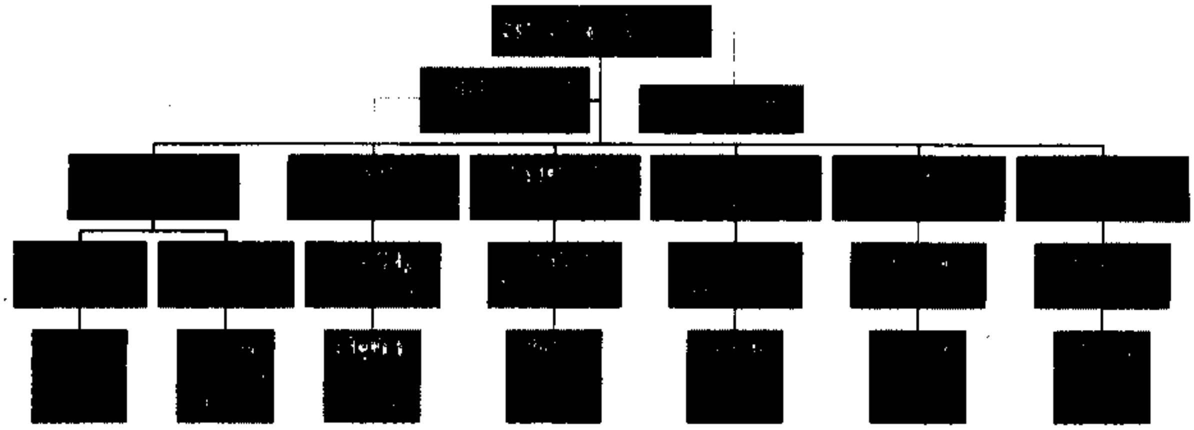
(i) rules for recruitment to any post or service, including the question of removing a post or service from the purview of the Federal Public Service Commission for the purposes of recruitment.

Existing Organization Chart



Secretary	1		
Addl. Secy	1	DS/DFA/DIR	17
Joint Secretaries	7	SO/DCO/RO	47

Proposed Organizational Chart



Secretary	1	DS/DFA/DIR.	: 16
Addl. Secy	1	SO/System Analyst/	
Joint Secretaries	6	Programmers	: 45

Proposed Reduction in the Staff of Establishment Division

	Existing sanctioned strength of Staff			
	BS 17 – 22	BS 12 – 16	BS 1 – 11	Total
Existing Strength	**79**	**91**	**248**	**418**
Proposed Reduction	04	06	29	39
Proposed Strength	**75**	**85**	**219**	**379**

Proposed Reduction in the Staff of Staff Welfare Organization

	Existing Sanctioned Strength of Staff			
	BS 17 – 22	BS 12 – 16	BS 1 – 11	Total
Existing Strength	**37**	97	**503**	**637**
Proposed Reduction	13	23	179	215
Proposed Strength	**24**	74	**324**	**422**

Re-Organization of Staff Welfare Organization

- The buildings of Multipurpose Community Centres at Islamabad, Quetta, Peshawar, Lahore, Karachi and Gilgit are proposed to be transferred and placed at the disposal of Works Division for privatization.
- Holiday Homes at Sandspit, Ziarat and Kinjar Lake are proposed to be wound up and their buildings transferred to the charge of Works Division for privatization.
- Hostel for Working Women is proposed to be transferred to either Ministry of Social Welfare or to the Works Division.
- The Welfare Project in Gilgit is proposed to be offered to the Northern Areas Administration.
- Staff Welfare Organization is being directed to initiate a proposal for converting seven (7) surplus posts of Vocational Training Centres into seven (7) BS-17 posts of Computer Instructors.
- Staff Welfare Organization is being directed to take measures for increasing the number of trainees/beneficiaries of Industrial Homes in Islamabad, Lahore and Quetta.
- The staff Welfare Organization has been advised to prepare a profile of each A.D.P. funded on going project for consideration and recommendation of DDWP.

A total of 215 posts are to be surrendered as a result of above proposals

PROPOSED REDUCTION IN THE EXISTING AUTHORISED STRENGTH OF ESTABLISHMENT DIVISION AND ITS DEPARTMENTS/ORGANIZATIONS

S. No.	Name of Deptt. / Organization	Existing sanctioned strength of Staff			
		BS17 – 22	BS 12 – 16	BS 1 – 11	Total
1	ESTABLISHMENT DIVISION (Main)	79	91	248	418
a.	**Proposed Reduction**	**04**	**06**	**29**	**39**
b.	**Proposed Strength**	**75**	**85**	**219**	**379**
2	Staff Welfare Organization, Islamabad.	37	97	503	637
a.	**Proposed Reduction**	**13**	**23**	**179**	**215**
b.	**Proposed Strength**	**24**	**74**	**324**	**422**
3	Federal Service Tribunal, Islamabad	24	20	65	109
4	Federal Employees B. & G Insurance Fund, Islamabad	12	9	65	86
5	Sectt. Training Institute, Islamabad	17	33	50	100
6	Federal Public Service Commission, Islamabad	110	117	328	555
7	Pakistan Academy for Rural Development, Peshawar	31	18	111	160
8	NIPA, Lahore	27	22	121	170
9	NIPA, Karachi	29	19	88	136
10	NIPA, Peshawar	14	10	37	61
11	NIPA, Quetta	8	2	11	21
12	Civil Services Academy, Lahore	33	26	346	405
13	PASC, Lahore	31	17	142	190
	EXISTING STRENGTH	**452**	**481**	**2115**	**3048**
	PROPOSED REDUCTION	**17**	**29**	**208**	**254**
	PROPOSED STRENGTH	**435**	**452**	**1907**	**2794**

Key Performance Indicators

- **Governance through institutions:** Elimination of adhocism and institutionalising the system of appointments based on merit and norms of transparency through FPSC by enhancing its role and granting it administrative and financial autonomy.

- **Governance through decentralization:** Deconcentration of powers by delegating powers of appointment, promotion, discipline, deputation and leave-of absence.

- **Governance through systems:** Improving the quality of civil servants in occupational groups/services by adopting a Career Management System based on

    - determining career paths.
    - fixation of cadre strength.
    - revamping performance evaluation system.
    - ensuring promotions by selection on merit.
    - emphasising grooming through training by undertaking curriculum reform, introducing a system of promotion/training examination and devising coursed.
    - management of change through incremental intervention. Bringing about specialization through the creation of management streams like economic management. Work on a social sector stream and regulatory service to follow.

- **Governance through Application of Technology:**
    - Computerisation and development of a local area network for prompt information retrieval and efficient decision making.
    - Imparting computer literacy to pre-determined personnel.

- **Governance through a Legal Framework:** Enforcing accountability within due process of law and rules.

9. FINANACE DIVISION

Mission Statement

Formulate sustainable economic policy option and adopt efficient ways for their implementation, to achieve desirable level economic growth and self reliance. Equitable allocation of resources to achieve policy objectives of the Government.

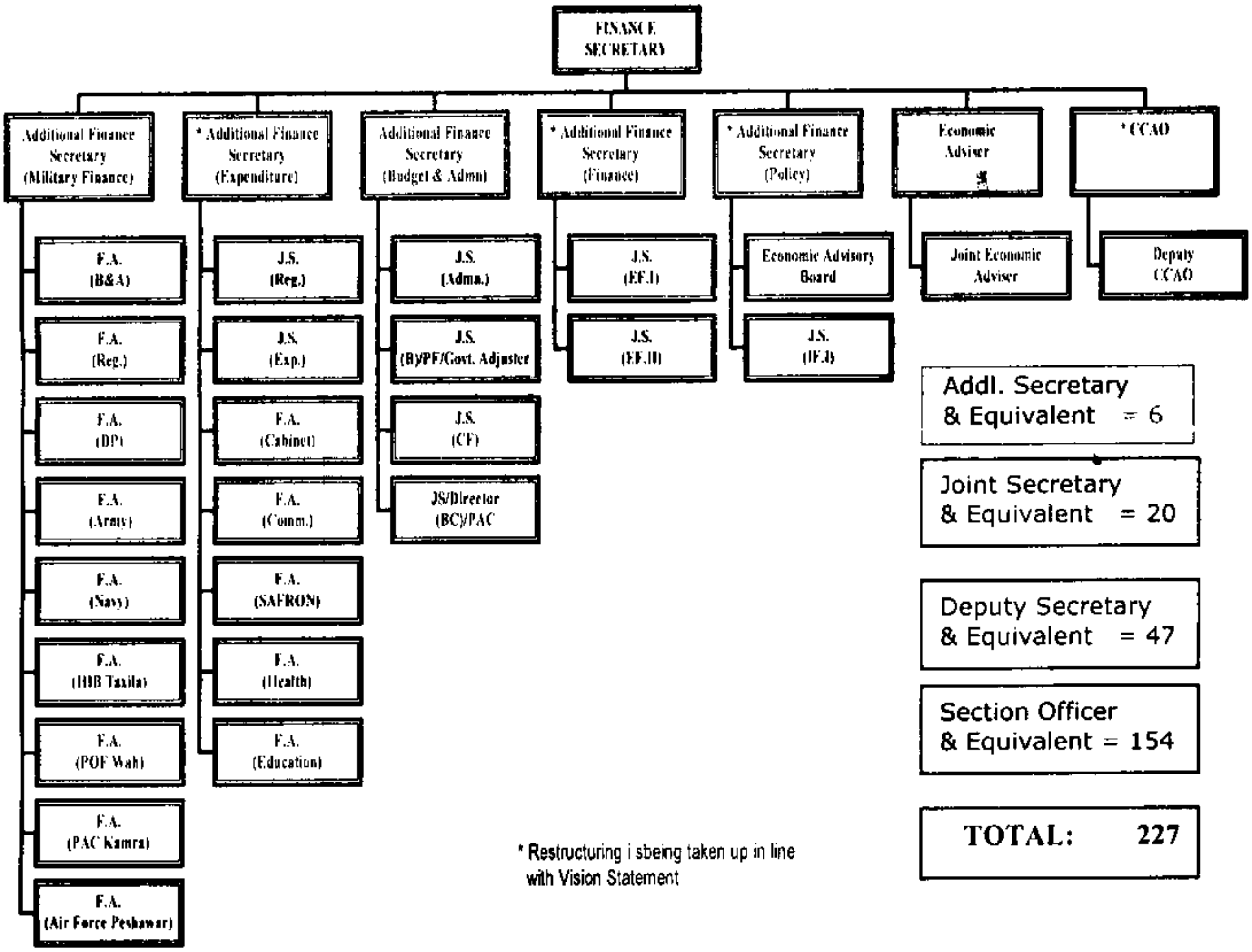
Functions of the Finance Division
Under the Rules of Business, 1973

1. Finances of the Federal Government and financial matters affecting the country as a whole.
2. The Annual Budget Statement and the Supplementary and Excess Budget Statements to be laid before the National Assembly; the schedules of authorized expenditure.
3. Accountants and Audit.
4. Allocation of share of each Provincial Government in the proceeds of divisible Federal Taxes; National Finance Commission.
5. Public debt of the Federation both internal and external; borrowing money on the security of the Federal Consolidated Fund.
6. Loans and advances by the Federal Government.
7. Sanctions of internal and external expenditure requiring concurrence of the Finance Division
8. Advice on economic and financial policies; promotion of economic research.
9. Proper utilization of ht country's foreign exchange resources.
10. Currency, coinage and legal tender, Pakistan Security Printing Corporation and Pakistan Mint.
11. Banking, investment, financial and other corporations, that is to say:

    - Central Banking; State Bank of Pakistan;
    - Other banking (not including co-operative banking) and investment and financial corporations with objects and business not confined to one Province; and
    - Incorporation, regulation and winding up of corporations including banking insurance and financial corporations not confined to or controlled by or carrying on business in one Province.

12. Framing of rules of pay and allowances, retirement benefits, leave benefits and other financial terms and conditions of service.
13. Cost Accountancy.
14. Intentional Monetary Fund.

ORGANIZATIONAL CHART



* Restructuring i sbeing taken up in line with Vision Statement

Sanctioned Strength/Proposed Reduction
Finance Division (main)

Sanctioned	Proposed Strength	Reduction
BPS-22	2*	-
BPS-21	6	1
BPS-20	20	2
BPS-19	47	2
BPS-17/18	154	15
BPS-16	22	-
BPS-15	101	-
BPS-12	120	15
BPS-11	156	
BPS-10	1	
BPS-9	1	
BPS-7	45	30
BPS-6	1	
BPS-5	51	
BPS-4	32	
BPS-1/2	273	
TOTAL :	1032	65

* One post of Finance Secretary
One post of M.D. PPRA

Budgetary Position of Finance Division (Main)

(Rs in Million)

		1998-1999	1999-2000	2000-2001
1.	Establishment Charges	73.332	73.815	97.929
	- Pay	53.542	53.549	58.895
	- Pay of Officers	25.769	26.237	29.807
	- Pay of Other Staff	27.773	27.222	29.088
	- Regular Allowances	17.067	17.542	25.668
	- Other Allowances	2.713	2.814	13.385
2.	Purchase of Durable Goods	-	-	12.385
3.	R/M of Durable Goods	1.240	2.100	2.700
4.	Commodities & Services	35.873	42.155	43.543
5.	Transfer Payment	1.281	2.000	2.500
6.	Misc. Expenditure	1.657	2.005	2.005
	TOTAL :	113.373	122.075	161.062

Restructuring Proposals

i) Central Claims Organization

- Has outlived its purpose can be wound up.
- Savings Rs. 584,000/- per annum.

ii) Secretariat of the Commission for Islamization of Economy.

- Initially to introduce Islamic banking.
- The work now with Transformation
- Commission/Committees under Supreme Court's Directive.
- The Secretariat support by the Finance Division.
- Savings Rs. 2,314,000/- per annum.

Performance Indicators And Time Schedule

i) Receipts:

Final Estimates together with explanatory notes there on receipts 1st March

ii) Current and Development expenditures (Revenue & Capital):

i) Submission of 1st Draft of 3 year Macro-Economic Framework and Policy Implications to Cabinet (By Finance and Planning & Development Division. 15th November, 2000

ii) Preliminary approval of draft Macro-Economic Framework from Cabinet. 18th of November, 2000

iii) Indication of targeted ceilings of Current/Capital Expenditure to Ministries/Divisions (By Finance Division). 20th of November, 2000.

iv) Submission of proposals of Current and Development Expenditures by Ministries/Divisions remaining within overall indicated targeted ceilings. By 20th December, 2000

v) Examination of preliminary estimates by F.A. Organizations (formulation of general recommendations both of Current/Development-Capital Budget)

vi) Pre budget NEC. Mid year review of current budget and review of next years Estimates (Finance & Planning & Development Divisions). By 15th January, 2001.

vii) Finalization of Current & Capital Budget PSDP in the Priorities Committee meetings in light of NEC's recommendations. (The meetings will invariably be attended by Planning & Development Division, F.A. concerned and other concerned agencies. The proposals will be examined in light of the items listed in para2.) From 16th January to 28th February 2001.

viii) Submission of BOs/NISs for Current Expenditure to the Budget Wing. Fair copies of ht NISs for Development/Capital Budget may be sent to BR-III Section of the Budget Wing, Finance Division after the same have been countersigned by the relevant Technical Section/Programming Section of the Planning & Development Division. By 1st March, 2001.

ix) APCC meeting. 16th April, 2001 (Tentatively)

x) NEC meeting 25th May, (Tentatively)

xi) Completion of all Documents, Schedules and Summaries of Cabinet etc. 15th June, 2001 (Tentatively)

xii) Presentation of Budget of Cabinet 15th June, 2001 (Tentatively)

III) The proposals for Current and Development Expenditure have to be accompanied by

(i) Mission Statement of the Ministry/Division concerned.
(ii) Existing and proposed Rules of Business for the Ministries/Divisions concerned.
(iii) Existing and proposed Organizational Charts.
(iv) Existing and proposed staff strength, indicating staffing ratio.
(v) Existing current rupee budget of the Ministry/Division concerned.
(vi) Existing development budget.
(vii) Performance Indicator.
(viii) Standards of service for each organization as these would form the basis of budgetary allocations.

IV) Fiscal Monitoring Committee (FMC)

i) To ensure accurate and timely fiscal data, a Fiscal Monitoring Committee, headed by the Additional Finance Secretary (Budget) is holding regular monthly meetings to ensure timely reconciliation of all government data and effectively taking measures to resolve the problems encountered in this regard. Provincial Governments have also been advised to take similar action by creating FMCs at provincial level.

ii) A matrix has been developed for the Accountant General Pakistan Revenues (AGPR) and the line departments to generate reconciled accurate data.

10. FOOD, AGRICULTURE AND LIVESTOCK DIVISION

Mission Statement

Agriculturists prosperity and progress of the rural areas. Poverty reduction and promotion of equity.

Rules of Business

1. Economic Coordination and planning in respect of food.
2. Keeping a watch over the food supplies (including storage) position in the country.
3. Procurement of foodgrains, including sugar:-
   (a) from abroad;
   (b) for Federal requirement;
   (c) for inter-Provincial supplies; and
   (d) for export and storage at ports.
4. Import and export control on foodgrains and foodstuffs.
5. Inspection, grading analysis of foodgrains and foodstuffs and maintenance of standards of quality for import and export.

   Note:- "Inspection, handling, storage and shipment of rice for export" is the concern of Commerce Division.
6. Preparation of basic plan for bulk allocation of food grains and food-stuffs.
7. Price stabilization by fixing procurement and issue prices including keeping a watch over the price of foodgrains and foodstuffs imported from abroad or required for export and those required for inter-Provincial supplies.
8. Collection of statistics regarding production, consumption, prices, imports and exports of foodgrains.
9. Food and Agriculture Organization of the United Nations in respect of food.
10. Coordination of work relating to aid/assistance being received from aid-giving agencies in respect of food sector.
11. Economic Planning and policy-making in respect of agriculture.
12. Agricultural Research Council: Agricultural commodities research.
13. Food and Agriculture Organization of the United Nations in respect of agriculture.
14. Coordination of work relating to aid/assistance being received from aid-giving agencies in respect of agriculture sector.
15. Plant protection:-

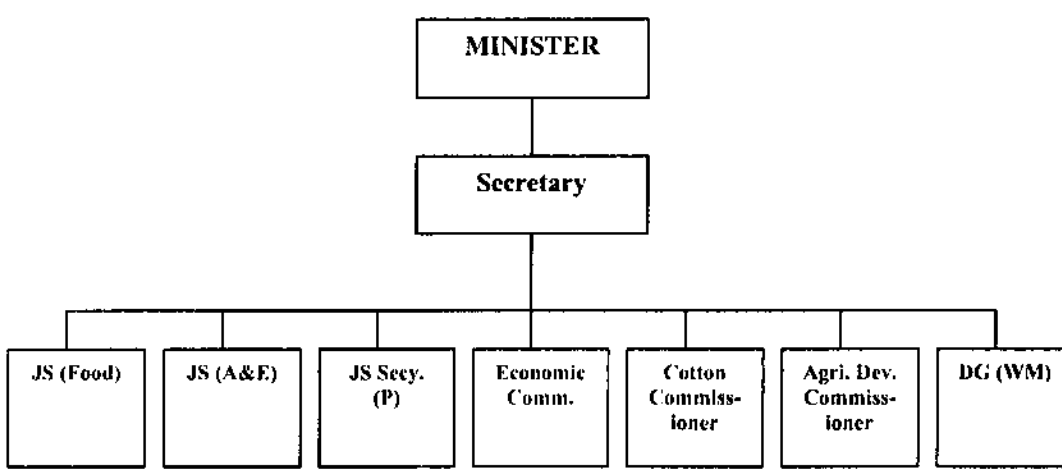
    (a) standardization and import of pesticides;
    (b) aerial spray;
    (c) plant quarantine; and
    (d) locust control in its international aspect and maintenance of locust warning organizations.
16. Economic studies for framing agricultural policy.
17. Farm management research for planning project formulating and evaluation.

18. Seed testing and seed certification; corps forecast and estimation; crop insurance.

19. Collection and compilation of agricultural statistics.
20. Marketing intelligence.
21. Grading of agricultural commodities other than foodgrains, for exports.
22. Agricultural commodity research (marketing research and laboratory research for laying down national grades).
23. Soil survey, comprehensive inventory of the soil resources of the country and their proper utilization.
24. Standardization and import of fertilizers for meeting Provincial requirements.
25. introduction of special crops like jute, tea, olive etc.
26. Standardization of agricultural machinery.
27. Under-developed Areas:-
    (a) Identification of Under-developed Areas.
    (b) Identification of the fields in which an area is under-developed.
    (c) Measures necessary to remove the causes of under-development in different areas.
28. Economic planning and coordination with regard to cooperatives.
29. Administrative control of the PASSCO.
30. Sugar Board.
31. Socio-economic studies for framing agricultural research policies.
32. Agricultural commodities research; Federal Agricultural Research Organizations (excepting Pakistan Central Cotton Committee, Pakistan Forest Institute, and Soil Survey Department).
33. Coordination of aid/assistance from international aid-giving agencies and FAO in respect of agricultural research, including manpower training for research.
34. Research for the introduction of improved germ plasm both of plant and animal origin.
35. Research coordination in respect of livestock production, livestock diseases and marine fisheries.
36. Collection of statistics on agricultural research.
37. High level manpower training for agricultural research.
38. Inter-provincial coordination and coordination between the centre and the provinces in respect of agricultural research, including training of high level agriculture scientists.
39. National policies, planning and economic Coordination in respect of:-
    (i) Livestock including dairy, poultry and fisheries;
    (ii) Animal disease control.
40. (i) Coordination of foreign aid and technical assistance in the livestock sector and related fields;
    (ii) Liaison with international agencies especially Food and Agriculture Organization of the United Nations in the field of livestock.
41. Development and coordination of livestock and poultry complexes with bilateral assistance.
42. Statistics regarding livestock, poultry and fisheries.
43. Feed-grains and feed-ingredients:
    (i) Statistics of production, consumption, import and export; and
    (ii) Price stabilization measures.

44. Animal protection:
    (i) Vigilance and measures for prevention of extension from one Province to another of infectious or contagious diseases affecting animals;
    (ii) Animal Quarantine and inspection.
45. Veterinary drugs, vaccines and animal feed additives:
    (i) Import and export;
    (ii) Procurement from abroad for Federal requirements and for inter-provincial supplies.
46. Livestock, Poultry and livestock products:
    (i) Market intelligence;
    (ii) Import and export;
    (iii) Laying down national grades;
    (iv) Project formulation and evaluation.
47. Standardization of dairy, poultry and meat processing machinery.
48. Livestock insurance.
49. Fisheries:
    (i) Fishing and fisheries beyond territorial waters;
    (ii) Federal Fish harbours; and
    (iii) Research and training in fisheries.

Existing Organizational Chart



Statement Showing the Strength and Budget of the Minfal and its Attached Departments

S. No.	Name of Department	Strength Officer+Official=Total	Percentage Officer	Percentage Official	Ratio of officials against per officer	Sanctioned Budget in Million
1.	Ministry of Food, Agriculture & Livestock (Main)	95 + 419 = 514	18.48	81.52	1:4.4	82.020
2.	Agriculture Prices Commission	41 + 65 = 106	38.67	61.32	1:1.6	18.500
3.	Pakistan Agricultural Storage and Service Corporation (PASSCO)	427 + 1683 = 2110	20.20	79.80	1:4	58.980
4.	Pakistan Agricultural Research Council (PARC)	960 + 1768 = 2728	35.20	64.81	1:2	415.284
5.	Pakistan Oilseed Development Board (PODB)	133 + 260 = 393	33.84	66.16	1:2	56.000
6.	Korangi Fisheries Harbour Authority (KFHA)	10 + 36 = 46	21.75	78.26	1:3	15.000
7.	Pakistan Central Cotton Committee (PCCC)	206 + 600 = 806	25.56	74.44	1:3	103.470
8.	Department of Plant Protection (DPP)	165 + 696 = 861	19.16	80.84	1:4	86.850
9.	Agricultural and Livestock Marketing and Grading Department (ALMA)	35 + 216 = 251	14.00	86.00	1:6	19.558
10.	Fertilizer Imports Department (FID)	40 + 240 = 280	14.30	85.70	1:6	19.558
11	Soil Survey of Pakistan (SSP)	64 + 170 = 234	27.30	72.70	1:3	18.583
12.	Directorate General of Food, Karachi	09 + 93 = 102	8.82	91.18	1:10	7.152
13.	Federal Seed Certification and Registration Department (FSC&ER)	83 + 237 = 320	26.00	74.00	1:2	25.611
14.	Marine Fisheries Department (MFD)	28 + 72 = 100	28.00	72.00	1:25	10.388
15.	Directorate of Accounts, Karachi	09 + 62 = 71	12.68	87.32	1:7	6.342
16.	Animal Quarantine Department, Karachi (AQD)	19 + 69 = 88	21.60	78.40	1:3.6	7.721
17.	Pakistan Cotton Standard Institute (PCSI)	300 + 143 = 443	67.70	32.30	0.47	17.500
	Total:	2624 + 6865 = 9489	433.25	1266.74	1:2.5	968.436

Restructuring and Rightsizing. Options for the 21st Century

The Ministry and its attached statutory organizations have developed over the years in response to various demands that have been placed on the Ministry. It has thus evolved over time. There is now a requirement to examine this organization keeping in view the requirements of the new millennium. There are any number of ways to consider the present position and to see how to make the best use of resources through a 'best practice' mechanism.

A number of functions were attempted and these are placed before the committee for consideration.

Functions

The Ministry markets knowledge and provides services to the farmers of Pakistan. It does this through either a networking or through direct contact with the farmers in the dissemination of knowledge.

The state of knowledge is determined by the Ministry and its attached organizations keeping in mind the national requirements. How are national requirements determined is a rather complicated. In as much as there is no clear demarcation of where some of the issues can be and need to be resolved. Food security is determined by the Wheat crop.

The interventions by the Ministry are again conceptually determined by the leadership that is provided by the Secretary and his associates in the ministry. Policy and its implementation is overseen by the political system.

With the number of crops that are there in the agriculture system the thrust has been on food security items, foreign exchange earners and poverty reduction efforts.

As it is organized today the Ministry is involved in supply side agriculture. It does not take care of the demand side. This has been one of the main problems in agriculture for it militates against stable production system. With globalization coming in there will be a need for augmenting some of the organizational aspects and to take it to the next stage to meet this demand factor. There is going to be greater dependence on the international markets and the commodities will have to respond to international prices. Again some of the functions are located in other organizations and these have to be reflected as a part and parcel of the ministry. Certain domains that were not part of the ministry, and were in fact not part of any ministry have to be reflected in the ministry. So the functions need pruning so far as the earlier organizational structure is concerned. It will need new grafting and it will also need new additions.

Ministry of Food, Agriculture and Livestock

First the restructuring. The given structure needs to be modified with the Secretarial organization undergoing drastic change. Atleast 50% of the section officers will give way to being redeployed for and along different lines. The secretarial work is no big deal. That is routine work and must end at the level of the Joint Secretary. The commodities commissioners require change as they are supposed to interact with the major crops only. There is no one to deal with the horticulture crops and within the horticulture crops with the temperate zone fruits, sub temperate zone fruits, tropical and sub tropical fruits. The current debate is that there has to be export of high value crops. That is not possible till structural changes force the required modifications in the organizations of the entire sector.

So instead of having just an Agriculture and a Deputy Agriculture Commissioner and supported by the three crop commissioners [Cotton, Rice and sugar cane, Wheat and minor crops] there will be a requirement for more proactive individual. They may not be recruited through the Federal Public Service Commission but through the deputation process as that will give the Ministry the ability to be flexible and to change and chop for the sake of the sector. For instance the Kitchen items are under perpetual stress. Yet we do not have the capability to change to our requirements. In fact no one is really responsible for the production and productivity enhancement. The growing needs of the population are not met with leading to inflationary tendencies. The existing concern will be met from within the system but with enhanced capability. A deputation and contract system be allowed so that the person is recruited on merit. What ever safeguards are required may be added. This means that the current crop of commissioners will have to reflect export considerations, also domestic kitchen items, develop a framework for pushing those through the system. Pulses, vegetables and fruits not to speak of the other changes in cropping pattern have to be affected through this process. The shift from sugar cane to beetroot being an urgent example.

Similarly there is no one looking at the Natural Resources. Two prime resources Water and Land are under severe stress not because of shortages but because of neglect and mismanagement. The Ministry has to be converted into handling these natural resources. The two functions cannot be divorced from each other. Extensive tours of Pat feeder and Kirthar Canal have confirmed my worst fears. The water being consumed there is not rationally managed. The soils are degraded and will go out of mono agriculture [having lost one crop]. The water in the drainage channel was more than in the canal systems. Similar wastage of resources was noticeable in the Mardan, Swabi, Charsadda areas. The addition of these duties is on the soft ware side and it does not affect the engineering concepts that can continue to be with the Water and Power Ministry. The officers and the salaries will be determined jointly. The new authority will be the Water and land development authority [WALDA] and will have for its roots in all the four provinces. There is danger that if this is not done immediately then the loss of land will be much more than the existing five million hectares. The head office will be in Islamabad but it will have offices on the ground in all the four provinces. The existing soil survey of Pakistan will be converted to this. There will be some minor and insignificant changes that may be required. These will be managed from within the resources.

The next major area is the agriculture education. That has become obsolete. That is because it is managed in the education deptts and in fact there is great confusion. The education of agriculture be dealt with as has been done in the Science and Technology Ministry. There is continuous confusion. This has to be righted. The attached departments are dealt with below:

Agriculture Prices Commission (APCOM)

In the new scheme of things this organization will undergo a change with a broadening of functions. These functions will include the International and the local price structures. They are hopelessly under utilized as the support price functions have been under scrutiny. The skills of the personnel will have to be upgraded. That can be managed through custom based courses. The new organization will examine productivity factors purely from the economic point of view. International trade theory and practice will have to come in. The lower staff will be allowed to go out by attrition. Apcom will thus have to interact with the national institutions i.e. EPB, and other trade related institutions. Planning commission with regular feed back as to the direction of exports. The current rice problems could have been easily resolved had they been taken care of by the APCOM.

At the moment they have 106 personnel of which 41 are officers. These will need retraining within the system. Promotion will have to be on a different basis. A fast track for the more effective will have to be worked into the system.

Pakistan Agriculture and Storage and Service Corporation [PASSCO]

It has 2110 of which 427 are officers. It is top overstaffed and the tragedy is that it only wants to go in for wheat procurement. It is a reluctant entrant into any other effort and tries its best to stay away from the actions that are required for the farmers social uplift. Its functions should include all the crops that the government may ask it to procure. Recently it has been given the mandate of improving food storages. The resources are wasted and these need to be better managed. Surplus staff has to be taken care of.

Pakistan Agriculture Research Council [PARC]

There are 2728 personnel of which 960 are scientists. These are not properly reflected as there are a number of them that are on fixed term basis and some are on daily wages. In other words the scientists have taken these decisions and demeaned scientific work. The basis for selection is the caste system. Drastic changes are required. They have not delivered and as the apex body they are not performing.

What is required is heavy pruning. A two member committee is considering the options. Agriculture is not finance driven rather it is knowledge driven. The amount of research that is possible with the knowledge and limited wherewithal can be gauged from the oilseed sector. In canolla they have expended 14.5 million dollars [Canadian] and they reached a target of only 8000 acres. The PODB in their first year to 100,000 acres and to 350,000 acres in the second year. The critical aspect was not money but know how and how to work the sector. Incidentally in agriculture the interventions are crop specific and person specific. Universality is not possible. Only 15% of the area are irrigated yet it takes away 93% of all resources. Science application is the problem. To do away with the scientists is not easy. They have to be reduced to say 60% and the perks improved. A peer review should be put in place. This must be a permanent body carrying out a regular review of research and must have reputable scientists on board. The mandate of PARC needs review and made consistent with the national goals and objectives.

Pakistan Oilseed Development Board (PODB)

This came into existence in 1995 has 353 staff of whom 133 are officers. This organization is paid for by the oil importers and does not take any subvention from the government. It was supposed to work on the basis of private-public compact. That was destroyed by the caretakers. It was also loaded by the officials of the defunct Ghee Corporation. That created a problem as they belonged to a different working culture. The Oilseed board is still grappling with the issues. Their operations are. crucial to the edible oil sector. The organization is responsive and working in the sector is dependent on the policy matters that are with the government. They are flexible enough to make changes according to requirement.

Korangi Fish Harbour Authority [KFHA)

This is a relatively new organization. The returns from this investment are not being realized because of the vested groups at the Karachi fish harbour. The fisheries sector is in turmoil at the moment. Actions will be required in the short term. This requires a new and fresh look at the organizational level. At the time of construction it needed engineers now it needs social engineers. The leadership has to go, as it has not delivered.

Pakistan Central Cotton Committee [PCCC]

It has 806 personnel and has 206 officers and scientists. The head office at Karachi is to be severely pruned and a shift in policies is required. Two areas where work has to be accelerated are BT cotton and organic cotton. The first steps have been taken. The cotton research institute in Multan is to be strengthened and the Karachi head office to be drastically reduced. Steps are already in hand on another exercise. Karachi as head office of cotton is a joke. The staff is hundreds of miles away from the seat of action. If steps are not taken now the future of the textile industry is in doubt. The stations in Bahawalpur and Faisalabad are also doing well. But the one at Sakrand is not doing well. Leadership is wanting.

Department of Plant Protection [DPP]

This department is entering a crucial phase as its functions have changed. These are now not only pesticide monitoring and regulating but also Rain seeding and Mango export. The Japanese have installed a vaporizing plant and two years from now all mango exports will be from this source. The department is organized along crisis management. The summer months are the peak months because of locust monitoring. The normal activity is for the management of imports of all agricultural commodities. Qualified staff has not been promoted and some of them remain in BPS 17 despite 18 to 19 years of service. Policy initiatives are needed to augment and support this staff.

Agriculture and Market Grading Department (ALMA)

This does marketing information and is responsible for grading of the product. The internal marketing is to be reorganized so that the department delivers information to the market place and the farmers. They are to go into the marketing of seeds and other inputs. Their skill is to be improved as they are providing a service to the farmers that are required by the minute. Much depends on how this department delivers to the farmers the required information. 18 subordinate staff is much more than the ones required for the organization? Of the 251 staff members only 35 are officers.

Fertilizer Import Department [FID]

There are 280 personnel of which 40 are in the officer class. The department should be redundant in the next year, as all the fertilizer is likely to be imported. Some of these staff members will be adjusted in other departments.

Soil Survey of Pakistan [SSP]

As mentioned earlier this department will be converted into WALDA [Water and Land Development Authority]. Out of 234 personnel it has 64 officers/scientists. The department has to be massively improved. Its leadership in the past has been found wanting. There have been conflicts between officers. Walda will have to operate and do so in an objective and yet fast manner. It cannot take and bide its time. There will have to be needed for retraining. Stagnation in thought has to be taken away.

Director General Food, Karachi

He is needed for imports of food mainly wheat. Some work is undertaken for the World Food Council. It has a staff of 109 with 9 officers.

Federal Seed Certification and Registration Department [FSC&RD]

This has 320 personnel with 83 officers. Their work is cut out and they are stretched to the limit. They have developed an exceptional culture and have registered 380 seed companies. Their work is field oriented and they have to guarantee purity of seed to the extent of 99.2%. A difficult task. They have done so and it is one of the finest departments. Its staff is to be augmented as seeds are now being produced in Pakistan that were always imported.

Marine Fisheries Department (MFD)

For a regulatory body it has not delivered. They are to be trained and subdivided and some of the sent to Pishin/Gwadar as they have to start export operations there. The staff is going to be retrained as soon as some resources are made available.

Directorate of Account

It has 71 personnel and 9 officers. A policy of attrition should be able to reduce the staff. Its work is enhanced when imports are increased. Also it keeps track of all the wheat transactions between provinces.

Directorate of Animal Quarantine [DAQ]

This has a total of 88 personnel of which 19 are officers. This has to be augmented to carry out its export and import regulations in a befitting manner. Unless retrained in the new procedure exports of livestock are likely to fall.

Pakistan Cotton Standards Institute (PCSI)

This came into existence in 1994. APTMA never allowed it to work. Now that quality has become a necessity they are being asked to do the work in a short span. The staff has been posted at ginning factories [106] of them and they are over stretched. Next year we will need another 300 inspectors [minimum]. So a considerable amount of work will have to be done.

General

The rules of business will be suitably amended as soon as the indications are received. The new initiatives mentioned earlier are important if Pakistan's agriculture is to counter the international scene.

11. HEALTH DIVISION

Mission Statement

Health for all in partnership with provincial governments and civil society with greater attention to equity and quality of health services.

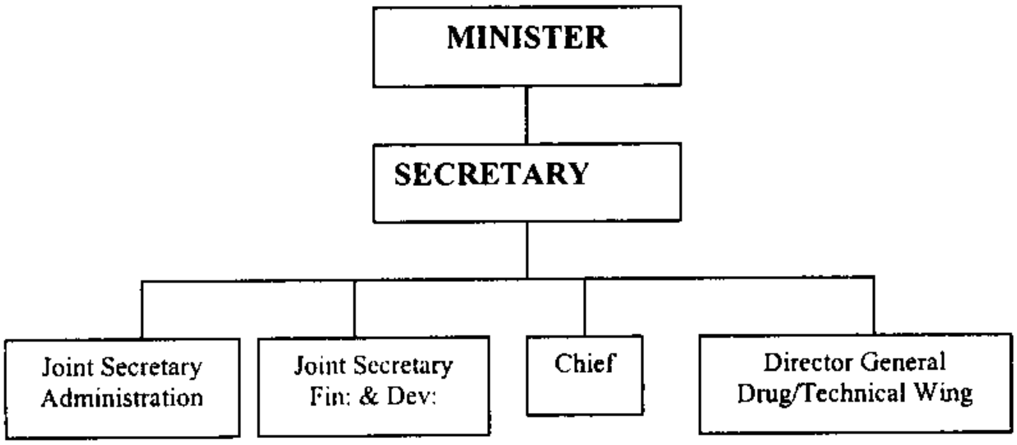
Existing Rules of Business

1. National Planning and Coordination in the field of health.
2. Dealings and agreements with other countries and international organization in the fields of health, drugs and medicines.
3. International aspects of medical facilities and public health; International Health Regulation; Port Health; Health and Medical facilities abroad.
4. Scholarships/fellowships, training course in health from International Health Agencies such as W.H.O. and UNICEF.
5. For Medical, nursing, dental, pharmaceutical, par-medical and allied subjects:-
   (a) Maintenance of educational standards.
   (b) Education abroad; and
6. Medical Educational facilities for backward areas and for foreign national, except the nomination of candidates from Federal Administered Tribal Areas for admission to Medical Colleges.
7. Standardization and manufacture of biological and pharmaceutical products.
8. Vital health statistics.
9. Medical and health services for Federal Government employees.
10. National associations in medical and allied fields such as he Red Crescent Society and TB Association.
11. Coordinating medical arrangements and health delivery systems for Afghan refugees.
12. **(i)** Legislation pertaining to drugs and medicines, including narcotics and psychotropic, but excluding functions assigned to the Pakistan Narcotics Control Board;
    ii) Administration of Drugs Act, 1976 and
    iii) Poisons and dangerous drugs.
13. Prevention of the extension from one province to another of infectious and contagious diseases.
14. Lunacy and mental health matters
15. Administrative control of the PMRC.

Proposed Rules of Business

1. National Planning and Coordination in the field of health.
2. Dealings and agreements with other countries and international organization in the fields of health, drugs and medicines.
3. International aspects of medical facilities and public health; International Health Regulation; Port Health; Health and Medical facilities abroad.
4. Scholarships/fellowships, training course in health from International Health Agencies such as W.H.O. and UNICEF.
5. For Medical, nursing, dental, pharmaceutical, par-medical and allied subjects:-
   (a) Maintenance of educational standards.
   (b) Education abroad; and
6. Medical Educational facilities for backward areas and for foreign national, except the nomination of candidates from Federal Administered Tribal Areas for admission to Medical Colleges.
7. Standardization and manufacture of biological and pharmaceutical products.
8. Vital health statistics.
9. Medical and health services for Federal Government employees.
10. National associations in medical and allied fields such as he Red Crescent Society and TB Association.
11. Coordinating medical arrangements and health delivery systems for Afghan refugees.
12. (i) Legislation pertaining to drugs and medicines, including narcotics and psychotropic, but excluding functions assigned to the Pakistan Narcotics Control Board;
    ii) Administration of Drugs Act, 1976 and
    iii) Poisons and dangerous drugs.
13. Prevention of the extension from one province to another of infectious and contagious diseases.
14. Lunacy and mental health matters
15. Administrative control of the PMRC.
16. Formulation of regulatory framework for medical education and services in the private sector.
17. Health & Nutrition Education policy.
18. Training, research, monitoring and evaluation and capacity building interventions in the Health Sector.
19. Formulation of policy and national programmes in the filed of preventive, promotive and community involvement in health sector.
20. Reproductive Health Policy.
21. Health/medical insurance for Federal Government Employees.

Existing Organizational Chart



Performance indicators and targets

Sl. No.		200-2001	2002-2003
1.	IMR (Per 1000)	90	80
2.	MMR (per 100,000)	400	300
3.	EPI Coverage (0-5 yrs)	50%	80%
4.	Polio Cases	+ 100 -	0
5.	Pregnant Women NNT Coverage	58%	80%
6.	LBW Babies	25%	20%
7.	Anaemia in Children (5-14 yrs)	65%	40%
8.	Anaemia in Women (CBA)	45%	28%
9.	Trained Deliveries	25-30%	60%
10.	Life Expectancy (years)	64.5	65.4
11.	Vit-A Distributio (6 – 60 months)	80%	90%
12.	CDD Coverage	51%	85%
13.	IDD Coverage	55%	75%
14.	LHWs (number) (Coverage)	45,1000 45%	100,000 100%
15.	T.B (cases per 100,00) (DOTs Coverage)	254 8%	150 50%
16.	Malaria (reduce MB-morbidity by) (reduce timelag between blood-slides/treatment to)	-- --	50% - Few hrs (PCD) - 2/3 hrs (ACD)
17.	HIV/AIDS Control (Public Mobilisation)	20,000 tests a yr in 44 Centres 13 NGOs	30,000 tests a year. 30 Nos.

Reductions in Main Health Division in 1993-94, 1996-1997 and 1999-2000

Sl #	Name of posts	BS	Year 1993-94	Year 1996-97	Year 1999-2000	Total
1.	National Project Director	20	01	--	-	01
2.	O.S.D. (MHCP)	19	01	--	--	01
3.	Deputy Director General	19	--	01	--	01
4.	Assistant Director General	18	01	--	--	01
5.	Section Officer (BHS Cell)	18	01	--	--	01
6.	Engineering Advisor	18	--	01	--	01
7.	Assistant Director (Homeo / Unani)	18	--	--	01	01
8.	Statistical Officer	17	02	02	--	04
9.	Assistant Project Director (WFP)	17	--	--	01	01
10.	Private Secretary	17	--	--	01	01
11.	Superintendent	16	01	04	07	12
12.	Assistant Incharge	15	--	06	05	11
13.	Stenographer	15	02	03	01	06
14.	Stenotypist	12	04	--	06	10
15.	Stat. Assistant	11	02	--	01	03
16.	Assistants	11	02	16	02	20
17.	Telex Operator	07	--	--	01	01
18.	U.D.C.	07	--	06	--	06
19.	Store Keeper	07	--	--	01	01
20.	L.D.C.	05	01	04	05	08
21.	J.T.M.O.	05	--	--	01	01
22.	Driver	04	--	--	01	01
23.	Daftry	02	--	14	--	14
24.	Naib Quasid	01	06	26	07	39
25.	Frash	01	--	02	--	02
Total:-			**24**	**88**	**39**	**151**

Personnel Strength of Main Ministry (After Reduction in 2000)

S.#	Existing Strength				
	Name of Wing	**Officers BS.17-22**	**Officials BS.12-16**	**Officials BS.01–11**	**Total**
1.	Secretary Office	01 01 P.S.	01	04	07
2.	Minister Office	01. P.S.	02	04	07
3.	Director General	01 ·01 P.S.	01	04	07
4.	Drugs Wing	31	33	9.5	159
5.	Technical Wing	14	13	74	101
6.	J.S.(Admn) Wing	12	14	45	71
7.	J.S.(F&D) Wing	09	08	39	56
	TOTAL	**71**	**72**	**265**	**408**
8.	COMMON SERVICE STAFF				
i)	R&I Unit	-	01	12	13
ii)	Medical Library	-	01	02	03
Iii)	Committee Room	-	-	01	01
Iv)	Record Room	-	-	04	04
v)	Leave Reserve	-	02	05	07
Vi)	Driver	-	-	10	10
Vii)	D.R.	-	-	04	04
Viii	D.M.O.	-	-	03	03
Ix)	Sanitary Worker	-	-	02	02
Total		**71**	**76**	**313**	**460**

Ratio of Staff Prior to Reduction From 1996-97 To 1999-2000

						RATIO
BS 17 - 22	=	78	BS 12 - 16	=	108	1.1.38
BS 12 - 22	=	186	BS 1 – 11	=	401	1:2.15
BS 17 - 22	=	78	LOWER STAFF	=	185	1:2.37

Present Ratio After Reduction.

BS 17- 22	=	71	BS 12 – 16	=	76	1:1.07
BS 12- 22	=	147	BS 1 - 11	=	313	1:2.12
BS 17- 22	=	71	LOWER STAFF	=	129	1:1.8

Sanctioned Strength of Main Health Division

S.No	Name of Post	BS	Sanctioned As on 1.9.00		Total
			Health Div. (Main)	Drugs Wing	
1	2	3	4	5	6
1.	Secretary Health	22	01	-	01
2	Director General (Health)	21	01	-	01
3	Joint Secretary	20	02	-	02
4	Chief (Health)	20	01	-	01
5	Drugs Controller	20	-	02	02
6	Cost Accountant	20	-	01	01
7	Nursing Advisor	20	01	-	01
8	D.D.G. (Health)	19	03	-	03
9	D.D.G (E&M)	19	-	04	04
10	Dy. Secretaries	19	04	-	04
11	Chairman Quality Control Authority	19	-	01	01
12	Asstt. Dir. General (Health). Dy. National Project Director	18	05	-	05
13	ADG (E&M)	18	-	02	02
14	Chief Statt Officer	18	01	-	01
15	Health Education Advisor	18	01	-	01
16	Deputy Drugs Controller	18	-	08	08
17	Asstt. Dir. (Homeo) / (Unani)	18	-	01	01
18	Section Officer	17	11	-	11
19	Research Officer	17	01	-	01
20	Statt. Officer	17	03	01	04
21	Computer Programmer	17	-	01	01
22	Asstt. Drugs Controller	17		10	10
23.	V.C.Q.C.	17	-	01	01
24	Accounts Officer	17	01	-	-
25.	Private Secretary	17	03	-	03
	Total:-		**40**	**31**	**71**
26.	Superintendent	16	02	-	02
27	Asstt. Lib.	16	01	-	01
28	Stenogrpaher	15	19	08	27
29	Stenotypist	12	18	18	36
30	Computer Operator	12	-	07	07
31	Assistant	11	57	28	85
32	Statt. Assistant	11	03	-	03
33	Senior Draftsman	11	01	-	01
34	U.D.C.	07	14	-	14
35	Junior Draftsman	07	01	-	01
36	Statt. Computer	07	05	-	05
37	J.T.M.O.	05	02	-	02
38	L.D.C.	05	52	24	76
39	Quasid	04	04	-	04
40	D. Rider	04	04	-	04
41	Driver	04	09	04	12
42	D.M.O.	04	02	01	03
43	Record Sorter	03	01	-	01

44	Daftry	02	10	08	18
45	Naib Quasid	01	47	27	74
46	Fresh	01	05	-	05
47	Chawkidar	01	02	03	05
48	Sanitory Worker	01	02	-	02
Total:-			**261**	**128**	**389**
Total Posts BS-17 and above			**40**	**31**	**71**
Grand Total			**301**	**159**	**460**

Sanctioned Strength of Doctors/Nurses/Paramedical and other Staff in Hospital under Health Division, Islamabad.

Number of Doctors	**Number of Nurses**	**Number of Premedical Staff**	**Number of Other Staff**	**Total Strength of Hospitals.**
1215	1233	2340	4114	8902

Statement Showing Sanctioned Posts of Various Units

Sl #	Name of Institution	BPS 17 –22	BPS 12 – 16	BPS 01 – 11	**Total Sanctioned**
		Sanctioned	Sanctioned	Sanctioned	
1	JPMC, Karachi	388	303	1452	2143
2.	PIMS, Islamabad	414	672	1792	2878
3.	NICH, Karachi	80	115	333	528
4.	CHE, Karachi	106	14	588	708
5.	FGSH, Islamabad	242	121	908	1271
6.	NIH, Islamabad	134	91	827	1052
7.	NICVD, Karachi	66	140	358	567
8.	PMDC, Islamabad	03	11	29	43
9.	National Council for Tibb, Islamabad	01	04	09	19
10.	National Council for (Homoeo)	01	03	26	30
11.	PMRC, Islamabad	91	39	219	349

Restructuring/Revitalization Proposals

1. **Health Policy and Research Unit:**
   - Policy research/analysis
   - Programmatic and organizational issues
   - Regulatory frameworks/machanism

   Staff Requirement
   - Health Economist
   - Health System Analyst
   - M&E Specialist
   - Epidemiologist
   - Statistician

   Proposal : PC-I will be formulated for funding through SAP. Lower staff requirements will be met through existing staff/surplus pool.

2. **Health and Nutrition Education and Communication Unit:**

   - At present : Health Education Officer in BS-18
   - Required : Director in BS-20 (Ph.D or Masters in HE/Communication)
     - Health Education and Communication Specialize
     - Mass Communication/Media Specialist.
     - Ancillary staff.

   Proposal : PC-I will be formulated for funding through SAP. Lower Staff requirements will be met by adjustment of existing staff/surplus pool.

3. **National Health Management Information System:**

   - At present : 1 HMIS Officer (WHO)

     Government of Pakistan : 2 Assistants
   - Required
     - Software Specialist] SAP
     - M&E Officer]
     - Data Analyst]
     - Computer Operator] GOP
     - Record Keeper]
   - Areas : Hospital Information System; HRD; Medicines & Logistics; Disease surveillance.

   Proposal: : PC-I will formulated for funding through SAP. Lower Staff requirements will be met by adjustment of existing staff/surplus pool.

4. **National Control Authority for Biologicals: (With Experts Committee on Biologicals).**

Objectives: Licensing, registration, lot-release, GMP, clinical Evaluation of biologicals.

Staff: -

At present : 8 posts diverted on temporary basis from Drug Control Organization.

Required : 1 Chief Scientific Officer
3 Senior Scientific Officers
1Technical Assistant
Lab. Assistant
Animal Attendant

Proposal: : **a proposal will be sent to Finance Division.**

5. **Health Services Academy:**

Objectives: Postgraduate training and continuing education; Applied research in public health; policy inputs.

Staff: -

At present : 1 Director
1 Associate Professor
4 Assistant Professor
4 Lecturers

Required : 10 more:
3 Professors
2 Associate Professors
5 Lecturers

Output : 24 MPH + 80 short courses/per year

PC-I : Rs.185 million (German Assistance: Rs.87 million)

Proposal : **The PC-I is in final stages of preparation.**

Budget of The Ministry of Health (2000-2001)

Rs. in Million

Sl. No.	Budget	2000-2001
1.	Development	2742.974
2.	Non-Development	1414.777
TOTAL		**4157.751**

Statement Showing the Budgetary Position

(Rs. in Million)

	Establishment Charges	Others	Total
Health Division (Main Sectt:)	24.798	11.033	35.831
Directorate of CHE	1.508	0.874	2.382
T.B. Centre, Rawalpindi	4.748	10.037	14.785
F.G.S.H, Islamabad	82.470	116.786	198.833
PIMS, Islamabad	174.782	146.714	321.496
M.C.H. (PIMS) Islamabad	19.116	7.566	26.682
J.P.M.C, Karachi	123.793	183.903	307.696
N.I.C.H, Karachi	31.312	27.757	59.069
TOTAL:-	**462.104**	**504.67**	**26.682**
Grant-in-Aid to Autonomous Bodies			
N.I.H., Islamabad	30.000	--	30.000
N.I.C.V.D, Karachi	42.568	72.432	115.000
P.M.R.C, Islamabad	26.461	3.539	30.000
TOTAL:-	**99.029**	**75.971**	**175.000**
GRAND TOTAL:-	**561.1133**	**580.641**	**1141.774**

Statutory Bodies Under Ministry of Health

- Pakistan Medical & Dental Council.
- College of Physicians and Surgeons of Pakistan.
- Pakistan Nursing Council.
- National Council for Tibb.
- National Council for Homeopathy.
- Pharmacy Council for Pakistan.
- Pakistan Medical Research Council.
- National Institute of Cardiovascular Diseases

Proposed Reduction in Main Health Division in 2000

S.No	NAME OF POSTS	BPS	NO. OF POSTS
1.	Assitant Director (Homoeo/Unani)	18	01
2.	Asstt. Project Dir. (NFP)	17	01
3.	Private Secretary	17	01
4.	Superinendent	16	07
5.	Asstt. Incharge	15	05
6.	Stenographer	15	01
7.	Stenotypist	12	06
8.	Assistant	11	02
9.	Statt. Assistant	11	01
10.	Store Keeper	07	01
11.	Telex Operator	07	01
12.	L.D.C.	05	03
13.	J.T.M.O	05	01
14.	Driver	04	01
15.	Naib Qasid	01	07
		Total:-	**39**

Drug Organization

S. No	Name of Post	BS	Islamabad		Newly created posts						Total	Remarks
					Karachi	Lahore / Faisalabad	Peshawar	Quetta	Hyderabad	CDL Karachi		
			Ministry	FID Office								
1.	Drugs Controller	20	01	-	-	-	-	-	-	-	01	-
2.	D.D.G. (E&M)	19	03	-	01	01	-	-	-	-	05	-
3.	D.D.C.	18	03	-	-	-	-	-	-	03	06	-
4.	Dy. Drugs Controller/ FID's	18	01	-	01	01	01	-	-	01	05	-
5.	A.D.G.	18	01	-	-	-	-	-	-	-	01	-
6.	ADC	17	09	-	02	01	-	-	-	04	16	-
7.	Assistant Director CDL	17	-	-	-	-	-	-	-	01	01	-
8	Computer Programmer	17	01	-	-	-	-	-	-	-	01	-
9.	Statt. Officer	17	01	-	-	-	-	-	-	-	01	-
10.	Stenographer	15	04	-	01	01	-	-	-	-	06	-
11.	Assistant Incharge	15	-	01	01	01	01	01	-	-	04	-
12.	Stenotypist	12	14	-	-	-	01	01	-	-	16	-
13.	Computer Operator	12	07	-	02	01	01	-	-	-	10	-
14.	Assistant	11	17	-	02	01	-	01	-	-	20	-
15.	Technical Assistant	10	-	-	-	-	-	-	-	06	06	-
16.	L.D.C.	05	13	-	02	02	-	-	-	-	17	-
17.	Driver	04	04	-	03	03	01	01	01	01	14	-
18.	D.M.O.	04	01	-	-	-	-	-	-	-	01	-
19.	Daftry	02	04	-	01	01	-	-	-	-	06	-
20.	Naib Quasid	01	18	-	05	03	01	-	-	01	28	-
21.	Chowkidar	01	03	-	-	-	-	-	-	-	03	-
	Total:-		105	01	21	16	06	03	01	17	170	-

Number of Doctors/Nursing Staff/Paramedical Staff/other Staff in Attached Departments/Sub-Ordinate Offices and Autonomous Bodies Under Health Division, Islamabad,

Sl #	Name Of Department	Number of Doctors	Number of Nurses	Number of Para-Medical Staff	Number of others Officer/ Staff	Total Strength	Ratio Position Column 3&4	Ratio Position Column 4&5	Ratio Position Column 3+4+5=6	arks
1	2	3	4	5	6	7	8	9	10	11
1.	Federal Government Services Hospital, Islamabad.	310	240	396	477	1423	1:0.77	1 1.65	1:.48	-
2	National Institute of Child Health, Karachi.	66	108	148	214	536	1:1.63	1 1.37	1:.66	-
3.	T.B. Centre, Rawalpindi.	07	01	28	55	91	1:.14	-	1:1.52	-
4.	Jinnah Postgraduate Medical Centre, Karachi.	323	264	960	588	2135	1:0.81	1:3.63	1:0.38	-
5.	Directorate of Central Health Establishment Karachi.	104	02	199	408	713	1:.019	1:99.5	1:10	-
6.	Central Drugs Laboratory, Karachi	-	-	41	33	74	-	-	1:01	-
7.	Pakistan Institute of Medical Sciences, Islamabad.	356	618	350	1554	2878	1:1.73	1:0.56	1:1.17	-
8.	National Institute of Health, Islamabad.	49	-	218	785	1032	1.0	-	1:2.94	-
Total:-		1215	1233	2340	4114	8902	-	-	-	-

12. HOUSING AND WORKS DIVISION

Mission Statement

- Provision of housing, especially low cost housing policy
- Provision of government accommodation to maximum number of Government employees.
- Development of residential plots for maximum number of Government employees and other eligible persons.
- Construction and efficient maintenance of Government owned buildings.

Rules of Business

1. Acquisition and development of sites, construction, furnishing and maintenance of Federal Government buildings, except those under the Defence Division.

2. (i) Coordination of Civil works Budget;
   (ii) Execution of Federal Government works.

3. Provision of office and residential accommodation for officers and staff of the Federal Government; acquisition; requisitioning and hiring of such accommodation and payment of compensation or rent.

4. Fixation and recovery of rent of Government owned, hired and requisitioned buildings.

5. Management of Federal Lodges.

6. Land and buildings belonging to the Federation wherever situated, and revenues derived therefrom.

7. Administration of the Federal Government Lands and Buildings (Recovery of Possession) Ordinance, 1965.

8. Matters relating to the Federal Government lands licenses to various Cooperative Housing Societies in Karachi, except those under the Defence Division.

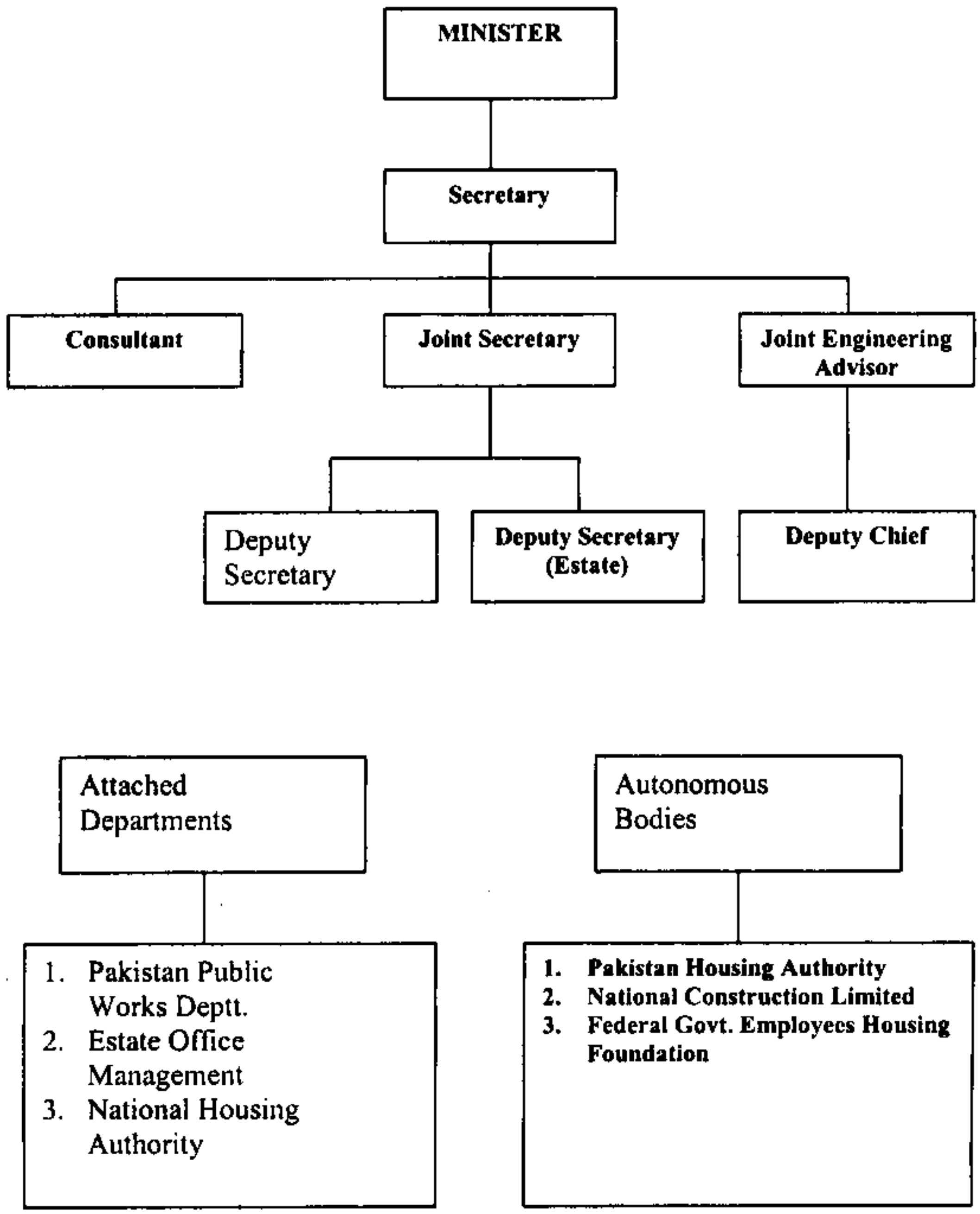
9. Officers belonging to the Engineering Group.

10. Transfer of property, other than agricultural land, registration of deeds and documents.

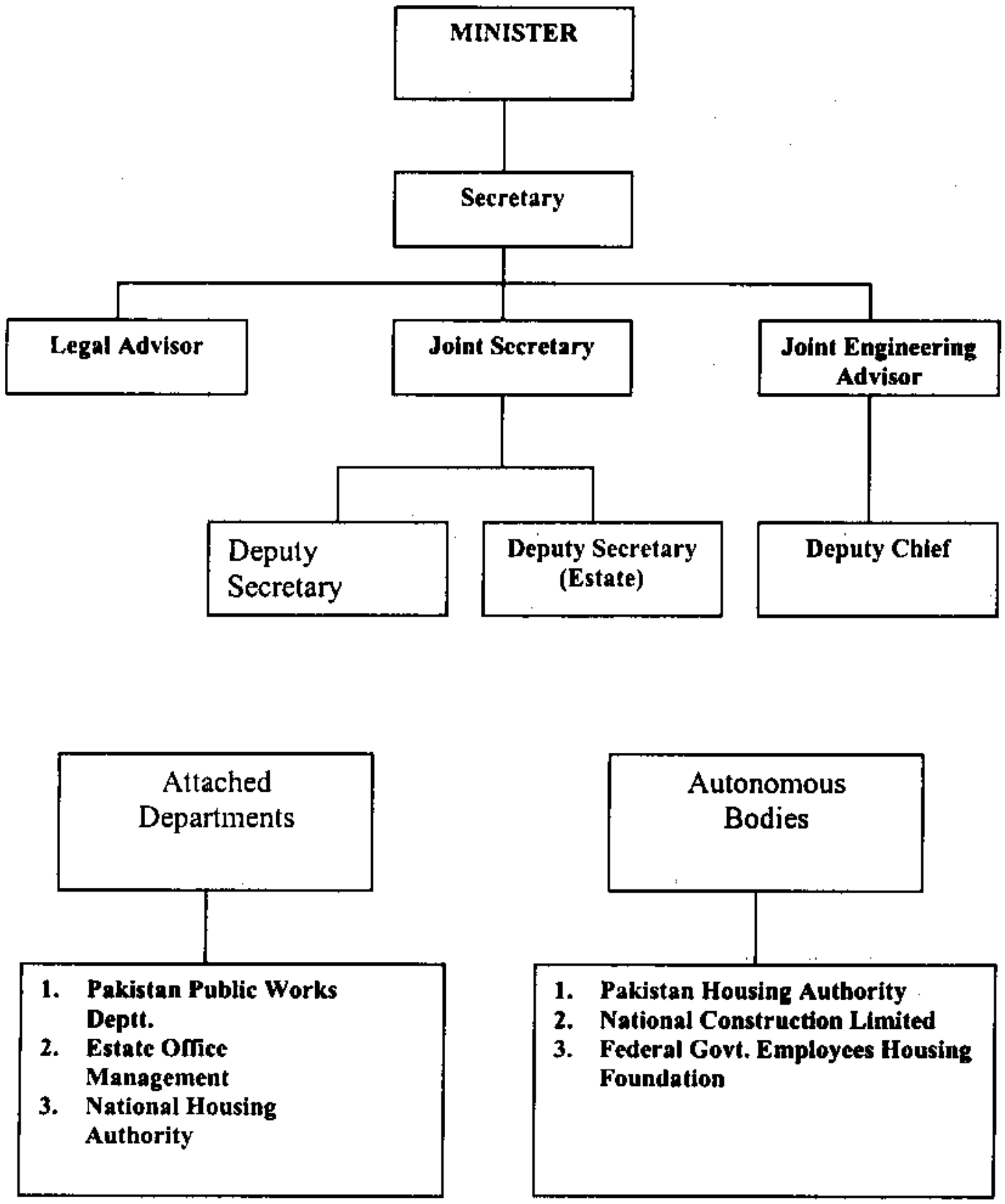
11. Matters related to the National Construction (Domestic) Limited.

12. Administrative control of the National Housing Authority.

EXISTING ORGANIZATIONAL CHART



PROPOSED ORGANIZATIONAL CHART



Restructuring and Rightsizing of Ministries/Division/Attached Department/Autonomous Bodies

Ministries/Division/Atttached	Existing Strength			Proposed Strength			Existing	Budget after
department/autonomous bodies	BPS-(17-22)	BPS-(12-16)	BPS-(1-11)	BPS (17-22)	BPS-(12-16)	BPS-(1-11)	Budget	Rightsizing
Ministry of Housing & Works (MAIN)	27	38	118	27	38	118	20,195.00	20,195.00
Pakistan Public Works Deptt.	406	222	3337	408	222	3337	217.357	217.357
Estate Office	22	29	305	22	29	305	19,940,000	19,940,000
National Housing Authority	12	13	79	10	8	26	7,869,000	5,776,571
Autonomous Bodies								
Federal Govt.employees Housing Foundation	23	22	69	23	22	69	Self Financing	
Pakistan Housing Authority	12	7	2	34	16	37	30.40 Million	-

13. INDUSTRIES & PRODUCTION DIVISION

Mission Statement

To strive for and facilitate industrial growth:-

- by providing an enabling environment to enhance productivity by policy formulation;
- by creating a framework for policy implementation.
- Through effective interaction with the private sector.

Existing Rules of Business

1. National industrial planning and co-ordination.

2. Industrial Policy.

3. Promotion of investments in industry including foreign investment, investments by Pakistanis living abroad and international investment problems.

4. Employment of foreign personnel in commercial and industrial enterprises.

5. Federal agencies and institutions for:-
   (i) promoting industrial productivity;
   (ii) promotion of special studies in the industrial fields; and
   (iii) testing industrial products.

6. Keeping a watch, from the national angle, over general price trends and supply position of essential commodities; price and distribution control over items to be distributed by statutory orders between the Provinces.

7. Administration of the Essential Commodities Control Order, 1971, and related laws including price and distribution controls.

8. Import and distribution of white oil.

9. Procurement of stores, including coal on Federal Government account (except foodstuffs) including inspection of those stores and disposal of surplus stores.

10. Prescription of standards and measures for quality control of manufactured goods.

11. Establishment of standards of weights and measures.

12. Explosives (excluding the administration of explosives Substances Act) and safety measures under the Petroleum Act and Rules made thereunder.

13. Designs and inventions including patenting thereof.

14. Prescription and review of criteria for assessment of spare parts and raw materials for industries.

15. Administration of Boilers Act.

16. Administrative, financial, operational, personnel and commercial matters of Pakistan Garments Corporation.

17. Ghee Corporation of Pakistan Limited and Pakistan Edible Oils Corporation Limited.

18. Administrative control of National College of Textile Technology, Faisalabad.

19. Development of Industries (Federal Control)(Repeal) Ordinance, 1979.

20. All matters relating to WPIDC.

21. Economic Reforms (Protection of Industries) Regulation, 1972

22. Transfer of Managed Establishment Order, 1978.

23. All matters relating to State Industrial Enterprises, especially, in basic and heavy industries, viz.-
    (i) State Engineering Corporation, Karachi
    (ii) State Cement Corporation, Lahore.
    (iii) Pakistan Automobile Corporation, Karachi.
    (iv) State Petroleum Refining and Petrochemical Corporation, Karachi;
    (v) National Fertilizers Corporation, Lahore.
    (vi) Federal Chemical and Ceramics Corporation, Karachi
    (vii) Pakistan Steel Mills Corporation, Karachi.

24. Any other industrial enterprises assigned to the Ministry.

Proposed Rules of Business

1. National industrial planning and co-ordination.

2. Industrial Policy.

3. Promotion of investments in industry including foreign investment, investments by Pakistanis living abroad and international investment problems.

4. Employment of foreign personnel in commercial and industrial enterprises.

5. Federal agencies and institutions for:-
    (i) promoting industrial productivity;
    (ii) promotion of special studies in the industrial fields; and

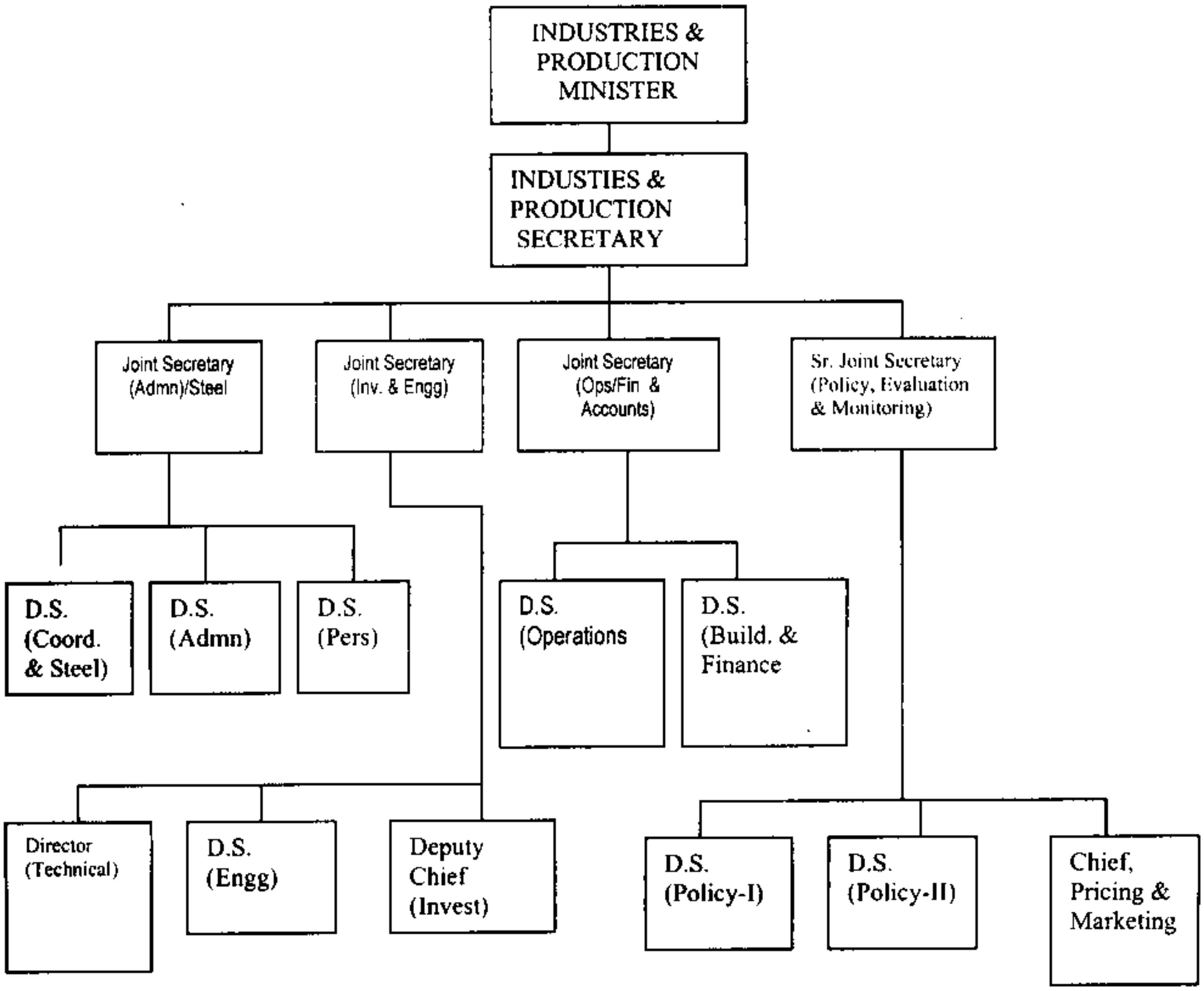
6. Keeping a watch, from the national angle, over general price trends and supply position of essential commodities; price and distribution control over items to be distributed by statutory orders between the Provinces.

7. Administration of the Essential Commodities Control Order, 1971, and related laws including price and distribution controls.

8. Procurement of stores, including coal on Federal Government account (except foodstuffs) including inspection of those stores and disposal of surplus stores.
9. Establishment of standards of weights and measures.
10. Explosives (excluding the administration of explosives Substances Act) and safety measures under the Petroleum Act and Rules made thereunder.
11. Designs and inventions including patenting thereof.
12. Prescription and review of criteria for assessment of spare parts and raw materials for industries.
13. Administrative control of National College of Textile Technology, Faisalabad.
14. Development of Industries (Federal Control)(Repeal) Ordinance, 1979.
15. Economic Reforms (Protection of Industries) Regulation, 1972
16. Transfer of Managed Establishment Order, 1978.
17. All matters relating to State Industrial Enterprises, especially, in basic and heavy industries, viz.-
    (i) State Engineering Corporation, Karachi
    (ii) State Cement Corporation, Lahore.
    (iii) Pakistan Automobile Corporation, Karachi.
    (iv) National Fertilizer Corporation, Lahore.
    (v) Pakistan Steel Mills Corporation, Karachi.

18. Any other industrial enterprises assigned to the Ministry.
19. Pakistan Industrial Corporation (PIDC)
20. Utility Stores Corporation (USC)
21. Matters relating to Board of Investment (BOI)
22. Matters relating to Export Processing Zone Authority (EPZA)
23. Matters relating to Pakistan Industrial Technical Assistance Centre (PITAC)
24. Matters relating to Small Medium Enterprises Development Authority (SMEDA)
25. Matters relating to
    (i) Pakistan Institute of Management (PIM)
    (ii) Experts Advisory Cell (EAC)
    (iii) Engineering Development Board (EDB)
    (iv) Thread Lines Gallery
26. Specific matters relating to Textile Industry through Textile Commissioner's Organization

Existing Organizational Chart of Industries and Production Division



Statement showing Existing (sanctioned) strength and proposed Strength

S. No	Name of the organization	BS-17 to 22			BS-12 to 16			BS-1 to 11			
		Existing strength	Proposed reduction	Proposed strength	Existing strength	Proposed reduction	Proposed strength	Existing strength	Proposed reduction	Proposed strength	Budget for the year 2000-2001
1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.
1.	M/o Ind. & Prod. (Main)	61	-	61	79	1	79	234	-	234	50,795,000
2.	Deptt. Of Explosives	8	-	8	15	-	15	62	-	62	80,37,000
3.	Deptt. Of Supplies	27	5	22	58	11	47	206	71	135	22,351,000
4.	Patent and Designs Office	7	-	7	6	-	6	52	-	52	49,47,000
5.	TCO	6	-	6	11	-	11	37	-	37	48,63,000

Ratio between Officers and Staff in respect of Ministryof Industries & Production and its attached Departments

S.No.	Name of the Organization	Existing ratio between officers (BS-17 to 22) & staff (BS-12 to 16)	Ratio between Officers and staff (BS-12 to 16) after reduction	Existing ratio between officers (BS-17 to 22) and staff (BS-1 to 11)	Ratio between officers (BS-17 to 22) and staff (BS-1 to 11) after reduction
1.	2.	3.	4.	5.	6
1.	M/o Ind & Prod (Main)	1:1.29	1: 1.29	1: 3.83	1: 3.83
2.	Deptt. Of Explosives	1: 1.87	1: 1.87	1: 7.75	1. 7.75
3.	Deptt of Supplies	1:2.14	1:2.13	1:7.62	1.6.13
4.	Patent of Designs Office	10:85	1: 0.85	1: 7.42	1. 7.42
5.	TCO	1: 1.83	1: 1.83	1: 6.1	1: 6.1

Statement showing Sanctioned Strength and Proposed Strength in Respect of Corporations / Organizations of the Ministry of Industries & Production

S. No.	Name Of The Corporations / Organizations	Officers			Supporting Staff			Budget For The Year 2000-2001
		Existing Strength	Proposed Reduction	Proposed Strength	Existing Strength	Proposed Reduction	Propose d Strength	
1.	2.	3.	4.	5.	6.	7.	8.	9
1.	Utility Stores Corporation of Pakistan	115	43	72	2245	951	1294	Rs.335.40 Million
2.	Pakistan Automobile Corporation	256	144	112	751	238	513	Rs. 90.160 Million
3.	Pakistan Steel	10876	2813	8063	9657	2732	6925	Personnel = related cost (1999-2000) Rs.4014 Million Personnel = related cost (2000-2001) Rs.3002 Million
4.	Pakistan Industrial Development Corporation	39	16	23	53	10	43	Rs. 35.684 Million
5.	State Engineering Corporation	657	265	392	6050	3563	2487	Rs. 275.927 Million
6.	State Cement Corporation of Pakistan	388	47	341	890	248	642	Rs. 332.990
7.	National Fertilizer Corporation	1475	186	1289	2846	578	2268	Rs. 1255956
8.	Pakistan Industrial Technical Assistance Centre	74	3	71	332	37	295	Rs. 40,800,000
9.	Experts Advisory Cell	53	22	31	47	28	19	Rs. 25.365 Million
10.	Pakistan Institute of Management	38	-	38	66	-	66	Rs. 58.028 Million
12.	Export Processing Zones Authority	45	7	38	216	40	164	Rs. 37.975 Million
13.	Board of Investment	49	-	49	221	-	221	
14.	Threadline Gallery	2	-	2	13	5	8	Self Financing Body

Ratio between Officers and Suporting Staff in Respect of Corporations/ Organizations of the Ministry of Industries & Production

S. No.	Name of the corporations / organizations	Existing ratio between officers and supporting staff	Ratio between officers and supporting staff after reduction
1.	2	3.	4
1.	Utility Stores Corporation of Pakistan	1: 19.52	1: 17.97
2.	Pakistan Automobile Corporation	1: 2.93	1: 4.58
3.	Pakistan Steel	1:0.88	1: 0.85
4.	Pakistan Industrial Development Corporation	1: 1.36	1: 1.87
5.	State Engineering Corporation	1: 9.20	1: 6.34
6.	State Cement Corpo-ration of Pakistan	1: 2.29	1: 1.88
7.	National Fertilizer Corporation	1:1.92	1:1.75
8.	Pakistan Industrial Technical Assistance Centre	1: 4.48	1: 4.15
9.	Experts Advisory Cell	1: 0.88	1: 0.61
10.	Pakistan Institute of Management	1: 1.73	1: 1.73
12.	Export Processing Zones Authority	1: 4.80	1: 4.31
13.	Board of Investment	1:4.51	1:4.51
14.	Threadline Gallery	1:6.5	1:4

Names of the Organizations where Downsizing is not Possible

S.No.	Name of the Organizations	Existing Strength Officers	Existing Strength Staff	Remarks
1.	Department of Explosive	8	15	Working with bare minimum strength.
2.	Patent & Design Office	7	6	-do-
3.	Textile Commissioner Organization.	6	11	-do-
4.	National College of Textile Engineering , Faisalabad.			i) Its management was transferred to All Pakistan Textile Mills Association (APTMA) in 1993. ii) Raising the status of the College to that of a University, is under consideration.
5.	Pakistan Institute of Management	38	66	It has been decided that PIM should expand aggressively in to Information Technology Education (as a self-supporting body).

In pursuance of the Cabinet Decision, following measures have already been taken:-

i) State Petroleum Refining & Petrochemical Corporation (PERAC) have been merged with Pakistan Industrial Development Corporation (PIDC).

ii) Federal Chemical & Ceramics Corporation (Pvt.) Ltd., (FCCL) and Ghee Corporation of Pakistan (GCP) have been merged with National Fertilizer Corporation (NFC).

iii) 33 Units of different Corporations of this ministry have been identified for privatization. 21 of them are to be privatized under short-term privatization programme and the remaining 12 under Medium term privatization programme.

iv) The scheme of Voluntary Retirements Facility had been introduced in Pakistan Steel Mills Corporation. Consequently 5545 employees have been laid off.

v) 100% employees of the following units of PIDC relased/paid off due to liquidation:-

- Dir Forest Industries Complex
- Larkana Sugar Mils Ltd.,
- Bela Engineering Ltd.,
- Harnai Woolen Mills Ltd.,

Further 100% employees of Shahdadkot Textile Mills Ltd., are to be relieved/paid off due to liquidation, after the decision of the Sindh High Court.

vi) 1085 employees of Mustehkum Cement Ltd., and 539 employees of Associated Cement (Rohri) Lt., have been laid off.

14. INFORMATION & MEDIA DEVELOPMENT DIVISION

Mission Statement

1. To serve as the official spokesministry of the Federal Government.

2. To provide specialist media and professional support to other ministries and organizations of the Federal Government to ensure effective projections of the country and of Government policies and programme, at home and overseas.

3. To formulate policies, laws, rules and regulatory framework concerning the print media, broadcast media, news agencies and relevant media organization and supervise their implementation.

4. To monitor the pace of media development in the country and promote measure to help increase access of the people to media.

5. To act as administrative Ministry for corporations and bodies under its control.

6. To facilitate the free flow of information in order to build and education enlightened, progressive Pakistan.

Existing Rules of Business:

1. Policy relating to internal publicity on national matters including the administration of the provisions of the Post Office Act, 1898 and section 5(1)(b) of the Telegraph Act, 1885, in so far as they relate to the Press.

2. Broadcasting including television.

3. Production of films on behalf of Government, its agencies, Government controlled Corporations, etc.

4. Press relations, including delegation of journalists and other information media.

5. Provision of facilities for the development of newspapers industry.

6. (i) Policy regarding government advertisement; control of advertisement and placement; (ii) Audit of circulation of newspapers.

7. Administration of the Newsprint Control Ordinance 1971.

8. National Anthem.

9. Liaison and coordination with agencies on matters concerning Government policies and activities.

10. Administration of the Information Group.

11. External Policy.

12. Pakistan National Centres.

13. i) Administration of (a) Pakistan Broadcasting Corporation Act, 1973; and (b) Associated Press of Pakistan (Taking Over) Ordinance, 1961;

    ii) Matters relating to; (a) The Pakistan Television Corporation; and (b) The Shalimar Recording Company.

14. Training facilities for Radio and Television personnel."

Proposed Rules of Business:

1. Policy relating to internal publicity on national matters.

2. Broadcasting including television.

3. Production of films on behalf of Government, its agencies, Government controlled Corporations, etc.

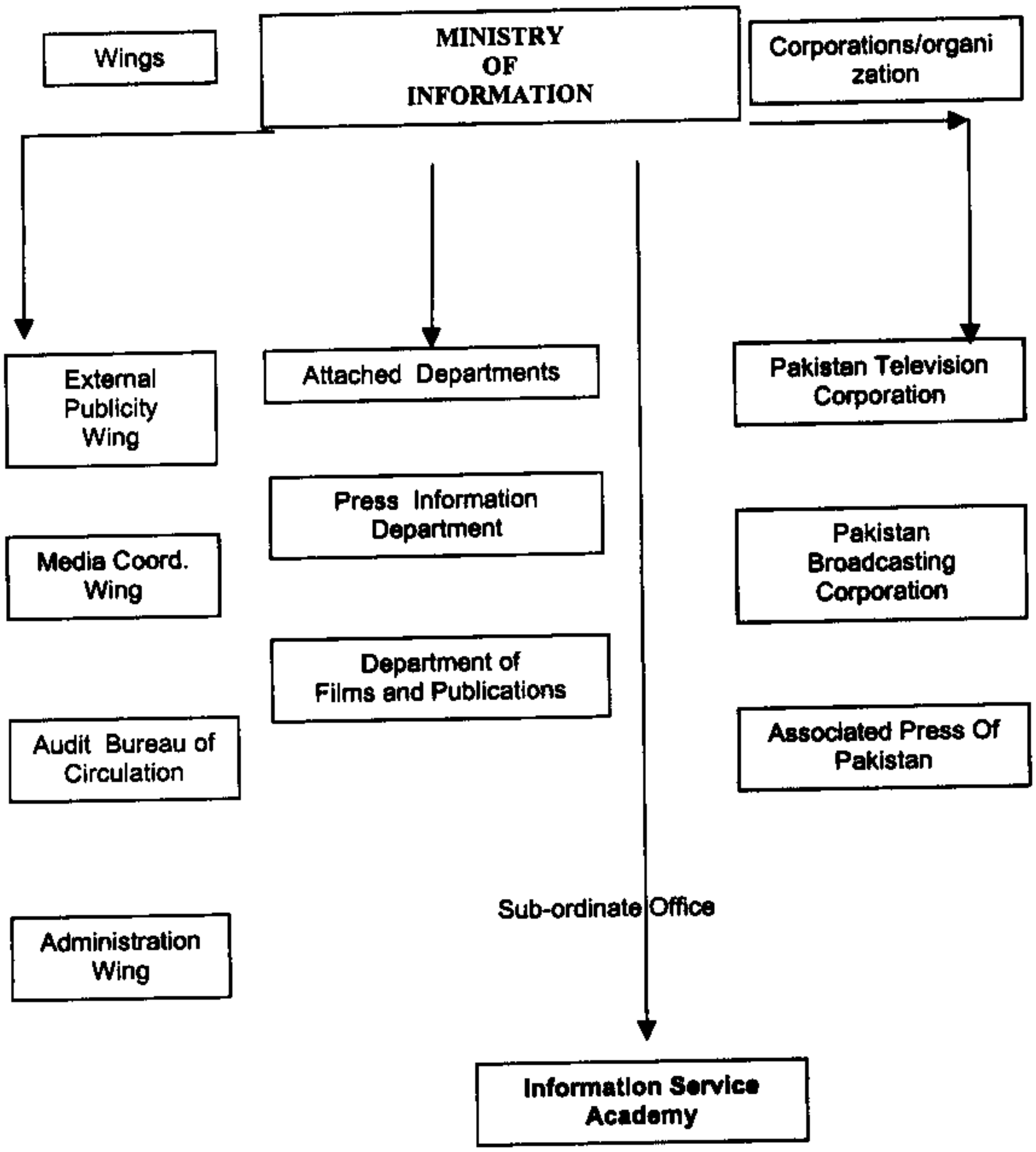
4. Press relations, including delegation of journalists and other information media.

5. Provision of facilities for the development of newspapers industry.

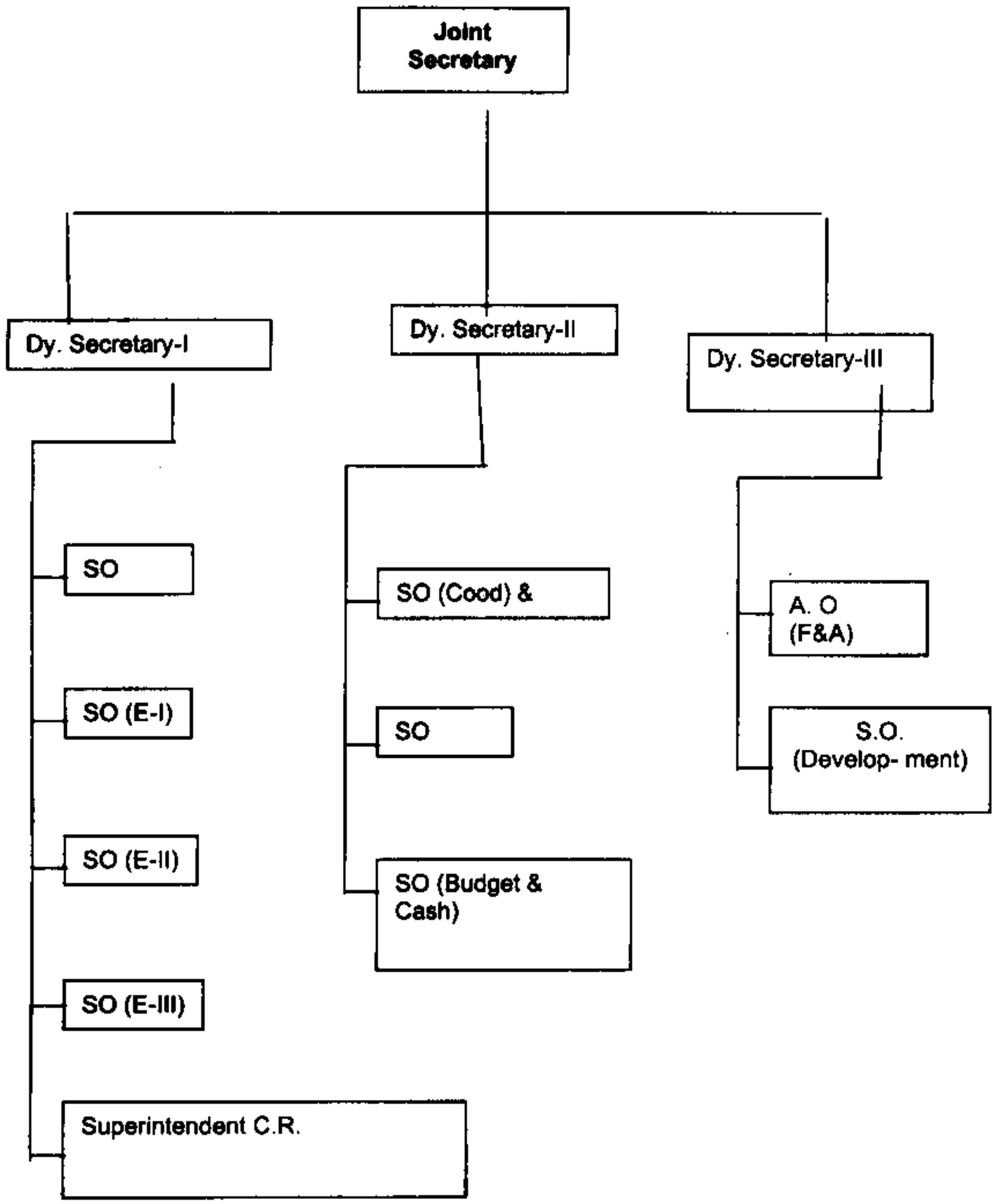
6. (i) Policy regarding government advertisement; control of advertisement and placement.
   (ii) Audit of circulation of newspapers.

7. National Anthem.
8. Liaison and coordination with agencies and media on matters concerning Government policies and activities.
9. Administration of the Information Group.
10. External Publicity
11. (i) Administration of :-
    a) Pakistan Broadcasting Casting Act, 1973; and
    b) Associated Press of Pakistan Sanctioned Strength and Budget

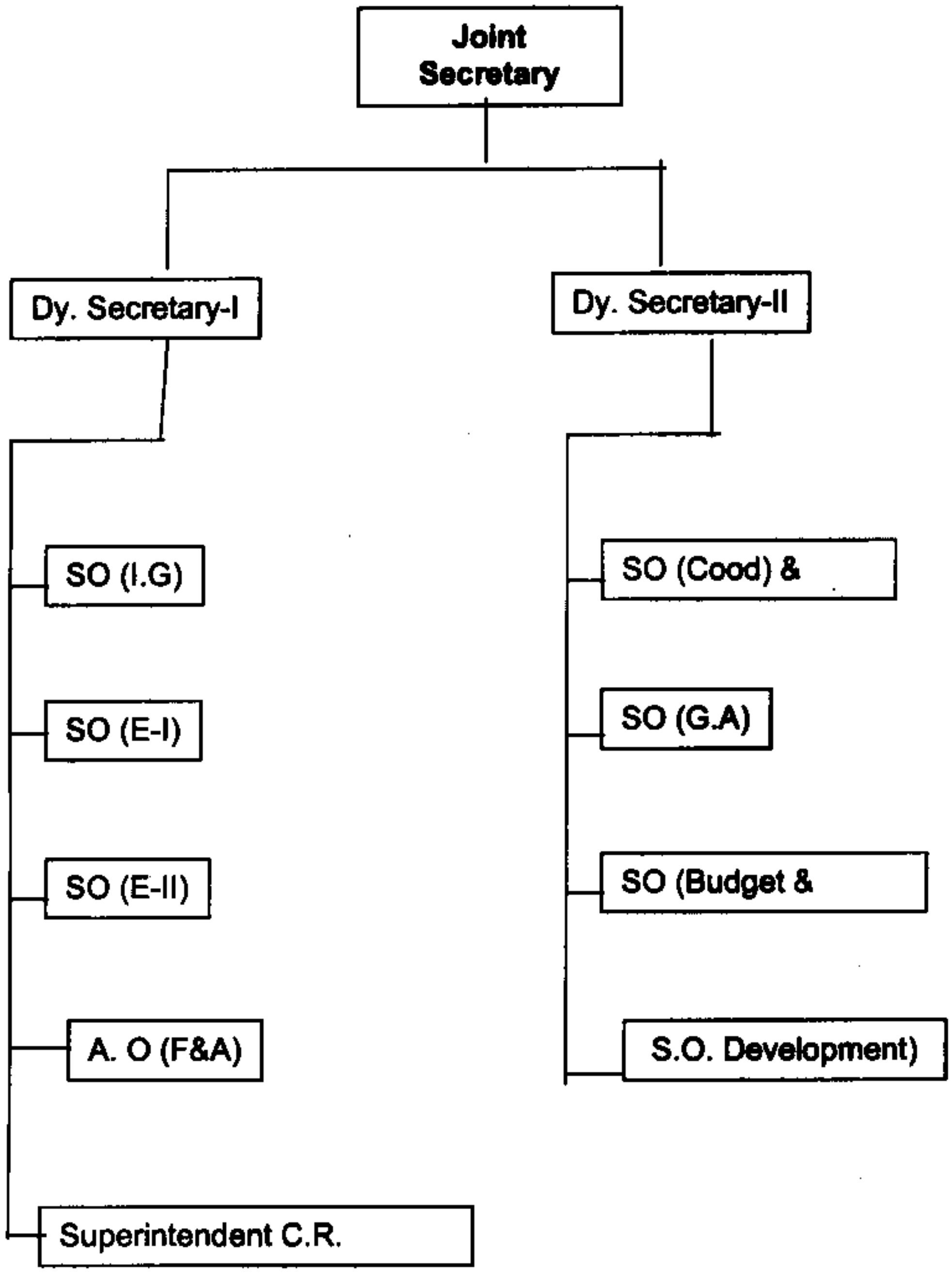
Organisational Chart



Existing Administration Wing

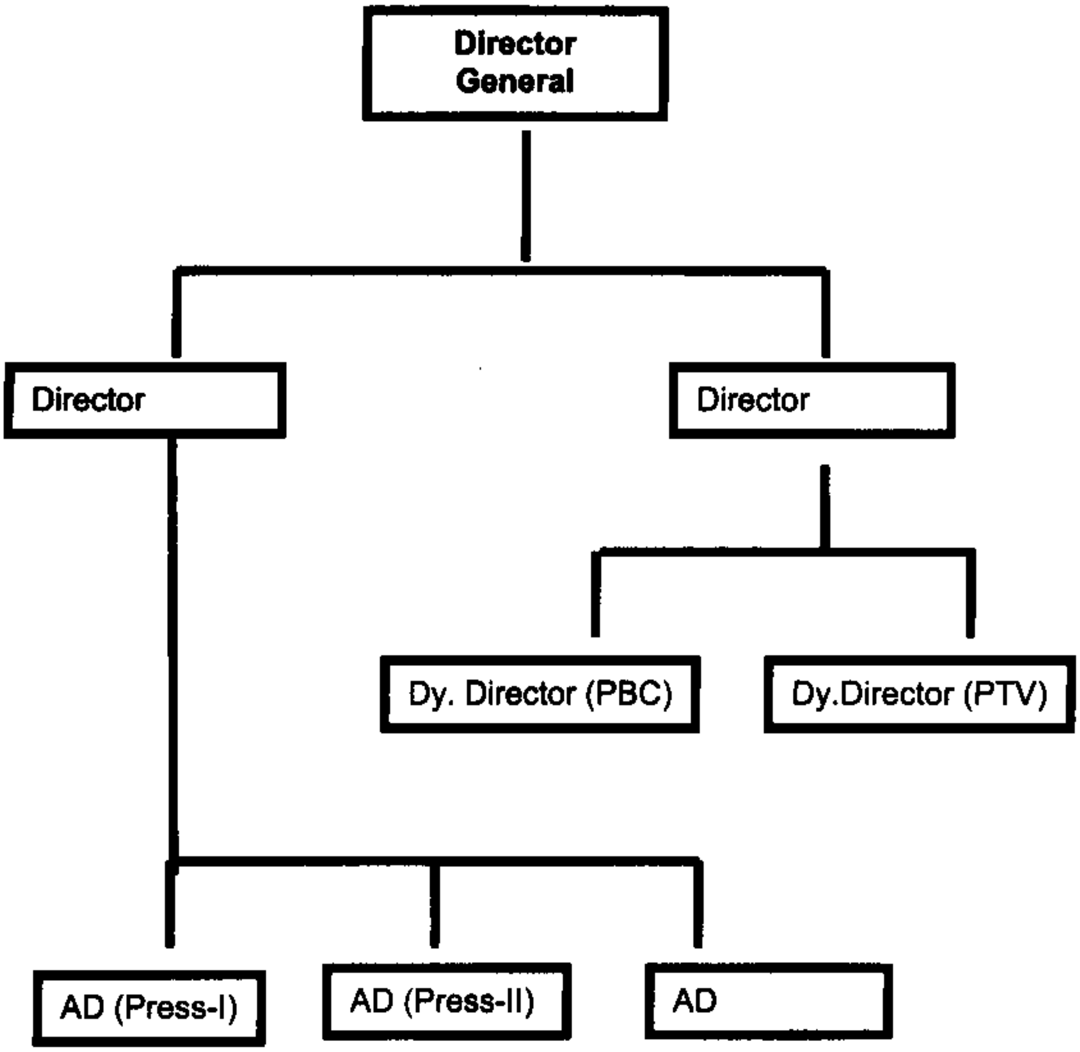


Administration Wing Proposed



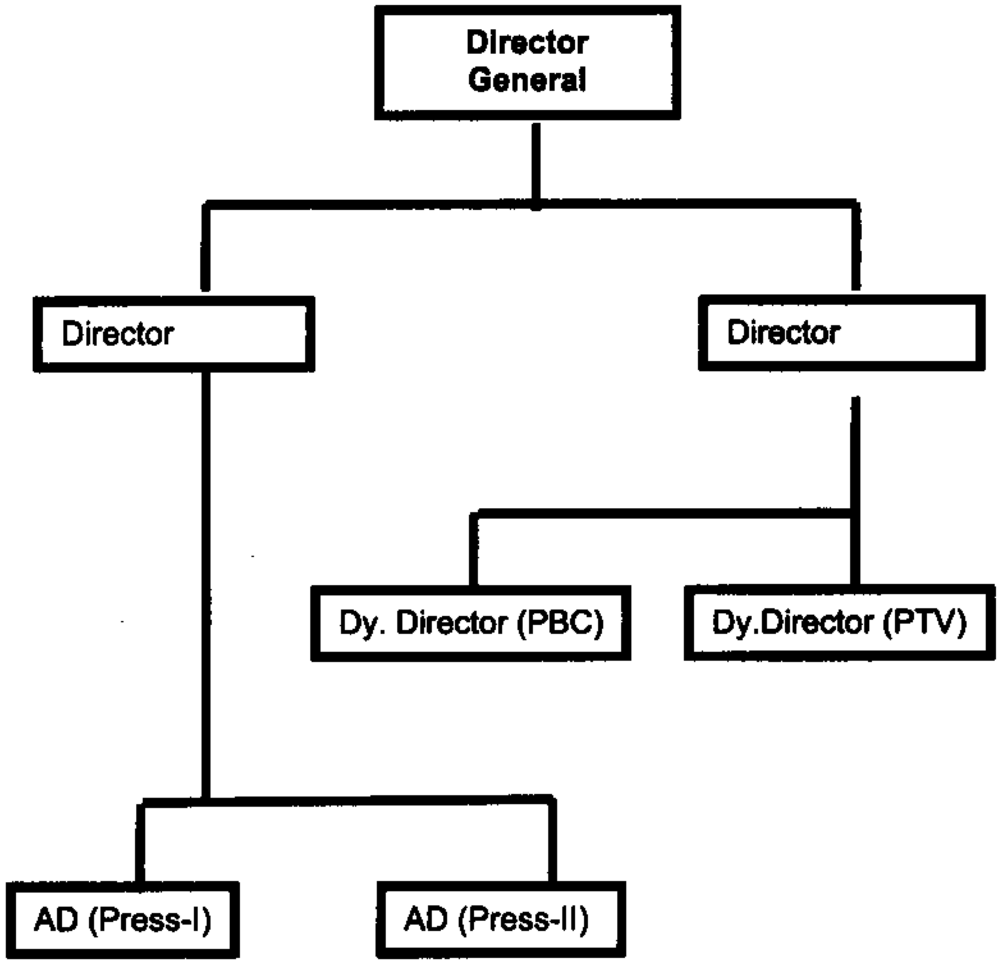
Media Coordination Wing

Organisational Chart – Existing



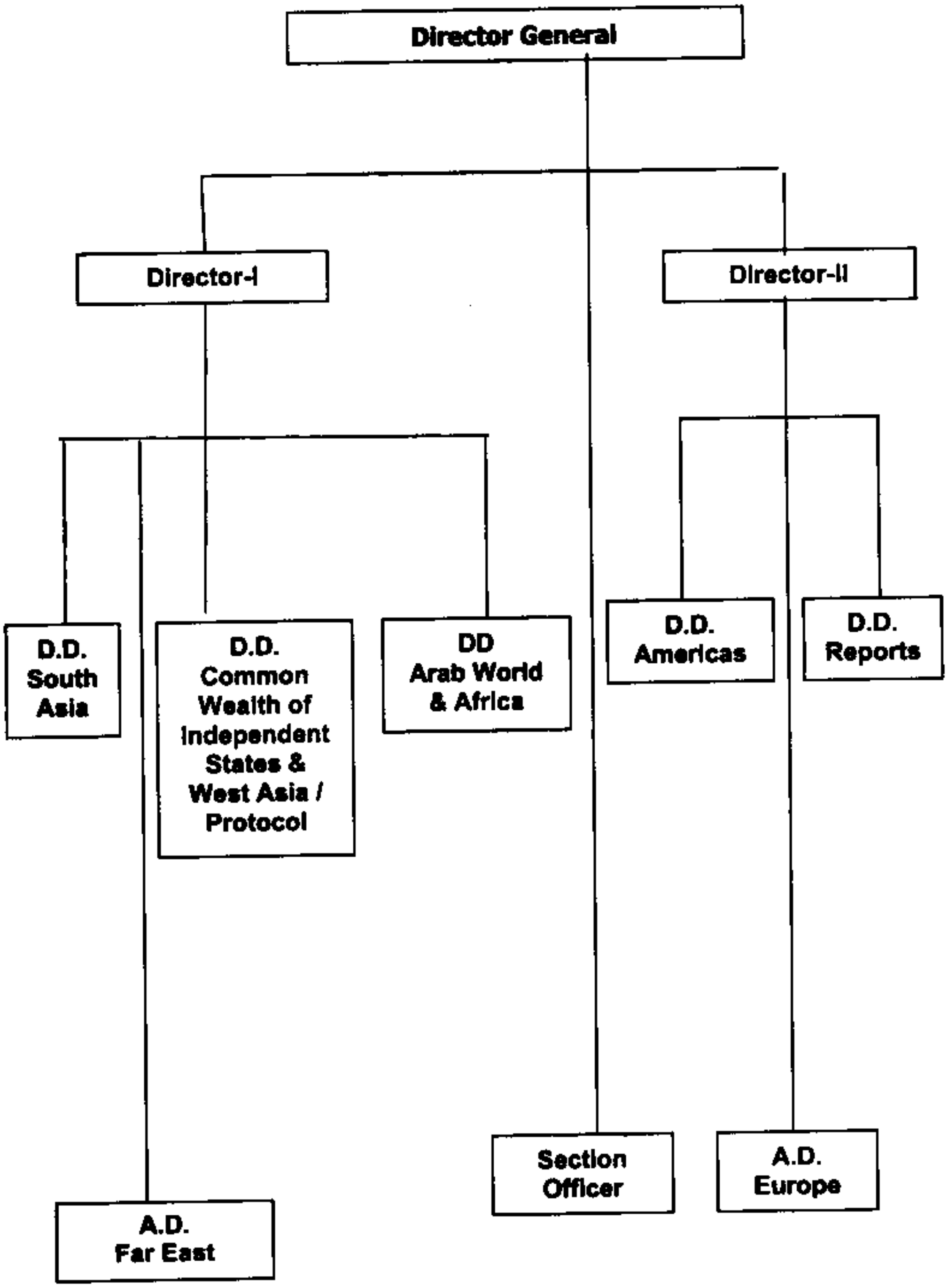
Media Coordination Wing

Organisational Chart – Proposed



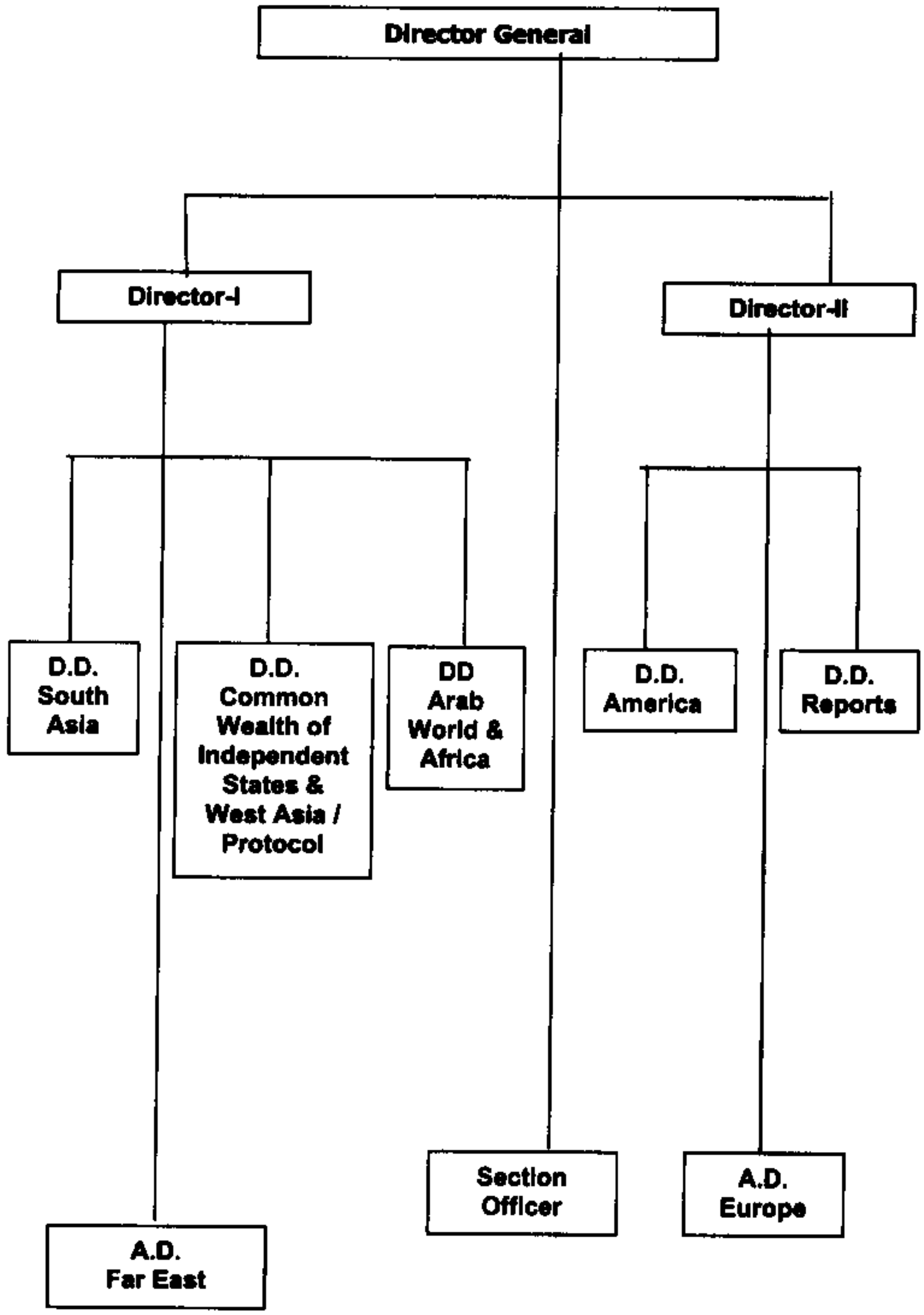
External Publicity Wing

Organisational Chart (HQ) - Existing



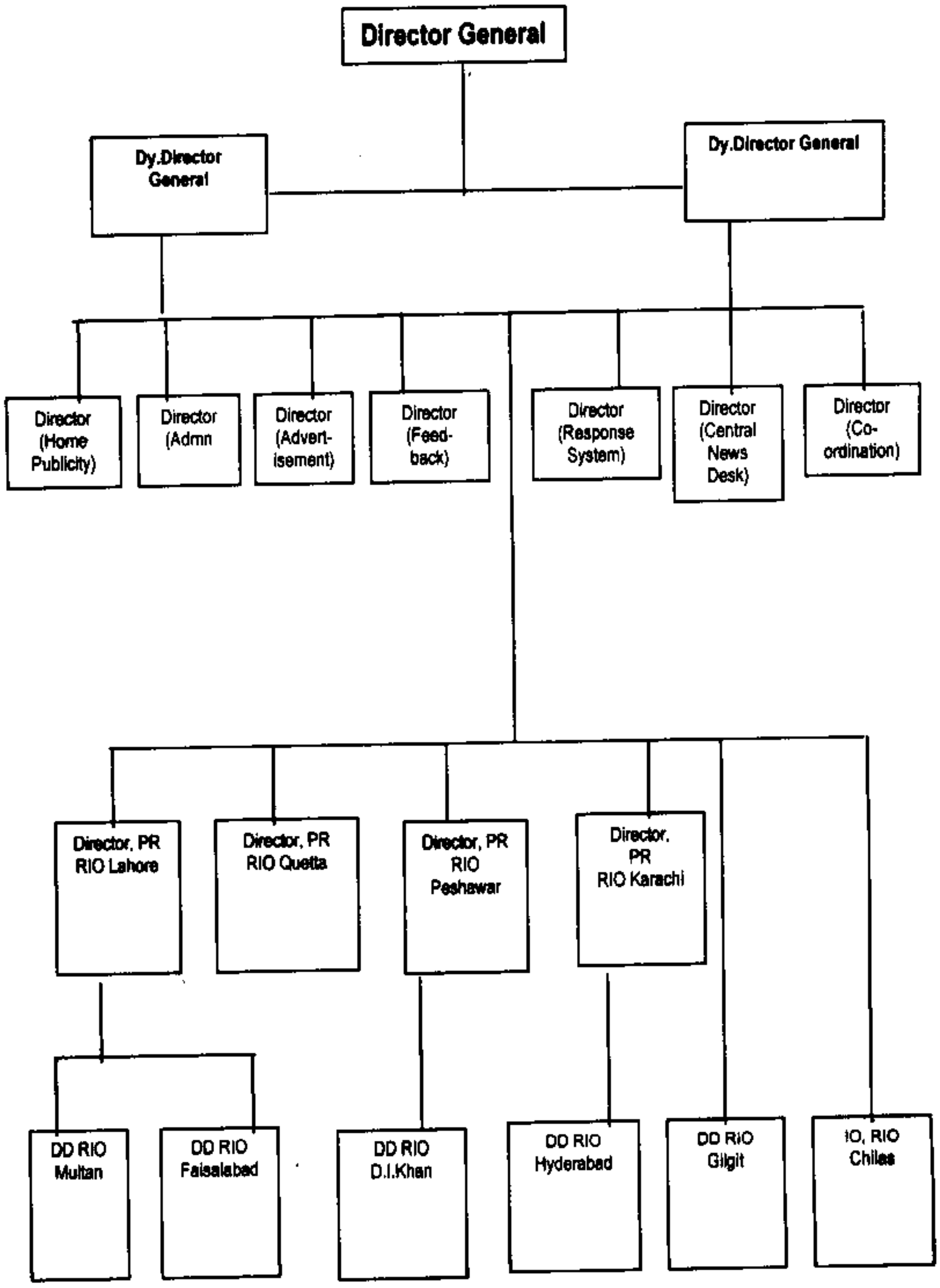
External Publicity Wing

Organisational Chart (HQ)



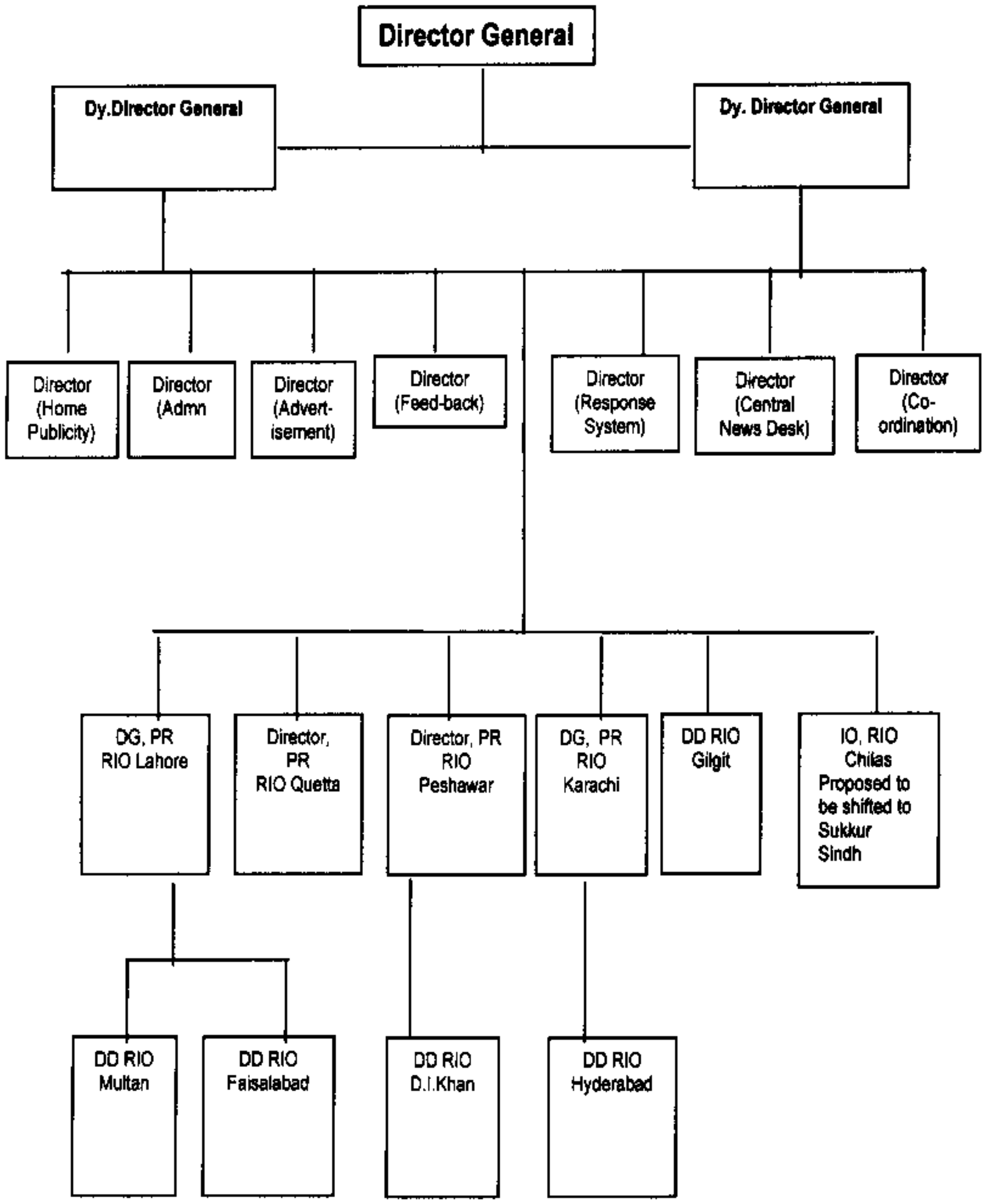
Press Information Department

Organisational Chart - Existing



Press Information Department

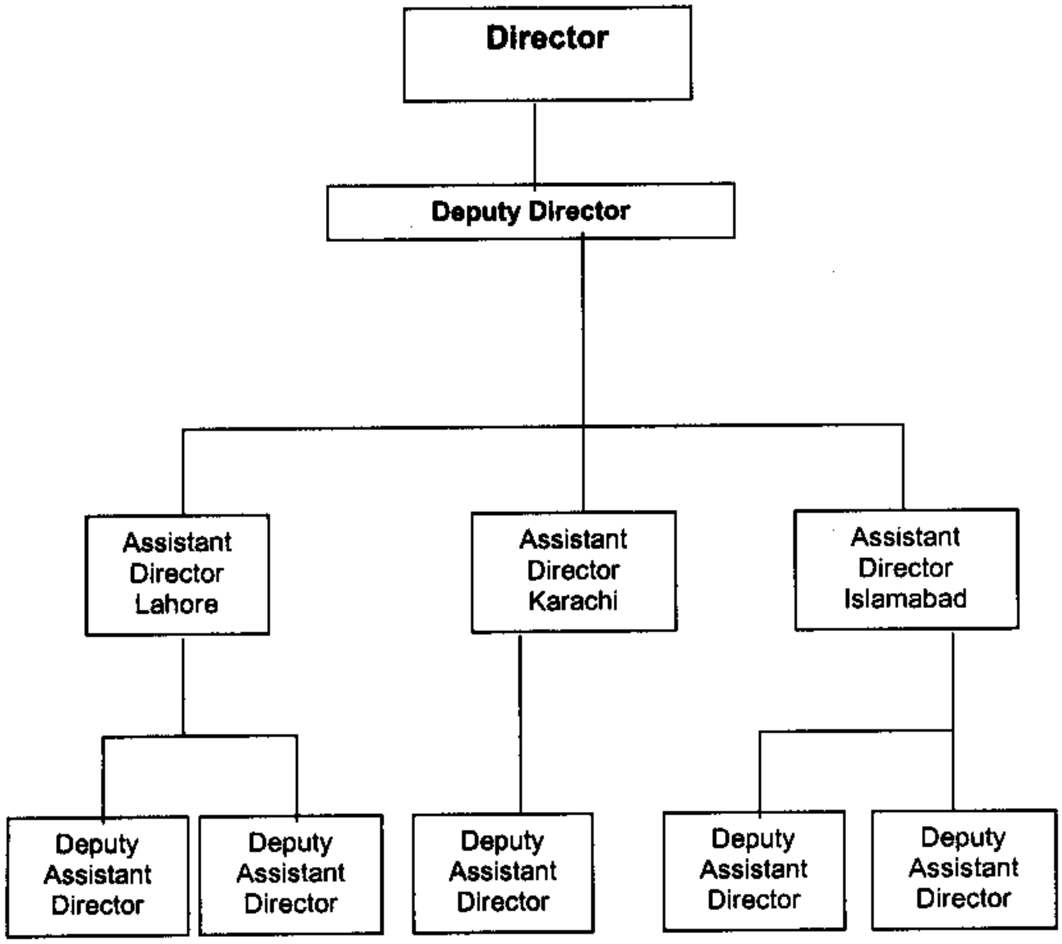
Organizational Chart - Proposed



Existing BS-19 posts of Director-PR at Lahore and Karachi are proposed to be upgraded to that of BS-20 as DG-PR.

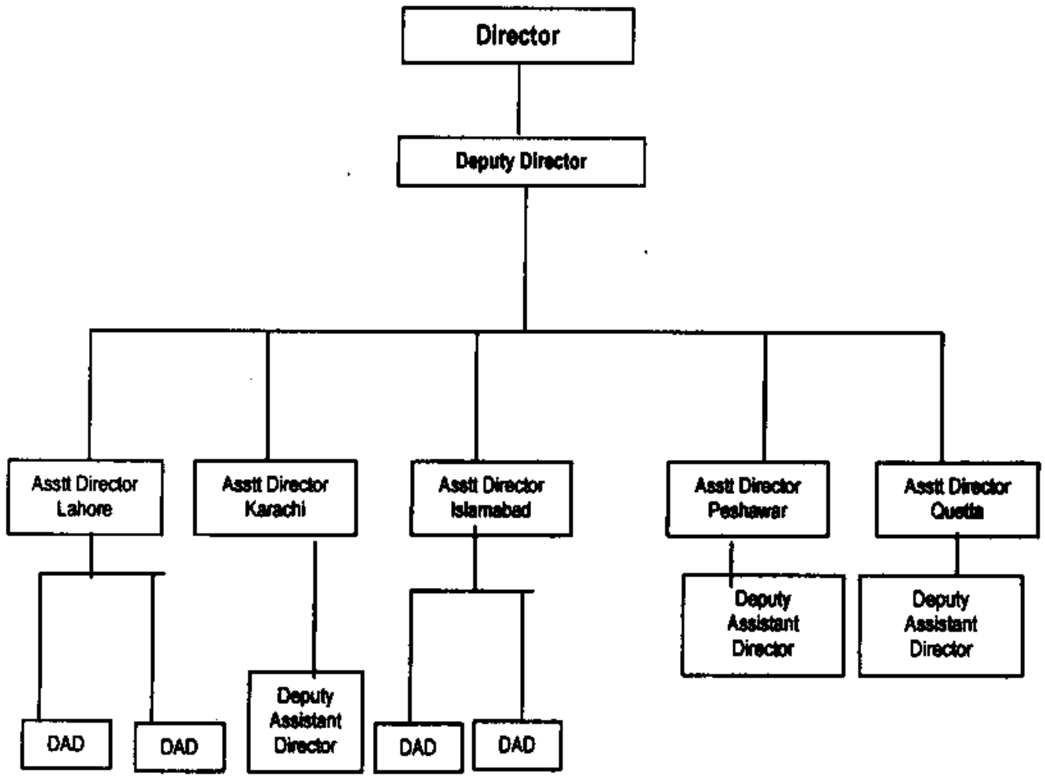
Audit Bureau of Circulation

Organisational Chart - Existing

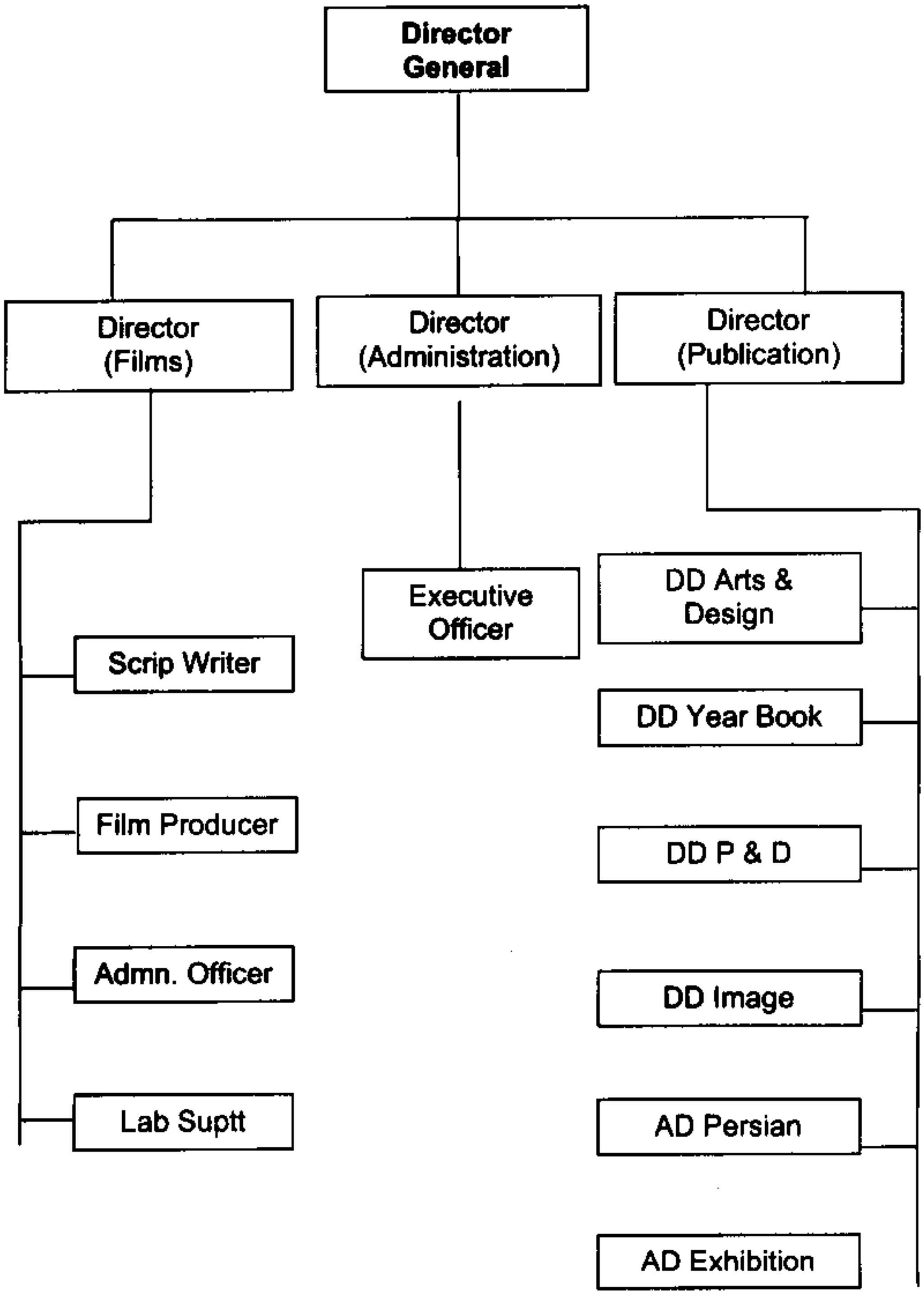


Audit Bureau of Circulation

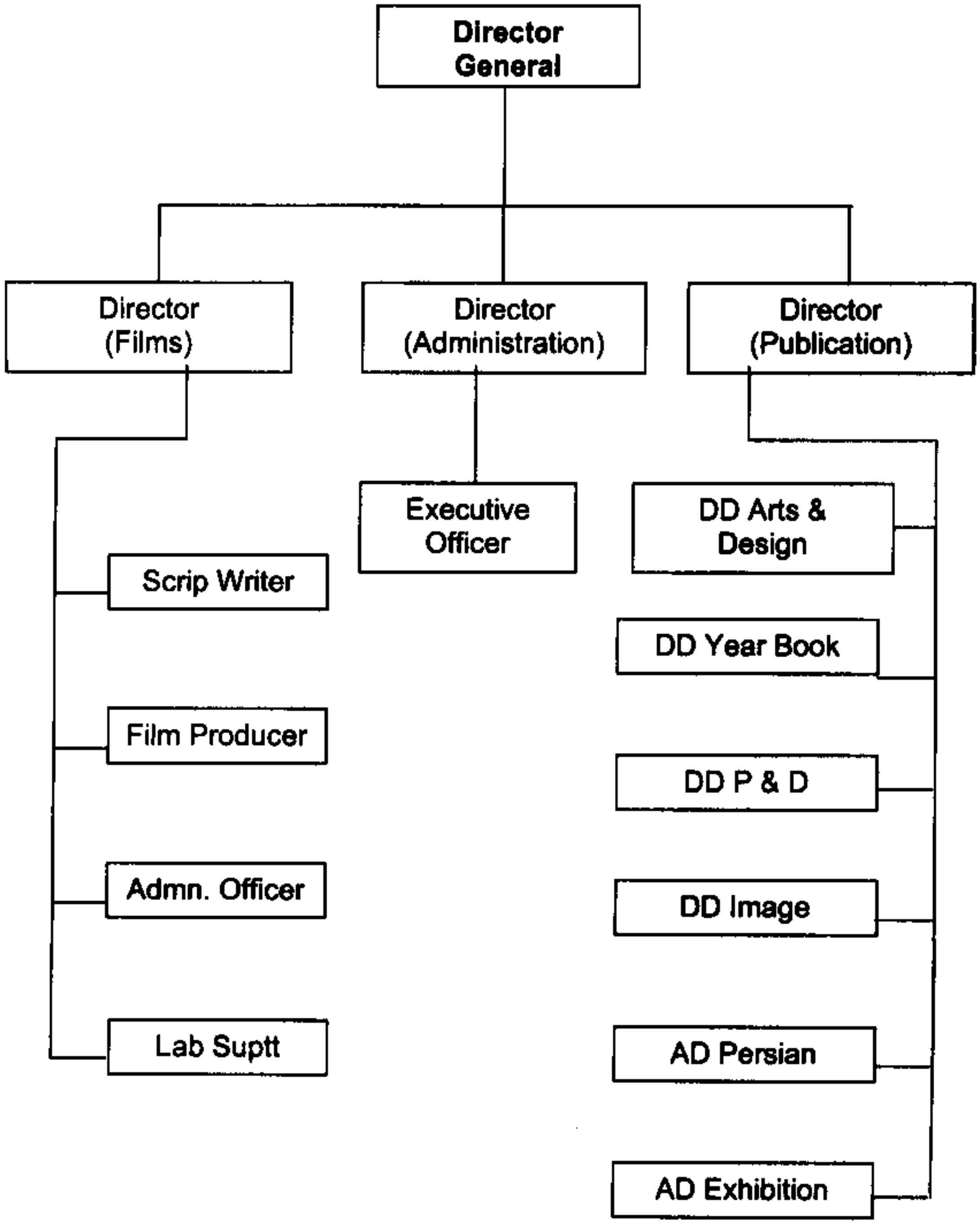
Organisational Chart - Proposed



Existing Organisational Chart - Existing Directorate of Films & Publications



Proposed Organisational Chart
Directorate of Films & Publications



Main Ministry (including MC/EP Wing and ABC)
Budget 2000-2001: Rs. 92.021 million

BPS	Existing Posts	Proposed Posts	Reduction
22	01	01	-
21	02	02	-
20	02	02	-
19	09	08	01 DS-III
18/17 (SO/PS/AO/AD)	32	30	02 1. SO (E-III) 2. AD(Trg)
16 (Supdt./ A/O, AAO/DAC	11	90	02 A/O (EP Wing) AAO
15 (SG/Asstt I/c)	23	22	01 (S.grapher with DS)
12	37	36	01 (R/Assistant)
11	41	39	02 (Asstt: with SO/AD)
07	16	16	-
05	20	20	-
04	0923	23	-
02	09	09	-
01	75	72	03 (with DS/SO/AD)
Total	301	289	12

Information Sections Abroad

Existing

S.No.	Mission	Officers	Staff	Total
01	Dubai	01	2	3
02	Beijing	01	2	3
03	Berlin	01	1	2
04	Cairo	01	1	2
05	Dhaka	01	1	2
06	Hong Kong	1	2	3
07	Jeddah	1	2	3
08	London	1	3	4
09	New Delhi	1	5	6
10	New York	1	2	3
11	Paris	1	2	3
12	Theran	1	2	3
13	Washington	1	2	3
	Total	13	27	40

Proposal for re-opening of Information Section Abroad recommended for closing by the Committee Headed by Lt. Gen. Hamid Javed

S.No.	Mission	Officers	Staff	Total
01	Ankara	1	5	6
02	Canberra	1	2	3
03	Colombo	1	2	3
04	Geneva	1	3	4
05	Jakarata	1	3	4
06	Kual Lumpur	1	3	4
07	Moscow	1	2	3
08	Ottawa	1	2	3
09	Pretoria	1	2	3
10	Tashkent	1	2	3
11	Tokyo	1	3	4
	Total	**11**	**29**	**40**

It is proposed to strengthen the professional capacity of External Publicity Wing headquarters through relocation of some of the officers/staff (adding 04 Directors (BS-19) and 01 Deputy Director (BS-18) with supporting staff) from the abloshied Information Sections abroad to establish six Directorates in the External Publicity Wing with :

- South Asia and Far East
- Eurpoe and Americas
- Central & West Asia, Arab World and Africa.
- Analysis, Evlauation & Planning.
- Internet & Electronic Media Monitoring.
- Administration and Protocol.

The additional expenditure on strengthening the capacity of the External Publicity Wing headquarters will be met thrpough transfer of somne funds from the Information Section earmarked for closure.

Proposal for opening/revial of two Regional offices of ABC at Quetta and Peshawar

Proposed Staff Strength

Name of Post	BS	No of Posts Peshawar	No of Posts Quetta	Total No of Posts
Asstt: Director	17	01	01	02
Deputy Asstt: Director	16	01	01	02
Stenotypist	12	01	0	02
Assistant	11	02	02	04
UDC	07	01	01	02
LDC	05	01	01	02
Driver	04	01	01	02
Naib Qasid	01	02	02	04
Farash	01	01	01	02
Sweeper	01	01	01	02
Chowkidar	01	01	01	02
Total		14	14	28

Sanctioned Strength and Budget
Press Information Department - Attached Departments
Budget 2000-2001 : Rs.82.84 million

Headquarter, Islamabad

BPS	Existing Posts	Proposed Posts	Reduction
21	01	1	-
20	04	3	01 (Speech Writer)
19	11	11	01 (Speech Writer)
18	16	16	-
17	41	36	05
16	27	27	-
15	25	25	-
13	15	11	04
12	20	20	-
11	44	38	06
08	2	2	-
07	34	30	04
05	57	50	07
04	35	35	-
03	6	6	-
02	17	17	-
01	87	80	07
Total	442	407	35

Press Information Department

RIO, Karachi

BPS	Existing Posts	Proposed Posts	Reduction
19	01	1	-
18	02	2	-
17	04	3	01
16	07	6	01
15	04	4	-
13	02	2	-
12	04	4	-
11	11	8	03
07	12	10	02
05	17	14	03
04	17	17	-
03	02	2	-
02	05	5	-
01	25	22	03
Total	113	100	13

Press Information Department

RIO, Lahore

BPS	Existing Posts	Proposed Posts	Reduction
19	01	1	-
18	03	3	-
17	04	3	01
16	05	4	01
15	02	2	-
13	03	3	-
12	03	3	-
11	04	4	-
07	09	7	02
05	13	12	01
04	12	12	-
03	02	2	-
02	04	4	-
01	08	7	01
Total	73	67	06

Press Information Department

RIO, Peshawar

BPS	Existing Posts	Proposed Posts	Reduction
19	01	1	-
18	02	2	-
17	04	3	01
16	05	4	01
15	01	1	-
13	02	2	-
12	06	6	-
11	08	6	02
08	01	1	01
06	03	2	01
05	06	5	01
04	10	10	-
03	03	3	-
02	03	3	-
01	15	12	03
Total	69	60	09

Press Information Department

RIO, Quetta

BPS	Existing Posts	Proposed Posts	Reduction
19	01	1	-
18	02	2	-
17	02	2	-
16	03	3	-
13	02	2	-
12	02	2	-
11	02	2	-
08	02	2	-
07	06	5	01
06	01	1	-
05	05	5	-
04	10	10	-
03	02	2	-
01	13	12	01
Total	53	51	02

Press Information Department

RIO, Gilgit

BPS	Existing Posts	Proposed Posts	Reduction
18	01	01	-
17	01	01	-
16	01	01	-
15	01	01	-
13	02	02	-
12	02	02	-
08	01	01	-
07	02	02	-
05	01	01	-
04	01	01	-
03	01	01	-
02	02	02	-
01	05	05	-
Total	21	21	-

Press Information Department

Sub Office, Chilas - Proposed to be shifted to Sukkur, Sindh

BPS	Existing Posts	Proposed Posts	Induction
17	01	01	-
13	01	01	-
12	01	01	-
11	-	01	01 Assistant
04	-	01	01 D.R.
03	-	01	01 Dark Room Asstt
01	1	02	01 Naib Qasid
Total	04	08	04

Press Information Department

RIO, Multan

BPS	Existing Posts	Proposed Posts	Reduction
18	01	01	-
17	01	01	-
15	01	01	-
13	01	01	-
11	01	01	-
07	01	01	-
05	01	01	-
04	02	02	-
01	04	04	-
Total	13	13	-

Press Information Department

RIO, Faisalabad

BPS	Existing Posts	Proposed Posts	Reduction
18	01	01	-
17	01	01	-
15	01	01	-
13	01	01	-
11	01	01	-
07	01	01	-
05	01	01	-
04	02	02	-
01	03	03	-
Total	12	12	-

Press Information Department

RIO, Hyderabad

BPS	Existing Posts	Proposed Posts	Reduction
18	01	01	-
17	01	01	-
16	02	02	-
15	02	02	-
13	01	01	-
10	01	01	-
07	04	04	-
05	03	03	
04	05	05	
04	01	01	
03	01	01	
02	01	01	-
01	05	05	-
Total	27	27	-

Proposal for Closure of 16 Information Centres in Baluchistan and NWFP

N.W.F.P

S.NO.	BS	Existing Sanctioned Strength	Proposed Strength	Remarks
01	16	09	00	07 Information Centres Proposed to be Closed
02	11	11	00	
03	05	05	00	
04	01	10	00	
05	01	08	00	
Total		43	00	

Proposal for Closure of 16 Information Centres in Baluchistan and NWFP

Baluchistan

S.No.	BS	Total Number of Posts	Proposed Strength	Remarks
01	16	05	00	07 Information Centres Proposed to be Closed
02	11	01	00	
03	01	07	00	
04	01	07	00	
Total		20	00	

Directorate of Films and Publications
(Attached Department)
Budget 2000-2001

BPS	Existing Posts	Proposed Posts	Reduction
20	01	01	-
19	03	03	-
18	19	13	06 4- Karachi 1-Lahore (Films 1-Islamabad (Pub)
17	11	05	06 Islamabad (Pub)
16	43	28	15 8-Karachi 2-Lahore (Pub) 3-Islamabad (Pub) 1-Peshawar 1-Quetta
01-15	338	255	83 BS-15 – 01 BS-12 – 02 BS-11 – 02 BS-10 – 27 BS-09 – 04 BS-08 – 02 BS-07 – 23 BS-06 – 01 BS-05 – 20 BS-01 – 01
Total	415	305	110

Information Service Academy (Sub-ordinate Office)
Budget 2000-2001 - Rs.4.038

BPS	Existing Posts	Proposed Posts	Reduction
20	01	01	-
19	02	02	-
18	03	03	-
16	01	01	-
15	01	01	-
12	02	02	-
11	01	01	-
10	01	01	-
07	01	01	-
05	02	02	-
04	04	04	-
01	07	07	-
Total	26	26	-

Recommendations

Posts to be surrendered and anticipated Savings

	No. of posts to be surrendered	Financial implications (Rs)
Ministry	51 (18%)	5,312,000/-
PTV	1411 (23%)	144,000,000/-
PID	202 (23%)	8,956,000/-
DFP	166 (40%)	8,545,000/-
APP	185 (33%)	18,500,000/-
PBC	2183 (38%)	69,318,000/-
Total	4171 (29.42 %)	254,631,000

Net saving Rs. 254 million approx

15. INFORMATION TECHNOLOGY AND TELECOM. DIVISION

Vision/Mission Statement

- Levragaging the power of information and communication technology as a key contributor to economic development and create necessary resources to enable the country to take on role of significant presence in the global economy using our strengths in various faces of Information Technology.
- Undertake measures to enable Pakistan to leapfrog the technology and digital divide through proliferation of modern Internet technologies as well as training of large masses of manpower in the critical areas of IT who can productively function as key producers of software and services which is the most valuable asset in the current technology paradigm.
- Strive to attract the attention of global IT power houses to the potential that Pakistan offers and coordinate all efforts in relation to over all development and promotion of IT potential of Pakistan on a global scale.

Rules of Business

1. Preparation of an overall integrated Plan as well as formulation of policy for the development and improvement of Information Technology including infrastructure in Pakistan.

2. Co-ordination with the Provincial Governments, autonomous bodies, private sector, international organizations and foreign countries in respect of information technology.

3. Human resource development in the field of information technology.

4. Promotion of information technology applications.

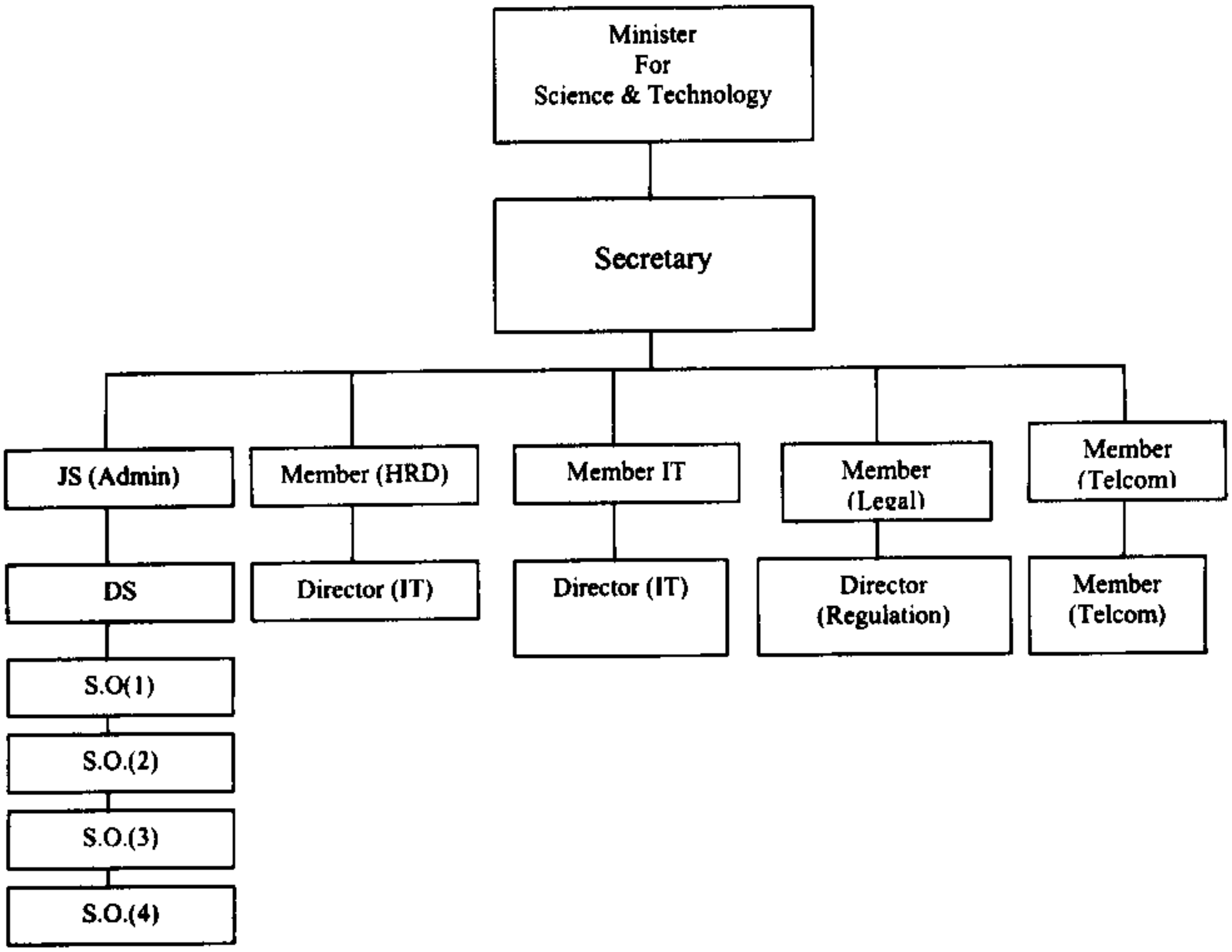
5. Providing guidelines for the standardization of software for use within the Government.

6. Matters relating to Pakistan Computer Bureau, Private Software Export Board and the National Information Technology Commission.

7. Planning, policy making and legislation covering all aspects of telecommunications excluding radio and television.

8. All matters relating to PTCL, PTA, FAB, NTC, TIP, CTRL, CTI, Telecommunications Foundation and the Special Telecommunications Organization.

ORGANIZATIONAL CHART OF INFORMATION TECHNOLOGY AND TELECOMMUNICATION DIVISION



Present Resources

<u>Staff Strength</u>

BPS-17 and above	13
MP-I & MP-II	8
BPS-16	2
BPS 1 to 15	77
Non Development Budget:	Rs. 50.00 m

16. INTERIOR DIVISION

Mission Statement

To make Islamic Republic of Pakistan a country where rule of law reigns supreme; where every Pakistani feels secure to lead life in conformity with his religious beliefs, culture, heritage and customs; where a Pakistani from any group sect or province respects the culture, tradition and faith of the other, where every foreign visitor feels welcome and secure. All policies and Reform Agenda of the Ministry is directed towards achievement of this Mission.

Functions including revision in Rules of Business

Maintenance of Internal Security, Nationality, Citizenship and Naturalization, Registration of Population, Issuance of Passports and Identity Cards, Security of Federal Secretariat and Attached Departments and Sub-Ordinate Offices.

No major change is required. However the subject of CDA and ICT stand transferred to the Ministry and Rules of Business need to be amended accordingly.

In view of the difficulties faced because no Intelligence Agency reports to Interior Division, the subject of 'Intelligence Coordination' and 'Intelligence Coordination Cell' may be added to Ministry's assignment.

The present entry regarding administration of Press and Publication Laws by the Provinces may be deleted as Ministry of Information can perform these functions on their own.

Key Performance Indicator

The Ministry's major responsibility is to ensure internal security and maintain law and order. These are intangible and non-quantifiable indicators. The Ministry monitors law and order situation from the inputs received from Provincial governments. The situation is subject to change every day. The crime has decreased. However, the situation is neither satisfactory nor alarming.

Service Standards

The Ministry interacts with the general public in matters of issuance of passports, ID cards and visa renewals / extensions. There is fixed time period for the issuance of passports and identity cards, subject to the fulfillment of conditions and submission of documents. The dead lines for issuance of these documents are generally met.

Liberal visa policy has been announced by the Interior Division on 13.10.2000 in which all tourists except nationals of countries on special list will be issued 30 days visa/landing permit at entry points on arrival. The Regional Passport Offices will grant entry visa upto three months on an application within the validity period of landing permit and further extension of three months can also give on application. The Deputy Commissioner, Gilgit has also been authorized to allow extension in visa and one reentry to the tourists. Liberal policy has also been announced regarding business visa, work visa etc. It has been decided to exempt all the foreigners from registration with Police except the nationals of few specified countries. Officers and support staff required to work these structures and efficiency perform desired functions

In the Federal Secretariat, there is a prescribed scale and entitlement of Offices vis-à-vis Staff like 1:3 in case of Section Officer and Deputy Secretary and it goes up in case of Joint Secretary, Additional Secretary and Secretary due to authorization of Orderlies and Drivers. Similarly, in general branch and accounts sections where Superintendent system exists, the ratio will also be higher. Existing ratio should not be disturbed.

Existing and Proposed Strength of the Ministry/Attached Departments

(Budget in Million Rs.)

Ministries / Divisions / Attached Department / Autonomous Bodies	Existing Strength			Proposed Strength			Existing Budget	Budget after Rightsizing
	BPS (17-22)	BPS (12-16)	BPS (1-11)	BPS (17-22)	BPS (12-16)	BPS (1-11)		
I. Main Ministry/Div.								
Interior Division	84	111	435	84	111	435	47.26	-
II. Attached Departments								
I. Immigration & Passport	36	70	706	36	71	754	40.736	43.236
Ii. Civil Defence	30	82	223	24	75	199	36.769	36.739
Iii. HQ FC Balochistan	508	1430	30474	508	1430	29096	1691.029	1691.029
iv. HQ FC NWFP	276	1334	32981	-	-	31647	1635	-
v. Pakistan Coast Guard	65	127	2164	65	127	2005	132.156	-
vi. HQ Pakistan Ranger (Sindh)	426	1094	23394	425	1094	22298	1203.15	-
vii. HQ Pakistan Ranger (Punjab)	271	651	14297	271	651	13646	649.704	-
Viii. Central Jail Staff Training Institute	05	04	31	05	03	24	2.601	-
Ix. Federal Investigation Agency	176	540	1874	198	641	2196	154.311	180.351
x. ICT	113	343	8302	110	342	8288	588.598	
xi. NPA	14	20	82	14	18	77	8.697	
III. Autonomous Bodies								
CDA	524	624	12539	492	571	11883	648.70	606.742

Note: Proposed Staff Strength in Table 1 (Chapter-1) is based upon an early version received from the Ministry in October 2000 and vary slightly from the officer-staff numbers in this section.

17. KASHMIR AFFAIRS, NORTHERN AREAS AND STATES & FRONTIER REGIONS DIVISION

Mission Statement

To ensure sustained socio-economic development in Azad Kashmir, Federally Administered Tribal Areas and Northern Areas by providing impetus to development efforts through good governance and efficiency and the early repatriation of Afghan Refugees to their homeland.

Rules Of Business

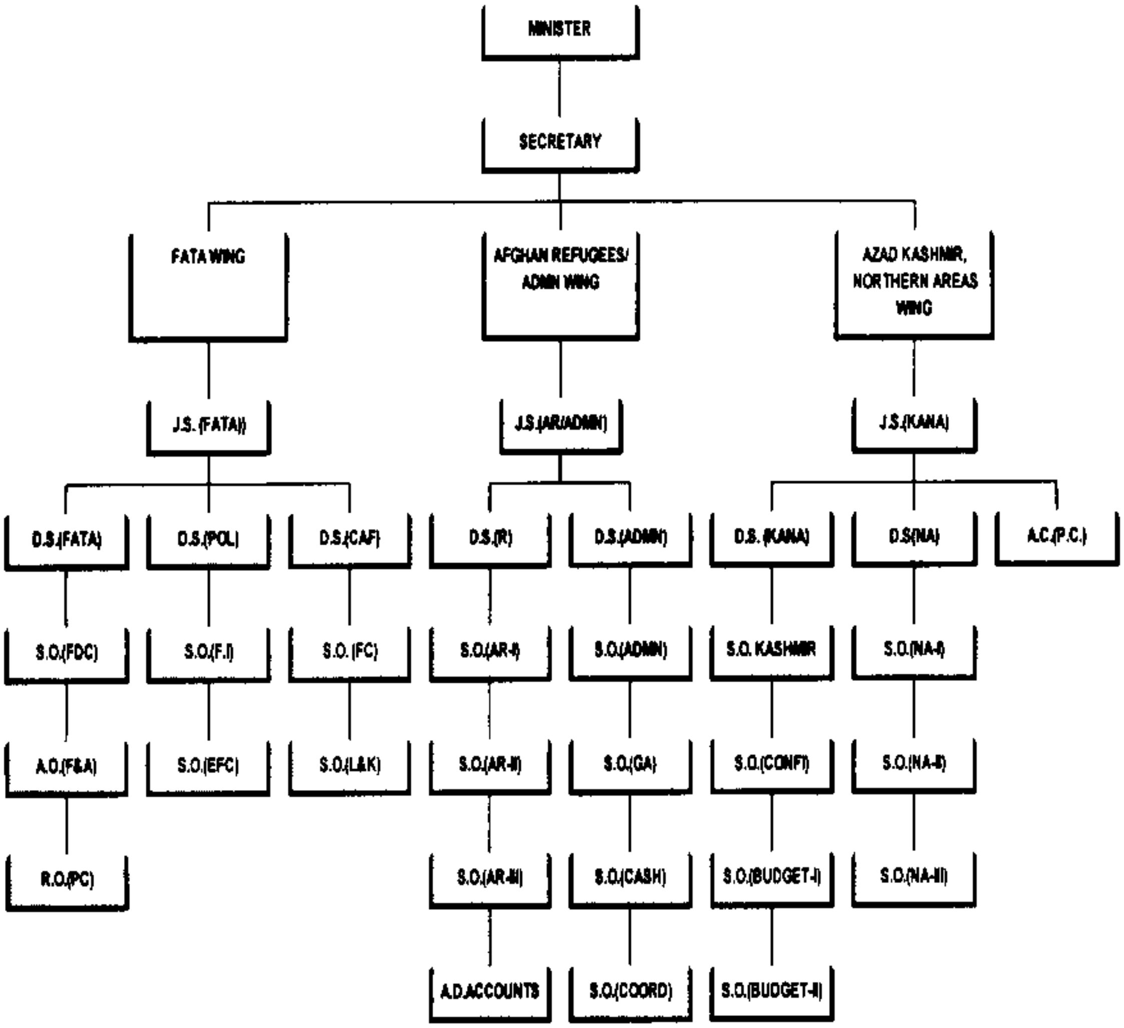
1. Policy, administration and development in the Northern Areas.
2. Administration of Jammu and Kashmir State Property in Pakistan.
3. Making laws for Northern Areas.
4. Relations with Azad Jammu and Kashmir Council and Azad Government of the State of Jammu and Kashmir.
5. Matters relating to the Settlement of Kashmir dispute, other than those falling within the purview of the Foreign Affairs Division.
6. Relief and rehabilitation work in the Northern Areas, together with provision of civil supplies.
7. Tribal Areas:

(a) Administrative and Political Control in the Federally Administered Tribal Areas (FATA).
(b) Development plans and programmes of Federally Administered Tribal Areas;
(c) All matter relating to the FATA Development Corporation;
(d) Issues of Policy directives to the Governments of NWFP and Balochistan regarding Tribal Areas;
(e) Matters relating to the Durand Line;
(f) Anti-subversion measures;
(g) Agreements with the Tribes;
(h) Application of laws to, regulation for, and alternations in Tribal Areas;
(i) Administrative reforms;
(j) Issue of import licences to the tribes;
(k) Visits of foreigners to Tribal Areas;
(l) Policy regarding detribalisation of the Tribal Areas;
(m) Powindah policy;
(n) Payment of Maliki Allowance and individual service allowance.
(o) Nomination of candidates from the Federally Administered Tribal Areas for admission to various Medical Colleges against seats reserved for those areas. Administrative control of the contingent viz. (a) Frontier Constabulary; (b) Khassadars; and (c) Levies.

9. Employment of the contingents at (2) above in the Tribal Areas of NWFP & Balochistan.
10. Postings and transfers of Officers in the Federally Administered Tribal Areas.
11. Afghan refugees.
12. Affairs of the former and acceding States.

Note:- No change is proposed.

ORGANIZATIONAL CHART



Staff Strength and Ratio.
Main Division.

BPS	Existing Staff Strength	Proposed Staff Strength	To be retrenched
17-22	38	38	-
12-16	53	49	4
01-11	165	135	30
TOTAL:	**256**	**222**	**34**

Staffing Ratio

Secretary	1 to 7
Joint Secretary	1 to 3
Deputy Secretary	1 to 3
Section Officer	1 to 3

Note:- As an act of down-sizing in 1996-97, the KANA Division was merged with the SAFRON Division and renamed Ministry of Kashmir Affairs, Northern Areas and States & Frontier Regions. As a result of the merger 49 officers/officials were declared surplus. The total strength was reduced from 303 to 254. Out of 49 surplus staff 47 have been adjusted so far.

FATA - DC

Existing Staff Strength	Proposed Staff Strength	
2159	1414	The strength of FATA-DC has risen un-naturally due to certain un realistic policies over the years. In pursuance of the Cabinet decision the Corporation proposes reducing its strength through the Golden Handshake scheme.

Afghan Refugees Organization

1215	1215	Out of a total number of 7865 persons who were employed in the Chief Commissioner's Office and the Commissionerates in the provinces, 6650 have been retrenched. 170 employees from amongst them were retrenched after 12 October, 1999. The Chief Commissioner's Office has also been wound up in the process.

Existing Current Rupee Budget 2000-2001(Non development)

	Rs. in Million.
Main Division	111.614
FATA & F.R.	3456.904
Northern Areas	1137.331
Frontier Constabulary	1087.066
Maintenance Allowance to Ex-Rulers.	3.748
Other Exp. Of KANA and SAFRON	4341.483
Afghan Refugees	134.521
TOTAL:-	**10272.667**

NORTHERN AREAS

BPS	Existing Staff Strength	Proposed Staff Strength
17-22	729	729
12-16	1665	1665
1-11	10947	10947
Total:	13341	13341

SCALE WISE BREAK UP

BPS-1	3284
BPS-2	220
BPS-3	137
BPS-4	475
BPS-5	3184
BPS-6	447
BPS-7	499
BPS-8	158
BPS-9	2270
BPS-10	04
BPS-11	269
BPS-12	82
BPS-13	12
BPS-14	442
BPS-15	38
BPS-16	1091
BPS-17	466
BPS-18	226
BPS-19	30
BPS-20	06
BPS-21	01
TOTAL:	**13341**

Frontier Constabulary

Existing Staff Strength	Proposed Staff Strength
16880	16880

Rank Wise Break Up

Commandant	**1**
Deputy Commandant	**1**
DOFC	**16**
ADOFC	**17**
Remaining	**16845**

Brief on integration of Tribal Areas with settled Areas.

Under the Constitution of Islamic Republic of Pakistan 1973 'Tribal Areas' have been defined under Article 246.

Sub-section 6 of the Article 247 of the Constitution empowers the President of Pakistan that he may, " at any time, by order, direct that the whole or any part of a Tribal Area shall cease to be Tribal Area, and such order may contain such incidental and consequential provisions as appear to the President to be necessary and proper: provided that before making any order under this clause, the President shall ascertain, in such manner as he considers appropriate, the views of the people of Tribal Area concerned as represented in tribal jirga". In view of Constitutional provisions, the views of the people of the Tribal Area are mandatory before changing the status of the Tribal Areas. In other words the status of the Tribal Areas can not be changed without the consent of the people. Before considering the merger of Tribal Areas with the settled area, there is a need to ensure the creation of a congenial atmosphere obviously taking the tribal elders into confidence.

A proposal to constitute a task force consisting of relevant government servants and knowledgeable public spirited individuals out side the government is under consideration of the government to look into the issue of integration of the Tribal Areas into mainstream of the national life in all aspects and to make policy recommendations to the government. The nomination of the members of the task force is under consideration of the government in consultation of the provincial government of NWFP.

<u>Population of FATA, Northern Areas And</u>
A.J& K in Accordance with 1998 Census.

S.NO.	REGION	POPULATION
1.	Azad Kashmir	2.982 million
2.	Northern Areas.	0.87 million
3.	FATA	3.138 million

Existing and Proposed Strength with Budget

Ministries/Division/Attached Department/Autonomous Bodies	Existing Strength			Proposed Strength			Existing Budget (Rs. million)	Budget after rightsizing (Rs. In million)
	BPS (17-22)	BPS (12-16)	BPS (1-11)	BPS (17-22)	BPS (12-16)	BPS (1-11)		
1	2	3	4	5	6	7	8	9
KANA & SAFRON DIV. **1. Main Division**	38	53	165	38	49	135	111.614	109.861
2. Attached Departments								
a) Northern Areas	729	1665	10947	729	1665	10947	As no retrenchment is being made, therefore there will be no change in budget.	
b) Frontier Constabulary	59	178	16646	59	178	16646	-do-	
c) Afghan Refugees Org.	22	134	1059	22	134	1059	-do-	
3. **Autonomous Bodies**								
FATA – DC	145	149	1937	107	142	1112*	174.319	118.972

* Out of 1112 employees (BPS 1-11) the services of 575 Tubewells Operator and Chowkidar will be retrenched after handing over the tubewell to the beneficiaries.

18. LABOUR, MANPOWER AND OVERSEAS PAKISTANIS DIVISION

Mission Statement

Formulation and implementation of a progressive and dynamic Labour and Manpower Policy. To safeguard the rights of the workers, eliminate Child and Bonded Labour and improvement in wage structure for workers. To focus on Human Resource Development through education, training and skill development of workers especially in information technology. To explore employment opportunities abroad and ensure welfare of Overseas Pakistanis. To promote coordination with the Provincial Governments, International Labour Organization (ILO) and other International Agencies to meet the emerging national and global challenges in the labour and manpower sectors.

Existing Rules of Business

1. National Policy Regarding-
   a) Employees Social Security Schemes;
   b) War injuries Scheme and War Injuries Compensation Insurance; and
   Employment (Record of Services) Act, 1952.
2. (a) Legislation relating to Welfare of Labour, conditions of Labour; provident fund; employers liability and workmen's compensation; health insurance, including invalidity; pension; old-age pensions; workers` children education; unemployment insurance; trade unions; industrial relations and labour disputes.

   (b) Industrial Relations Ordinance, 1969.
3. Labour research, including compilation of labour statistics for national and international consumption.
4. Dealing and agreements with international organizations in the fields of labour and social security.
5. Keeping a watch on labour legislation from international angle.
6. Federal Labour Conference; the Pakistan Tripartite Labour Conference; Standing Labour Committee; Bonus Commission.

7. Administration of -

    i) Workers Welfare Fund Ordinance, 1971.

    ii) Companies Profits (Workers Partricipations) Act, 1968.

    iii) Employees' Old Age Benefits Act, 1976, including supervision and control of the Employees' Old Age Benefits Institution.

    iv) Newspapers Employees (Conditions of Service) Act, 1973.

8. Regulation of labour and safety in mines and oil fields.

9. Administrative control of the National Institute of labour Administration Training.

10. Coordination of Labour legislation in Pakistan.

11. Education of workers in the essential of trade unions, including education in respect of their rights and obligations.

12. National Policy, planning and coordination regarding manpower development and employment promotion.

13. Foreign employment and emigration.

14. National policy regarding-

    a) Resettlement and employment of demobilized personnel; and

    b) Registration of essential personnel under the Essential Personnel (Registration) Ordinance, 1948.

15. Compilation of manpower and employment statistics for national and international consumption.

16. Administration of-

    a) Emigration Ordinance, 1979; and

    c) Control of employment Ordinance, 1965.

17. Policy and Programme regarding setting up and development of employment exchanges; employment information bureaus; vocational guidance and youth employment offices.

18. Research into problems of overseas Pakistanis; promotion and coordination of measures best suited to resolving them and motivating Pakistani citizens abroad to strengthen their links with the mother country.

19. Welfare of: –

    á) Seamen;

    b) Pakistan employees, emigrants abroad and their dependents in Pakistan.

20. Periodic assessment, review and analysis of manpower resources and requirements with reference to the employment situation in the country.

21. Preparation of short and long-term Programmes for manpower development and employment promotion.

22. Stock taking of highly qualified and skilled personnel; National Talent Register.

23. Training in manpower planning and research.

24. Technical Training; Federal Training Board apprenticeship training and other training programme for workers.

25. Scheme of regular visits to Pakistan of qualified Pakistani experts positioned abroad including scheme for "Retransfer of Technology"

26. Administrative control of –

    a) Overseas Employment Corporation; and
    b) Overseas Workers Foundation.

Proposed Rules of Business

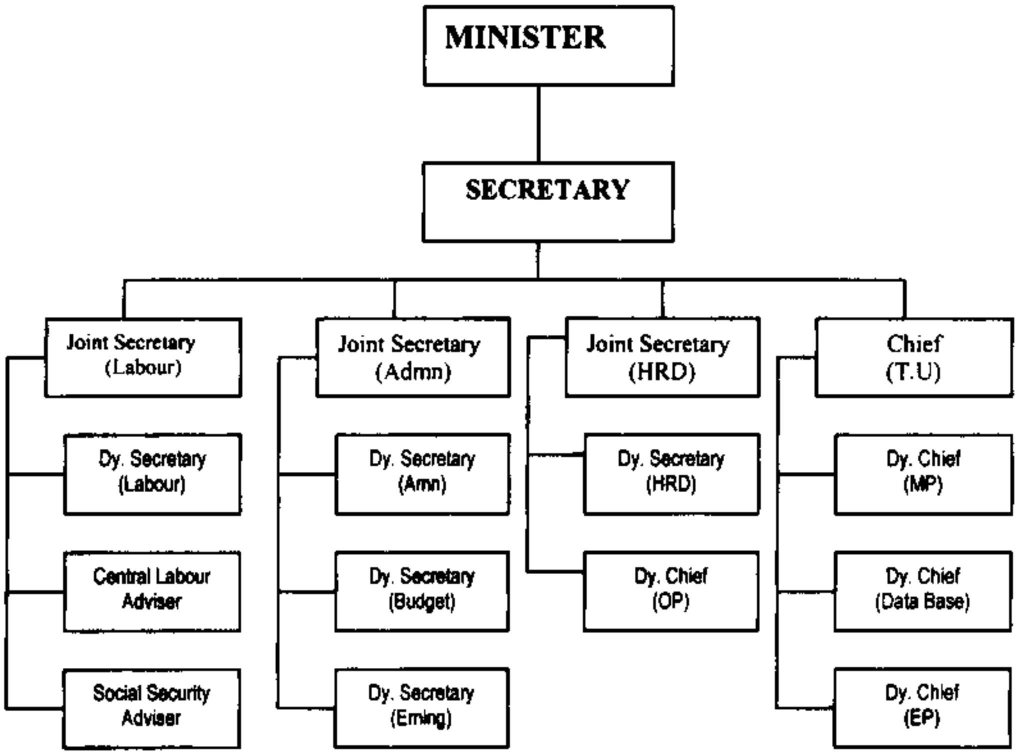
National Policy Regarding:

1. Labour Welfare; Manpower Planning; Employment Promotion; Export of Manpower and Welfare of Overseas Pakistanis.
2. Human Resource Development, Vocational Training, Education and Training of Workers .
3. Working women.
4. Child and Bonded Labour.
5. Wages and Social Safety Net.
6. International Labour Standards.

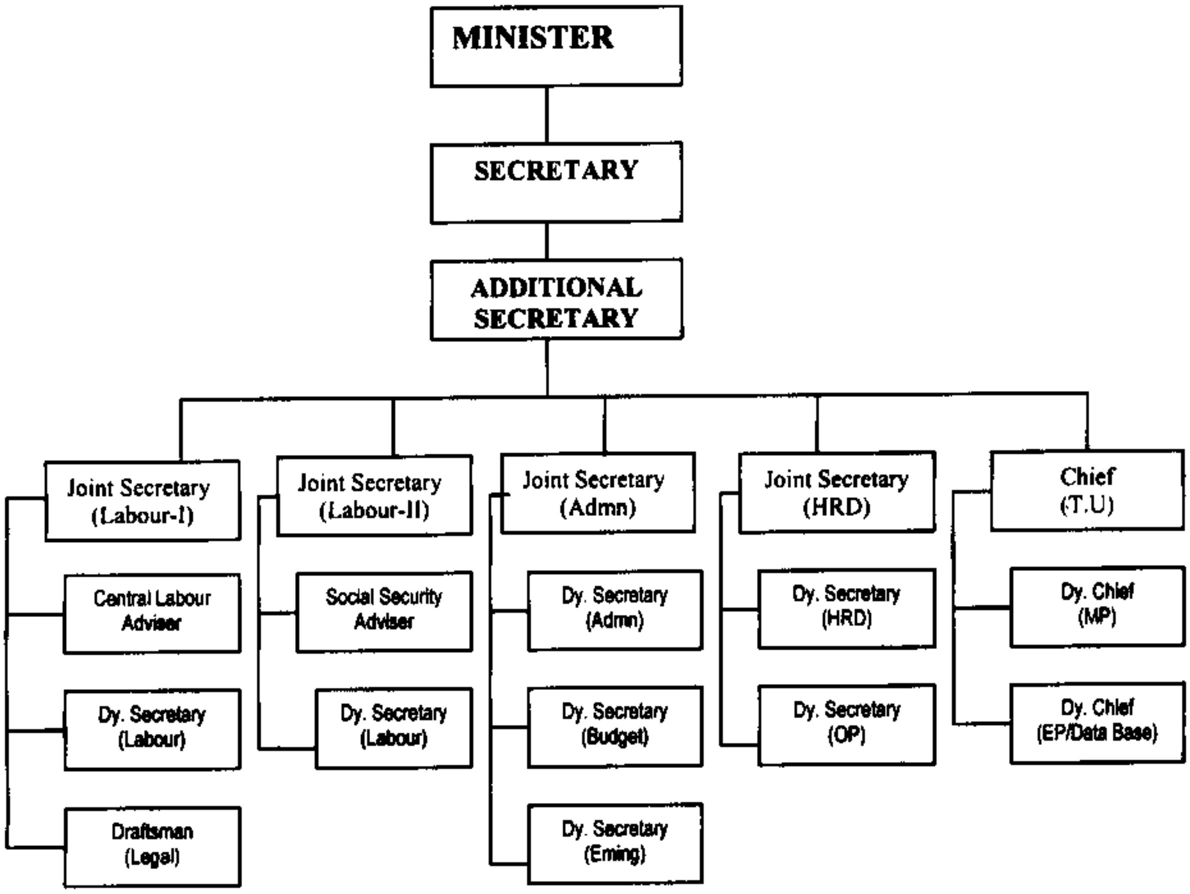
National Legislation Regarding:

1. Wages.
2. Working conditions of Workers.
3. Social Safety Net.
4. Labour Welfare.
5. Safety and Health, Employers` Liability and workmen Compensation.
6. Industrial Relations, Trade Unionsim, Bipartism, Tripartism and Workers Participation in Management.
7. Workers` Children Education.
8. Dock Workers and Seamen.
9. Mine workers.
10. Working Women, Child and Bonded Labour.
11. Emigration.
12. Human Resource Development and Vocational Training.

Existing Organizational Chart



Proposed Organizational Chart



Existing Sanctioned Strength And Proposed Strength

S. No	Name of Posts	BPS	Existing sanctioned strength	Proposed sanctioned strength	Posts proposed to be abolished	Posts proposed to be created
1.	Secretary	22	1	1	-	
2.	Additional Secretary	21	-	1		1
2.	Joint Secretary	20	3	4	-	1
3.	Chief	20	1	1	-	
4.	Deputy Secretary	19	5	6	-	1
5.	Central Labour Adviser	19	1	1	-	
6.	Social Security Adviser	19	1	1	-	
7.	Deputy Chief	19	4	3	1	
8	Draftsman (Law)	19	-	1	-	1
9.	Assistant Chief	18	7	6	1	
10.	Senior Research Officer	18	2	2	-	
11.	Dy. Social Security Adviser	18	1	1	-	
12.	Section Officer	17/18	18	20	-	2
13	Research Officer	17	11	10	1	
14	Law Officer	17	-	2	-	2
15.	P.S to Minister	17/19	1	1	-	
16.	P.S to Secretary	17/18	1	1	-	
	PS to Addl. Secretary	17/18	-	1	-	1
17	Superintendent	16	6	6		
18	Assistant Incharge	15/16	5	5		
19	Assistant	11/15	33	36	-	3
20	Draftsman	11/12	1	1		
21	Sub Librarian	14	1	1		
22	Stenographer	15/16	20	23	-	3
23	Stenotypist	12/14	38	40	-	2
24	Statistical Assistant	11	4	4		
25	Technical Assistant	11	2	2		
26	Field Enumerator	11	6	4	2	
27	Legal Assistant	11	-	2	-	2
28	UDC	7/9	8	8		
29	LDC	5/7	22	24	-	2
30	Driver	04	9	9		
31	Despatch Rider	04	4	4		
32	D. M. O.	04	2	2		
33	Daftry	2/4	6	6		
34	Qasid	2/3	2	3	-	1
35	Naib Qasid	1 / 2	60	65	-	5
36	Chowkidar	01	4	4		
37	Farash	01	3	3		
38	Sweeper	01	3	3		
	Total:-		**296**	**318**	**5**	**27**

Performance Indicators to Monitor Standards of Service

i) Effective Management of Foreign Employment Programme.
ii) Sound Remittance Management System.
iii) Re-integration of Returning Migrants in the National Economy.
iv) Assessment of situation of Pakistanis Abroad and Welfare and Measures to Strengthen their Links with home Country.
v) Welfare of Overseas Pakistanis/Action Programme, Education, Training, Housing, Financial aid for Self-employment of Disable Returnees.
vi) Vocational Training performance and Output Programme.
vii) Standardization of Skills and Trade.
viii) Dissemination of Advance Knowledge Concerning Human Resource Management
ix) Research in the Manpower Employment and Employment Promotion.
x) Social Development of Workers through Education at their Workplace.
xi) Promotion and Creation of Employment opportunities to Reduce the Level of Un-employment.
xii) Minimize the effect of brain drain by transfer of technology through highly educated expatriate nationals.
xiii) Establishment of Data Base regarding highly educated/professional manpower within and outside the country.

Administration and General Superintendence:

(i) Labour Welfare Policies and Laws.
(ii) Of Organisations viz. Employees Old-Age Benefits Institution, Overseas Pakistanis Foundation, Overseas Employment Corporation, Bureau of Emigration and Overseas Employment, National Training Bureau, National Talent Pool, National Industrial Relations Commission, Implementation Tribunal for Newspaper Employees, Directorate of Workers Education, National Institute of Labour Administration Training, Pakistan Manpower Institute, Central Inspectorate of Mines, Workers Welfare Fund, Directorate of Dock Workers Safety, Employment Exchange, Gilgit, Fund for the Education of Working Children and Freed Bonded Labour.

Education and Training - to Management Personnel, Trade Unionists and Government Officials in Labour Legislation, Industrial Relations, Labour Administration; Trade Unionism; Human Resouce Management; Labour Productivity; Safety and Health; Manpower Planning; Manpower and Employment Promotion; Management Studies; Labour Economics; Industrial Sociology; Industrial Psychology; Industrial Management; Labour Economic; Social Safety Nets and Labour Welfare Measures; Labour Judiciary; International Labour Standards and other International Instruments.

Data Base and Research – Collection and dissemination of data regarding Labour, Manpower and employment, Labour and manpower related problems, surveys, studies, research, seminars, symposia, workshops and conferences.

Institutional Arrangements – Pakistan Tripartite Labour Conference, Standing Labour Committee, Labour Advisory Board, National Committee on the Rights of the child, Minimum Wage Council and Commissions/Task Forces constituted from time to time to make recommendations on specific issues.

Interface with other Countries and International Organizations – On matters relating to workforce, HRD, vocational training, workers education, poverty alleviation, social security, emigration, employment and labour market.

Inter-Provincial and Inter-Ministerial Coordination – regarding formulation of policies, legislation and implementation on workers, human resouce development and Overseas Pakistanis.

LIST OF THE ATTACHED DEPARTMENTS/ AUTONOMOUS BODIES & SUBORDINATE OFFICES OF THE MINISTRY OF LABOUR, MANPOWER AND OVERSEAS PAKISTANIS

Attached Departments

- Bureau of Emigration and Overseas Employment (BE&OE), Islamabad
- Directorate of Dock Workers Safety (DDWS), Karachi.
- Directorate of Worker's Education (DWE), Islamabad.
- Implementation Tribunal for Newspaper Employees (ITNE), Islamabad.
- National Industrial Relation Commission (NIRC).
- National Training Bureau (NTB), Islamabad.
- Pakistan Manpower Institute (PMI), Islamabad.

Autonomous Bodies

- Overseas Employment Corporation (OEC), Rawalpindi.
- Overseas Pakistanis Foundation (OPF), Islamabad.
- Employment Old-Age Benefits Institution (EOBI), Karachi.
- Workers Welfare Fund (WWF), Islamabad.

Subsordinate Offices

- Central Inspectorate of Mines (CIM), Islamabad.
- Employment Exchange, Gilgit.
- National Institute of Labour Administration Training (NILAT), Karachi.
- National Talent Pool (NTP), Islamabad.

EXISTING SANCTIONED STRENGTH AND PROPOSED SANCTIONED STRENGTH OF THE NATIONAL TALENT POOL (NTP)

S. No	Name of Posts	BPS	Existing Sanctioned strength	Proposed sanctioned strength	Posts proposed to be abolished	Posts proposed to be created
1	Director General	20	1	1	-	-
2	Director	19	1	1	-	-
3	Deputy Director	18	1	1	-	-
4	Assistant Director	17	3	3	-	-
5	Statistical Officer	17	2	2	-	-
6	Superintendent	16	1	1	-	-
7	Stenographer	15	2	2	-	-
8	Stenotypist	12	4	4	-	-
9	Assistant	11	3	3	-	-
10	Statistical Assistant	11	1	8	-	7
11	UDC	7	3	3	-	-
12	LDC	5	3	3	-	-
13	Driver	4	1	1	-	-
14	Naib Qasid	1	9	9	-	-
15	Chowkidar	1	2	2	-	-
16	Farash	1	2	2	-	-
17	Mali	1	1	1	-	-
18	Sweeper	1	1	1	-	-
	Total:-		**41**	**48**	-	**7**

RESTRUCTURING AND RIGHTSIZING OF THE MINISTRY AND ITS ATTACHED DEPARTMENTS/ AUTONOMOUS BODIES

Ministries/Division/Attached Department/Autonomous Bodies	Existing Strength			Proposed Strength			Existing Budget (in Rupees)	Budget after Rightsizing
	BPS (17-22)	BPS (12-16)	BPS (1-11)	BPS (17-22)	BPS (12-16)	BPS (1-11)		
1	2	3	4	5	6	7	8	9
Labour, Manpower & Overseas Pakistanis Division	57	70	169	63	75	180	44,339,000	45,865,000 (Excess amount is for 22 additional posts detailed at Annex-A)
ATTACHED DEPARTMENTS/ SUBORDINATE OFFICES								
Bureau of Emigration & Overseas Employment, Islamabad.	40	34	113	40	34	113	19,450,000	19,450,000
Directorate of Dock Workers Safety, Karachi.	04	05	26	04	05	26	2,078,000	2,078,000
Directorate of Workers Education, Islamabad	36	23	117	43	26	141	13,879,000	15,559,000* (Savings amounting to Rs 10 million under rent of office accommodation is expected which have not been shown in the budget figures as budget under rent of office accommodation is not provided to the Departments by the Finance Division)
Pakistan Manpower Institute, Islamabad.	14	08	22				5,453,000	
National Institute of Labour Administration Training, Karachi.	10	05	44				4,227,000	
Central Inspectorate of Mines, Islamabad.	03	02	11	03	02	11	1,286,000	1,286,000
Employment Exchange, Gilgit.	01	00	10	01	00	10	888,000	888,000
National Talent Pool, Islamabad.	08	07	26	08	07	33	3,572,000	3,861,000 (Excess amount is for 7 additional posts, detailed at Annex-B)
AUTONOMOUS BODIES:								
Workers Welfare Fund, Islamabad.	16	16	32	16	16	32	17,985,000	17,985,000
Overseas Employment Corporation, Islamabad.	16	12	66	16	12	66	19,266,000	19,266,000
Overseas Pakistanis Foundation, Islamabad.	99	96	283	99	96	283	256,638,000	256,638,000**
Employees Old-Age Benefits Institution, Karachi.	245	466	418	233	444	415	722,814,000	717,528,000

* A proposal for merger of Directorate of Workers Education, Pakistan Manpower Institute & NILAT is under consideration in the Ministry. Resultantly 69 posts of various grades are expected to be reduced.

** In pursuance of the decision of the Board of Governors of OPF, Golden Hand Shake Scheme has been introduced and applications have been invited from the employees. After finalization and implementation of the scheme, organizational structure and strength of the organization will be decided accordingly.

Existing Sanctioned Strength and Proposed Strength

S.No.	Name of Posts	BPS	Existing sanctioned strength	Proposed sanctioned strength	Posts proposed to be abolished	Posts proposed to be created
1.	Secretary	22	1	1	-	-
2	Additional Secretary	21	-	1	-	1
3	Joint Secretary	20	3	4	-	1
4	Chief	20	1	1	-	-
5	Deputy Secretary	19	5	6	-	1
6	Central Labour Advisor	19	1	1	-	-
7	Social Security Adviser	19	1	1	1	-
8	Deputy Chief	19	4	3	-	-
9	Draftsman (Law)	19	-	1	1	1
10	Assistant Chief	18	7	6	-	-
11	Sr. Research Officer	18	2	2	-	-
12	Deputy Social Security Adviser	18	1	1	-	-
13	Section Officer	17/18	18	20	1	2
14	Research Officer	17	11	10	-	-
15	Law Officer	17	-	2	-	2
16	PS to Minister	17/19	1	1	-	-
17	PS to Secretary	17/18	1	1	-	-
18	PS to Addl. Secretary	17/18	-	1	-	1
19	Superintendent	16	6	6	-	-
20	Asstt: Incharge	15/16	5	5	-	-
21	Assistant	11/15	33	36	-	3
22	Draftsman	11/12	1	1	-	-
23	Sub Librarian	14	1	1	-	-
24	Stenographer	15/16	20	23	-	3
25	Stenotypist	12/14	38	40	-	2
26	Statistical Asstt:	11	4	4	-	-
27	Technical Assistant	11	2	2	-	-
28	Field Enumerator	11	6	4	-	-
29	Legal Assistant	11	-	2	2	2
30	UDC	7/9	8	8	-	-
31	LDC	5/7	22	24	-	2
32	Driver	4	9	9	-	-
33	Despatch Rider	4	4	4	-	-
34	DMO	4	2	2	-	-
35	Daftry	2/4	6	6	-	1
36	Qasid	2/3	2	3	-	5
37	Naib Qasid	1 /2	60	65	-	-
38.	Chowkidar	1	4	4	-	-
39.	Farash	1	3	3	-	-
40	Sweeper	1	3	3	-	-
	Total		296	318	5	27

19. LAW, JUSTICE AND HUMAN RIGHTS DIVISION

Restructuring and Rightsizing

1. The proposal for Restructuring and Rightsizing of this Division was discussed with the CRR in a meeting held on 6-10-2000. It was advised that this Division, being a Professional/Technical organization, may be up-graded and strengthened that it helps in ensuring good governance. To meet the objectives, following suggestions/guidelines were indicated: -

i) Creation of additional posts in the Division to have intake of experienced Law Experts on Drafting, Opinion and Litigation side;

ii) Constitution of a Federal Legal Service (FLS) under the administrative control of this Division. The FLS shall provide in addition to manning the posts in this Division, legal assistance to other Ministries/Divisions through posting of Legal Coordinators, on the analogy of the F. A's Organization. They shall attend to cases to be referred to this Division under the Rules of Business of 1973;

iii) Arrangement for foreign as well as local training of Law Experts to keep them abreast of latest law and techniques;

iv) Up-gradation of posts, on the anology of professional posts in the Planning Commission.

3. In the light of above, this Division proposes the following: -

a) Presently this Division borrows services of District and Sessions Judges from provinces on deputation basis, as there is no Legal Service of the Federal Government. These Judges are entitled for staff car and other privileges as a Judge. On posting in this Division as Joint Secretary, they are provided the facilities of a Joint Secretary, which are lesser than those of the District and Sessions Judge. This situation acts as a dissuasive factor. To attract senior and more experienced persons, the posts of Joint Secretary may be up-graded to that of Senior Joint Secretary (B-21), with other admissible facilities and privileges;

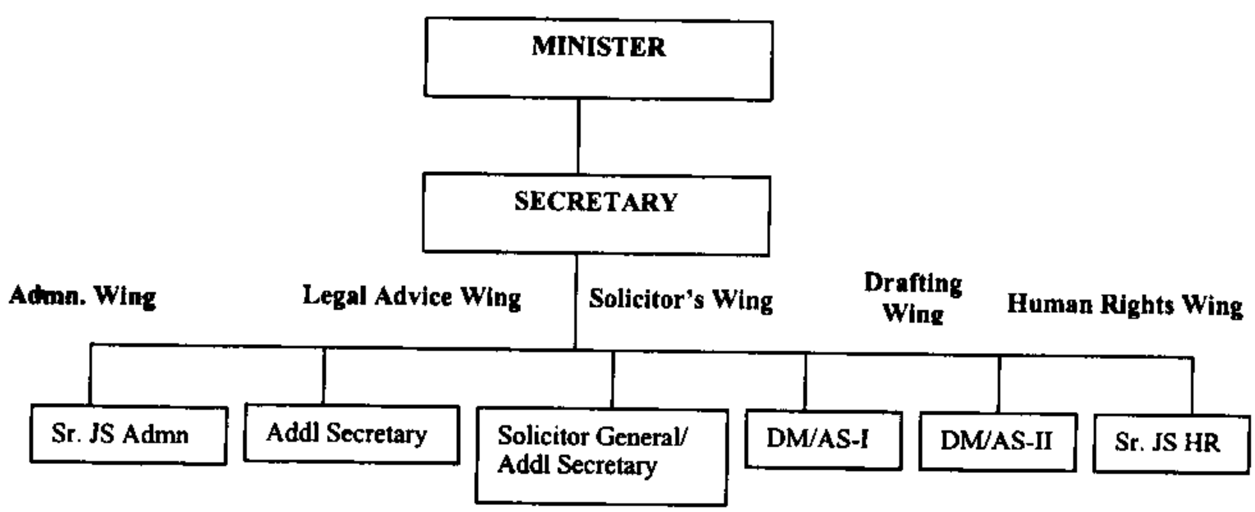
b) In the present socio-political scenario, the Federal Government has to promulgate Ordinances/Laws under which Special Courts/Tribunals are established in the country. These Special Courts/Tribunals include areas of intense public concern and of high-profile subjects, like Offences in Banks, Terrorism, Accountability. Constant monitoring of their working is imperative. In order to provide administrative/logistic/financial support to the Special Courts/Tribunals, and monitoring of their work, the Administration Wing requires expansion and strengthening;

c) Constitution of a Federal Legal Service (FLS) is likely to take some time. In the meanwhile, the services of Additional District and Sessions Judges (B-19), having at least three years experience, may be borrowed for posting as Legal Coordinator (B-20), so that their facilities/entitlements as Additional District and Sessions Judges in the field are compensated. At the initial stage, it is proposed that ten Legal Coordinators may be posted in the Federal Secretariat;

d) For the Legal/Constitutional/Drafting/Litigation cases, necessary strengthening and up-gradation of the respective Wings of this Division is proposed.

e) The work of this Division is predominantly professional and technical. In order to ensure efficiency and quality, it is imperative that spade-work be done by appropriately qualified persons. For this purpose, the services of Research Officers be provided. Half of the posts of Research Officers are proposed to be in BS-18 and remaining half in BS-17. Similarly, half of the posts of Deputy Assistant Solicitors are proposed to be in BS-17 and remaining half in BS-16.

Proposed Organizational Chart of Law, Justice and Human Rights Division



STATEMENT SHOWING SANCTIONED STRENGTH AND PROPOSED STRENGTH IN BPS-16-22

Sl. No.	Name of the Post	BPS	Sanctioned Strength	Proposed Add. Posts	Total Proposed Strength (4+5)
1	2	3	4	5	6
1	Secretary	22	1	-	1
2	Additional Secretary	21	-	1	1
3	Draftsman/Additional Secretary	21	1	1	2
4	Solicitor-General	21	-	1	1
5	Sr. Joint Secretary	21	-	7	7
6	Joint Secretary	20	6	-	-
7	Consultant	20	1	-	-
8	Legal Co-ordinator	20	-	10	10
9	Solicitor	20	1	1	2
10	Additional Draftsman	20	2	2	4
11	Director LIS	20	1	-	1
12	Deputy Secretary	19	4	6	10
13	Deputy Solicitor	19	2	2	4
14	Deputy Draftsman	19	2	2	4
15	Human Rights Co-ordinator	19	-	2	2
	Sub-Total For B 19 – 22	-	***21***	***35***	***49***
16	Assistant Draftsman	18	3	5	8
17	Legislative Translation Officer	18	1	-	1
18	Assistant Solicitor	18	3	1	4
19	Analyst/Programmer	18	3	-	3
20	Research Officer	18	1	-	-
21	Research Officer	17	-	16	16
22	Printing Officer	17	1	-	1
23	Librarian	17	1	-	1
24	Section Officer	18/17	19	3	22
25	Budget Officer	18/17	-	1	1
26	Accounts Officer	18/17	-	2	2
27	PRO on Human Rights	17	-	1	1
28	Private Secretary	18/17	4	9	13
29	Assistant Private Secretary	16	1	1	2

30	Superintendent	16	9	3	12
31	Deputy Assistant Solicitor	17/16	9	-	9
32	Translation Officer	16	1	-	1
33	Data Entry Supervisor	16	2	-	2
	Sub-Total for B 16 – 18	-	***58***	***42***	***99***
34	**Grand Total for B 16 – 22**	-	**79**	**77**	**148**

NB : 1. Six Posts of Joint Secretary (B-20) and on post of Consultant (B-20) are proposed to be upgraded ad redesignated as Sr.JS
2. One Post of Research Officer (B-18) is proposed to be redesignated as Assistant Solicitor (B-18)

STATEMENT SHOWING SANCTIONED STRENGTH AND PROPOSED STRENGTH IN BPS 1 - 15

Sl. No.	Name of the Post	BPS	Sanctioned Strength	Proposed Add. Posts	Total Proposed Strength (4+5)
1	**2**	**3**	**4**	**5**	**6**
1	**Stenographer**	15	29	28	57
2	Sub-Librarian	15	1	1	2
3	Technical Assistant	14	2	-	2
4	Stenotypist	12	32	23	55
5	Translator	12	5	-	5
6	Cataloguer	12	1	1	2
	Sub-Total for B 12-15	-	***70***	***53***	***123***
7	Assistant	11	39	12	51
8	Accountant/Cashier	11	2	-	2
9	Caretaker	11	1	-	1
10	Data Entry Operator	10	6	4	10
11	Junior Computer Operator	8	-	17	17
12	Senior Proof Reader	8	6	-	6
13	Upper Division Clerk	7	18	-	18
14	Junior Proof Reader	6	8	-	8
15	Receptionist	6	1	-	1
16	Urdu Typist	5	2	-	2
17	Lower Division Clerk	5	41	-	41
	Sub-Total for B 5-11	-	***124***	***33***	***157***
18	Staff Car Driver	4	13	7	20
19	Despatch Rider	4	4	-	4
20	Duplicating Machine Operator	4	2	-	2
21	Electrician	4	1	-	1
22	Record Sorter	2	2	-	2

23	Daftry	2	23	-	23
24	Qasid	2	8	5	13
25	Naib Qasid	1	79	20	99
26	Cook	1	3	-	3
27	Room Bearer	1	4	-	4
28	Computer Room Attendant	1	1	17	18
29	Fresh	1	7	-	7
30	Chowkidar	1	7	-	7
31	Mali	1	1	-	1
32	Sweeper	1	2	-	2
	Sub-Total for B 1 - 4	-	**157**	**49**	**206**
	Sub-Total for B 5-11	-	**124**	**33**	**157**
	Sub-Total for B 1 - 11	-	**281**	**82**	**363**
	Sub-Total for B 12-15	-	**70**	**53**	**123**
33	**Grand Total for Posts in B 1 - 15**	-	**351**	**135**	**486**
	Total Strength (B-1 to B-22)	-	**430**	**212**	**634**

STATEMENT SHOWING THE SANCTIONED STRENGTH AND NUMBER OF COURTS/TRIBUNALS/OFFICES ADMINISTRATIVELY CONCERNED WITH LAW, JUSTICE AND HUMAN RIGHTS DIVISION

S.NO	NAME OF THE COURT/ TRIBUNAL/OFFICE	NO. OF COURTS/ TRIBUNALS/ OFFICES	SANCTIONED STRENGTH		
			OFFICERS	STAFF	TOTAL
1	Regional Offices, Human Rights	04	16	40	56
2	Office of Attorney General for Pakistan	01	06	24	30
3	Offices of Central Law Offices	21	21	63	84
4	Banking Courts	34	34	612	646
5	Special Courts, (Central)	08	08	61	69
6	Special Courts (Customs, Taxation and Anti-Smuggling).	03	03	32	35
7	Special Courts, (Offences in Banks).	03	09	31	40
8	Drug Courts.	05	61	40	56
9	Commercial Courts	02	02	09	11
10	Foreign Exchange Reg. App. Boards.	02	02	08	10
11	Special Courts, (S.T.A)	04	12	36	48
12	Anti-Terrorism Courts	25	25	*	25
13	Customs, Excise and Sales Appellate Tribunal	03	12	54	66
14	Income Tax Appellate Tribunal.	20	96	451	547
15	Insurance Appellate Tribunal.	01	02	08	10
16	Environmental Protection Tribunals.	05	30	85	115
17	Special Courts, (Control of Narcotics Substances)	05	10	55	65
18	Accountability Courts.	36	72	360	432
	Total:-	**182**	**376**	**1969**	**2345**

* Staff in anti-Terrorism Courts has been provided by the respective Provincial Governments

LIST OF PROPOSED LEGAL COORDINATORS FOR APPOINTMENT IN THE MINISTRIES/DIVISIONS

S.No	Name of the Post	Name of Ministries/Divisions to Be Allocated
1	2	3
1	Legal Co-ordinator	1. Cabinet Secretariat 2. Ministry of Food , Agriculture and Livestock
2	Legal Co-ordinator	1. Ministry of Commerce 2. Ministry of Industries and Production
3	Legal Co-ordinator	1. Ministry of Defence 2. Ministry of Science and Technology
4	Legal Co-ordinator	1. Ministry of Education 2. Ministry of Women Development, Social Welfare and Special Education
5	Legal Co-ordinator	1. Ministry of Finance 2. M/o Religious Affairs, Zakat & Ushar and Minority Affairs
6	Legal Co-ordinator	1. Ministry of Housing and Works 2. Ministry of Water and Power 3. Ministry of Petroleum and Natural Resources
7	Legal Co-ordinator	1. Ministry of Interior 2. Ministry of Kashmir Affairs, NA and SAFRON
8	Legal Co-ordinator	1. Ministry of Planning and Development 2. Ministry of Population Welfare 3. M/o Environment, Local Govt. and Rural Development
9	Legal Co-ordinator	1. Ministry of Communications 2. Ministry of Railways
10	Legal Co-ordinator	1. Ministry of Culture, Sports, Tourism and Youth Affairs 2. Ministry of Information and Media Development

20. NARCOTICS CONTROL DIVISION

Mission Statement

To strive for a drug free Pakistan through enforcement, demand reduction, community participation and international cooperation.

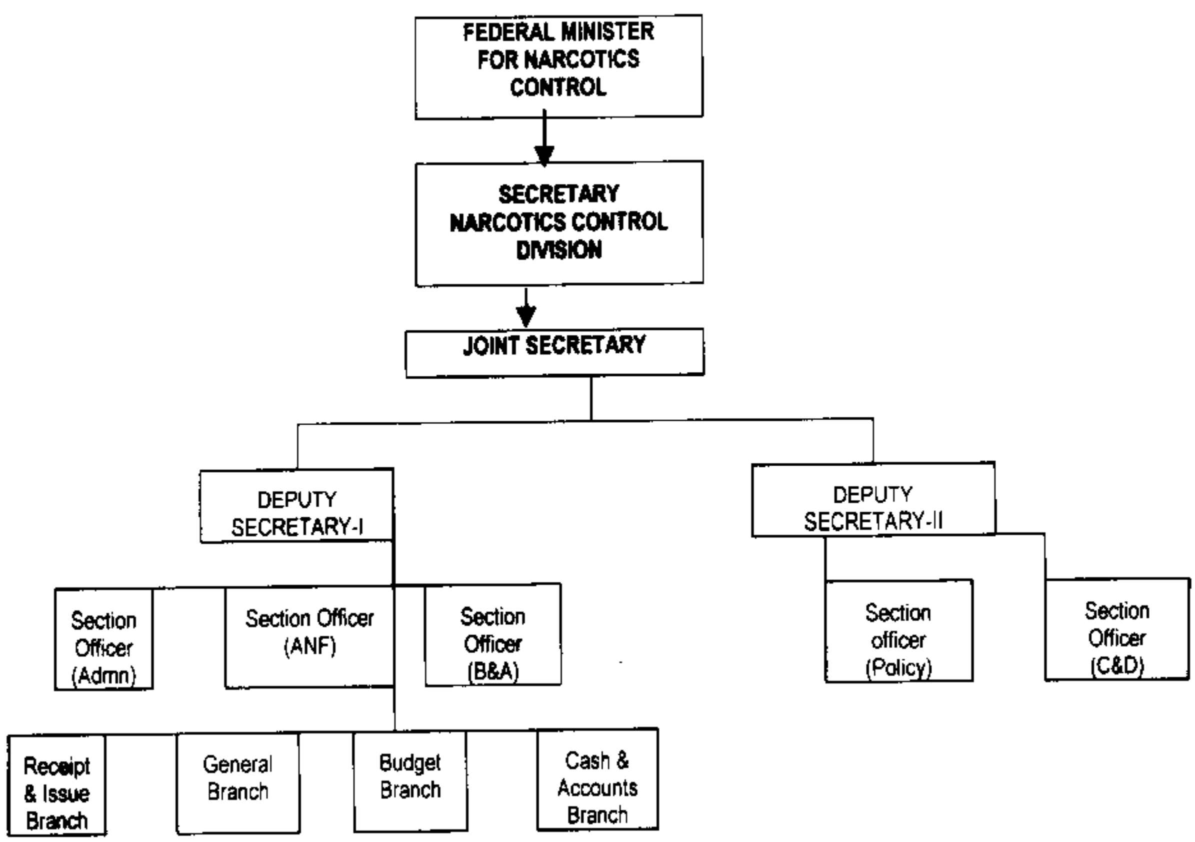
Rule of Business

Policies on all aspects of narcotics and dangerous drugs including production, processing, marketing import, export and transshipment, trafficking etc., in conformity with national objectives, laws and international conventions and agreements.

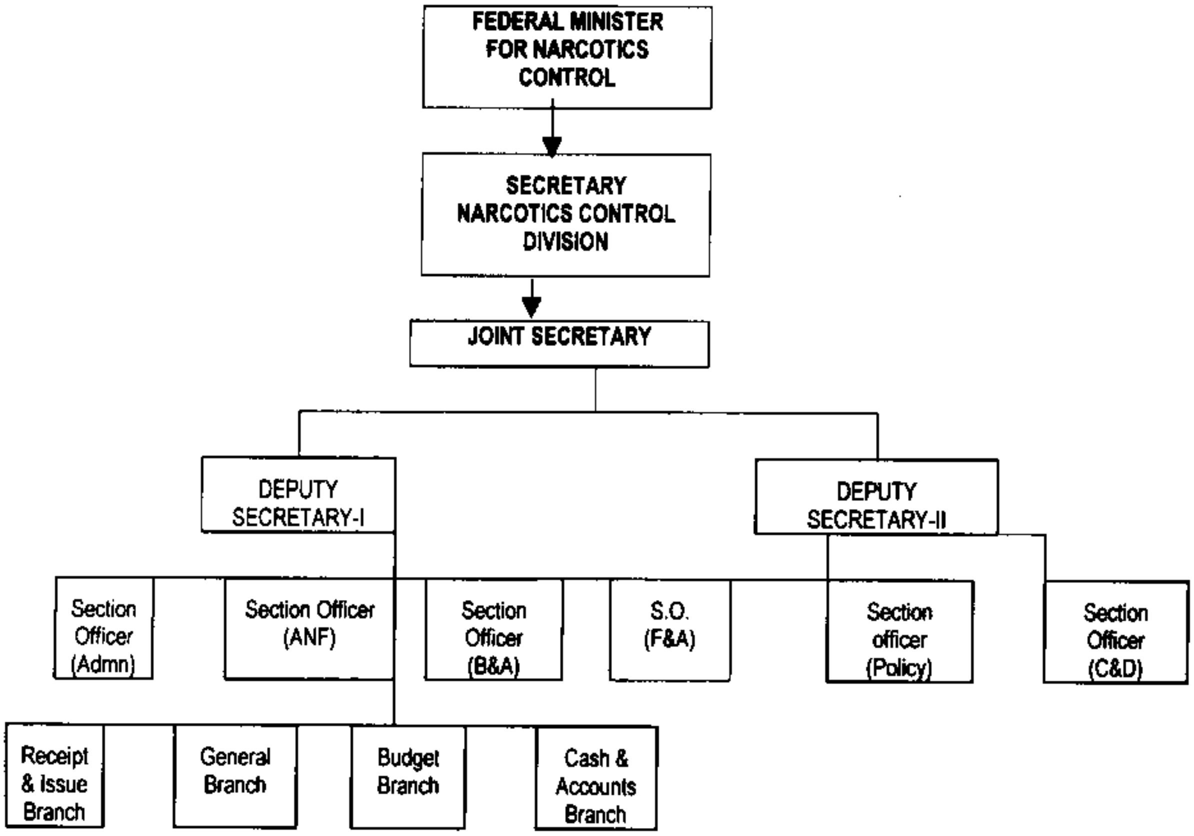
Legalization covering all aspects of narcotics ands psychotropic substances. Bilateral and multilateral cooperation with foreign countries against drugs trafficking and all other international aspects of narcotics including negotiations for bilateral and multilateral greements formulate assistance and cooperation in the field of enforcement of narcotics laws.

Coordination of foreign ad/assistance of eradication of poppy crop and interdiction of drugs. Policies on drug education, treatment and rehabilitation of narcotics/drug addicts and grants-in-aid to NGOs engaged in these fields.

EXISTING ORGANIZATIONAL CHART OF NARCOTICS CONTROL DIVISION



PROPOSED ORGANIZATIONAL CHART OF NARCOTICS CONTROL DIVISION



Statement Showing Existing Strength and Proposal for Downsizing

S. No	Designation/BPS	Sanctioned Strength	In Position	Vacant	Proposed under Rightsizing Formula	Surplus
1	2	3	4	5	6	7
1.	MINISTER'S OFFICE i. Minister	Naib Qasid=1 Stenographer (PA)=1 Driver=1 UDC =1	Stenographer=1 Driver=1	UDC=1	Naib Qasid=1 Stenographer=1 Driver=1 UDC=1	
	ii.PS to Minister (18/19)	Stenographer=1 Naib Qasid=1	-	PS=1	-	
2.	SECRETARY'S OFFICE i.Secretary (22)	Qasid =1 Naib Qasid=1 Driver =1 UDC=1 Stenographer (PA)=1	Qasid =1 Naib Qasid=1 Driver=1 UDC=1 Stenographer=2		Qasid =1 Driver=1 UDC =1 Stenographer=1	N/Q =2 S/Gr=1
	ii.PS to Secretary (17/18)	Naib Qasid=1	Naib Qasid=2			
4.	Joint Secretary (20)	Stenographer (PA)=1 Naib Qasid=1	Stenographer(PA)=1 Naib Qasid=1		Stenographer=1 Naib Qasid=1	
5.	Deputy Secretary-I (19)	Stenographer=1 Naib Qasid=1	Stenographer=1 Naib Qasid=2		Stenographer=1 Naib Qasid=1	N/Q=1
6.	Deputy Secretary-II (19)	Stenographer=1 Naib Qasid=1	Stenographer=1 Naib Qasid=2		Stenographer=1 Naib Qasid=1	N/Q=1
7.	Section officer (Admn) 17/18	Steno=1 Naib Qasid=1 Assistant=1 Naib Qasid=2 (leave reserve)	Steno=1 Naib Qasid=1 Assistant=Nil	Asstt: =1	Steno=1 Naib Qasid=1 Assistant=1 Naib Qasid=1 (Leave reserve)	
8.	Section Officer (C&D) 17/18	Steno=1 Naib Qasid=1 Assistant=1	Steno=nil Naib Qasid=1 Assistant=1	Steno =1	Steno=1 Naib Qasid=1 Assistant=1	
9.	Section Officer (P) 17/18	Steno=1 Naib Qasid=1 Assistant=1	Steno=1 Naib Qasid=1 Assistant=1		Steno=1 Naib Qasid=1 Assistant=1	
10.	Section Officer (B&A) 17/18	Steno=1 Naib Qasid=1 Assistant=1	Steno=1 Farash=1 Assistant=1	Naib Qasid =1	Steno=1 Naib Qasid=1 Assistant=1	
11.	Section Officer (ANF) 17/18	Steno=1 Nab Qasid=1 Assistant=1	Steno=1 Naib Qasid=1 Assistant=1		Steno=1 Naib Qasid=1 Assistant=1	
12.	General Section	Superintendent=1 UDCs=1 Storekeeper/LDC=1 Machine Operator=1 Drivers=2+1 (leave reserve) Naib Qasid=1 Sweeper=2 Farash=3	Superintendent=1 UDC/Storekeeper=1 Machine Operator=1 Drivers=2+1 (leave reserve) Naib Qasid=1 Sweeper=3 Farash=1	LDC=1	Superintendent=1 UDC/Storekeeper=1 Drivers=2 Naib Qasid=2 Sweeper=2 Farash=2	LDC=1 Driver=1 Sweeper =1
13.	Cash Branch	Superintendent=1 Accountant=1 Cashier/Asst. =1 Naib Qasid/Cash messenger=1 LDC (Billing Clerk)=1	Superintendent=1 Accountant=1 Cashier/Asst.=1 Naib Qasid/Cash Messenger=1 LDC/Billing Clerk =1		Supt.=1 Accountant=1 Cashier/Assit.=1 N/Q, Qasid Cash Messenger=1 LDC/Billing Clerk=1	

14.	R&I Section	Assistant-in-Charge=1 LDC(NDC)=1 DR=1 Naib Qasid=1 Naib Qasid (ND)=1	Assistant-in-Charge=1 LDC(NDC)=1 DR=nil Naib Qasid=1 Naib Qasid (ND)=nil	DR=1 Naib Qasid =1	Assistant-in-Charge=1 LDC(NDC)=1 DR=1 Naib Qasid=1 Naib Qasid (ND)=1	
		11+57=68	**50+10=60**	**8**	**49+11=60**	**8**

Statement Showing Existing Staff Strength
(as on 20.9.2000 and Proposals for Downsizing)

S.No	Designation	BPS	Number of Posts			Number of Posts Assessed as Surplus by the organization
			Sanctioned	In Position	Vacant	
1	2	3	4	5	6	7
1.	Secretary	22	1	1	-	-
2.	Joint Secretary	20	1	1	-	-
3.	Deputy Secretary	19	2	2	-	-
4.	Section Officer	17/18	5	5	-	-
5.	PS to Minister	19	1	-	1	-
6.	PS to Secretary	17	1	1	-	-
7.	Superintendent	16	2	2	-	-
8.	Accountant	16	1	1	-	-
9.	Assistant Incharge	15	1	1	-	-
10.	Stenographers/PA	15/16	6	6	-	1
11.	Stenotypist	12/14	5	4	1	-
12.	Assistant	11/15	6	5	1	-
13.	UDC	7/9	3	2	1	-
14.	LDC	5/7	3	2	1	1
15.	Driver	4/9/7	5	5	-	1
16.	DR	4	1	0	1	-
17.	Qasid	2	1	1	-	-
18.	Naib Qasid	1	18	16	2	4
19.	Sweeper	1	3	3	-	1
20.	Farash	1	2	2	-	-
Total:			68	60	8	8

21. PARLIAMENTARY AFFAIRS DIVISION

Mission Statement

Parliamentary democracy is the political way of life as laid down in the Constitution. Democracy and good governance, being essential foundations of the parliamentary system. To assist in the above purpose, a more active role is envisaged for the Parliamentary Affairs Division in its area of responsibilities.

Rules of Business

Under rule 3(3) of Schedule-II of Rules of Business, 1973, Parliamentary Affairs Division has been allocated following business:-

(a) Majlis-e-Shoora (Parliament); summoning of either House or both Houses or Joint Sitting of Majlis-e-Shoora (Parliament) and prorogation of the same.

(b) Dissolution of the National Assembly.

(c) Liaison between the Divisions and Majlis-e-Shoora (Parliament) in respect of official and non-official business, priority of official business.

(d) Follow up of the assurances, promises and undertakings given by the Federal Government on the Floor of the House with a view to their implementation by the Divisions concerned.

(e) Submission of Bills passed by Majlis-e-Shoora (Parliament) or by the National Assembly to President for his assent.

(f) Legislation pertaining to privileges of Majlis-e-Shoora (Parliament) and members of Majlis-e-Shoora (Parliament), salaries and allowances of the Chairman and Deputy Chairman of the Senate, Speaker and Deputy Speaker of the National Assembly and members of Majlis-e-Shoora (Parliament).

(g) Legislation pertaining to the Leader of the House and the Leader of the Opposition, provision of staff and other facilities for the Leader of the House.

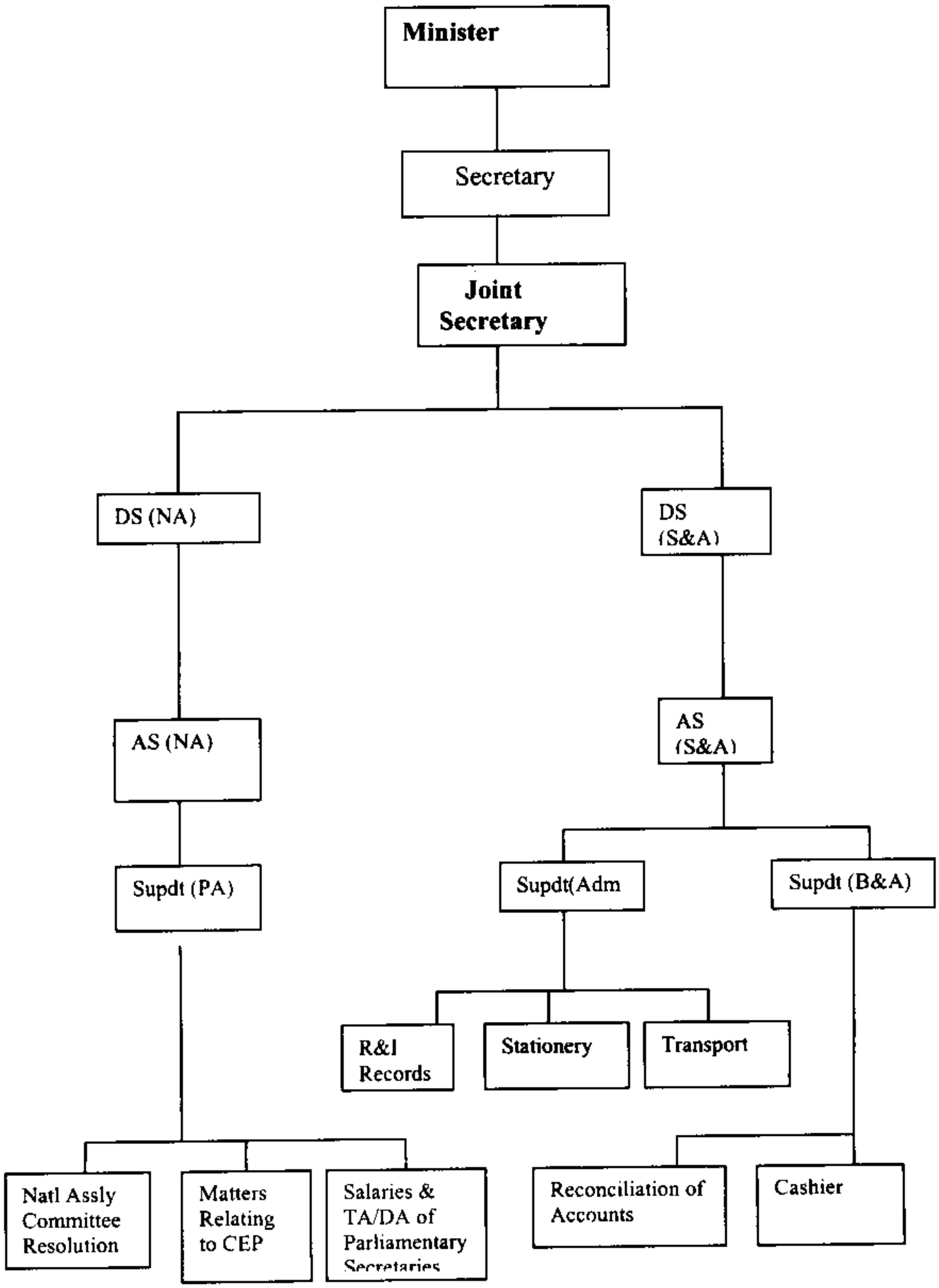
(h) Rules of Procedure of either House or Joint Sitting of Majlis-e-Shoora (Parliament).

(i) Legislation pertaining to punishment of persons who refuse to give evidence or produce documents before committees of the National Assembly or the Senate.

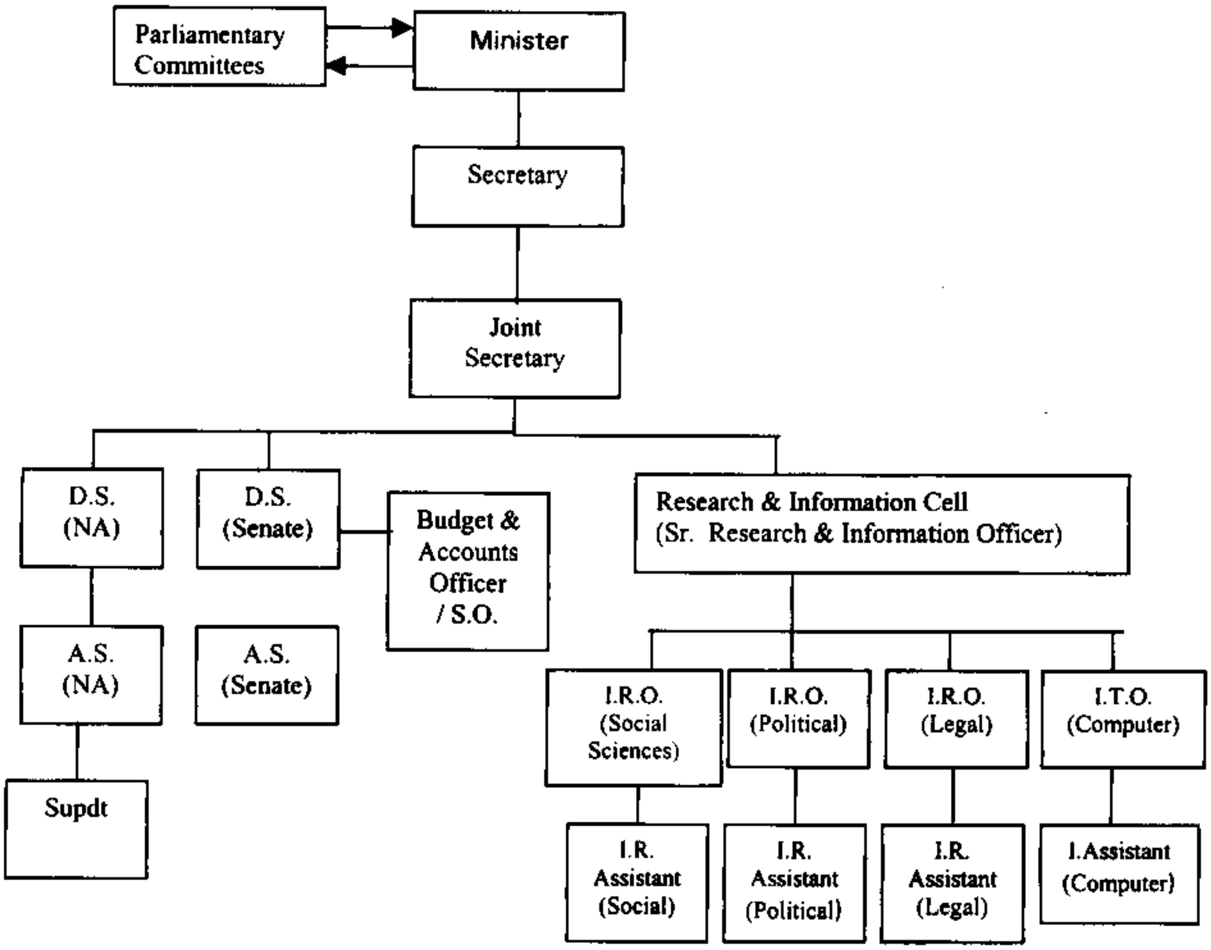
(j) Appointment and terms and conditions of the Federal Parliamentary Secretaries.

(k) Legislative business relating to the Election Commission.

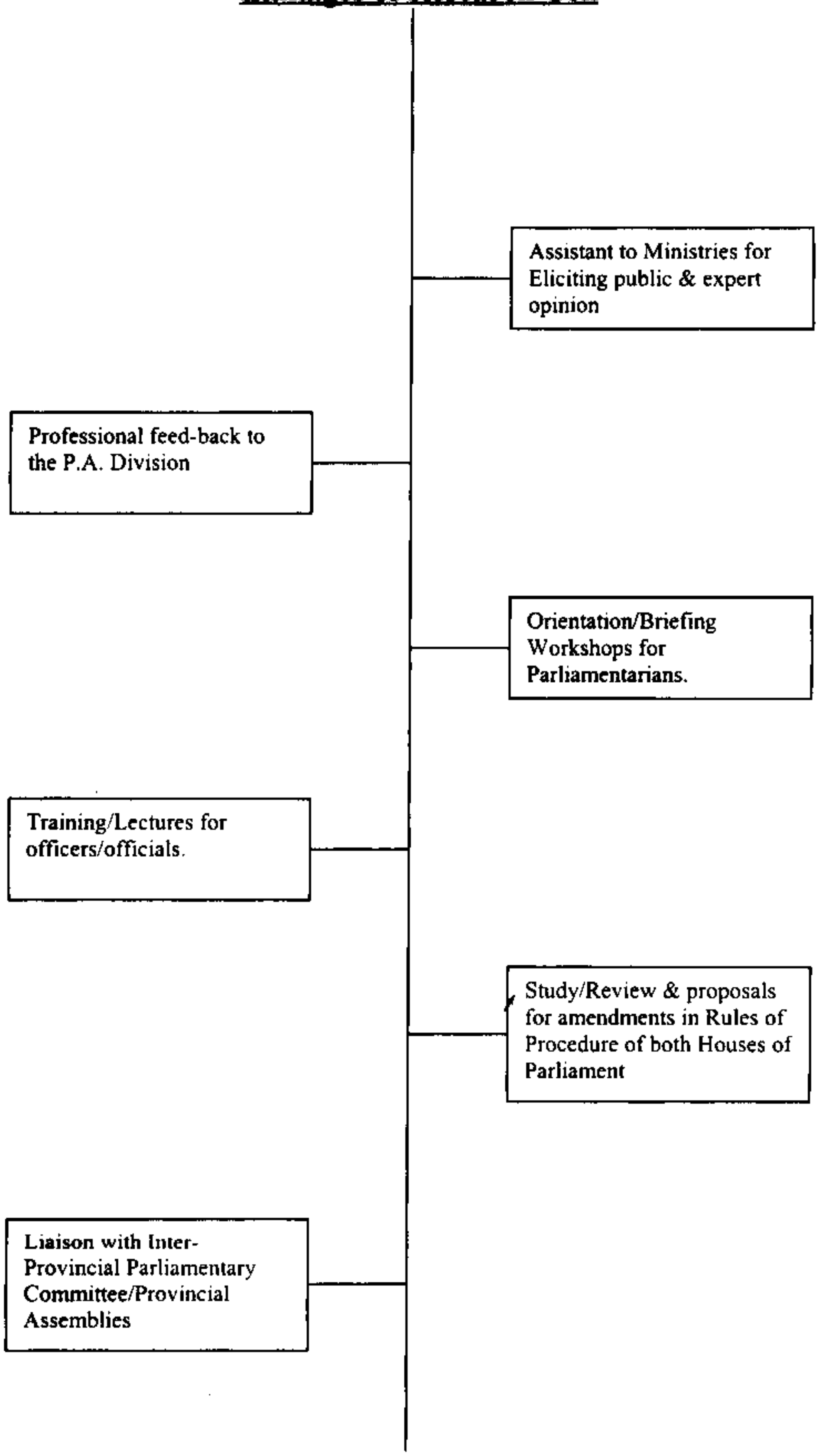
Organizational Chart of Parliamentary Affairs



PROPOSED ORGANIZATIONAL CHART



Linkages of Research Cell



RESEARCH CELL - FOCAL POINT OF STRATEGY:

The creation of a Research Cell in the Parliamentary Affairs Division is a focal point in the strategy to activate the role of Parliamentary Affairs Division to achieve better performance in the parliamentary system and to strengthen genuine democracy and good governance. In fact, it would provide to the Ministry an information base, a monitoring system and a think tank.

Parliamentary Affairs Division may be provided with a Research Cell like other Federal Ministries for research oriented input on policy matters, to identify procedural bottlenecks in the present system and to suggest innovative solutions in the light of experiences in other Parliamentary Systems.

The proposed Research Cell would render following services:-

(a) Professional feed-back on matters relating to the working of the Ministry.

(b) Identifying procedural bottlenecks and suggesting remedial ways and means.

(c) Exploring procedural innovative ideas in the light of experiences in the Ministries of Parliamentary Affairs in other countries.

(d) Arranging orientation or briefing workshops and lectures for grooming Parliamentarians and the staff of Parliament and officials of different Ministries involved in legislative affairs of Ministries.

(e) Proposals for training of officers/officials.

(f) Keeping a liaison with Provincial Assemblies.

The proposed Organization of the Cell would be as under:-

Senior Research Officer	(1)
Research Officers	(4)
I.T./Research Assistants	(4)
Budget & Accounts Officer/S.O.	(1)

The Cell would require following materials:-

Library (Material on constitutional and parliamentary practices).

Five Computers

Web-site (A dynamic Web-site reflecting evolution of the Constitution and Parliament of Pakistan. Legislative process under the Constitution of Pakistan. All Laws of Pakistan. Bills under consideration of Parliament.).

The proposed annual salaries budget for the Research Cell is Rs.4,15000/-. The requirement for the other staff will be met from the current sanctioned strength of the Division.

Other Measures for Improvement:

Other measures to improve the legislative business are as follows:-

- **To ensure popular legislation.**
- **Enhancing the role of Parliamentary Secretaries.**
- **Setting up of Inter-Provincial Parliamentary Committee.**

(1) Ensuring Popular Legislation: Under mandatory rule 28 of the Rules of Business, 1973, each Division is obliged to circulate the legislative proposals for the purpose of eliciting public and expert opinion but this provision is normally ignored circumscribing participatory aspect of legislation. Implementation of above-said rule may be ensured.

The Research Cell under Parliamentary Affairs Division may assist Ministries/Divisions to elicit public and expert opinion and to collect material to formulate the legislative proposal. This activity would be in line with the liaison role of Parliamentary Affairs Division.

(2) Enhancing the Role of Parliamentary Secretaries:

The method of their appointment and functions have not been formally laid down.
As past practice, appointment is made by the Prime Minister and Notification is issued by the Ministry of Parliamentary Affairs.

Parliamentary Secretaries are not appointed in consultation with respective Federal Minister of the Ministry concerned. Consequently, it has been observed a happy working relationship between them is generally not evolved.

In the above back-drop they are not fully associated in the affairs of Ministry.
By tradition, they are occasionally required only to answer during Question Hour but are seldom prepared to answer supplementary questions.

Suggestions: Framing of positive rules laying down following functions:

(a) Appointment of Parliamentary Secretaries as far as possible be made in consultation with Minister for Parliamentary Affairs as well as the Minister concerned.

(b) Ministries should compulsorily prepare and associate them in the briefings to the Minister for replies in Question Hours and provide the copies of material.

(c) Be made members of their respective Standing Committees to push through Bills of their respective Ministries/Divisions.

(d) They may assist the Chief Whip in connection with the quorum of the House.

(e) Minister for Parliamentary Affairs may hold their meetings before/during a session to associate them in strategy to steer Government business.

(3) Inter-Provincial Parliamentary Committee:

Pakistan being a Federation, the demands made by Provincial Assemblies of Federating Units, in the form of Resolutions pertaining to Federal Legislative List (Fourth Schedule) or otherwise, must be properly responded or possibly implemented by the Federal Government and the National Assembly of Pakistan to improve Inter-Provincial harmony and cohesion.

Inter-Provincial Parliamentary Committee comprising Provincial Ministers for Parliamentary Affairs, headed by Federal Minister for Parliamentary Affairs is proposed to be constituted to coordinate between Provinces and Federal Government in regard to above said Resolutions.

The Inter-Provincial Parliamentary Committee would meet at regular intervals. It would consider and process the Resolutions passed by Provincial Assemblies and would take necessary measures for their expeditious disposal by the National Assembly or implementation by the Federal Government. In case of any constraint of Federal Government or any other hardship, the Committee would make appropriate response accordingly.

AMENDMENTS IN RULES OF PROCEDURE OF PARLIAMENT

The working of the National Assembly and the Senate is governed by "Rules of Procedure and Conduct of Business in the National Assembly, 1992" and "Rules of Procedure and Conduct of Business in the Senate, 1988", respectively.

Rules of Procedure of both Houses are allocated to the Parliamentary Affairs Division, under Rules of Business, 1973. The proposed Research Cell under Parliamentary Affairs Division would study, review and suggest improvements in the above-said Rules ultimately leading to legislative proposals by the Parliamentary Affairs Division, thereby activating the role of Division as a watch-dog of Parliamentary System.

ADMINISTRATIVE CONTROL OF NATIONAL ASSEMBLY AND SENATE SECRETARIATS.

As an interim arrangement the administrative control of the Secretariats of National Assembly and Senate of Pakistan, till they are restored/revived may be placed with the Minister for Parliamentary Affairs, particularly in the present situation when both the Houses are working without Speaker, National Assembly & Chairman Senate and regular Secretaries. The proposed arrangement is basically an administrative necessity as no institution should be allowed to remain without the cover of Ministerial responsibility.

To facilitate the above restructuring, wherever required exercise will be undertaken to amend the Rules of Business, accordingly.

22. PETROLEUM AND NATURAL RESOURCES

Mission Statement

To ensure availability and security of sustainable supply of oil and gas for economic development and strategic requirements of Pakistan and to coordinate development of natural resources of energy and minerals.

Strategy to Achieve Mission

To adopt an integrated approach for promoting exploration and fast track development of oil, gas and mineral resources.

To deregulate, liberalize and privatize oil, gas and mineral sectors through structural reforms.

To attract private investment and to establish credible institutions for facilitating the development of petroleum and mineral sectors.

To develop technical/professional human resources.

To optimize existing energy delivery infrastructure (Oil/Gas pipelines).

To reduce imported fuel oil consumption with indigenous gas by optimally balancing the gas availability and supplies from local and imported sources.

Existing Rules of Business

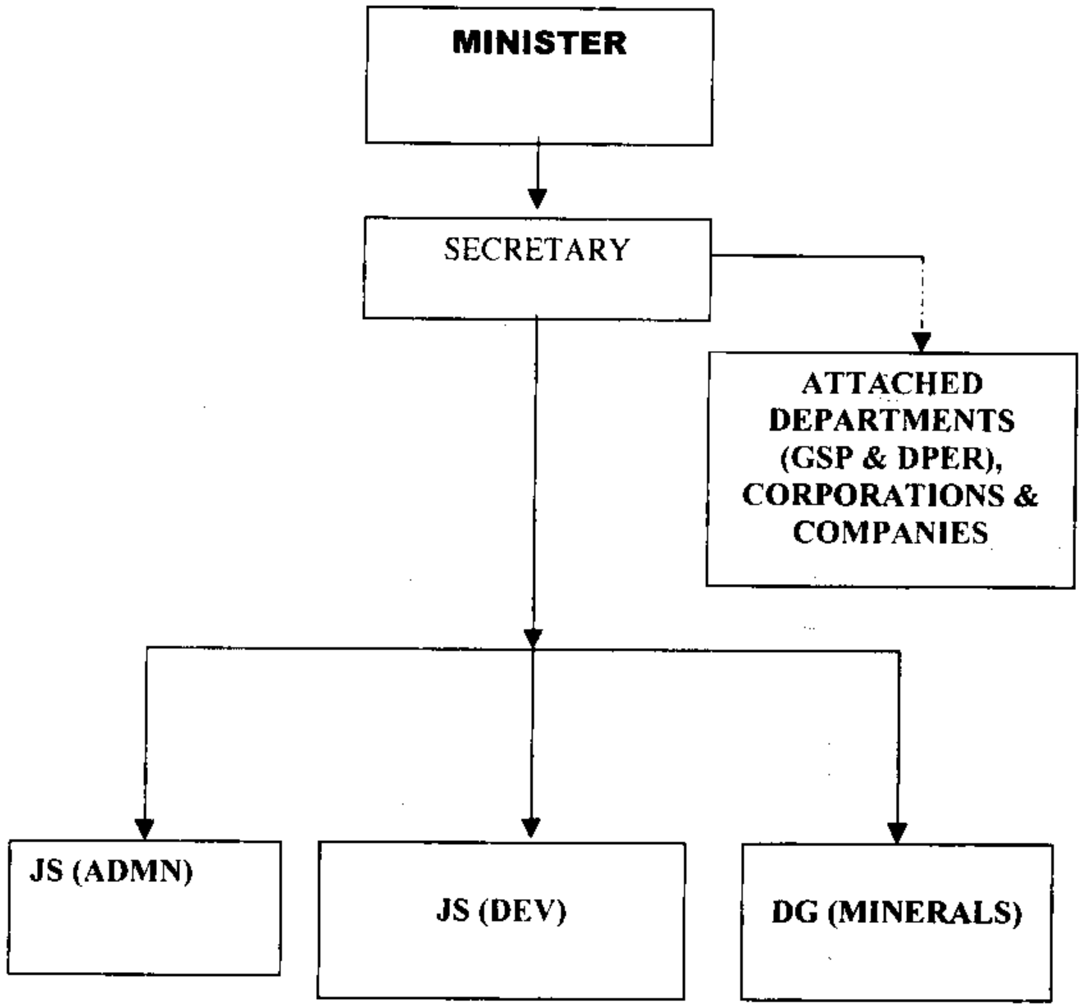
1	All matters relating to oil, gas and minerals at the national and international levels, including
i	Policy, legislation, planning regarding exploration, development and production;
ii	Import, export, refining distribution, marketing, transportation and pricing of all kinds of petroleum and petroleum products;
Iii	Matters bearing on international aspects;
Iv	Federal agencies and institutions for promotion of special studies and development programmes.
2	Geological Surveys
3 i.	Administration of Regulation of Mines and oil fields and Mineral Development (Federal Control) Act, 1948, and rules made thereunder, in so far as the same relate to exploration and production of petroleum, transmission, distribution of natural gas and liquefied petroleum gas, refining and marketing of oil;
ii	Petroleum concessions agreements for land, off-shore and deep sea areas;
iii	Import of machinery, equipment, etc; for exploration & development of oil and natural gas.
4 i	Administration of Marketing of Petroleum Products (Federal Control) Act

	1974 and the rules made there-under;
ii	Matters relating to Federal investments and undertakings wholly or partly owned by the Government in the field of oil, gas and minerals, excepting those assigned to the Production Division.
5	Administration of
i	The Petroleum Products (Development Surcharges) Ordinance, 1961, and the rules made there-under;
ii	The Natural Gas (Development Surcharges) Ordinance 1967, and the rules made there-under; and
iii	The ESSO Undertakings (Vesting) Ordinance, 1976
6 i	Coordination of energy mineral policy, including measures for conservation of energy mineral and energy mineral statistics;
ii	Research, development, deployment and demonstration of hyderocarbon energy resources;
	Secretariat of National Energy Policy Committee

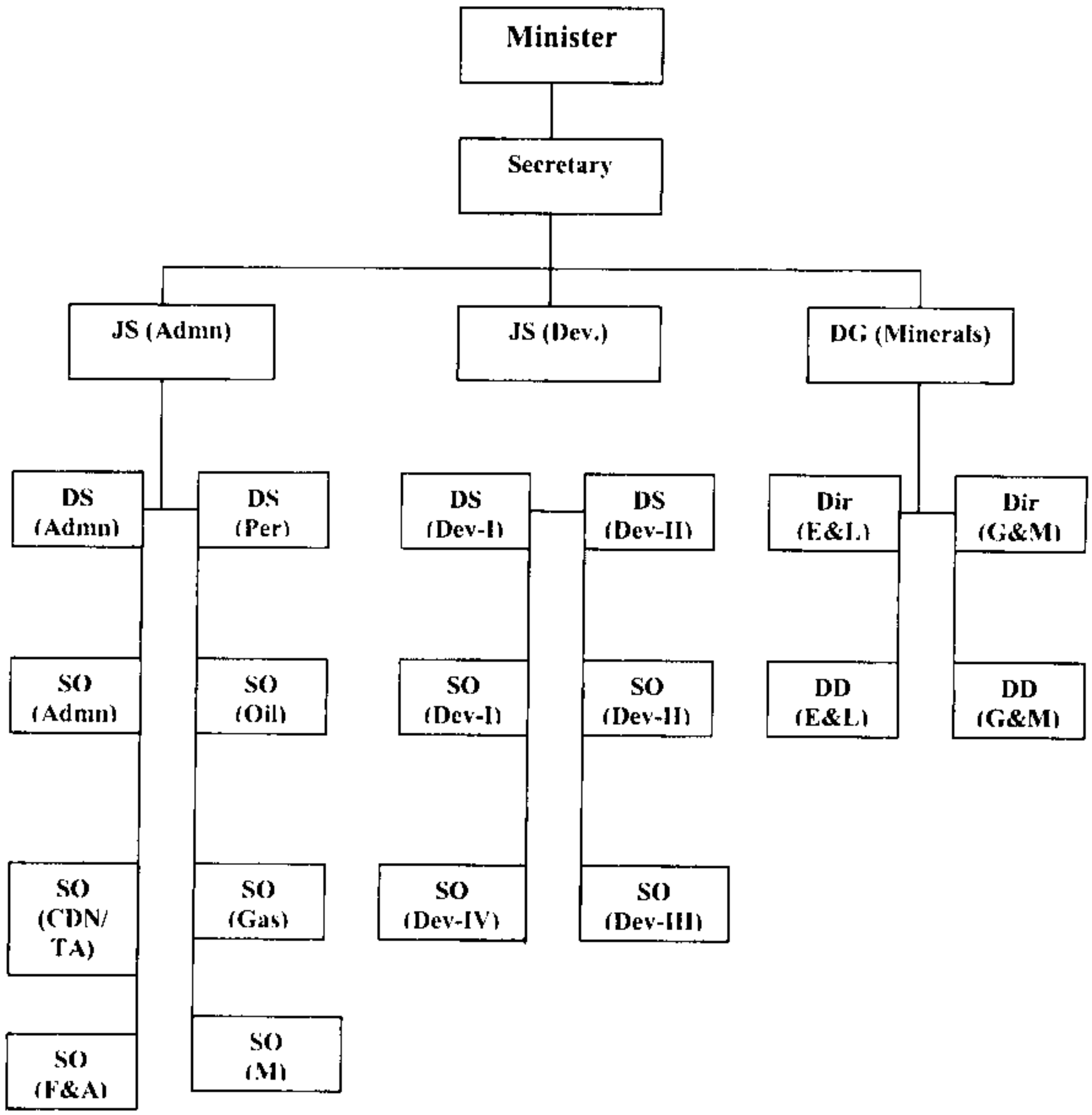
Proposed Rules of Business

1	All matters relating to oil, gas and minerals at the national and international levels, including
I	Policy, legislation, planning regarding exploration, development and production;
ii	Will be deregulated and the Ministry will only provide policy guidelines.
iii	Matters bearing on international aspects;
iv	Federal agencies and institutions for promotion of special studies and development programmes.
v	To facilitate the development of petroleum and mineral sectors.
vi	To attract the private investment.
2	Geological Surveys
3 i.	Transmission and distribution of natural gas, CNG and LPG will be assigned to regulators.
ii	Petroleum concessions agreements for land, off-shore and deep sea areas;
iii	Import of machinery, equipment, etc; for exploration and development of "petroleum and minerals".
4 i	Administration of Marketing of Petroleum Products (Federal Control) Act 1974 and the rules made there-under. Will be repealed after the reorganization of PSO.
ii	Matters relating to Federal investments and undertakings wholly or partly owned by the Government in the field of oil, gas and minerals.
5	Administration of
i	The Petroleum Products (Development Surcharges) Ordinance, 1961, and the rules made there-under;
ii	The Natural Gas (Development Surcharges) Ordinance 1967, and the rules made there-under; and
6 i	Coordination of energy mineral policy, including measures for conservation of energy mineral and energy mineral statistics;
ii	Research, development, deployment and demonstration of hydrocarbon energy resources.
	Secretariat of National Energy Mineral Policy Committee.

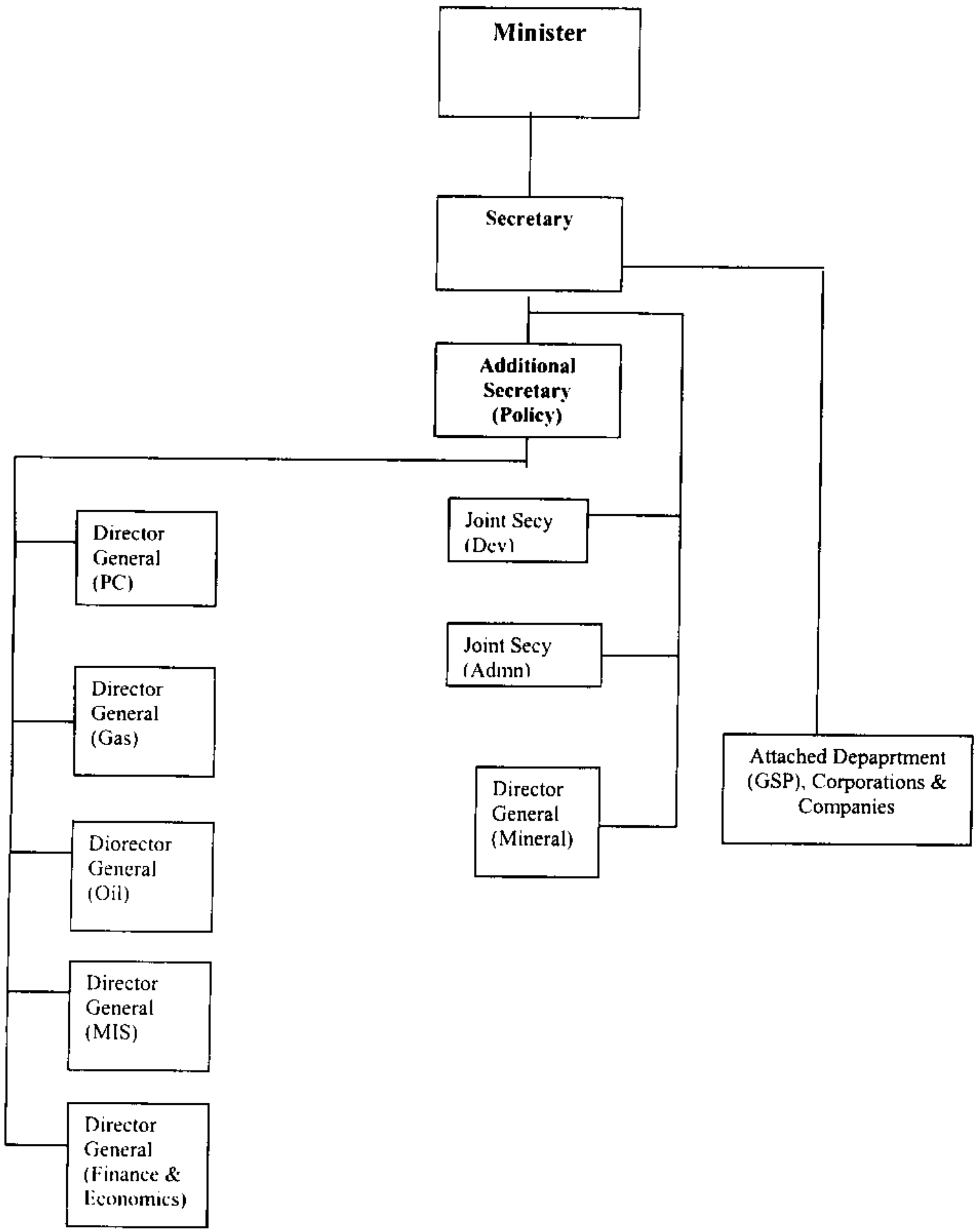
Existing Organizational Chart



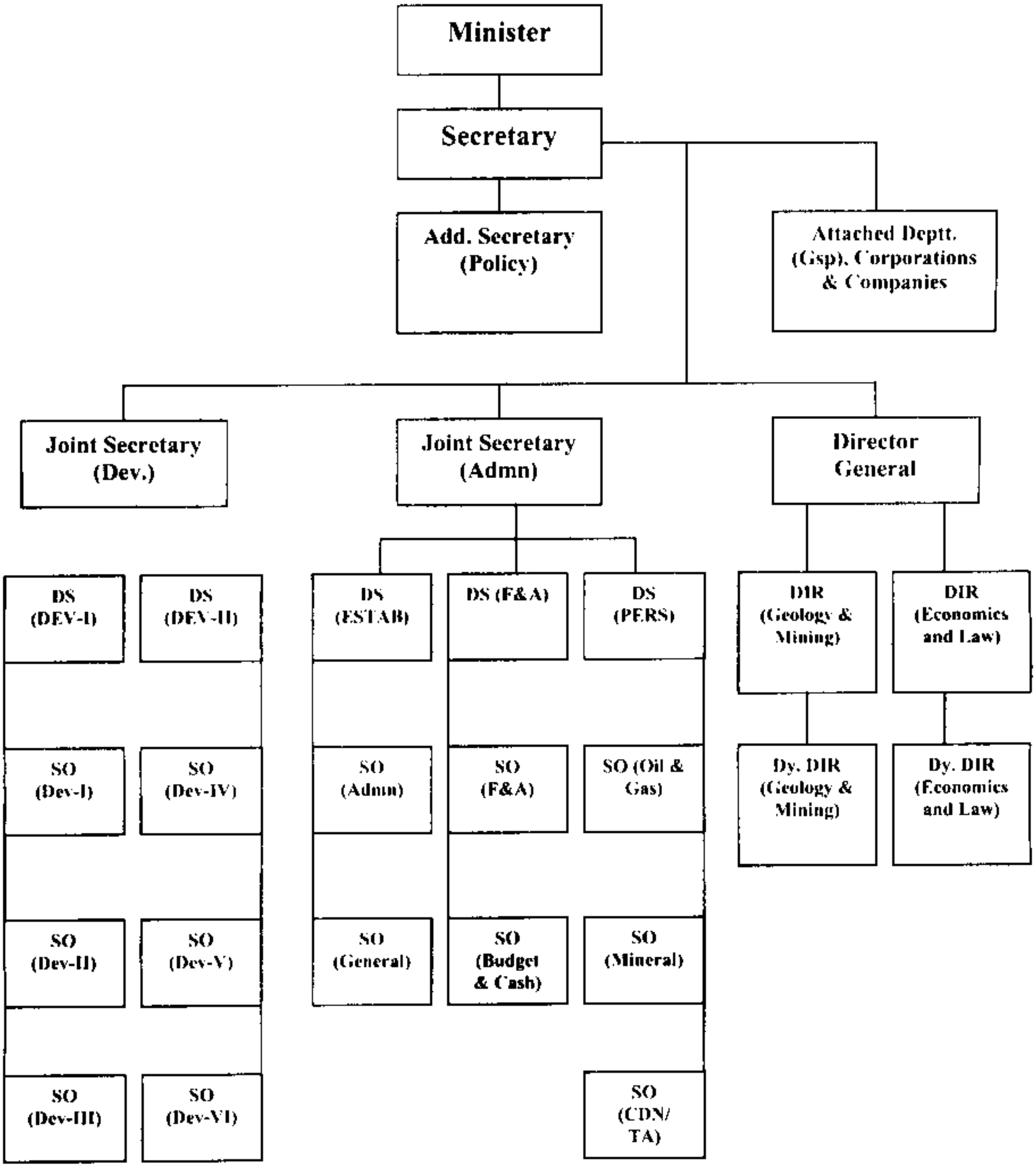
Existing Organizational Chart

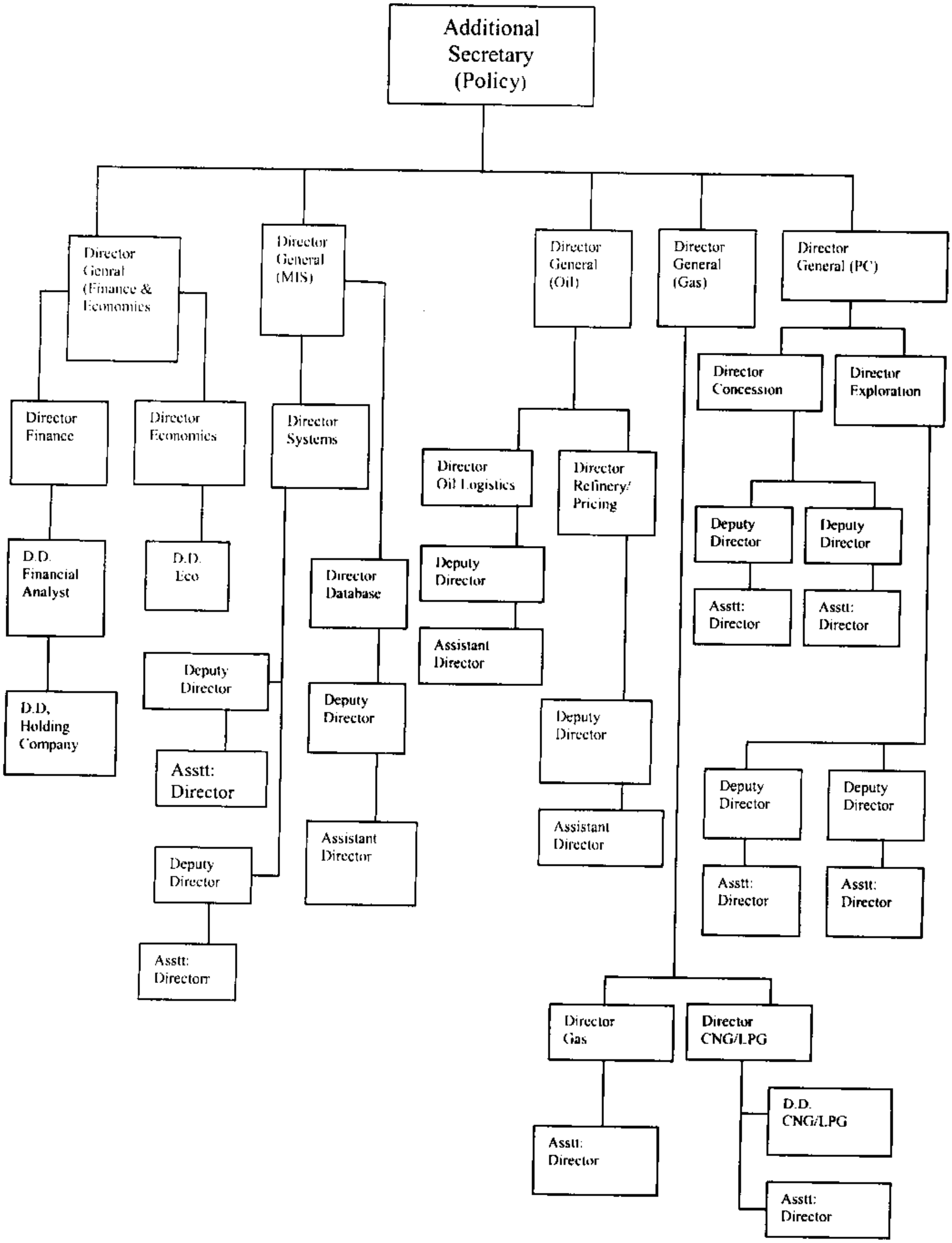


Proposed Organizational Chart



Proposed Organizational Chart




Additional Secretary (Policy)
Director Genral (Finance & Economics
Director General (MIS)
Director General (Oil)
Director General (Gas)
Director General (PC)
Director Finance
Director Economics
Director Systems
Director Concession
Director Exploration
Director Oil Logistics
Director Refinery/ Pricing
D.D. Financial Analyst
D.D. Eco
Director Database
Deputy Director
Deputy Director
Deputy Director
Assistant Director
Asstt: Director
Asstt: Director
D.D. Holding Company
Deputy Director
Asstt: Director
Deputy Director
Deputy Director
Deputy Director
Deputy Director
Assistant Director
Assistant Director
Asstt: Director
Asstt: Director
Deputy Director
Asstt: Directorr
Director Gas
Director CNG/LPG
D.D. CNG/LPG
Asstt: Director
Asstt: Director

Performance Indicators, Standards of Service Vis-à-vis other agencies and the Public

SNo		Performance Indicator	Standard of service
1		2	3
1.	GSP	Annual mapping coverage is the best indicator of the performance of a national Geological Survey Organization. If the present restructuring plan is approved and implemented in full (i.e. both surrender and creation of posts simultaneously) alongwith adequate provision of logistics in the form of equipment and transport facilities, them it will be possible for GSP to complete the geological mapping of the entire outcrop area of the country by the year 2010.	The GSP's standards of mapping, geophysical surveys, drilling and geochemical analyses are well established and recognized as such both nationally and internationally. In last two years GSP has achieved some outstanding results in geological cartography without having received any foreign aid in this field. The recent successes in studying hard rock aquifers for groundwater exploration in Quetta valley in cooperation with the Government of Balochistan and 12 Corp. Engineers of Pak. Army and the request of the Punjab Government to study the menace of fluorosis in some parts of Lahore District bear testimony to the professional capabilities of GSP.
2.	*DPER*		
	i)DG (PC)	Promotion of Petroleum exploration and production activities to make Pakistan self reliant in Oil and Gas with the objective to eliminate dependence on imported fuels.	Directorate General of Petroleum Concessions is a regulating agency performing an exclusive responsibility for regulating and monitoring the activities of oil exploration and production companies not comparable with any other agency.
	ii)DG(GAS)	Monitoring of gas infrastructure Development projects Policy and regulation of CNG, LPG and Natural Gas.	Monitoring of the targets given to the gas companies.
	iii)DG (Oil)	Smooth and cost effective supply, availability of POL products in the country both in peace and emergency. Optimum utilization of refineries. Accurate statistics. Maximum Revenue to the Government exchequer. Availability of quality products in the country.	Satisfactory supply of information to agencies / public and resolution of their problems.
3.	HDIP	The Strategy for the Revitalization of HDIP already approved by the Board of Governors at 54th meeting envisages the strengthening of HDIP's activities / capacity in the following major areas for the development of hydrocarbons sector in support of the national economy. **Research & Development** Technology Transfer Petroleum Geology	HDIP combines high-level expertise with sophisticated laboratory facilities to help Pakistan's Petroleum exploration and development. Wide range of Oil and gas analytical facilities at Karachi, Islamabad, Lahore, Peshawar, Quatta and Multan provided internationally accepted analytical services to the industry, the Government and the public. HDIP is chartered to provide research & development and technical backup support

		Diesel Fuel Substitution Contract Research Consultancy Services Database to Support Oil & Gas Exploration Policy Research Human Resources Development. **Revenue Generation** Testing & Certification of Equipment Related to CNG Industry. Enforcement of Safety Standards in CNG and LPG Use. Promotion of CNG as Alternate Fuel for Motor Vehicles. Operation of HDIP's CNG Refueling and Conversion Stations. Analysis of Hydrocarbons for Industrial Quality Control Satisfactory supply of information to agencies / public and resolution of their problems.and to Safeguard Support to Environment Impact Studies Related to Hydrocarbon Sector. Production of Scientific & Technical Reports / Studies.	to the national effort of petroleum development. Its main area of activity include: Petroleum Geology Petroleum Product Testing Complete Crude oil Evaluation Lubricating Oil Evaluation & Development Combustion Engineering and Interfuel Substitution (CNG) Database to Support Oil and Gas Exploration Information Dissemination.
4.	NRL	**Planned Acute** Physical Production Lube Base Oil (Tons). 44,000 44.,013 Yield % (Fuel). 97.2 97.2 Crude throughout (million tons). 0.712 0.767 Energy consumption (Million BTUs /Tons). 2.58 2.1 Pre-Tax Profit, Million Rs. 225 250	Refinery to be profitable, cost effective and self sufficient without Government subsidy. Maximum foreign exchange saving / earning by import substitution and export of surplus products. Upgraded refinery to produce value added and environment friendly products.
5.	PPL	Production Reliability and availability of all our production facilities to ensure that Gas, LPG and Condensate production and sales targets are achieved while maintaining HSE standards. **Exploration** The number of exploratory wells drilled and the success ratio achieved. All Support Functions To ensure timely availability of required support services and resources.	PPL supplies natural gas to three major customers only i.e. SNGPL, SSGCL & WAPDA. The organization tries to satisfy its customers by meeting their requirements on time i.e., uninterrupted supply of gas at the contracted pressure.
6.	PSO	***Financial*** Sales volume (Million Tons 12.6 Retail Sales (000 Tons) 4.248 Retail Sale per outlet (Tons) 1.148 Wholesale / Commercial Sale (Tons) 7.947 **High value (Million Tons) 5.3 Low value (Million Tons) 7.3	1. A campaign has been launched to improve customer service at retail outlets by imparting ongoing training to our fore court attendants. Besides, PSO has developed 12 Company – Operated & Company- Owned retail outlets (CoCo sites) in major cities to set exemplary standards of customer

		Sales Revenue (Rs. In Billion) 1.35 Sales Revenue Per Ton (Rs) 10,714 Operating Expenses (Rs. In Billion) 2 Operating Expenses per ton of sale (Rs) 159 Capital Spending (Rs in Million) 820 ***Physical Facilities*** Number of Retail Outlets 3,699 Storages Capacity (Tons) 807,597 Number of Terminals 11 Number of Depots 28 Throughout (Million Tons) 12.6 ***Retail Market Share 71.6%***	service. 2. In order to ensure right quality and quantity at retails outlets, three Mobile Testing Units have been deployed in Karachi, Lahore and Rawalpindi Three more are being arranged for other cities. 3. PSO Aid-Line has already been functioning all over Pakistan to get acquainted of customer suggestions / complaints. 4. Lube Shops are being deployed to serve customers more effectively. 5. An exclusive unit has been established within the company to focus on anti counterfeit measures and curb smuggling of low quality lubes and fuel products. This will assist in improving quality of products supplied to customers. Three Mobile Quick Oil Change Units have been deployed in Lahore, Karachi and Rawalpindi to serve customers at their doorsteps.
7.	SSGCL	Sui Southern Gas Company Limited (SSGCL)'s standard of service is generally accepted to be better than other public utility / service organizations. Some parameters are as under: • **New gas connection** - **No backlog** - Domestic and commercial connections are provided within 15-30 days • **Billing** - Monthly cycle billing. - Based on actual consumption. - Staggered geographically to minimize work load on banks / post offices • **Collection of Bills** The collection of bills have been arranged through: - 1145 branches of 12 banks. - 157 post offices. - 35 night post offices collect the bills. - Bills can be paid through cheques. - Bills can be paid in advance and mar-up is offered on un	1. Capacity utilization 2. Operating Efficiency 3. Efficiency of resource allocation 4. Level of tarrifs received

		utilized amount. • **Bill Delivery** Delivered through courier service which ensures: - 14 clear days to consumer. - Assured delivery. - Cost effective compared to postal system. • **Complaints.** - Normal response time : One hour - Effective solutions. - Courteous service. - Billing and other complaints / can be made on telephone No.119 throughout franchise area.	
8.	SNGPL	* Complaints per 1000 consumers have been brought down from 26 to 6; • Billing cycle has been reduced from 43 days to 31 days. • Waiting period for new gas connections has been reduced from 35 weeks to 4-6 weeks; • Recovery of Rs. 1975 million has been effected during financial Year 1999-2000 out of Rs. 2901 million as on 3006.1999(68%); • Old arrears of gas producers amounting to Rs. 2.767 billion have been paid by us alongwith current bills. • There has been reduction in financial charges due to improved Funds management and substitution of expensive loans with low cost borrowings.	**Comparative figures SNGPL SSGCL** 1. Gas sales revenue 20,577 16,350 (billions) FY ended (30.6.1999) 2. Consumers 1,922,289 1,537.116 3. Population Benefited 12,494,879 9,991,254 4. Compressor Horse Power 152,335 62,600 5. Transmission system capacity (MMCFD) 1,100 850 6. Transmission Pipeline (KM) 5,215 2,800 7. Distribution Pipeline (KM) 31,456 21,080
9.	PMDC	i. Area mapped (sq. km) ii. Holes drilled No and meterage) iii. Samples analyzed. (No and elements) iv. Feasibility Reports prepared. (No.) v. Information provided to prospective investors. vi. Consultancy services provided (No. and Revenue generated)	PMDC having long experience of development of mineral resources would be in a better position to provide better services in the field of minerals development and promoting investment in the mineral sector.

		vii. Joint Venture Agreements executed. vii. Investment made by Investors. ix. Production / Sale /Profit (Temporary function till Privatization. x. New mines developed. xi. No. of mines privatized	
10.	LCDC	Main performance indicator is Profit /Loss position which depends upon following: Demand of Coal by WAPDA. Coal sale price which decides Profit margin. Extent of Taxation on coal. Open market coal price trend.	Coal conforming to specifications required for thermal plant of WAPDA is produced and supplied to entire satisfaction of WAPDA. LCDC Coal quality is better compared with other mines of Larkhra coal field for sale in open market.
11.	SML	Under the Cabinet decision the officers and staff of SML were to be given golden handshake. However, the court has given a stay order. Now the government proposes to lease out the SML free of any liability.	
12.	OGDCL	OGDCL is involved in multi-dimensional operations as such the key performance, measurement standards differ from activity to activity which are given below:- Production — Production of Crude Oil, Gas Condensate, Sulphur Etc. Drilling — Drilling meterage Seismic activities — Kms. Of seismic survey Done Engineering — Jobs done Aviation — Kms. Flown	OGDCL has at the moment very limited number of clients. The standard of service can be measured through its ability to make uninterrupted supply of crude oil to refineries and gas to gas transmission and distributions companies.
13.	PARCO	Not provided on the plea that they have a joint venture with foreign partner.	

23. PLANNING & DEVELOPMENT DIVISION

Mission Statement

To help create knowledge-led, just, well-governed, enterprising and prosperous Pakistan through realistic development policies and programmes, and innovative knowledge management.

Restructuring and New Role of Planning Commission

In view of the changing environment and to up keep pace with emerging trends of Globalization, Privatization, Market Economy needs it is suggested to restructure the Planning Commission. With the changed role under the new environment, following composition of the Planning Commission is proposed:

1.	Chief Executive	Chairman
2.	Deputy Chairman, Planning Commission	Deputy Chairman
3.	Minister of Finance	Member
4.	Secretary General, Ministry of Finance	Member
5.	Secretary, Planning & Dev. Division	Member/ Secretary
6.	Chief Economist, Planning Commission	Member
7-10.	Four full time Members who should be Professionals of repute in the fields of Infrastructure, Social Sectors, Production Sectors and Sustainable Development.	

Existing Rules of Business

1 i) Preparation of comprehensive National Plan for the economic and social development of the country;

ii) Formulation, within the framework of the National Plan, of an annual plan and an annual development programme; and

iii) Recommendations concerning orderly adjustments therein in the light of new needs, better information and changing conditions.

2. Monitoring the implementation of all major development projects and programmes; identification of bottlenecks and initiation of timely remedial action.

3. Evaluation of on-going and completed projects.

4. Review and evaluation of the progress achieved in the implementation of the National Plan.

5. Identification of regions, sectors and sub-sectors lacking adequate portfolio of projects and taking steps to stimulate preparation of sound projects in those areas.

6. Continuous evaluation of the economic situation and coordination of economic policies.

7. Organisation of research in various sectors of the economy to improve the data base and information as well as to provide analytical studies which will help economic decision making.

8. Association with the Economic Affairs Division in matters pertaining to external assistance in individual projects, from the stage prior to preliminary discussion up to the stage of final signing of documents with aid-giving agencies.

9. Development of appropriate cost and physical standards for effective technical and economic appraisal of projects.

10. Co-ordination of all work pertaining to-
    i) World Social Summit.
    ii) SAARC (Human Resource Development).
    iii) International Poverty Alleviation Forums.

11. National Logistics Cell.

12. Administrative control of
    i) Economists and Planners Group;
    ii) Pakistan Institute of Development Economics

Proposed Rule of Business

1. i) Preparation of Perspective Medium-Term National Plan/Programme for the economic and social development of the country;

   ii) Formulation, within the framework of the National Plan/Programme, of an annual Investment Programme including Indicative Programme for Private Sector and an annual Public Sector Development Programme; and

2. Evaluation and approval of major new development programmes and projects of the Federal and Provincial Governments and all foreign aided development programmes and projects.

3. Monitoring the implementation of all major development projects and programmes; identification of bottlenecks and initiation of timely remedial action.

4. Evaluation of on-going and completed projects.

5. Review and evaluation of the progress achieved in the implementation of the National Plan/Programme.

6. Identification of regions, sectors and sub-sectors lacking adequate portfolio of projects and taking steps to stimulate preparation of sound projects in those areas.

7. Continuous evaluation of the economic situation and coordination of economic policies.

8. A re-vitalised economic research programme on comprehensive and scientific scale, so as to build Planning Commission as the main knowledge and information management agency of the Government as well as to provide analytical studies to help economic decision making.

9. Association with the Economic Affairs Division in matters pertaining to external assistance in individual projects, from the stage prior to preliminary discussion up to the stage of final signing of documents with aid-giving agencies.

10. Development of appropriate cost and physical standards for effective technical and economic appraisal of projects.

11. **Co-ordination of all work pertaining to:**

    i) Poverty Alleviation Programme
    ii) Social Action Programme
    iii) Environment and Sustainable Development
    iv) Good Governance and Institutional Development.
    v) World Social Summit
    vi) SAARC Human Resource Development.

11. Administrative control of

    i) Economists Group;
    ii) Pakistan Institute of Development Economics

12. Effective utilization of Information Technology, e-government through intensive HRD to improve efficiency and transparency in Government.

13. Focal point of consultation for various levels of government, private sector and civil society.

14. Coordinating the role of private and public sectors' Development and Non-Development expenditure in the economy and suggest policy scenarios of aggregate investible funds with a view to ensuring the availability of adequate resources for both the private as well as public sector investments.

Revised Organizational Structure

Some changes have been proposed in the present organizational structure of the Planning & Development Division and autonomous organizations under P&D Division (PIDE & NLC) to meet the requirements of the new proposed functions. These are as follows:

A. P& D Division

(i) Members

At present there are 3 Members and one Additional Secretary, Projects Wing (all in BS-21). In the revised structure, the Additional Secretary (Projects Wing) would be re-named as Member. However, since they have also been proposed as Members in the revised composition of Planning Commission, it is proposed that their status be raised to BS-22. Similarly, the status of the Head of Information Technology (IT) be raised to BS-21. This will meet the requirement of attracting high professionals of repute. The Members and Head of IT will work under Secretary, P&D Division.

(ii) Senior Chiefs

In the present structure there are 4 Sr. Chiefs in BS-21 on the technical side of the P&D Division (2 regular and 2 on meritorious basis). In the revised structure, it is proposed to formalize these posts of Sr. Chiefs and put them under the Members. This will not involve any financial implications.

At present, in case of promotion of the Chief to the position of Sr. Chief, the post of Chief in the Technical Section is not considered to be vacant. This is an anomaly which needs to be removed. Therefore, in the revised structure, on the promotion of Chief to the position of Sr. Chief, the post of Chief will be treated as vacant for promotion of the next incumbant.

(iii) Monitoring & Evaluation of Development Projects

Monitoring and Evaluation of development projects and programmes has been the weakest aspect of the planning process. The institution created for the purpose, the Projects Wing of the Planning and Development Division, has never been professionally led and staffed. It is therefore, proposed that the monitoring and evaluation functions be the responsibility of the Members and the functions be imbedded together with the project appraisal, investment programming and sectoral policy functions of the sectoral units.

B. Autonomous Organizations of P&D Division

(iv) Pakistan Institute of Development Economics (PIDE)

The Board of Governors of the PIDE in its meeting held on 16th September, 2000 chaired by the Deputy Chairman, Planning Commission decided as under:

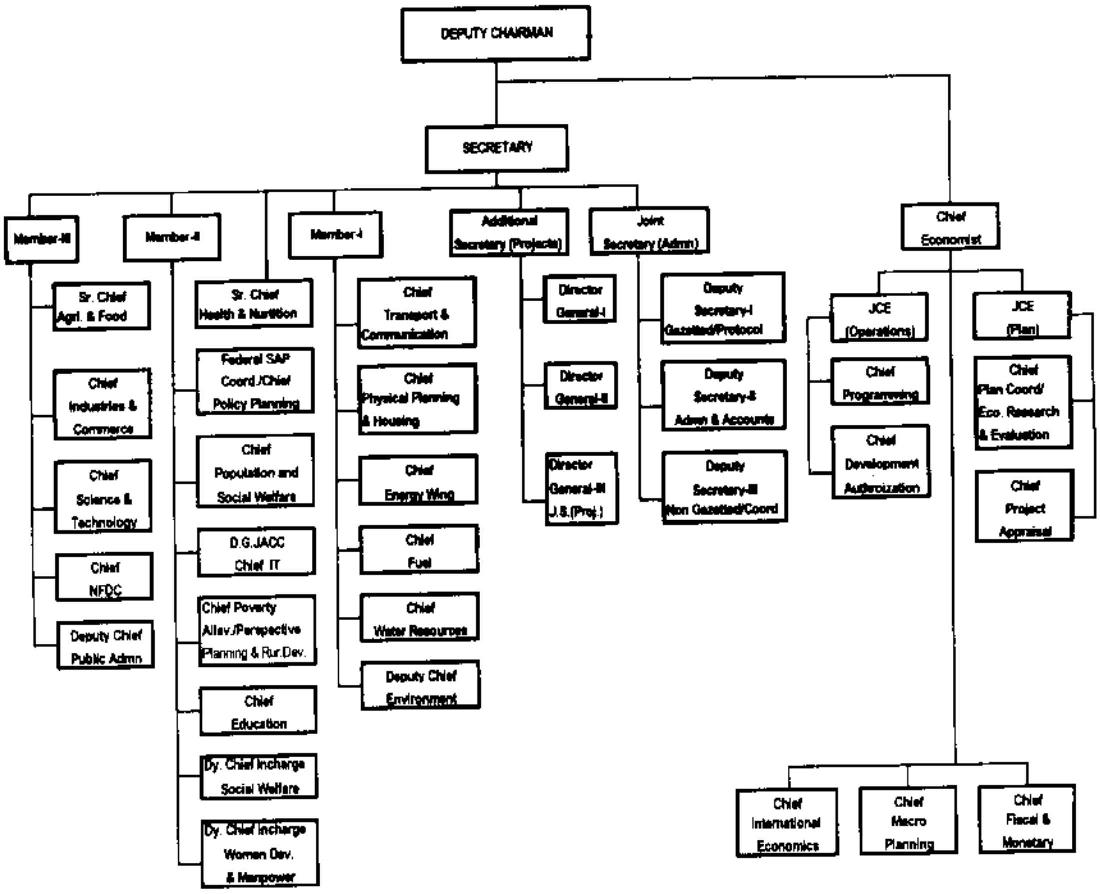
"The Board decided that maximum number of research positions would be 75 and there should be no limit for hiring the professional staff upto that ceiling; and the ratio of professional/supporting staff should be 1:1. The excess supporting staff will be encouraged to move off".

Deputy Chairman also stated in the Board meeting that after the above restructuring decision, PIDE does not have to come to the Restructuring and Right Sizing Committee. With a view to implementing decision of the Board, a Departmental Committee is being constituted.

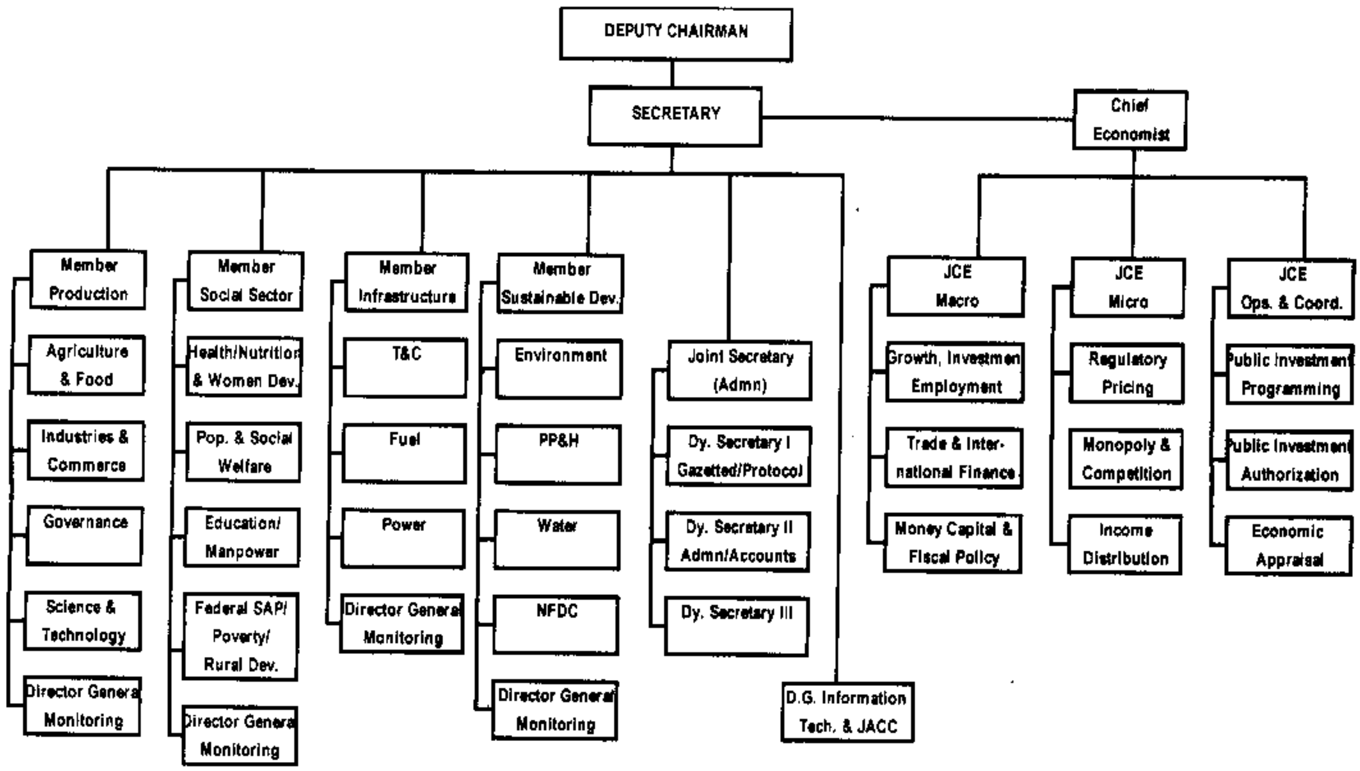
(v) National Logistics Cell (NLC)

Although the Administrative Control of the National Logistics Cell is with the P&D Division but its day-to-day operations are carried out under the supervision and instructions from the GHQ. Secretary, P&D Division is only acting as the Principal Accounting Officer and has no role in the policy/operational matters of NLC. Although the role of Secretary, P&D Division in the operational matters of NLC needs to be clearly re-defined but as per decision of the CRR, the status-quo is being maintained for the time being.

Existing Organizational Chart



Proposed Organizational Chart



Key Performance Indicators and Standards of Service Vis-À-Vis Other Agencies and the Public

1. Plan /PSDP formulation and approval.

i)	Preparation of Draft Plan (25 years Vision, Three Years Rolling Plan) and review by NEC.	January
ii)	Submission of the scheme-wise programmes by the Federal Ministries/Divisions to the Planning and Development Division after consultation with their Financial Advisors for inclusion in the Public Sector Development Programme.	January
iii)	Incorporation of the Public Sector Development Programme in the Plan and its submission to the Plan Coordination Committee.	April
iv)	Approval of PSDP/Plan by NEC.	May

2. Monitoring of Development Projects:

Monitoring of at lest 50 development projects every year and submission of 2 summaries at each CDWP meeting and one summary at each ECNEC meeting.

3. Evaluation:

Evaluation of 5 completed development projects every year.

4. Review of National Programmes/Plan:

Mid year review.

5. Review of kitchen item prices every Saturday for ECC.

6. CDWP/CCC meeting very month:

Each PC.I/PC.II and concept clearance proposal to be scrutinized in the P&D Division and submitted to the CDWP/ CCC within 6 weeks from their receipt in the P&D Division.

7. Summaries for ECNEC

Submission of summaries for ECNEC to the Cabinet Division on the development projects recommended by the CDWP within 2-3 weeks.

8. **Formulation of National and Provincial Poverty lines and their regular monitoring.**

9. **Inter-Agency**

Planning Commission will respond to each reference made to it by other agency within a period of one week to 3 weeks depending upon the seriousness of the reference.

10. Federal Ministries/Autonomous Bodies/Provinces requiring professional assistance of Planning Commission in policy thinking and programme formulation will receive it within a mutually agreed time frame.

11. **Public**

Planning Commission will provide the lead in promoting sustained economic growth and poverty reduction, improve quality of life of the ordinary people as well as the quality of environment.

Reduction in Officers Strength already effected due to Various Economy Cuts (Economic Wing)

S.No.	Designation	No. of Posts	
		1987	**2000**
1	Chief Economist (BPS-22)	1	1
2	Joint Chief Economist (BPS-21)	3	2
3	Chief/DG (BPS-20)	12	9
4	Deputy Chief/Director (BPS-19)	18	12
5	Assistant Chief/Deputy Director (BPS-18)	32	30
6.	Research Officers/Planning Officer (BPS-17)	37	5
	Total	**103**	**59 (43% cut)**

Reduction in Officers Strength already effected due to Various Economy Cuts (Technical Wing)

S.No.	Designation	No. of Posts	
		1987	**2000**
1	Senior Chief (BPS-21)	2	2
2	Chief (BPS-20)	12	14
3	Deputy Chief (BPS-19)	29	35
4	Assistant Chief (BPS-18)	42	37
5.	Research Officers/Planning Officer (BPS-17)	32	25
	Total	117	113 (4% cut)

Reduction in Officers Strength already effected due to Various Economy Cuts (Economist Group)

S.No.	Ministry/Division	No. of Posts	
		1987	1999
1	Planning Division	96	61
2	Finance Division	72	44
3	Economic Affairs Division	24	20
4	Industries	29	8
5.	Commerce	17	18
6.	Agriculture	14	5
7.	Manpower	25	10
8.	All Others	95	13
	Total	**372**	**179 (52% cut)**

Ministry/Division wise Strength of Economists Group 1977 and 1999

S.No.	Ministry/Division	BPS							
			17	18	19	20	21	22	Total
1	Planning Division	1977 1999	105 5	32 30	18 14	12 9	1+2** 2	1 1	171 61
2	Finance Division	1977 1999	52 18	11 22	5 2	3 1	1 1	- -	72 44
3	Economic Affairs Division	1977 1999	12 7	8 9	3 3	1 1	- -	- -	24 20
4	M/o Commerce	1977 1999	11 8	4 6	1 3	1 1	- -	- -	17 18
5	M/o Industries	1977 1999	15 3	11 5	2 -	1 -	- -	- -	29 8
6	M/o Food & Agriculture	1977 1999	7 -	5 4	1 -	1 1	- -	- -	14 5
7	Manpower & Overseas	1977 1999	12 6	7 4	3 -	1 -	- -	- -	23 10
8	States & Frontier Regions	1977 1999	- 1	1 -	- -	- -	- -	- -	1 1
9.	M/o Interior	1977 1999	1 1	1 1	- -	- -	- -	- -	2 2
10	Kashmir Affairs & N.A.	1977 1999	2 -	1 1	- -	- -	- -	- -	3 1
11	M/o Water and Power	1977 1999	2 -	- 1	- -	- -	- -	- -	2 1
12	M/o Labour	1977 1999	8 3	1 2	- -	- -	- -	- -	9 5
13	M/o Culture Sports and Youth Affairs	1977 1999	- 1	1 2	- -	- -	- -	- -	1 3
14	M/o Petroleum & Natural Resources	1977 1999	2 -	1 -	- -	- -	- -	- -	3 -
15	Cabinet Division	1977 1999	- -	- -	1 -	- -	- -	- -	1 -
	Total	**1977 1999**	**229 53**	**84 87**	**34 22**	**20 13**	**2+2@ 3***	**1 1**	**372 179**

*Only 2 posts available to Economist Group, as the 3rd post (Economic Adviser in the Ministry of Finance is occupied by an outside for the last 2 years.

**Two posts of JCE (BPS-21) were added in 1988.

EXISTING AND PROPOSED STRENGTH

S.No	Ministries/Divisions/Attached Departments/Autonomous Bodies	Existing Strength			Total	Proposed Strength			Total	Existing Budget (Rs.)	Proposed Budget (Rs.)
		BPS 17-22	BPS 12-16	BPS 1-11		BPS 17-22	BPS 12-16	BPS 1-11			
1	**Planning & Development Division (Main)**	219	182	427	828	180	180	350	710	85,522,000	85,522,000
2	**Attached Departments**										
a)	National Logistics Cell	206	221	7055	7482	Restructuring is done regularly as intimated by NLC vide No.2515/Estt/NLC					
b)	NFDC	12	8	26	46	11	8	23	42	3,657,000	3,404,000
c)	JACC	5	2	11	18	12	4	12	28	1,180,000	1,822,000
3	**Autonomous Bodies**										
	PIDE										

24. POPULATION WELFARE DIVISION

Mission Statement

- *Population Welfare Programme* is an on-going social development endeavour operating within the framework of nationally accepted, broad-based and strategically focused population and development policies.

- *The ultimate vision* of the Ministry of Population Welfare, has now been changed according to ICPD - Plan of Action from achieving demographic targets and focus on family planning towards maternal and child health care, awareness and prevention of STD/HIV, provision of information and services on family planning, awareness and treatment of infertility, detection of cancers, information to adolescent on reproductive health, reproductive health care of old people and effective involvement of male population in reproductive health care.

- *The short term vision* will concentrate on the priority areas identified by all stakeholders such as health education, family planning, immunization, safe deliveries, pre and postnatal care, reproductive tract infection and care of childhood diseases. Accordingly National Reproductive Health package has been developed jointly by Ministry of Population Welfare and Ministry of Health encompassing all the above activities for implementation through public, private and NGOs sector's service delivery outlets.

Existing Rules of Business

1. (i) Planning and development policies for the Population Planning Programme in the country and its implementation.

   (ii) Monitoring Population activities and evaluation of the Programme.

2. Dealing and agreements with other countries and international organizations in matters relevant to the Population Planning Programme.

3. (i) Collection, maintenance and analysis of demographic and population statistics.

   (ii) Acquiring storing and dispatching supplies for the programme.

4. (i) Organizing and operating information and education services for the furtherance of Programme objectives.

   (ii) Training in the field of Population Planning in Pakistan and abroad.

5. Technical coordination and the formulation of policy governing the manufacture, use and quality control of contraceptive material in Pakistan under the Programme.

6. Research in different aspects of the programmes such as clinical, social, communication and demography.

7. Promotion of Population Planning activities through public sector agencies and infrastructure institutions, Hakims, NGOs, etc.

8. Matters relating to National Trust for Population Welfare and National Institute of Population Studies.

9. Coordination with Ministries and Departments for:-

(i) The systematic introduction of Population Education; and
(ii) The introduction of financial and regulatory incentives and dis incentives favouring Population Planning.

Existing and proposed staff strength alongwith officer/staff ratio

1. In order to operationalize the Reproductive Health package the strategy envisaged focuses on integrating Population and Health Services and decentralization/devolution of these services at the Provincial level, the district level and below. In pursuance there of a Core Group on Assessment Review of the Population Welfare Programme and its interface with Health Programme was set up about 07 months back under the Co-Chairs of Minister for Health and Minister for Population Welfare. On the basis of an interim report of the Core Group on this assessment review, the Chief Executive announced certain decisions for (i) bringing Population Growth Rate (PGR) down to 1.9% by the year 2003, (ii) the merger of the Ministries/Departments of Population and Health at Federal level and Provincial levels. (iii) to abolish the tier of the Divisional Directorates and (iv) merger of two gross-root level programmes of (a) Lady Health Workers of Ministry of Health and (b) Village Based Family Planning Workers of Ministry of Population Welfare at district level and below in order to provide a comprehensive cover of family planning and reproductive health services in the rural areas.

2. In order to sort out the modalities of above merger process at various levels, a meeting of Provincial Ministers under the Co-Chairs of Dr. Attiya Inayatullah, Minister for Population Welfare and Dr. Abdul Malik Kasi, Minister for Health was held on 31-08-2000 in Islamabad, whereby a Task Force in each Province under the Chairpersonship of respective Provincial Ministers of Health and Population Welfare has been set up at Provincial level which will submit their report on various aspects of above merger process by mid October, 2000. The recommendations of this Task Force will be further examined by the Inter-Ministerial Committee headed by the Federal Secretaries of Health & Population Welfare with Provincial Health and Population Secretaries on Board, which shall submit its final report by the end of October to the Core Group on Assessment Review of Population Welfare Programme. Thereafter, a Summary for the Chief Executive shall be submitted containing final recommendations about the above merger/reorganization processes of Population & Health Programme.

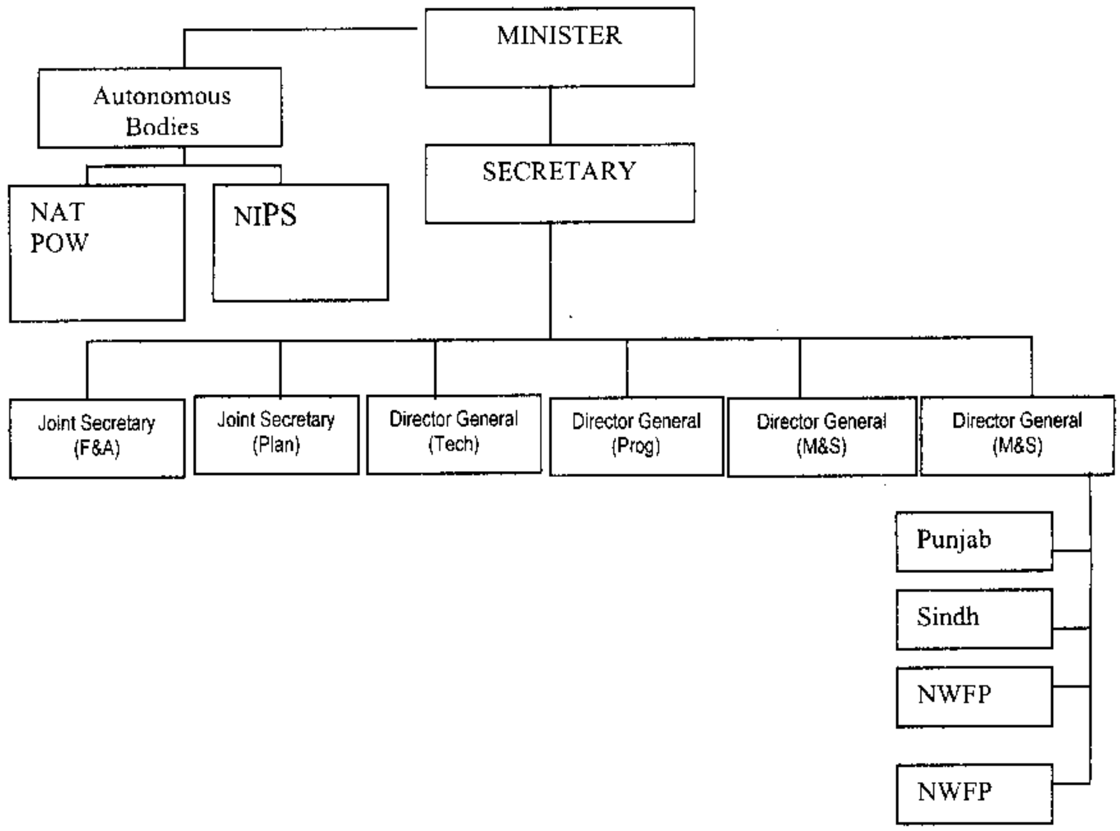
3. In view of above, the Ministry of Population Welfare has phased out its programme of restructuring and rightsizing. Total staff strength of the programme

both at Federal and Provincial level at present is 14312 which includes sanctioned strength of 1261 at the Federal level. In the first phase, the restructuring/rightsizing has been undertaken at the Federal level and a total number of 99 posts in BS. 1-20 are proposed to be reduced as against the total sanctioned strength of 1261 in BS 1-20. The second phase of restructuring/rightsizing of the programme at Federal/Provincial levels shall be completed soon after finalization of the recommendations of the Core Group in November, 2000 after the approval of the Chief Executive. A summary of existing/proposed staff strength alongwith officers/staff ratio is as under. However details are reflected in the Annexes.

S.No	BPS	Existing Staff Strength	Existing Ratio	Proposed Staff Strength	Proposed Ratio
1.	BS-17-22	236	-	212	-
2.	BS-12-16	181	0.77	159	0.75
3.	BS-1-11	844	3.58*	791	*3.73
Total: BS. 1-22		1261		1162	

*	Specific requirements for certain grades of officials (BS.1-11) at 12 Regional Training Institutes (RTIs), 2 Population Welfare Training Institutes (PWTIs), Computer Centre in Monitoring and Statistics Wing (M&S), Production & Printing (P&P) Directorate, Lahore, and Central WareHouse (CW&S) at Karachi.

Organizational Chart Population Welfare



Sanctioned Strength of Ministry of Population Welfare

BPS	MINISTRY	DPWO	P&P	CW&S	NRIFC	PWTIs	CT	RTIs	TOTAL
BS-22	1	-	-	-	-	-	-	-	1
BS-20	5	-	-	-	-	-	-	-	5
BS-19	17	-	1	1	3	3	1	7	33
BS-18	20	1	1	2	5	7	3	17	56
BS-17	39	5	2	1	7	14	1	72	141
BS-16	20	3	4	1	4	5	5	12	54
BS-15	24	-	1	1	1	-	1	-	28
BS-14	-	-	1	-	1	-	-	24	26
BS-13	-	-	-	-	-	-	-	-	-
BS-12	35	2	3	3	5	11	2	12	73
BS-11	52	20	4	2	13	7	4	36	138
BS-10	6	-	-	-	-	-	-	-	6
BS-9	-	-	-	-	-	-	-	-	-
BS-8	-	15	2	-	5	3	1	36	62
BS-7	12	23	6	7	3	-	1	12	64
BS-6	-	-	3	-	-	-	-	-	3
BS-5	33	28	6	5	6	3	3	36	120
BS-4	15	7	6	3	6	6	3	36	82
BS-3	-	-	-	-	-	-	-	-	-
BS-2	6	-	9	-	3	-	-	-	18
BS-1	80	52	10	21	14	24	6	144	351
Total	**365**	**156**	**59**	**47**	**76**	**83**	**31**	**444**	**1261**

Sanctioned Strength of Ministry of Population Welfare

BPS	MINISTRY	DPWO	P&P	CW&S	NRIFC	PWTIS	CT	RTIS	TOTAL
BS-17-22	82	6	4	4	15	24	4	97	236
BS-12-16	79	5	9	5	11	15	6	50	181
BS-1-11	204	146	46	38	50	43	16	392	844
Total:	**365**	**156**	**59**	**47**	**76**	**83**	**26**	**449**	**1261**

Officers and Staff Being Declared Surplus as a Result of Right Sizing/Down Sizing

S. No.	Name of Post/BS	Total
1.	Director/Principal (BS-19)	7
2.	Deputy Director/Senior Instructor (BS-18)	8
3.	A.D./Instructor/Statt. Officer/Asstt. Programmer (BS-17)	9
4.	Admn. Officer/Accountant/Research Supervisor/A.V. Tech./Laporoscopic /Artist (BS-16)	11
	Sub-total	**35**
5.	Stenographer (BS-15)	5
6.	Stenotypist (BS-12)	6
7.	Assistant (BS-11)	6
8.	Research Assistant (BS-11)	1
9.	Statistical Assistant (BS-11)	8
10.	Account Assistant (BS-11)	1
11.	Care Taker (BS-11)	1
12.	Library Assistant (BS-11)	1
13.	DEO (BS-10)	1
14.	Projectionist (BS-8)	2
15.	U.D.C. (BS-7)	1
16.	Store Keeper (BS-7)	1
17.	L.D.C (BS-5)	5
18.	Driver (BS-4)	5
19.	Book Binder (BS-4)	1
20.	Record Sorter (BS-2)	1
21.	Naib Qasid (BS-1)	12
22.	Chowkidar (BS-1)	2
23.	Mali (BS-1)	1
24.	Cook (BS-1)	1
25.	Sweeper (BS-1)	1
26.	D.R. (BS-4)	1
	Total:	**99**

Key Performance Indicators

S.No	Target/Goal	Proposed Plan	Time Frame	Remarks (Assumptions & Risks)
1.	**Service Delivery:** Expansion of Coverage.	(i) Extension Camps by 104 RHS "A" Centres 1000 Camps in a year (at Tehsil HQ & District HQ, RHC or any other Private Hospital where operation theatre facility is available. **(ii) Field Camps by 131 Mobile Service Units. 7500 Camps in a year (using premises of some village chief).** (iii) Satellite Clinics by Family Welfare Centres 36000 Camps in a year.	30-06-2001. 30-06-2001. 30-06-2001.	Availability of personnel and funds for vehicles, medicines, POL and TA/DA etc. -do- -do-
2.	Establishment of new Service Delivery Outlets.	(i) RHS "A" Centres (1) (ii) Family Welfare Centres (148) **(iii) Village Based Family Planning Workers (1057)** - Female (625) - Male (432)	30-06-2001	Filling up of vacancies and newly created posts for staff at RHS "A" Centres, FW Centres and VBFPWs.
3.	Promotion of Contraceptives Surgery Services.	(i) Estimated Acceptors = 125,000/year. Through static and Extension Camping Services by RHS "A" Centres, RHS "B" Centres, NGOs, Health/Public and Private Sectors.	30-06-2001	
4.	Expansion of Contraceptive Choices at FW Centres in Islamabad District.	(i) Operational Research on Introduction of DMPA (Injectable contraceptive). - **18 months study will be initiated from July, 2000.**	31-12-2001	
5.	Improvement in the quality of training.	- Printing of revised curriculum of VBFPWs (male). - Printing of curriculum on RH Package for 6 weeks refresher training of FWWs. - Revision/Updating of Textbook for FWWs by holding series of workshops of RTI's trainers.	30TH June, 2001 30th June, 2001 Ist workshop before 31st December, 2000 2nd workshop before 30th June, 2001	Availability of funds. -do- -do-
6.	IEC/Advocacy: To sustain existing awareness level (97%) and motivate target	Multimedia approach employing electronic/print media will be used with emphasis on Inter-personal Communication (IPC)/Advocacy, as detailed below:-	1-7-2000 to 30-6-2001	i) Availability of funds. ii) Govern

S.No	Target/Goal	Proposed Plan	Time Frame	Remarks (Assumptions & Risks)
	population to adopt family planning for narrowing the gap between knowledge and practice (38%).	a) **Electronic Media:** • TV spots 1250 • Radio spots 900 b) **Print Media:** • Press ads 450 • Printed Material 125,000 Posters, pamphlets, Abadi Nama Leaf-lets, information kits, etc. c) **Inter-personal Communication (IPC)** • Seminars 5 (Religious leaders, journalists, etc.) • Conference 1 (National/International) d) **Advocacy:** • Study Tours 2 (Religious scholars, Policy-makers) e) **Research Studies/ Surveys** 1		ment restrictions to organize Seminars/Study Tours abroad, etc. iii) Engagement of Advertising Agencies to design and manage media campaign.
7.	**Training:** A. **Technical Training:** Completion of 18 months basic training of 425 Family Welfare Workers.	- Induction of thirty trainees for basic training at twelve RTIs all over Pakistan (12 x 30 x2 =720).	30th June, 2001	Availability of funds.
8.	Refresher training of 400 Paramedics on RH Package	- Refresher training of WWs/TCS/FTOs.	- 150 by 31st December, 2000. - 400 by 30th June, 2001.	Nomination of trainees by the Provinces.
9.	On the job training of trainers\supervisors of VBFPW's tehsil training centres to provide effective RH Training.	- Supervisory visits of VBFPW's tehsil training centres by faculty staff of RTIs.	- 165 centres to be visited by 31st December, 2000. - 165 centres to be visited again by 30th June, 2001.	Availability of transport/funds and faculty staff.
10.	Monitoring/Evaluation of activities	- Biannual meetings of all the Principals of RTIs to review their training activities,	- 1st before December,	Availability of funds.

S.No	Target/Goal	Proposed Plan	Time Frame	Remarks (Assumptions & Risks)
	of RTIs.	administrative and financial matters.	2000. - 2nd before 30th June, 2001.	
11.	Improving quality of services.	(i) Upgradation of skills of paramedics selected for promotion. (ii) Promotion of paramedics against the upgraded posts. (a) FWW to FWC (174) - RHS "A" Centres (104) - FW Centres (70) (b) LDC's to Account Assistant (104) - RHS "A" Centres (104) (c) FWAs from BS-5 to BS-7 (1512) - FW Centres (1512) (d) VBFPW Trainers: BS-9 to BS-11 (31)	31-12-2000 30-06-2001.	Identification of candidates for promotion. Upgradation of skills through training at RTIs.
12.	B. Non-Technical Training: Manpower Development & Regular in service training through 3 PWTIs at Lahore, Multan and Karachi for the following - a) 223 b) 265 c) 152 d) 975	a) Training of Senior Managers in management, problem solving Monitoring & Evaluation, reporting system, logistics & supplies, Interpersonal Communication, Male involvement, Islam & Family Planning etc. b) Training of Mid-level Managers in Population Dynamics Supervision, Communication Skills, Counseling, Record keeping, Inventory control & management training, Islam & Family Planning & Male Involvement etc. c) Training of Secretariat/Support staff in office procedures & management technical skills, reporting system, logistic & supplies, Inventory management maintenance of accounts, stores E&D Rules, GFR etc. d) Training of Service delivery staff in Population Dynamics National Family Planning standards, RHS Package, Counseling motivation, quality management, referals & linkages with other sector Islam & Family Planning, & Male Involvement, report writing & working with communities	June, 2001 -do- -do- -do-	The achievement of the targets is subject to:- 1) Provision of timely & adequate advance funds to PWTIs. 2) Availability of designated faculty for PWTIs. 3) Timely release of nominees by the Provincial Population Welfare Departments, NBDs, TGIS, PLDs etc. 4) Continued operation of PWTI, Multan during the year 2001.

S.No	Target/Goal	Proposed Plan	Time Frame	Remarks (Assumptions & Risks)
13.	Step-down Training/Orientation at district level for the following:- a) 5394 b) 3772 c) 3601	a) Orientation of employees of other Nation Building Departments/Provincial Line Departments and Target Group Institutions (in Population Dynamics, Population & Development, Islam & Family Planning b) Orientation of Community Based Groups in Islam and Family Planning. c) Orientation of Workers of Organized Industrial Sector in Islam and Family Planning.		
14.	**Monitoring:** Develop/computerize MIS at Divisional level.	- To equip 23 Divisions with Computer/ Accessories. - Training Divisional personnel to perationalize the equipment. - To develop Software to computerize Divisional level.		Availability of funds, appropriate manpower.
15.	Field testing of MIS.	Covering all District from each Province through sampling.	December, 2000.	Awareness of RH package in the selected District.
16.	Surprise field visits to 25 Districts.	Covering two districts each month.	Monthly.	Availability of manpower.
17.	Feedback on programme performance.	Prepare, Monthly, Quarterly and Annual Report.	- Monthly - Quarterly - Annual	-
18.	**Personnel Administration:** Filling of vacant posts through initial appointment/ promotion.	BS-20 2 BS-19 4 BS-18 97 BS-17 196 BS-16 45 BS 1-15 1368 Total: 1712	The vacant posts will be filled in within 6 to 12 months.	Subject to no restriction imposed by the Government.

Standards of service vis-à-vis other agencies and the public.

In Pakistan, the National Population Welfare Programme provides Reproductive Health Services with special focus on family planning services in combination with maternal and child health care and treatment of minor ailments through service centres of the government and Non-governmental Organizations. Service centres in hospitals are called Reproductive Health Service (RHS) Centres which are headed by doctors. Voluntary Surgical Contraception (VSC) is offered at RHS Centres which are equipped with this facility, alongwith a complete range of contraceptives and reproductive health services. These services are available both in the Government and Non-Governmental hospitals, as well as in free-standing clinics and are also provided by mobile teams.

Service Centres staffed by paramedics are called Family Welfare Centres (FWC). Contraceptive methods commonly available here include condoms, oral pills, IUDs and Injectables. These Centres also provide other reproductive health services.

Family planning services are also provided by Mobile Service Units and Village Based Family Planning Workers (VBFPWs) to the rural population. There is now full realization at the highest political level, of the consequences of rapid population growth and high maternal & infant mortality. The main focus of the programme strategy is to expand the National Population Welfare Programme coverage of population from the present 70 per cent to over 100 per cent, and to improve the efficiency of its implementation for maternal and child health care. It is intended to extend the Programme to cover the entire population by the year 2003.

For ensuring provision of good and uniform quality family planning services, minimum standards have been developed and adhere to, by all service providers as well as managers. These standards have been documented in the form of manual available at service outlets. (Copy of "A Manual of National Standards For Family Planning Services" is attached for ready reference). The standards for other areas of reproductive health such as safe motherhood, child health care, infertility management, cancer detection, management of RH related problem of adolescent and elderly, prevention and control of RTI/STD/HIV/Aids and enhanced male involvement will be developed by the Ministry of Health as agreed.

The Ministry of Population Welfare, provides quality family planning services under the following elements:-

- Choice of methods, which refer both to the number of methods offered on a reliable basis, and their intrinsic variability. The methods offered service significant subgroups as defined by age, sex, contraceptive intention, lactation status, health profile, and income groups.
- Information given to clients, which refers to the information imparted during service contact that enables clients to freely choose and use contraception with satisfaction.
- Technical competence, which involves factors such as the skill of the service provider, the observance of protocols, and meticulous asepsis required to provide clinical methods such as IUCDs, implants and sterilization.

- Inter-personal relations which are the personal dimensions of service; principally, the perceived effective content of exchanges between providers and clients or potential clients.
- Mechanisms to encourage continuity, which indicate a programme's interest and ability to promote continuity of contraceptive use.
- An appropriate constellation of services, which refers to the location of family planning services so that they are convenient and acceptable to clients, respond to their natural health concepts, and meet pre-existing health needs.

25. RAILWAYS DIVISON

Mission Statement

Managing the Pakistan Railways System for providing efficient passenger and freight service to the people of Pakistan and, Government departments. Improving the performance of the system by modernizing its facilities and enhancing its efficiency and revenue earning.

Existing Rules of Business

- All matters pertaining to Pakistan Railways.
- Movement and priority in respect of Defence traffic.
- Maintenance of railway lines for strategic reasons.
- Negotiations with international organizations and other countries and implementation of agreements, with them.
- Coordination of development projects of railways as a part of the national development programme.
- Standardization and specifications of materials and stores.
- Overall efficiency and safety of railways.
- Coordination of rail movements into and from Ports.

Proposed Rule of Business

- To operate the railway system as a well managed system by improving the state of its infrastructure and roling stock for fulfilling its social obligations in serving the people.
- To modernize its infrastructure for meeting the demands of present time, as well as the future i.e. next 15-20 years.
- To enhance the capacity of the system for taking on additional load of business by keeping the infrastructure well maintained for meeting strategic needs of the country.
- To enhance its quality of services and revenues earnings throughs private sector participation in running the business.
- To manage all commercial assets through an efficient and reliable Management Information System.

- To use railways as a complementary mode of transportation with road sector, ports and shipping and providing services, from customer premises to premises.

- To act as a regulator of railways system till creation of railway regulatory authority.

EXISTING ORGANIZATIONAL CHART

- **Secretary / Chairman**
  - **FGIR**
  - **Director / Vigilance**
  - Director Railway Operations
    - J.D/Traffic & Commercial
      - DD/AD Traffic-I
      - DD/AD Traffic-II
      - DD/AD Commercial-I
      - DD/AD Commercial-II
  - Director Technical
    - J.D/Mech. & Store
      - DD/AD Mech.
      - DD/AD Store
    - JD/Civil Engg.
      - DD/AD Works-I.
      - DD/AD Works-II
  - Joint Secretary (Admn.) Secretary Rly. Board
    - J.D/D.S Admn.
      - DD/AD/SO (Admn-I)
      - DD/AD/SO (Estt-I)
      - DD/AD/SO (Admn-II)
      - DD/AD/SO (Estt-II)
      - DD/AD/SO (G&C)
      - DD/AD/SO (B&C)
  - Dir Planning & Privatization
    - JD/PVT
      - DD/AD (PVT-I)
      - DD/AD (PVT-II)
    - DY.CHIEF PLANNING
      - ASST.CHIEF PLANNING
      - RESEARCH OFFICER
      - DD/AD (A&L)

Strength of Pakistan Railways:-

i)	Sanctioned strength.	1,23,337
Ii)	Posts surrendered/reduced.	11,548
Iii)	Post recommended to be surrendered after present review.	16,224
Iv)	Recommended sanctioned strength. (This will result in a reduction of Sanctioned strength by 28.4%)	95,565
v)	Weeded out during 2000.	
	(a) Officers	11
	(b) Staff	342
Vi)	Reduction due to retirement.	4,000
	Total:- (v) & (vi).	4,353
Vii)	On Roll Strength of the Pakistan Railways as on 18th October, 2000.	93,393
Viii)	Revised Sanctioned Strength	95,565

With the approval of Cabinet, a new Ministry, Ministry of Communications & Railways comprising of two Divisions, Communications Division and Railways Division, have been created.

Standards of service viz-a-viz Other Agencies.

- As compared with Road, Railways is safer, fuel-efficient and environment friendly.
- We have to improve the state of our infrastructure for improving the speed and punctuality of our passenger service.
- Quality of coaches is being improved through refurbishment.
- Tariff for freight is much loss compared to Road. Even then it is carrying about 5% of national freight traffic.
- Pakistan Railways has to increase its rolling stock and locomotives for taking on additional load of freight traffic.

Reorganization/Restructuring/Rightsizing of Ministry of Railways
Officers/Staff Ratio

S.No.	Officers		Staff		Ratio
1.	BPS	Total	BPS	Total	
2.	17-22	42	12-16	47	1 : 1
3.	-do-	42	5-11	68	1 : 1.6
4.	-do-	42	1-4	64	1 : 1.5
5.	-do-	42	1-11	132	1 : 3

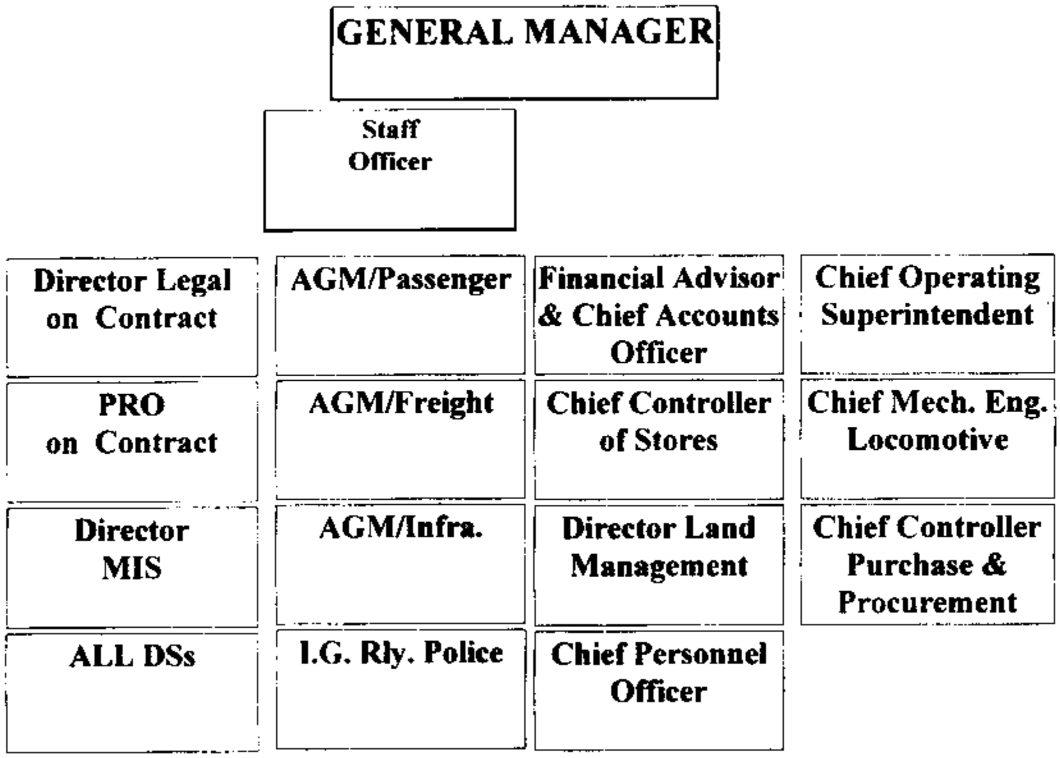
Organization of Ministry of Railways/Railway Board

S.No.	BPS	Before Merger		After Merger
		Ministry	Railway Board	
1.	22	1	-	1
2.	21	-	1	1
3.	20	3	2	4
4.	19	6	2	7
5.	18/17	21	15	29
TOTAL		31	20	42

Performance Indicators:-

i) To reduce the operational deficit and restructure the debit profile.
ii) To run all passenger trains for comfortable and safe journey, ensuring a higher standard of punctuality.
iii) To increase the speed and remove speed restrictions by improving the railway track.
iv) To assemble/manufacture locomotives for meeting essential needs of Pakistan Railways.
v) To build up the image and improve the quality of service based on an organized survey i.e. through gallop etc.

EXISTING ORGANIZATIONAL CHART OF GENERAL MANAGER



PRO: Public Relations Officer.
MIS: Management Information Systems.
I.G : Inspector General of Police

EXISTING ORGANIZATIONAL CHART OF GENERAL MANAGER/ MANUFACTURING & SERVICES

General Manager/ M&S

Staff Officer

M.D Loco Factory	**Financial Advisor & Chief Accounts Officer/(M&S).**	**Dy Chief Controller of Purchase & Stores (M&S)**
M.D Carriage Factory	**Director Health**	**Superintendent of Police (M&S)**
M.D Sleeper Factories	**Director Stores (M&S)**	**Dy Chief Personnel Officer/M&S**
MD Railcop	**M.D PRACS**	**Director of Schools**

26. RELIGIOUS AFFAIRS AND ZAKAT & USHR DIVISION

Mission Statement

To facilitate the Muslims of Pakistan to perform their religious obligations, implement Nizam-e-Zakat in Pakistan as per Sharia to alleviate the poverty through the proper management of Zakat funds, and to spread message of Islam and to enable Muslims of Pakistan to order their lives in accordance with the Islamic moral and religious values.

Existing Rules of Business 1973

1. Pilgrimage beyond Pakistan; Muslim pilgrims visits to India.
2. Ziarat and Umra.
3. Welfare and safety of pilgrims and zairian.
4. Administrative control of the Haj Directorate at Jeddah and dispensaries in Makkah and Medina.
5. Islamic studies and research including holding of seminars, conferences, etc., on related subjects.
6. Training and education of Ulemas and Khatibs etc.
7. Error-free and exact printing and publishing of the Holy Quran.
8. Exchange of visits of scholars of Islamic learning and Education, international conferences/seminars on Islamic subject and liaison with foreign and international bodies and institutions.
9. Ruet-e-Hilal.
10. Tabligh.
11. Council of Islamic Ideology.
12. Observance of Islamic Moral Standards.
13. Donations for religious purposes and propagation of Islamic Ideology abroad.
14. Marriage and divorce, infants and minor's adoption.
15. Auqaf.

16. Development of policies, arrangement for the proper collection, disbursement and utilization of Zakat and Ushr funds and maintenance of their accounts.

17. Maintenance of liaison with Pakistan Missions abroad for collection of Zakat and other voluntary contributions from Pakistan citizens and others residing outside Pakistan.

18. Supervision of the assessment and collection of Ushr by the Provincial Governments.

19. Organisation and administration of-

    (i) Central Zakat Council;

    (ii) Chief Administrators of Provinces and Federal Capital Territory;

    (iii) Divisional Zakat Offices;

    (iv) District Zakat and Ushr Committees;

    (v) Sub-Divisional Zakat Offices; and

    (vi) Local Zakat Committees.

20. Preparation of annual and supplementary budget for disbursement of Zakat and Ushr Funds by the Central Zakat Council and its approval.

21. Administration of ten per cent Zakat Funds earmarked for Local and District Zakat Committees.

22. Disbursement of Zakat Funds to national and other recognized institutions.

23. Monitoring of the collection, disbursement and utilization of Zakat and Ushr Funds and arrangement for their periodical and annual inspection and audit.

24. Coordination with the Auditor-General of Pakistan for the purpose of audit required under the Zakat and Ushr Ordinance, 1980.

25. Investments of Zakat Funds in non-profit bearing instruments as permitted under shariah.

26. Monitoring and evaluation of Zakat and Ushr system in Pakistan as well as study of these systems in other Muslim countries with a view to improve the system in Pakistan.

27-37 Omitted vide Cabinet Division Notification No.4-5/2000-Min.I (SRO I/2000), dated

Proposed Rules of Business

1. Pilgrimage beyond Pakistan; Muslim pilgrims visits to India.

2. Ziarat and Umra.

3. Welfare and safety of pilgrims and zairian.

4. Administrative control of the Haj Directorate at Jeddah and dispensaries in Makkah and Medina.

5. Islamic studies and research including holding of seminars, conferences, etc., on related subjects.

6. Training and education of Ulemas and Khatibs etc.

7. Error-free and exact printing and publishing of the Holy Quran.

8. Promotion of Tajweed and the teachings of the Quran.

9. Exchange of visits of scholars of Islamic learning and Education, international conferences/seminars on Islamic subject and liaison with foreign and international bodies and institutions.

10 Ruet-e-Hilal

11 Tabligh.

12 Council of Islamic Ideology.

13 Observance of the Principles of Policy and the follow-up of their implementation.

14 Islamic Education and teaching of the Holy Quran, Islamiat and Arabic.

15 Deeni Madaris.

16 Promote unity among Muslims

17 Observance of Islamic Moral standards and promotion of Islamic values.

18 Prevention of the printing, publication, circulation and display of obscene literature and advertisements.

19 Promote the observance of Islamic Ibadat, particularly the four pillars of Islam.

20 Public awareness about true Islamic beliefs and teachings of the Quran and the Sunnah.

21 Donations for religious purposes and propagation of Islamic Ideology abroad.

22 Protection of marriage and the family.

23 Marriage and divorce, infants and minor's adoption.

24 Development of policies, arrangement for the proper collection, disbursement and utilization of Zakat and Ushr funds and maintenance of their accounts.

25 Maintenance of liaison with Pakistan Missions abroad for collection of Zakat and other voluntary contributions from Pakistan citizens and others residing outside Pakistan.

26 Supervision of the assessment and collection of Ushr by the Provincial Governments.

27 Organisation and administration of-

(i) Central Zakat Council;

(ii) Chief Administrators of Provinces and Federal Capital Territory;

(iii) Divisional Zakat Offices;

(iv) District Zakat and Ushr Committees;

(v) Sub-Divisional Zakat Offices; and

(vi) Local Zakat Committees.

28. Preparation of annual and supplementary budget for disbursement of Zakat and Ushr Funds by the Central Zakat Council and its approval.

29. Administration of ten per cent Zakat Funds earmarked for Local and District Zakat Committees.

30. Disbursement of Zakat Funds to national and other recognized institutions.

31. Monitoring of the collection, disbursement and utilization of Zakat and Ushr Funds and arrangement for their periodical and annual inspection and audit.

32. Coordination with the Auditor-General of Pakistan for the purpose of audit required under the Zakat and Ushr Ordinance, 1980.

33. Investments of Zakat Funds in non-profit bearing instruments as permitted under shariah.

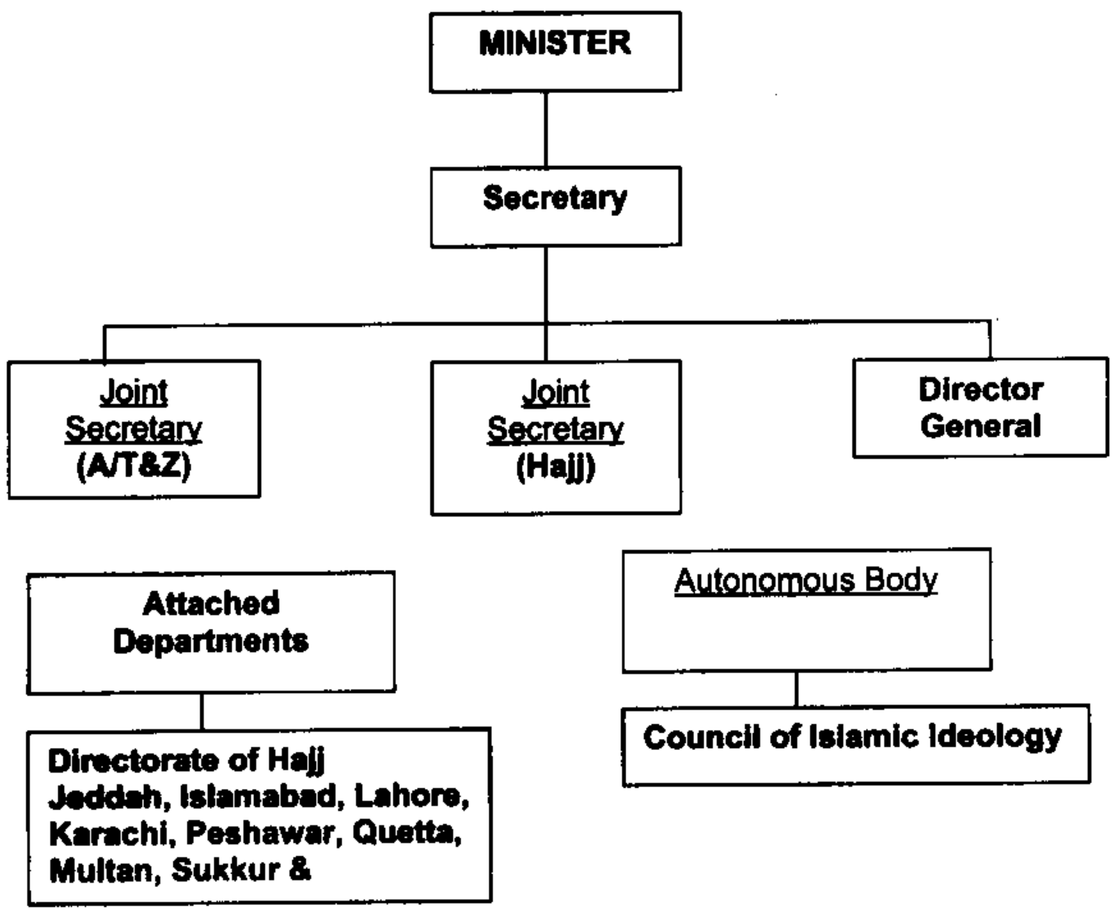
34. Monitoring and evaluation of Zakat and Ushr system in Pakistan as well as study of these systems in other Muslim countries with a view to improve the system in Pakistan.

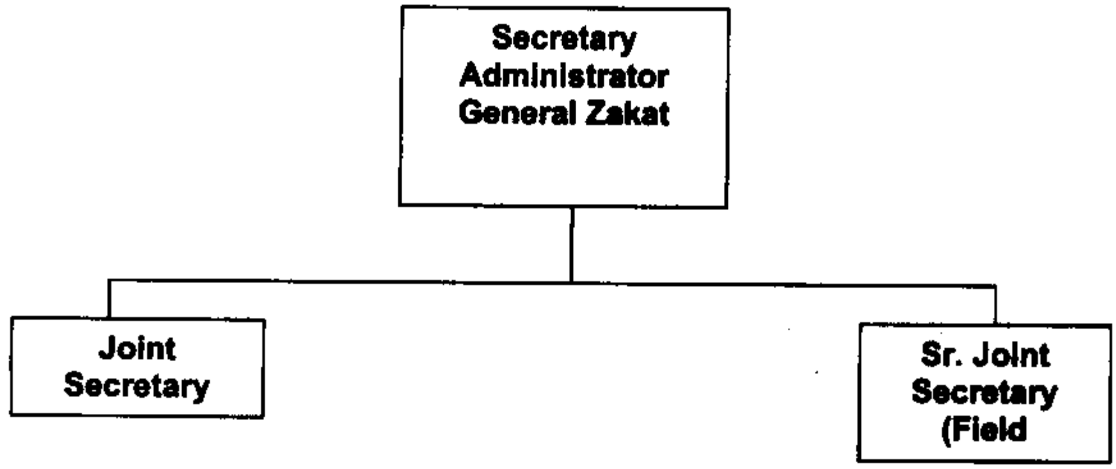
35. Administration of such organisations performing social security land other complementary functions in relation to Zakat and Ushr system.

36. Formulation of recruitment and service rules.

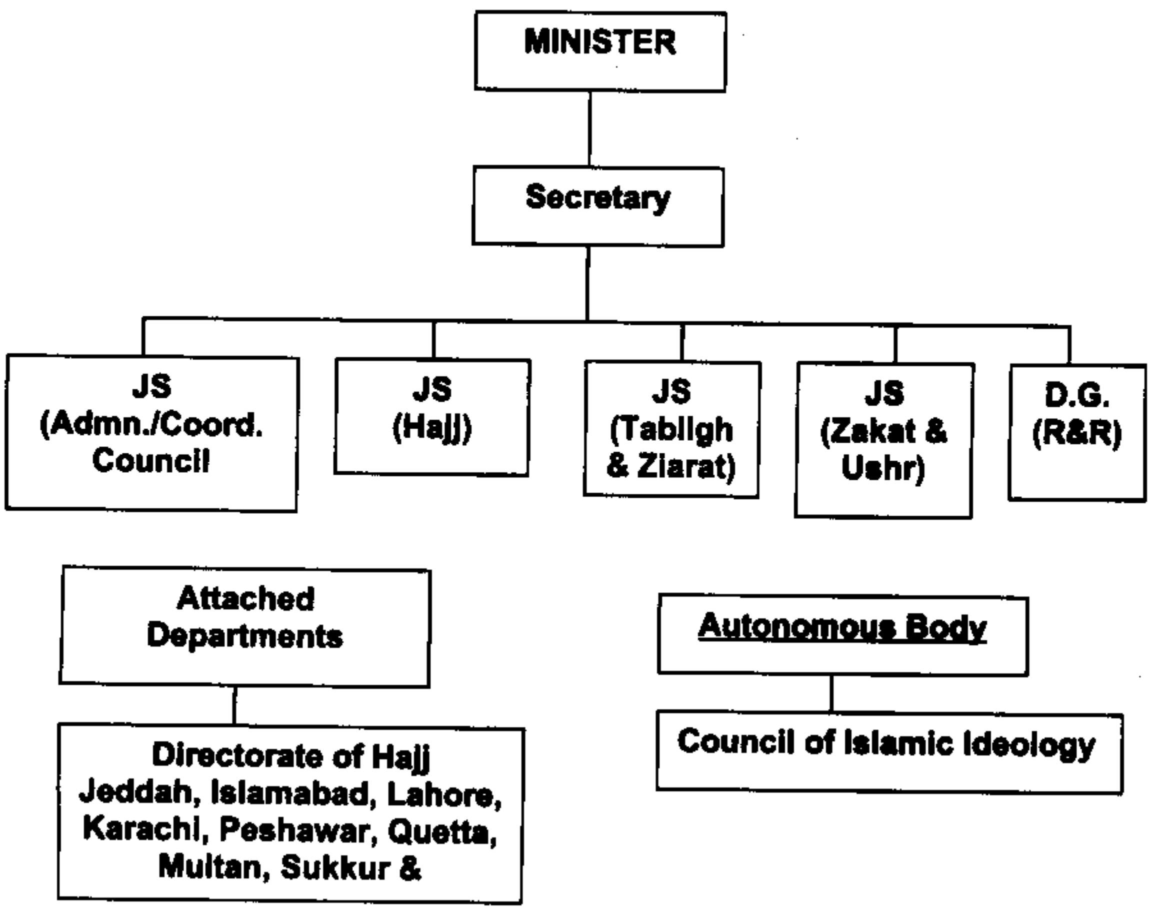
37. Performance of all other functions required under the Zakat and Ushr Ordinance, 1980 and the rules made thereunder.

EXISTING ORGANIZATIONAL CHART





PROPOSED ORGANIZATIONAL CHART



Performance Indicators

1. No. of pilgrims for whom Hajj arrangements were made.
2. No. of Zaireen who visited India under the management of this Ministry.
3. Donations made to the Religious Institutions in the country
4. Donations made to the Religious Institutions abroad.
5. Research work carried out by the R&R Wing of this Ministry.
6. Meetings held with the Ulema, Mashaikh and religious scholars.
7. Conferences, Seminars, Competitions arranged by the Ministry.
8. Zakat collected and disbursed during a year.
9. No. of Mustahkeen, and different institutions who were distributed Zakat.
10. Meetings of the different Ruet-e-Hilal Committee.

STATEMENT SHOWING THE BUDGET GRANT 1999-2000 AND BUDGET ESTIMATES FOR 2000-2001

Sr. No.	Name of the Wing	Budget Grant 1999-2000	Budget Estimates 2000-2001	Demand No.
1.	Religious Affairs Wing	74,079,000/-	59,245,000/-	100 & 102
2.	Zakat & Ushr Wing	20,791,000/-	22,565,000/-	100
3.	Hajj Directorates	83,657,000/-	87,691,000/-	102
	Total Rs.	178,527,000/-	169,501,000/-	

27. SCIENCE & TECHNOLOGY DIVISION

(Scientific & Technological Research Division)

Mission Statement

- To rapidly overcome the deficiencies and constraints that have prevented the S&T sector from contributing more menacingly to sustained national development and growth.

- To use S&T for national socio-economic objectives with particulars reference to meeting the basic needs of the population.

- To change the S&TR Division from its earlier marginal role to a position of certainly in the Economic Planning of the country and to build on the credibility that the S&T Sector has in the recent past secured for itself.

Rules of Business

1. Establishment of Tech-Town & Incubation Centers.

2. Establishment of laboratories for research and development the scientific and technological fields.

3. Establishment of Science & Technology universities and Institutes as specially assigned by the Federal Government.

4. Planning, coordination, promotion and development of science and technology monitoring and evaluation of research and development works, including scrutiny of development projects and coordination of development in this field.

5. To control & coordinates all Research & Development activities in the country in Science & Technological fields.

6. Promotion of applied research and utilization of results of research in the scientific and technological fields carried out at home and abroad.

7. Guidance to the institutions in the Federation as well as the provinces in the fields of applied scientific and technological research.

8. Co-ordination of utilization of manpower for scientific and technological research.

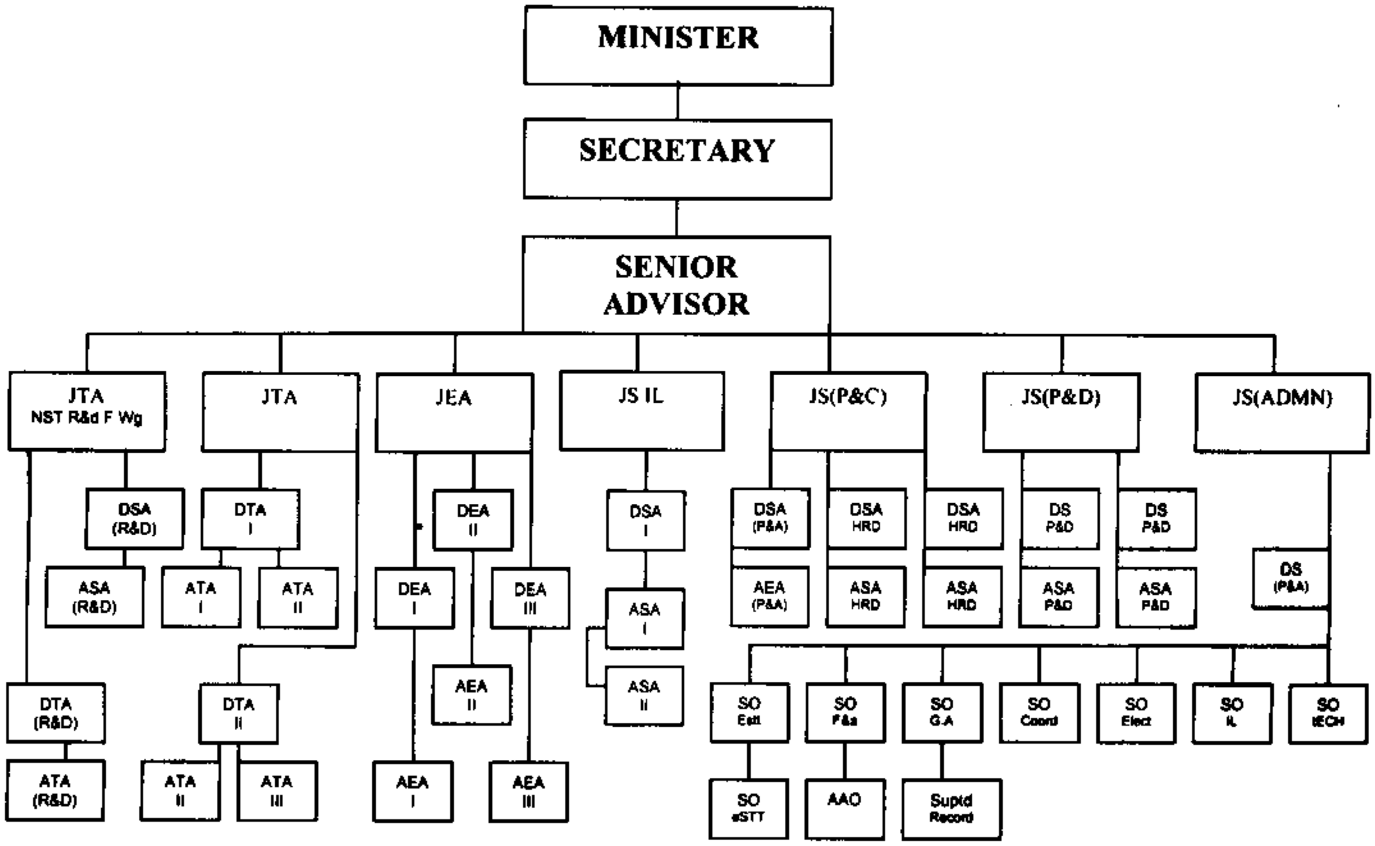
9. Promotion and development of industrial technology.

10. Promotion of scientific and technological contacts and liaison nationally and internationally, including dealing and agreement with other countries and international organizations.

11. Initiate promotional measures for establishment of venture capital companies for technological development and growth.

12. Support of NGOs concerned with development of science and technology.
13. Promotion of Metrology Standards, Testing and Quality Assurance System
14. Prescription of Standards and measures for quality control of manufactured goods.
15. Establishment of standards measures.
16. National Commission for Science and Technology (NCST)
17. Pakistan Council for Renewable Energy Authority (PORET) (formed out of merger of Pakistan Council for Appropriate Technology (PCAT) and National Institute of Silicon Technology (NIST)
18. Pakistan Council of Scientific & Industrial Research (PCSIR)
19. Pakistan Medical Research Council (PMRC) (May be deleted)
20. Pakistan Council of Research in Water Resources (PCRWR) (DRIP merged with PCRWR)
21. Council for Works and Housing Research (CWHR) (NBRI merged with CWHR).
22. Center for Applied Molecular Biology (CAMB)
23. Pakistan Science Foundation (PSF)
24. National Institute of Electronics (NIE)
25. National Institute of Oceanography (NIO)
26. National Institute of Power (NIP) (May be deleted)
27. Scientific & Technological Development Corporation of Pakistan (STEDEC)
28. National University of Science and Technology (NUST)
29. Pakistan Council for Science and Technology (PCST)
30. Pakistan Standards & Quality Control Authority (PSQCA) (Formed out of merger of Pakistan Standards Institution (PSO), Central Testing Laboratories (CTL), and Metal Industry Research & Development Center (MIRDC)
31. National Accreditation Council (NAC)
32. Pakistan Technology Board (PTB)
33. National Scientific & Technological Research & Development Fund (NSTRDF)

PROPOSED ORGANIZATIONAL CHART OF MINISTRY OF SCIENCE AND TECHNOLOGY



Statement showing Existing and Proposed Strength

BPS	Sanctioned Posts (Existing)	In Position	Vacant	Proposed reduction	Proposed Strength
17-22	34	26	8	3	31
12-16	36	36	01	3	33
1-11	95	95	0	14	81
Total:-	**165**	**157**	**8**	**20**	**145**

Proposed Staff Strength

S.No.	Nomenclature of the Post	BPS	Proposed
1.	Senior Scientific / Technological Adviser	21	1 ((upgraded)
2.	Joint Secretary (Admn)	20	1 (upgraded)
3.	Joint Scientific Adviser / Joint Technological Adviser (For S&T Fund)	20	2 (upgraded)
4.	Deputy Scientific Adviser / Deputy Technological Adviser	19	5
5.	Deputy Technological Adviser	19	2
6.	Deputy Scientific Adviser (For S&TR Fund)	19	1
7.	Assistant Technological Adviser (For S&TR Fund)	18	2
8.	Assistant Scientific Adviser / Assistant Technological Adviser	18	4
9.	Assistant Scientific Adviser	18	11

The ratio of officers in Grade (BS-17-22) and those in Grade (BS-12-16) 1.1 as a % of the total strength would be 19.66 and 80.33

List of Autonomous Organizations under the Scientific & Technological Research Division

1. Pakistan Council of Scientific & Industrial Research (PCSIR)
2. Pakistan Science Foundation (PSF)
3. Pakistan Council for Science & Technology (PCST)
4. National University of Sciences and Technology (NUST)
5. Pakistan Council of Research in Water Resources (PCRWR)
6. Pakistan Standards & Quality Control Authority (PSQCA)
7. Pakistan Council for Renewable Energy Technologies (PCRET)
8. National Institute of Electronics (NIE)
9. Council for Works and Housing Research (CWHR)
10. National Institute of Oceanography (NIO)
11. Center for Applied Molecular Biology (CAMB)
12. Scientific & Technological Development Corporation of Pakistan (STDCP)
13. National Accreditation Council (NAC)
14. Pakistan Technology Board (PTB)

28. STATISTICS DIVISION

Mission Statement

To upgrade the National Statistical System to respond to the current socio-economic data requirements for policy formulation and economic & social development Planning and to provide quality data on timely basis.

Proposed Allocation of Business under Rules of Business 1973

1. Formulation of policy regarding Statistics for Pakistan and devising a suitable statistical system to conform with the policy.

2. Preparation and updation of an overall integrated plan for development and improvement of statistics in Pakistan.

3. Preparation of annual programmes in accordance with agreed priorities and to take necessary steps for their execution.

4. Preparation of budgetary prosposals for annual programmes for statistical improvement and development.

5. Coordination with the federal and provincial governments, autonomous, semi-autonomous bodies and international organizations on statistical matters.

6. Evaluation and introduction of standard concepts, definitions and classifications pertaining to national statistics.

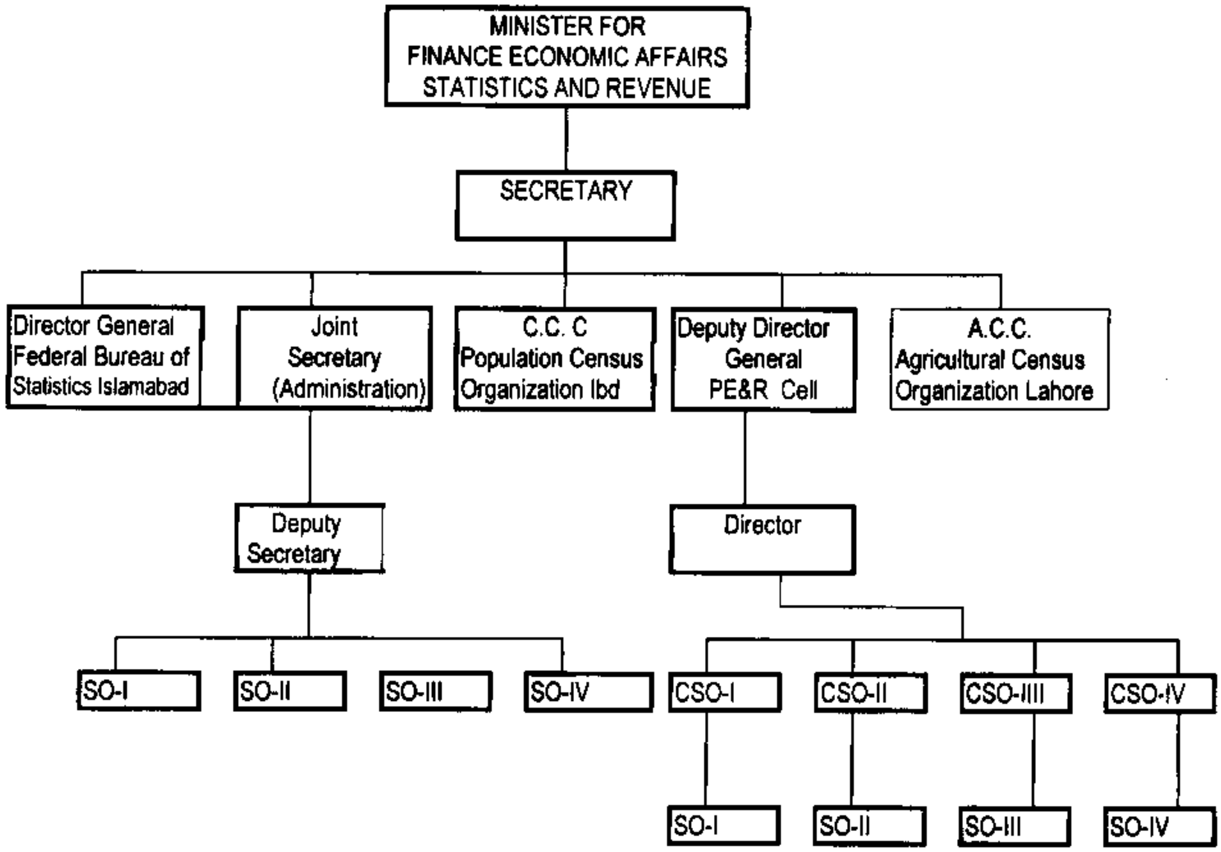
7. Preparation and implementation of local and foreign training programmes in the field of statistics.

8. Preparation , printing and release of publications on national statistics.

9. Undertaking of national censuses and surveys including population and housing census, agricultural census and livestock census.

10. Administration of statistical acts including general statistics act, 1975 and industrial statistics act, 1942.

Organizational Chart of Statistics Division



Note:
- D.G. Director General
- C.C.C Chief Census Commissioner
- A.C. C Agricultural Census Commisioner
- S.O. Section Officer
- C.S.O. Chief Statistical Officer
- S.O. Statistical Officer

Existing & Proposed Staff Strength

a) Number of employees in grade 17-22 should be equal to the number of employees in grade 11-16.

b) Number of employees in grade 1-10 should be equal to number of employees in grade 17-22.

BPS	Existing Strength	Proposed Strength	Ratio
22	1	1	
20	2	2	
19	2	1	
18	4	3	
17	9	8	
Sub-total BPS 17-22	18	15	
16	3	3	
15	5	4	
12	8	7	
11	10	8	
Sub-total BPS 11-16	26	22	1:1.46
07	6	4	
05	9	6	
04	5	5	
02	2	2	
01	18	14	
Sub-total BPS 1-10	40	31	1:2.06
01 (Frash, Sweeper, Chowkidar and Mali)	8	8	
G.total: BPS 1-22	92	76	(17.39%) Reduction

Note: The officers to staff ratio cannot be reduced to the recommended level of 1:1 because of the existing secretariat Sectional set up comprising Assistants, UDCs and LDCs which cannot be done away with unless so notified by the Establishment Division.

Population Census Organization

BPS	Existing Strength	Proposed Strength	Ratio
21	1	1	
20	7	7	
19	4	4	
18	19	17	
17	64	64	
Sub-total BPS 17-21	95	93	
16	9	-	
15	8	8	
14	14	14	
13	1	1	
12	30	30	
11	283@	183@	
Sub-total BPS 11-16	345	236	1:2.53 1:1.62*
09	63	40	
08	2	2	
07	25	25	
05	46	46	
04	30	30	
03	5	5	
02	1	1	
01	67	64	
Sub-total BPS 1-10	239	213	1:2.29 1:1.86**
01 (Chowkidar, Frash & Sanitary Worker)	45	45	
G.total: BPS 1-21	724	587	(18.9%) Reduction

* Excluding Cartographers and Composers (14) in B-14. Statistical Assistants, Geographical Assistants, Senior Draftsmen and Senior Machinemen (71) in B-11.

** Excluding Junior Draftsmen (40) in B-09.

@ Excluding 90 contract posts of Statistical Assistants (B-11) surrendered to FBS for their Economic Census.

Federal Bureau of Statistics

BPS	Existing Strength	Proposed Strength	Ratio
21	2	2	
20	8	8	
19	21	22	
18	67	70	
17	311	311	
Sub-total BPS 17-21	409	413@	
16	36	36	
15	27	27	
14	36	36	
12	69	69	
11	625	620	
Sub-total BPS 11-16	793	788	1:1.90 1:0.50*
10	176	176	
09	2	2	
08	5	5	
07	58	58	
06	23	18	
05	123	98	
04	53	53	
03	13	13	
02	20	20	
01	130	116	
Sub-total BPS 1-10	603	559 1:0.89**	1:1.35
01 (Chowkidar, Mali & Sanitary Workers)	73	73	
G.total: BPS 1-21	1878	1833	(2.4%) Reducation

@ Including additional requirements of 1 Senior Instructor (B-19) and 3 Instructors (B-18) for Training Wing of FBS. Detailed justification for these posts is enclosed.

* Excluding Statistical Assistants, Field Coordinators & other technical posts in B-11 (579).

** Excluding KPVOs and Draftsmen in B-10 (168) and Assistant Field Coordinators in B-6 (23).

Note: The total strength does not include the contract posts in various categories of different projects.

Strengthening of FBS Training Wing, Lahore

At the time of establishment of PISTAR (now FBS Training Wing) in 1987-88 to cater the training needs of statistical personnel, a total number of 11 professional positions were proposed to be created for efficient and smooth functioning of the Institute. But the Institute started its work with bare minimum 4 faculty members including Principal, Vice Principal and two Instructors. However, it was planned to increase the strength of Professional Officers from 4 to 11 over a period of three years to cope with the increasing demand as a result of expanding activities of the Institute. Hectic efforts were made to strengthen the Institute but these could not materialize due to ban on creation of new posts and down-sizing process of civil administration.

2. Since its estbalishment the activities of the Training Wing have increased manifold, while it is fulfilling its obligations with the limited faculty and resources. But is unable to meet the increasing demand of training in new fields of statistics including implementation of new methodology. For this purpose the Training Wing of FBS needs to be properly strengthened. The detail of expanding activities is given as under.

i) During its starting period i.e. from 1989-90 to 1991-92, the Training Wing restricted itself to holding short courses of two/three weeks duration only whereas since 1992-93, the Training Wing has introduced two regular courses of eight weeks duration each i.e. " Statistics for Professionals" and "Statistics for Beginners"

ii) As a result of introduction of the above additional regular courses the duration of training period per year increased from 10 weeks to 25 weeks which is now 30 weeks with the introduction of obligatory courses recommended by National Statistical Council(NSC) and for implementing the decisions of Cabinet to start Computer Literacy Programme.

iii) Previously, the Training Wing was organizing training courses by utilizing its resources only whereas presently Training Wing is also collaborating with international agencies like U.N's Statistical Institute for Asia and the Pacific (SIAP) for conducting training courses at its campus. In this regard this Wing and SIAP have already conducted three country courses successfully. Further, a regional course for ECO countries on Application of Information Technology to statistical work is planned to be conducted in 2001 in collaboration with SIAP.

3. Thus, for enhancing the capacity of the Training Wing to impart trianing of highest standard to statisticians from within and outside the FBS, it needs to be strengthened by providing additional qualified and experienced faculty with teaching and research capabilities as mentioned below:

i) One Senior Instructor Statistics (BPS-19)

ii) Three Instructors (BPS-18) in Economics, statistics and Computer.

4. It is also proposed to convert the existing post of Vice Principal (BPS-20) to that of Chief Instructor (BPS-20).

Statement Showing the Details of Budget Grant 2000-2001 and proposed Budget Estimates 2001-2002 of Proposed reduced strength in Respect of Statistics Division and its attached Departments

Head of Account	Budget Grant 2000-2001	Budget Estimates 2001-2002 of Proposed Reduced Strength	Proposed Budget Estimates 2001-2002 of Reduced Posts (One Year)	Proposed Budget Estimates 2001-2002 of Existing Strength
1	2	3	4	5
Estt. Charges	218,520,000	231,923,845	10,345,989	242,269,834
Other Charges	102,566,000	101,520,000	-	101,529,000
Total:	321,086,000	333,443,845	10,345,989	343,789,834

Statement Showing the details of Budget Grant 2000-2001 and Proposed Budget Estimates 2001-2002 of proposed reduced Strength of Statistics Division

Head of Account	Budget Grant 2000-2001	Budget Estimates 2001-2002 of Proposed Reduced Strength	Proposed Budget Estimates 2001-2002 of 16 Reduced Posts (One Year)	Proposed Budget Estimates 2001-2002 of Existing Strength
Estt. Charges	6,885,000	6,014,000	1,066,000	7,080,000
Other Charges	5,116,000	5,628,000	-	5,628,000
Total:	12,001,000	11,642,000	1,066,000	12,708,000

Statement Showing the details of Budget Grant 2000-2001 and Proposed Budget Estimates 2001-2002 of Proposed Reduced Strength of Federal Bureau of Statistics

Head of Account	Budget Grant 2000-2001	Budget Estimates 2001-2002 of Proposed Reduced Strength + 4 Additional Posts	Proposed Budget Estimates 2001-2002 of 49 Reduced Posts (One Year)	Proposed Budget Estimates 2001-2002 of Existing Strength
1	2	3	4	5
Estt. Charges	138,197,000	156,910,000	1,291,000	158,201,000
Other Charges	42,435,000	50,073,000	-	50,073,000
Total:	180,632,000	206,983,000	1,291,000	208,274,000

Statement Showing the details of Budget Grant 2000-2001 and Proposed Budget Estimates 2001-2002 of Proposed Reduced Strength of Population Census Organization

Head of Account	Budget Grant 2000-2001	Budget Estimates 2001-2002 of Proposed Reduced Strength	Proposed Budget Estimates 2001-2002 of 16 Reduced Posts (One Year)	Proposed Budget Estimates 2001-2002 of Existing Strength
1	2	3	4	5
Estt. Charges	51,679,000	44,999,845	7,988,989	52,988,834
Other Charges	35,290,000	38,819,000	-	38,819,000
Total:	86,969,000	83,818,845	7,988,989	91,807,834

Existing and Proposed Strength-

S.No	Ministries/Divisions/Attached Departments/Autonomous Bodies	Existing Strength			Total	Proposed Strength			Total	Existing Budget (Rs.)	Proposed Budget (Rs.)
		BPS 17-22	BPS 12-16	BPS 1-11		BPS 17-22	BPS 12-16	BPS 1-11			
1	Statistics Division (Main)	18	16	58*	**92**	15	14	*47	**76**	12,001.000	10,935,000
	Attached Departments										
2	Federal Bureau of Statistics	409	168	* 1301	**1878**	@ 413	168	+ 1252	**1833**	180,632,000	179,849,000
3	Population Census Organization	95	62	** 567	**724**	93	53	** 441	**587**	86,969,000	79,000,000
4	Agricultural Census Organization	23	14	# 137	**174**	23	14	# 137	**174**	41,484,000	41,484,000

* Includes 8 posts of Frash, Sweeper, Chowkidar and Mali.

\+ Includes 73 posts of Frash, Sweeper, Chowkidar and Mali posted in different field offices scattered all over the country.

@ Including additional requirements of one Senior Instructor (B-19) and three Instructors (B-18) for Training wing of FBS. Detailed justification for these posts is annexed.

** Includes 45 posts of Frash, Sweeper, Chowkidar and Mali posted in different regional offices

\# Includes 11 posts of Frash, Sanitory worker and Chowkidar.

Note: i) The total strength does not include the contract posts in various categories of different projects of FBS.

ii) No reduction in staff strength of ACO has been proposed as a major restructuring exercise was carried out in 1997 by reducing the staff strength from 473 to 174.

Statement showing the details of budget grant 2000-2001 and Proposed Budget Estimates 2001-2002 in respect of Agricultural Census Organization

Head of Account	Budget Grant 2000-2001	Budget Estimates 2001-2002 of Proposed Reduced Strength	Proposed Budget Estimates of Reduced Posts (one year)	Proposed Budget Estimates 2001-2002	Remarks
Estt. Charges	21, 759,000	2,400,000	-	24,000,000	
Other Charges	19,725,000	7,000,000	-	7,000,000	
Total:	41,484,000	31,000,000	-	31,000,000	

29. WATER AND POWER DIVISION

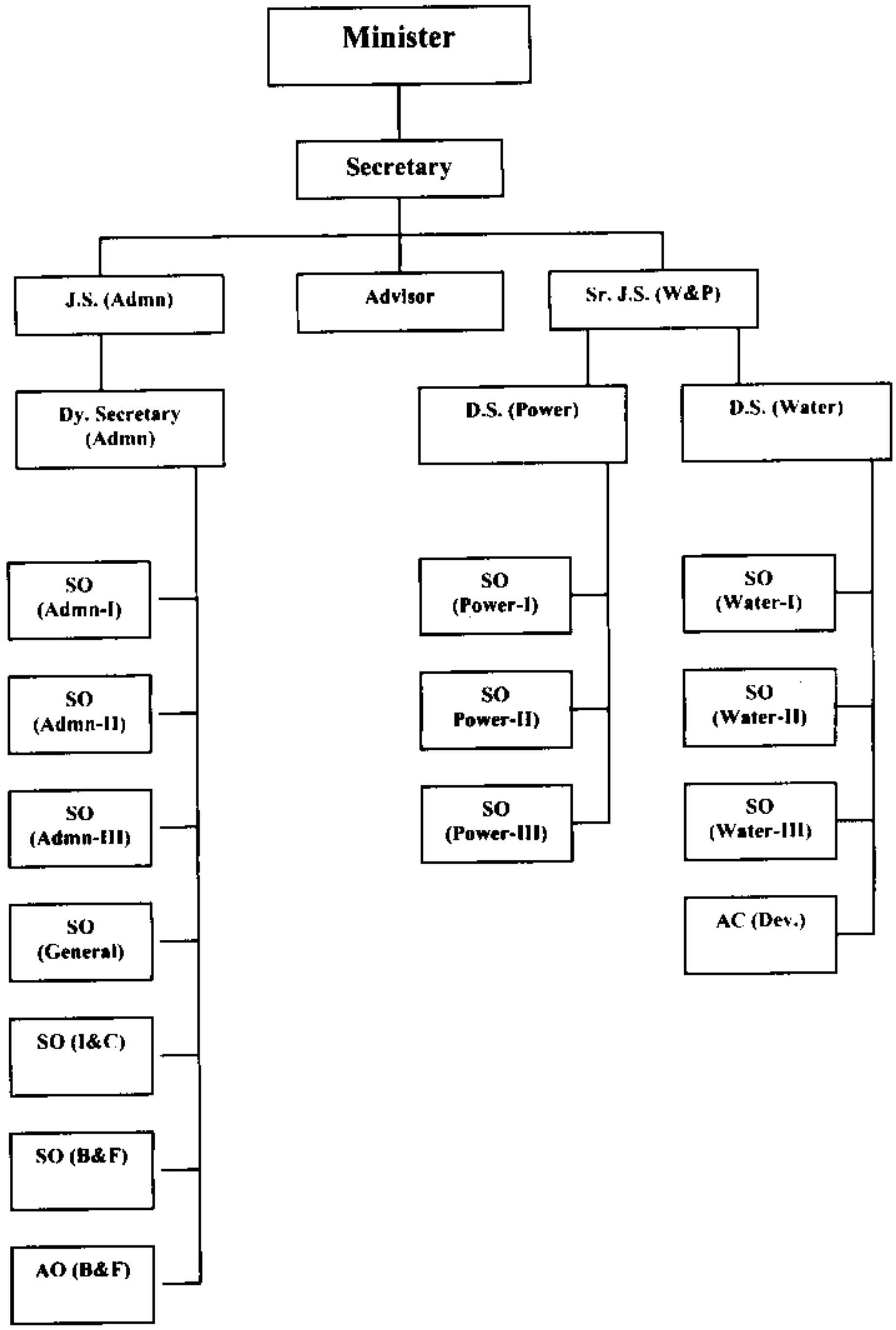
Mission Statement

Ministry of Water and Power will develop policies to meet future Energy and Water requirements and the drainage problems of Saline Water throughout Pakistan. For this purpose in liaisons and in consultation with Provinces, Wapda (its successor Organizations) International experts etc., plans will be developed, financing identified and arranged; monitoring systems put in place, to implement the policies; using all available indigenous resources and I.T. facilities.

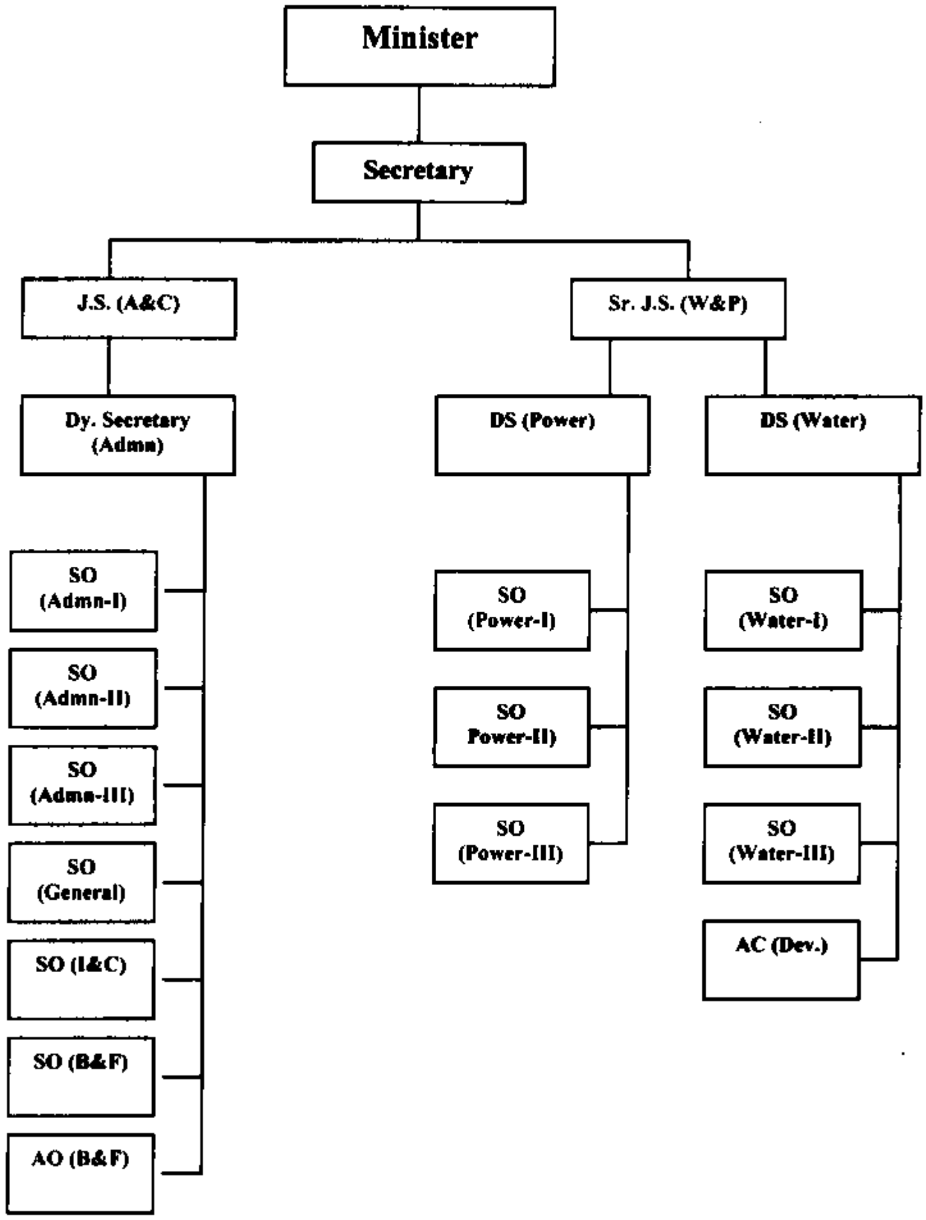
Existing/Proposed Rules of Business of Ministry of Water and Power

S.No	Existing	Proposed
1.	Matters relating to Development of Water and Power resources of the Country	
2	Indus Waters Treaty 1960 and Indus Basin Works.	
3	a. Water and Power Development Authority. b. Matters relating to electric utilities.	
4	Liaison with international engineering organization in water and power sectors, such as International Commission on Large Dams, International Commission on Irrigation and Drainage and International Commission on Large Power System (Cigre)	
5	Federal agencies and institutions for promotion of special studies in water and power sectors.	
6	a. Electricity b. Karachi Electric Supply Corporation and Pakistan Electric Agencies Limited.	Words"Successor companies of Wapda on Power side such as PEPCO, DISCOS, GENCOS,NTDC" are added.
7	a. Matters regarding Engineering Council. b. Institute of Engineers, Pakistan.	
8	National Engineering (Services) Pakistan.	
9	Administrative control of: i) National Tubewell Construction Company. ii) National Power Construction Company.	
10	Indus River System Authority (IRSA).	
11	Private Power and Infrastructure Board.	
12	National Drainage Authority	

EXISTING ORGANIZATIONAL CHART



PROPOSED ORGANIZATIONAL CHART



Existing/Proposed Strength of Officer (bs-17 to 22) M/o of Water and Power

S. No	Name of Post	BPS	Existing	Proposed	In Position	Vacant
1	Secretary	22	1	1	1	-
2	Sr.Joint Secretary	21	1	1	1	-
3	Joint Secretary	20	1	1	1	-
4	Advisor	20	1	-	-	1
5	Deputy Secretary	19	3	3	3	-
6	Section Officer	17/18	11	11	11	-
7	Assistant Chief	18	1	1	1	-
8	Accounts Officer	17/18	1	1	1	-
9	Private Secretary	17/18	4	2	2	2
Total			24	21	21	3

- One post of Adviser (BS-20) and Two Posts of Private Secretary (BS-17/18) have been proposed for abolition in proposed Restructuring/Rightsizing.

Proposed Sanctioned Strength In Respect of Officer (Bs-17 To 22) In M/O of Water and Power

S. No	Name of Post	BPS	Proposed Strength
1	Secretary	22	1
2	Sr.Joint Secretary	21	1
3	Joint Secretary	20	1
4	Deputy Secretary	19	3
5	Section Officer	17/18	11
6	Assistant Chief	18	1
7	Accounts Officer	17/18	1
8	Private Secretary	17/18	2
Total			21

Existing/Proposed Strength Of Staff (Bs 1 To 16)
Ministry Of Water And Power

S. No	Name of Post	BPS	Existing	Proposed	In Position	Vacant
1	Superintendent	16	3	3	3	-
2	Assistant Incharge	15	1	1	1	-
3	Stenographer (English)	15/16	10	7	10	-
4	Stenographer (Urdu)	15	1	1	1	-
5	Stenotypist (English)	12/14	14	14	14	-
6	Stenotypist (Urdu)	12	1	-	1	-
7	Assistant	11/15	17	17	15	2
8	U.D.C.	7/9	3	3	3	-
9	L.D.C.	5/7	13	13	13	-
10	Telex Operator	7	1	1	1	-
11	Driver/DR *	4/56/7	9	9	7	2
12	Daftary	2/4	2	2	2	-
13	D.M.O.	4	1	1	1	-
14	P.P.C.O.	4	1	1	1	-
15	Quasid	2/3	3	3	3	-
16	Naib Quasid	1/2	28	28	26	2
17	Frash	1/2	1	1	1	-
	Total		109	105	103	6

Three posts of Stenographer (BS-15/16) and One post of Urdu Stenotypist (BS-12) has been proposed for abolition in the proposed Restructuring/Rightsizing

Present Key activities with respect to Power Sector

- Processing of PC-I and PC-II for development projects and undertaking feasibility studies.
- Monitoring of development projects to ensure its implementation.
- Development of hydel potential of the country to generate cheaper electricity.
- Preparation of Public Sector Development Programme.
- Coordination through the Economic Affairs Division to arrange foreign funding for Development Projects.
- Meetings with Foreign Review Missions of Foreign lending Agencies.
- Issues relating to tariff setting for different category of consumers.

- Coordination for recovery of electricity arrears from different Federal and provincial Organizations.
- Representation in International Forums relating to Energy like World Energy Council and Asian Pacific Energy Council (APEC).
- Corporatization of Power Sector.
- Privatization of Power Sector.
- Implementation of Power Policy.
- Rural Electrification.

Public Sector Installed Generation Capacity

S.No.	Name of Power Station	Capacity (MW)
	Wapda System (Hydel)	
1.	Tarbela (1-14)	3478
2.	Mangla (1-10)	1000
3.	Warsak (1-6)	240
4.	Small Hydels	107
	Sub-total (Hydel)	4825
	Thermal (Public)	
5.	Shahdara Gas turbines.	85
6.	Faisalabad Steam	132
7.	Faisalabad Gas Turbines.	100
8.	Faisalabad Combined Cycle	144
9.	Multan Steam	260
10.	MESCO Steam	20
11.	Muzaffargarh Steam (1-6)	1370
12.	Guddu Steam (1-4)	640
13.	Guddu Combined Cycle (1-9)	1015
14.	Jamshoro Steam (1-4)	880
15.	Sukkur Steam	50
16.	Kotri Gas turbines	30
17.	Kotri Combined Cycle.	144
18.	Quetta Steam	15
19.	Quetta Gas Turbines.	68
20.	Lakhra Fluidized Bed (1-3)	150
21.	Pasni (Diesel Sets).	17
	Sub-Total Thermal (Public)	5120
	Total (WAPDA)	9945
22.	KESC	1801
	Total (Public)	11746
	Total (Private)	5198
	Grant Total (Public+Private)	16944

Private Sector Installed Generation Capacity

Sr.No.	Name Of Power Station	Capacity (MW)
1.	KAPCO	1621
2.	Hub Power Project	1292
3.	Kohinoor Energy	131
4.	AES Lalpir Ltd.,	362
5.	AES Pak Gen Ltd.	365
6.	Southern Electric Power	117
7.	Habibullah Energy Ltd.	140
8.	Rouch (Pak) Power Ltd.	412
9.	Saba Power Company	114
10.	Japan Power Generation	120
	KESC AREA	
11.	Gul Ahmed Energy	136
12.	Tapal Energy	126
13.	KANUP	137
14.	Pak Steel	165
	Total (Private)	5198

Public Sector (WAPDA)

(a) under implementation

1. Ghazi Barotha Hydropower Project (1450 MW) (Expected date of completion-July, 2003).
2. Chashma Hydropower Project (184 MW) (Expected date of completion - July, 2001).
3. Secondary Transmission and Grid Station Project (Expected date of completion- 30-6-2001).
4. Rehabilitation of Warsak Hydropower Project (150 MW to 240 MW).
5. 500 KV Transmission Line from Muzaffargarh and Gatti.
6. Power Dispersals of Ghazi Barotha Hydropower Project.
7. Village Electrification.
8. 132 KV Grid station and Transmission Line in Mekran Area.

(B) PROPOSED PROJECTS (WAPDA)

1. Modernization of extension of Load Despatch System.
2. Augmentation and Extension of Over Loaded Grid System.

Feasibility Completed

1.	Kalabagh	3600 MW
2.	Neelum-Jhelum	963 MM
3.	Jinnah	96 MW

Performance

	1998-99	1999-2000
- Billing	Rs. 133.3 Billion	Rs.143.8 Billion
- Collection	Rs. 122.5 Billion	Rs.132.3 Billion
- Excess Collection.	Rs. 9.8 Billion	
- Increase	8%	

	Billing 1999-2000	Recovery
- Receiveable from Government Departments.	Rs. 38.118 Billion	Rs. 28.296 Billion

- Recovery through Rs.298.14 (millions). detection Bills. (including spill over).

Service Standard

- One Window Operation 867 Sub-Divisions
  For:
  (i) New connections/re-connection.
  (ii) Correction of Bills/issue of duplicate bills.
  (iii) Electricity fault removal.
  (iv) Any other Problem.

- Utility Bills
  - 5614 Bank Branches.
  - 8406 Post Offices.

- Incentives to Industries/Sick Industries.
- Incentives to Agricultural Tubewells.
- Reclamation of Distribution transformers.
- Load Shedding has been eliminated.
- Supply of electricity for Turbat, Kaghan Valley and Tabina Plateau.
- 68047 Villages so far electrified.

Ministry of Water and Power
(Water Wing)

The responsibilities/duties of the Water Wing of the Ministry of Water and Power and of the concerned attached departments (WAPDA's Water Wing, Federal Flood Commission, IRSA & PCIW), cannot be compared as no similar responsibilities/assignments are carried out by the other agencies and public.

Key Performance Indicators

Responsibilities	Performance Indicators
1.Matters Relating to the: (i) Development of Water Resources Projects like construction of large, medium and small reservoir;watershed management; barrages/headwork;irrigation network; and installation of snow and rainfall data collection systems, and telemetry network. (ii) Salinity Control and Reclamation Projects and (iii) Flood Projection/Control Schemes	- Preparation and processing for approval of PC-IIs (for undertaking feasibility studies) and PC-Is (for implementation of development projects). - Processing of consultancy agreements. - Arrangement for budgetary provision in the yearly Public Sector Development Programme. - Timely releases of duns. - Regular monitoring of ongoing projects to provide feedback to the project management, resolve issues facing the projects, resolve issues facing the projects in an efforts to complete these projects within planned time and approved cost. - Post-project evaluation for future planning. - Preparation of PC-III (quarterly progress reports) and PC-IV) (Completion reports). - Preparation of Plans for proper for proper and regular operation and maintenance of projects to accrue maximum benefits from them; - Arrangement/provision of budget for operation and maintenance.

	- Review the performance of completed projects on regular basis and taking appropriate measures to ensure their sustenance. - Review the progress with foreign financing agencies. - Internal review meetings on the ects.
2. National Drainage Programme.	- Review/resolving matters of vital importance in the Federal Programme Steering Committee held on quarterly basis. - Taking steps to expedite transformation of Provincial Irrigation Departments into self-financing Provincial Irrigation and Drainage Authorities, and restructuring of Water Wing of Wapda. - Removal of impediments in hiring the multi-disciplinary consultancies required as per approved Programme. - Arrangement for carrying out planning and research studies. - Preparation/processing of core investment projects. - Review/monitoring progress of the work on regular basis.
3. Policy matters of IRSA and Water Apportionment Accord.	- Release of water to the provinces according to their indents. - Apportionment of water shortages, in case of droughts/less-water availability periods, among provinces in a judicious manner keeping in view the concerned clauses of the Accord. - Resolution of issues arising from interpretation of various clauses of the Accord in the light of instructions received from Ministry of Law, Justice and Human Rights.

	- Conducting meeting to review the position of smooth supplies to provinces and to resolve related disputes among the stake-holders
4. Technical matters of Pakistan Commissioner for Indus Waters (Indus Basin Treaty).	- Arrangements for shifting IRSA Headquarters from Lahore to Islamabad. - Arrangements for preparation of PC-I for installation of telemetry system along the rivers at important points. It will be operated by IRSA to ensure fair apportionment of water among provinces. - Arrangements of visit of delegations of Pakistan Experts, under the auspicious of Pakistan Commission for Indus Waters (PCIW), to India and also for the Indian Experts delegations to review the adequacy of the existing arrangements needed especially for the ensuing flood season and to discuss/resolve the issues raised in contravention of the Indus Basin Treaty.
5. Liaison with International engineering organizations in water and power sectors such as International Commission on Large Dams, and International Commission on Irrigation and Drainage.	- Processing, for appropriate decisions, if reports received from PCIW. - Exchange of experience, and sharing of information and technology in respect of large dams, drainage and irrigation. - Taking part in world policy formulation for large dams,drainage and irrigation. - Arranging visits of senior engineers for participation in workshops/seminars of ICOLD & ICID.
6. Others related works.	- Arranging DDWP meeting for approval of projects fall in its competency. - Preparation of summaries for the consideration of the Chief Executive

	of Pakistan, Cabinet, ECC and IPCC. - Preparation of summaries for Chairman, ECNEC for the grant of anticipatory approval in highly required cases. - Preparation of working papers/briefs for the meeting held in the Ministry with foreign financing agencies. Provincial Governments and other concerned agencies. - Recording and distributing minutes of meetings held in the Ministry of Water and Power

(f) Standard of Services vis-a-vis other agencies and the Public.

The responsibilities/duties of the Water Wing of the Ministry of Water and Power and of the concerned attached departments (WAPDA's Water Wing, Federal Flood Commission, IRSA & PCIW), cannot be compared as no similar responsibilities/assignments are carried out by the other agencies and public.

NATIONAL DRAINAGE AUTHORITY

Background

An effective and efficient drainage system is essential to sustain environmentally sound irrigated agriculture. The Indus Basin has flat topography, porous soils, and semi-arid climate with high evaporation. In such an environment, irrigation without drainage leads inevitably to rising water tables and eventual salinity.

Since 1960, Pakistan has been implementing an ambitious program of Salinity Control and Reclamation Projects (SCARPs:51 projects to date), the scope of which is summarized in the table below:

EXISTING DRAINAGE FACILITIES							
Province	Drainage Area (Ma)	Surface Drains (KM)	Surface Drainage				
			Tubewells (Numbers)			Tile Drains (Ma)	Intercepting Drains (Km)
			FGW*	SGW*	ScW*		
Punjab	7.79	7326	8065	1985	--	0.130	--
Sindh	4.29	5980	4161	365	376	0.045	561
NWFP	0.53	1990	491	--	--	0.377	--
Balochistan	0.16	160	--	--	--	--	--
Total	**12.77**	**15456**	**12717**	**2350**	**376**	**0.522**	**561**

FGW stands for 'Fresh Groundwater'; SGW stands for 'Saline Groundwater'; ScW stands for "Scavenger tubewells".

Unlike the irrigation network, which is contiguous, Pakistan's drainage network is by sharp contrast not interconnected. Much of the drainage effluent is either retained in the IBIS or disposed into the rivers and canals. The drainage solutions, which Pakistan has so far applied to the problem, have been slow to stem the rising tide of waterlogging and salinity. Further, most of the drainage effluent which is generated is retained or recycled within the basin, as noted above. The consequence of operating a vast, inefficient, and interconnected irrigation system for decades first without drainage, and then later interwoven with an inefficient inadequate and discontinuous drainage system has been the gradual rising of the water table and associated salinity. The loss of agricultural land to waterlogging and salinity substantially exceeds the amount of new land brought under irrigation expansion schemes during the same period.

Current Disposal Strategy: 24 million of the 33 millions tons of salt which are brought into the basin annually are retained and recycled within it (i) 2.2 million tons are stored in evaporation ponds in Cholistan Desert;(ii) 2.6 million tons are stored in Pakistan's largest inland freshwater lakes (Manchar and Hammal) on the Right Bank Indus; (iii) 0.7 million tons are trapped in the Peshawar Valley; and (iv) 18.5 million tons are stored in the aquifer through direct seepage from canals, watercourses, and drains. The rest is disposed into the Arabian Sea via the Lower Indus River itself. This means that salinity levels increase rapidly as extraction of irrigation supplies increases in the Lower Indus. But in addition to distributing river supplied salt, additional salts are mobilized directly onto the surface (and retained) in FGW areas due to tubewell irrigation.

Drainage Options: Pakistan has three basic options for dealing with its drainage problem. The first option is to dispose the drainage effluent outside IBIS. The second is to minimize the drainage effluent by changing the chemistry of drain water, either through dilution and reuse, or through concentration and separation of dissolved salts for subsequent disposal. The third option is to prevent or reduce the volume of drainable suplus through source control. The options are not mutually exclusive. Each of these options must meet the criteria of completeness (the extent to which they can be implemented alone or they rely on other options), effectiveness (the extent to which they solve the drainage problem), effeciency (the extent to which an option is cost-effective), and acceptablity (the extent to which an option is acceptable for whatever reasons).

There is now a widespread consensus among all stake holders that the lack of an effective drainage system for the IBIS is by far the principal threat to the sustainablility of agriculture in the Indus Basin, and that it demands urgent solutions. Not only must the drainable surplus be reduced dramatically and premenently at soucre, but internal drainage must be more adequate, and the IBIS must be provided with a drainage outlet to the Arabian Sea; hence the urgency of consturcting the National Surface Drainage System (NSDS). The NSDS is intended to link the Spinal Drain of the Left Bank Outfall Drain (LBOD) to the upper reaches of the Indus Basin in Punjab through a trunk drain, and possible to the Main Nara Valley Drain (MNVD) on the Right Bank of the River Indus.

National Drainage Accord

The Executive Committee of National Economic Council (ECNEC) considered the summary dated April 22, 2000 submitted by the Planning and Development Division with reference to NDP and took the decision that "The Planning and Development Division and Ministry of Water and Power should formulate proposal for a National Drainage Accord in consultation with the Provincial Governments and submit the same to the competent forum for consideration."

The outline of the proposed National Drainage Accord is currently under discussion with the four Provinces under the aegis of Federal Programme Steering Committee. A final outline of the accord shall hopefully be available within the next 03 months.

Regulatory Arrangements to Oversee Implementation of National Drainage Accord

Regulation and disposal of drainage effluent is an extremely complex issue having far-reaching implications on other Provinces. In order to coordinate, regulate and oversee the implementation of National Drainage Accord, it is proposed that a permanent regulatory body namely National Drainage Authority (NDA) be established at the federal level on the pattern of IRSA. The proposed Authority should be headquartered at Islamabad in the Office of Chief Engineering Adviser, Ministry of Water and Power and would comprise Chief Engineering Adviser as the ex-officio Chairman of the Authority, with one member each from four Provinces, WAPDA, and Pakistan Environmental Protection Agency (PEPA). The Secretaries of the Provincial

Irrigation Departments, Member (Water), WAPDA and Director General, PEPA could act as ex-officio members of National Drainage Authority. The Authority would be assisted by a full-time Chief Engineer (Regulation) with some support staff.

A tentative organization chart of the proposed National Drainage Authority is enclosed as Annexure-I.

The broad functions of the Authority shall be:

i) Lay down the basis for the regulation of saline drainage effluent within the Provinces and its ultimate sustainable disposal
ii) Coordinate and regulate inter-agency activities regarding gauging and recording of drainage effluent flows and exchange of pertinent data and monitor, compile and review drainage effluent produced and disposed at critical points on monthly/quarterly basis.
iii) Review and specify drainage generation and disposal patterns and periodically review such operations for efficient regulation and advise various Provinces on efficient management of their drainage effluents.
iv) Review and determine environmental impact of effluent disposal through various Provinces and recommend remedial measures.
v) Resolve conflicts that may arise between two or more Provinces in respect of disposal of drainage effluent.

MINISTRY OF WATER AND POWER
The Office of Pakistan Commissioner for Indus Waters

Mission Statement

The Office of Pakistan Commissioner for Indus Waters was created in pursuance of Article VIII of Indus Waters Treaty 1960 for the implementation and enforcement of provisions of the Treaty. It was given the status of an attached department of the Ministry of Water and Power in 1975. The Office is exclusively allocated the function of implementation of the Treaty keeping in view the sensitivity and high importance of the matter. To deal with the questions arising out of Indus Waters Treaty, sound technical knowledge, awareness about the relevant laws, and diplomatic and strategic approach is needed. The Office of PCIW thus provides a specialization in its particular field. Since vital national interests are attached with the Treaty, it is considered to be in public interest that the Office of PCIW continues to deal with the same subject as an independent entity.

Under the provisions of the Treaty the PCIW is the representative of Pakistan Government and is the regular channel of communication between the two countries unless either Government decides to take up any particular question directly with the other Government. Accordingly, all the information relating to river-flows necessary for flood control activities is obtained from India directly by this Office and then passed on to the Departments/Agencies concerned. This role is thus distinct and irreplaceable. Moreover, its location is very ideal for a better coordination between the agencies and Department concerned. This capability of the office of PCIW can be benefitted from through a more effective coordination. In view of performance attached to the Treaty, and intricacies involved in its enforcement, PCIW's role would become more pronounced as the years go by and demand on water resources and Hydro-electric Development grows.

Existing and the Proposed Rules of Business of the Office of Pakistan Commissioner for Indus Waters

According to the Rules of Business, 1973, with reference to the Office of PCIW, the function of implementation of Indus Waters Treaty 1960 is assigned to the Ministry of Water and Power.

The detailed Rules of Business of the Office of PCIW are spelt out in Article VIII of the Treaty as follows :-

Function of Commissioner For Indus Waters

(A) To act as the representative of his Government for all matters arising out of the Treaty and to serve as a regular channel of communication on all matters relating to implementation of the Treaty, unless either Government should decide to take up any particular question directly with the other Government.

(B) To furnish or exchange of data provided for the Treaty.

(C) To give any notice or respond to any notice provided for in the Treaty.

Functions of Permanent Indus Commission
(Comprising Commissioner of both countries)

(D) To establish and maintain co-operative arrangements for the implementation of the Treaty:

(E) To promote co-operation between the parties in the development of the waters of the Rivers and , in particular:

(i) To study and report to the two Governments on any problem relating to the development of the waters of the Rivers which may be jointly referred to the Commissioners by the two Governments.

(ii) To make every effort to settle promptly & in accordance with the provisions of Article IX(I), any question arising their under.

(iii) To undertake once in every five years, a general tour of inspection of the Rivers for ascertaining the facts connected with various developments and works on the Rivers. (As per agreed arrangements, the general tour is divided into parts and undertaken every year alternately in India and Pakistan so that in five years the inspection of all the Western and Eastern Rivers is completed).

(iv) To undertake promptly, at the request of either Commissioner, a tour of inspection of such work or sites on the Rivers as may be considered necessary for ascertaining the facts connected with these works or sites.

3. The treaty also contains a provision for exchange of data with respect to the flow in, and utilization of the Rivers, which shall be exchanged regularly between the two countries. This data is exchanged on monthly basis.

4. Pakistan is also obliged under the Treaty to maintain in good order its portions of four Drains, viz (1) Hadiara Drain, (2) Kasur Nala, (3) Salimshah Drain, and (4) Fazika Drain. The Office of PCIW ensures proper maintenance of these drains in contact with the Irrigation and Power Department of the Government of Punjab.

5. During flood season (1st July-10th October) every year, the Office of PCIW makes with India arrangements for the relaying to Pakistan ,on daily basis, information relating to river -flows over telephone ,through radio broadcast and top-priority telegrams .After obtaining the said information form India, it is forthwith passed on to the National Flood Forecasting Bureau/Flood Forecasting & Warning Centers and other user agencies for necessary arrangements.

6. No deletion in the functions is proposed . The functions assigned to the department are being performed satisfactory in close association and consultation with the concerned departments and agencies. The Office of OPCIW is working with minimal strength and administrative budget. As per information available

with the Officer , a good number of Indian Hydro - electric Projects are in pipeline not yet executed due to financial constraints. This Officer has accordingly to effectively handle the Indian activities on Western River anticipated in the future . In view of the past satisfactory performance in a very sensitive and important subject , having specialized knowledge continue this Office as a separate and distinct entity.

7. Being the only normal channel of communication between India & Pakistan , the office of PCIW has the advantage and potential to play a more effective role in the dissemination of 'river-flow' information and work for more effective co-ordination between the Departments and Agencies concerned during the flood season.

Key Performance Indicators

Monitoring of Western rivers in India and occupied Jammu & Kashmir

Indus Waters Treaty provides that India shall be under an obligation to let flow all the waters of the Western Rivers; The Indus, The Jhelum and The Chenab; and shall not permit any interference with these waters, except for the following uses :-

(a) Domestic use

(b) Non-consumptive use

(c) Agricultural use

(d) Generation of Hydro-electric power

[Para (2) Art-III]

(e) Storage of water

	Storage Capacity in Mil Acres		
	General	Power	Flood
Indus	0.25	0.15	Nil
Jhelum			
Excluding Main	0.50	0.25	0.75
Jhelum Main	Nil	Nil	As necessary for flood control in off channel to be released after flood recedes
Chenab			
Excluding Main	0.50	0.60	Nil
Chenab Main	Nil	0.60	Nil
	[Para(4) of Art.III read with Para (7) & (9) Annex-E]		

The uses at (d) and (e) above are of great significance for Pakistan. There is a system of continuous monitoring by the Office of PCIW and through Agencies concerned to avert violation by India.

2. Overall Functioning of the Treaty

The Indus Waters Treaty 1960 is discussed in the World as one of the most successful bilateral Treaties. The disputes arising out due to violation by India have been successfully dealt with. For example :-

- The dispute of Silal Hydro-Electric Power was resolved in 1978. Resultantly India reduced the height of gates from 40 feet to 30 feet and plugged the lower level outlets.
- No storage is allowed on Jhelum main. India's designs to convert the Wullar Lake into Wullar Barrage were frustrated by forcing India to suspend the construction work in 1978. Dispute is presently under resolution at the level of two Governments.
- Controversy on the design of proposed Baglihar Hydro-electric Plant (900 MW) on Chenab Main is under resolution at the level of Commissioners.
- Controversy on the design of proposed Kishanganga Hydro-electric Plant (300 MW) on River Jhelum and Neelam is also under resolution at the level of Commissioners.

It is evident from the above examples that the Treaty is working satisfactorily and Pakistan is taking due notice of each and every violation made by India in respect of Western Rivers.

Besides, safeguarding the interests of Pakistan, the Treaty is providing a source of linkage, exchange of delegations and useful information between the two countries.

3. Obtainng of River flow information from India and dissemination to the concerned agencies in Pakistan

Pakistan has made arrangement with India for the supply of subject information through different sources such as telephone, telegrams, radio broadcast for the timely and speedy transmission of river flow information. This obligation is being fulfilled by India to our entire satisfaction. As regards dissemination of the information so obtained from India, the Office of Pakistan Commissioner for Indus Waters has a speedy system of transmission of the data/information to the Flood Control Agencies. Through better arrangement and the services of the Office of PCIW can be exploited in a far better manner. Nevertheless, the performance indicator from this point of view is quite satisfactory.

4. Exchange of data relating to river flows of the entire indus basin.

Both the countries exchange data in respect of all the rivers of Indus Basin. The historical data collected in this manner is very useful for various exercises and research work. The regular exchange of data and its compilation and collation is yet another indicator of satisfactory performance.

MINISTRY OF WATER & POWER
OFFICE OF THE CHIEF ENGINEERING ADVISER/ CHAIRMAN, FEDERAL FLOOD COMMISSION

Mission Statement:

As the highest Engineering body of the government at the Federal level, it is expected to watch the technical developments and advancement in the field of engineering in the country. The functions of this organization are of paramount importance for policy formulation in Water and Power sectors and evolving sector strategy. The water and power sectors are the key players in our economy especially when almost 70% of our population depends upon agriculture. Water is a fundamental ingredient and development of water resources can contribute positively in the national economy. At the federal level, there is a pressing need for policies which are uniform for the whole country and do not take into consideration contradictory regional prejudices. As the matters dealt with in this office cut across provincial boundaries, provinces themselves are not in a position to coordinate such activities amicably. The organisation will thus continue to perform its assigned role at policy level in future as well.

Many organizations are performing somewhat overlapping functions, especially in the Water Sector. In the present era of institutional reforms and rightsizing, WAPDA will be partially privatized (Power Sector) and it would be financially unviable for Water wing to exist independently. Office of Pakistan Commissioner for Indus Waters is also likely to be merged with the office of CEA/CFFC and as such, this office is emerging as the pivotal Federal Agency for dealing with all issues relating to water sector in the country.

In the Power Sector, the Government is presently concentrating on hydropower development in order to utilize the enormous potential and to reduce foreign exchange expenditure on imported fuel. According to reliable figures, more than 30,000 MW electricity can be produced through development of hydel power. The future power requirement projection is of basic significance for achieving the optimal results through forward planning. For dealing with these two objectives, which are not being adequately addressed, CEA's office is ideally suited to handle them professionally. As a matter of fact, the entire hydel sector coordination and monitoring is being dealt with by this office and its role can be enhanced to the level of a focal point for hydropower development.

Federal Flood Commission

The devastation and colossal loss to life and property is a natural outcome of floods. No country in the world has been able to completely protect itself from this natural hazard. However, in order to minimize the adverse effects of floods, concerted efforts, integrated policies and professional approach do contribute significantly. Pakistan has been a victim of flood disasters since its independence. Numerous stand-alone flood protection schemes were implemented by provinces till 1977 which were partially successful. FFC, after its creation, in 1977 formulated a national plan for flood protection, envisaging structural and non-structural measures (flood forecasting/ warning). The provinces are the implementers and owners of the structures executed by them through federal resources. However, FFC ensures optimal use of these scarce resources on an integrated river basin approach and monitors the progress of these projects.

Last year, during a presentation to the then Prime Minister and the Chief of Army Staff (now Chief Executive), it was emphasized that the role of FFC be further strengthened (Annexure-A). A summary to this effect was then moved (Annexure-B) but unfortunately, due to various reasons of the previous government, it was not favourably considered. This Summary highlights the future vision of the FFC.

Functions including Revisions in Rules of Business

The Functions of the Office of CEA/CFFC are summarized as under:-

i. Assist the Federal Government in policy making in the Water & Power Sectors.
ii. Technical Scrutiny of projects in the Water and Power Sectors submitted by WAPDA/ KESC / Provinces
iii. Adjudication of inter agency / inter provincial disputes and conflict resolution in the Water and Power Sectors
iv. Monitoring and Evaluation of Projects and performance of executing agencies in the Water and Power Sectors country wide
v. Act as focal point for liaison and coordination with international organizations such as ICOLD , ICID, WEC, GWP and other multi lateral agencies
vi. Formulation, and Coordination for implementation of National Flood Protection Plans
vii. Technical Scrutiny of all the flood protection schemes submitted by the provinces and monitoring of these schemes which are implemented by the provinces
viii Review of damages to Public infrastructure and review plans for their rehabilitation
xi. Formulate plans for improvements in flood forecasting and warning system
x. Preparation of a research program for flood control/ protection and evolving design standards.
xi. Recommendations for principles of regulation of reservoirs for flood control and enforcement of Dams Safety Regulations.
xii. Management of Floods through a monitoring and effective vigilance system over the entire country.

No change in Rules of Business is suggested.

Organizational Structure Required To Perform These Functions, Which May Or May Not Be The Present Hierarchical Structure

The total sanctioned strength of the organization of the CEA in the various periods remained as under:-

Financial Year	Officers (B17-22)	Staff	Total
1958-59	26	104	130
1990-91	31	122	153
1997-98	34	122	156
2000-01	21	94	115

It would be thus be seen that the organization has been continuously undergoing on exercise of rightsizing.

For efficient performance of the functions assigned to the organisation we have purposed realistic, concise and efficient structure (Annexure -C).The existing orgnisation chart is enclosed.(Annexure-D).

Officers and support staff required to work these structures and efficiently perform desired gunctions:

The set up required for efficient performance of functions is reflected in (Annexure-E). Existing staff position is enclosed (Annexure-F).

Key Performance Indicators

Performance Indicators/Output:

i) Being an advisory and expert body, the work done by CEA/CFFC 's office is qualitative in nature and therefore it is not easy to quantify it. Nevertheless, it has long-lasting impact on the policies and economic outputs in the Water and Power sector. Projects worth more than Rs.4 billion are technically examined and appraised by this organisation annually for implementation by the Federal and Provincial implementing agencies.

ii) A lot of conflict resolution between provinces and decision making on vital issues relating to Flood Control, Irrigation and Drainage, is also facilitated by this office.

iii) Liaison with international agencies and technical forums such as ICOLD, ICID and GWP is being done by Office of CEA which helps to b ring in latest Engineering developments and Technical knowledge on water sector besides exchange of experience between experts in the field.

Standard of Service Vis-A-Vis Other Agencies And The Public

The organization is not directly involved in execution/performance of public services. Its functions being of advisory nature, have to advise Government of Pakistan, Federal/Provincial Agencies to implement and execute engineering projects in most efficient and economical manner. Under the Flood Control Projects, the organisation is involved in arranging financial resources through various agencies and out of Federal Government Resources and their releases to the Federal/Provincial Agencies for flood protection measures to save human lives and valuable public/private structures/installations.

Existing Sanctioned Strength of the Office of Chief Engineering Adviser/Chairman Federal Flood Commission

S.No.	Name of Post with BPS	Strength.
1.	Chief Engineering Adviser/Chairman Federal Flood Commission, B-21	1
2.	Engineering Adviser (Civil)B-20)	1
3.	Chief Engineer (DSC)B-20	1
4.	Deputy Engineering Adviser (Power)B-19	2
5.	Government Inspector of Electricity (B-19)	1
6.	Deputy Engineering Adviser (Civil)B-19	1
7.	Superintending Engineer (Floods)B-19	2
8.	Director B-19	1
9.	Assistant engineering Adviser (Power)B-18	1
10.	Assistant Engineering Adviser (Civil)B-18)	1
11.	Senior Engineer (Floods)B-18	2
12.	Assistant Engineer (Floods)B-17	3
13.	Computer Programmer, B-17	1
14.	Accounts Officer, B-17	1
15.	Administrative Officer, B-17	1
16.	P.S to CEA/CFFC, B-17	1
17.	Superintendents, B-16	4
18.	Assistant Librarian, B-16	1
19.	Accountant, B-16	1
20.	Computer Operator, B-16	1
21.	Stenographers, B-15	13
22.	Head Draughtsman, B-13	1
23.	Stenotypist, B-12	3
24.	Draughtsman, B-11	3
25.	Sub-Engineer, B-11	1
26.	Assistant, B-11	10
27.	Upper Division Clerk, B-7	7
28.	Lower division Clerk, B-5	6
29.	Tracer, B-5	1
30.	Feroprinter, B-4	1
31.	Driver, B-4	4
32.	Dispatch Rider, B-4	1
33.	Daftri, B-2	1
34.	Qasid, B-2	1
35.	Naib Qasid, B-1	22
36.	Farash, B-1	4
37.	Chowkidar, B-1	4
38.	Sweeper, B-1	2
	Total:-	**115**

PROPOSED ORGNISATION ON RIGHT SIZING BASIS

Personal Office of Chief Engineering Adviser/Chairman Federal Flood Commission

Sl. No	Name of Post	Proposed Strength	Higher Support Staff (B. 12-16)	Total of 3+4	Lower Support Staff (B. 1-11)	Total
1.	CEA/CFFC (B-21)	1	1 (Stenographer)	2	2 (LDC+Qasid)	4
2.	PS to CEA	1			1 Naib Qasid	2

Civil Engineering Cell

Sl. No	Name of Post	Proposed Strength	Higher Support Staff (B. 12-16)	Total of 3+4	Lower Support Staff (B. 1-11)	Total
1	Engineering Adviser (B-20)	1	1 (Stenographer)	2	2 (LDC + NQ)	4
2	Deputy Engg. Adviser (B-19)	1	1 (Stenographer)	2	2 (Asstt.+ NQ)	4
3	Asstt. Engg. Adviser (B-18)	1	1 (Stenotypist)	2	1 (NQ)	3
4	Librarian (B-17)	1		1	1 (Library Assistant)	2

Power Engineering Cell

Sl. No	Name of Post	Proposed Strength	Higher Support Staff (B. 12-16)	Total of 3+4	Lower Support Staff (B. 1-11)	Total
1	Engineering Adviser (B-20)	1	1 (Stenographer)	2	2 (LDC + NQ)	4
3	Deputy Engg. Adviser (B-19)	1	1 (Stenographer)	2	2 (Asstt.+ NQ)	4
4.	Govt Inspector of Electricity (B-19)	1	1 (Stenographer)	2	1 (NQ)	3
5	Asstt. Engg. Adviser (B-18)	1	1 (Stenotypist)	2	1 (NQ)	3

Flood Cell

Sl. No	Name of Post	Proposed Strength	Higher Support Staff (B. 12-16)	Total of 3+4	Lower Support Staff (B. 1-11)	Total
1	Chief Engineer (B-20)	1	1 (Stenographer)	2	2 (LDC + NQ)	4
2	Superintending Engineer (B-19)	2	3 (2 Steno-graphers + One Head D.M)	5	10 (4 Sub Engr/ DM+2 Asstt +1 Tracer+1 Feroprinter+2 /Qasids)	15

3.	Senior Engineer (B-18)	2	2 (Stenotypist)	4	2 (NQ)	6
4.	Assistant Engineer (B-17)	3	2 (Steno Typist)	5	2 (NQ)	7
4	Accounts Officer (B-17)	1	1 (Accountant)	2	2 (Asstt + NQ)	4

Dams Safety Council

Sl. No	Name of Post	Proposed Strength	Higher Support Staff (B. 12-16)	Total of 3+4	Lower Support Staff (B. 1-11)	Total
1	Chief Engineer (B-20)	1	1 (Stenographer)	2	2 (LDC + NQ)	4
2	Hydraulics Engineer (B-18)	1	1 (Stenotypist)	2	1 (NQ)	3
3	System Analyst (B-18)	1	1 Computer Operator	2	1 (NQ)	3
4	Programmer (B-17)	1		1	1 (KPO)	2

Administration Cell

Sl. No	Name of Post	Proposed Strength	Higher Support Staff (B. 12-16)	Total of 3+4	Lower Support Staff (B. 1-11)	Total
1	Director (B-19)	1	1 Stenographer	2	1 (Naib Qasid)	3
2	Admn Officer (B-17)	1	1 Superintendent	2	1.Transport .Assistant 1.Estt. Assistant 1.Store/Stationery Asstt 1.LDC (R&I)	6
3	Budget & Accounts Officer/ DDO (B-17)	1	1 Superintendent	2	1.Asstt./Cashier 1.Budget Asst 1.Bill Messenger/Daftri	5

Common Services

Sl. No	Name of Post	Proposed Strength	Higher Support Staff (B. 12-16)	Total of 3+4	Lower Support Staff (B. 1-11)	Total
1	Drivers/Despatch Rider (B-4)	5	-	5	-	5
2	Chowkidars (B-1)	4	-	4	-	4
3	Farrash (B-1)	4	-	4	-	4
4	Sweeper (B-1)	2	-	2	-	2

Statement Showing the proposed Strength in the Office of Chief Engineering Adviser/Chairman Federal Flood Commission

S.No.	Name of Post with BPS	Strength.
1.	Chief Engineering Adviser/Chairman Federal Flood Commission	1
2.	Engineering Adviser (Civil) B-20	1
3.	Engineering Adviser (Power) B-20	1
4.	Chief Engineer (Floods) B-20	1
5.	Chief Engineer (DSC) B-20	1
6.	Deputy Engineering Adviser (Power) B-19	2
7.	Government Inspector of Electricity, B-19	1
8.	Deputy Engineering Adviser (Civil) B-19	1
9.	Superintending Engineer (Floods) B-19	2
10.	Director (Admn), B-19	1
11.	Assistant Engineering Adviser (Power) B-18	1
12.	Assistant Engineering Adviser (Civil) B-18	1
13	Senior Engineer (Floods/Hydrology) B-18	3
14	System Analyst, B-18	1
15.	Assistant Engineer (Floods) B-17	3
16.	Programmer, B-17	1
17.	Librarian, B-17	1
18.	Accounts Officer (Flood Project), B-17	1
19.	Administrative Officer, B -17	1
20.	Budget and Accounts officer/DDO, B-17	1
21.	P.S to CEA/CFFC, B-17	1
22.	Superintendents, B-16	2
23	Computer Operator, B-16	1
24.	Accountant, B-16	1
25	Stenographers, B-15	12
26.	Head Draughtsman, B-13	1
27.	Stenotypist, B-12	7
28.	Library Assistant, B-11	1
29.	Draughtsman/Sub Engineer, B-11	4
30.	Assistant, B-11,	11
31.	K.P.O, B-10	1
32.	Lower Division Clerk, B-5	6
33	Tracer, B-5	1
34.	Feroprinter, B-4	1
35.	Driver/Despatch Rider, B-4	5
36.	Qasid (B-2)	1
37	Daftri/Bill Messenger	1
38.	Naib Qasid, B-1	21
39.	Farash, B-1	4
40.	Chowkidar, B-1	4
41.	Sweeper, B-1	2
	Total Strength:-	**114**

Existing and Proposed Staff Strength of the Office of Chief Engineering Adviser/Chairman Federal Flood Commission, Indicating Staff Ratio

Excising Staff Strength

Staffing Ratio

i) Officers inBPS-17 to 20	=	21		1
ii) Higher level supporting Staff (BPS-12 to 16)	=	26		1.17
Iii) Lower level supporting Staff (BPS-1 to 11)	=	68		1.42
		Total	=	115

PROPOSED STAFF STRENGTH

i) Officer inBPS-17 to 20	=	25		1
ii) Higher level supporting staff (BPS-12 to 16)	=	22		.88
iii) Lower level supporting Staff (BPS-1to 11)	=	58		1.21
		Total	=	**105**

30. WOMEN DEVELOPMENT SOCIAL WELFARE AND SPECIAL EDUCATION DIVISION

Proposed Name of the Ministry:
Ministry for Social Development, Gender Equality and Human Protection

Mission Statement

Facilitate social and economic justice in accordance with the principles of policy as stated in Articles 37 & 38 of Constitution of the Islamic Republic of Pakistan by enabling equitable social development based on human dimension of state activity made possible by visible recognition and participation of all people through an awareness of the gender perspective, special care for children, elderly, disabled and destitute, and ensuring poverty reduction and social security in partnership with civil society organisations to achieve an egalitarian social order anchored in tolerance and regard for individual human rights and dignity.

Existing Rules of Business

1. Matters relating to formulation of public policies and laws to meet the special needs of women ensuring that women's interests and needs are adequately represented in public policy formulation by various organs and agencies of Government.
2. Registration of and assistance to women's organisations.
3. Promotion and undertaking of projects for providing special facilities for women.
4. Promotion and undertaking of research on conditions and problems of women.
5. Pakistan's representation in international organizations dealing with problems of women in bilateral contacts with other countries.
6. Matters relating to equality of opportunity in education and employment and fuller participation of women in all spheres of national life.
7. National Planning and co-ordination in the fields of social welfare.
8. Dealing and agreements with other countries and international organisations in the field of social welfare.
9. Charitable endowments.
10. National Council of Social Welfare grants in aid to voluntary social welfare agencies.
11. Federal agencies institutions for social welfare research.
12. Standards of social work and education.
13. Training and education of disabled.
14. Administrative control of National Zakat Foundation.
15. Custody, protection, treatment and rehabilitation of children involved in crimes, setting up/improvement of juvenile courts.

Proposed Rule of Business

1. Formulate, co-ordinate and oversee the implementation of a National Social Policy aimed at comprehensive Human development and cultural integration.

2. Adopt executive measures and propose legislation for advancement of women and gender equality, nurture of children, care for the elderly, rehabilitative training for the disabled, and support for the needy and destitute.

3. Assume responsibility for poverty reduction, social security, individual/collective philanthropy and provide inter provincial co-ordination.

4. Devise and co-ordinate policy regarding NGOs and CSOs to assist in their regulation and provision of an environment for their optimum function in the public interest.

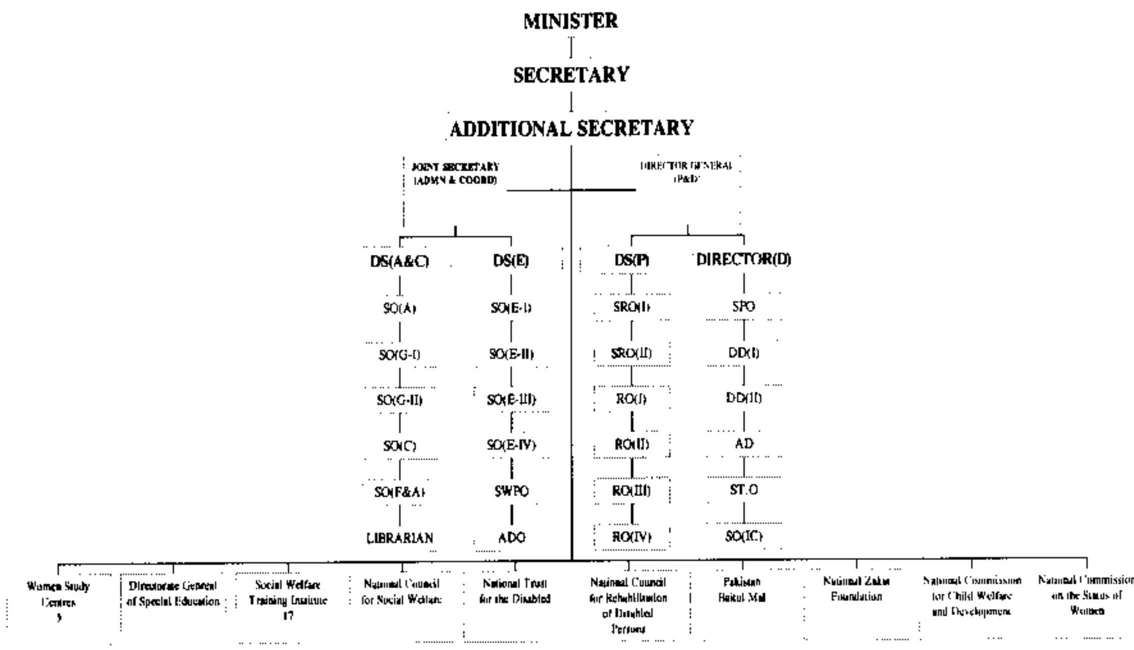
5. Undertake projects and programmes to achieve the objectives of socio-economic empowerment of women, protection and development of children, facilitation and rehabilitative care for elderly and disabled, and social security support for the needy, destitute and marginalised sections of the population.

6. Encourage information, data compilation, research & analysis relevant to the mission goals and develop extensive mass communication strategy for wide dissemination and public awareness .

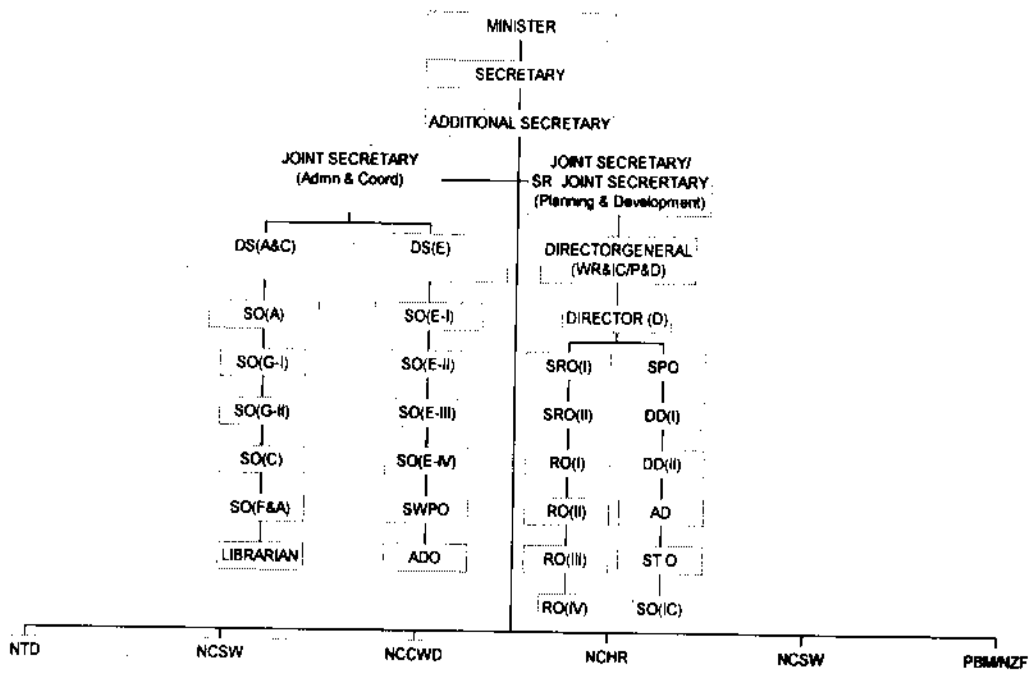
7. Initiate foreign, bilateral and multilateral contact and agreements with other countries and international organisations, and assist in co-ordination of Pakistan representation in external matters and relations within the scope of responsibility of the Ministry and in consultation with the Foreign Affairs Division and other concerned Ministries.

8. Administrative and other matters related to autonomous/allied organisations and bodies e.g. Women Study Centres, Directorate General of Special Education, National Trust for Disabled, National Council for Rehabilitation of Disabled Persons, National Council of Social Welfare, National Zakat Foundation, Pakistan Bait-ul-Mal, National Commission for Child Welfare & Development, National Commission on the Status of Women, Social Welfare Training Institute and projects.

Existing Organizational Chart



Proposed Organizational Chart



*Women Study Centres	Universities
* DGSE	Manager with NTD/NCRDP + Provincial Governments + Ministry of Education
* PBM/NZF	Possible Merger

Staff Position Secretariat

BPS 17 TO 22		34
BPS 1 TO 16		162
	TOTAL:	196

Staff (Proposed)

BPS 17 TO 22		34
BPS 1 TO 16		116
	TOTAL:	150

Allied Organizations

	BPS 17 TO 22	BPS 1 TO 16
Directorate General of Special Education	426	1041
Social Welfare Training Institute/Projects	06	17
National Trust for Disabled	08	19
National Council for Rehabilitation of Disabled Persons	02	07
National Zakat Foundation	15	13
Pakistan Baitul Mal	48	648
National Council for Social Welfare	18	47
Women Study Centres	05	12
National Commission for Child Welfare and Development	04	17
National Commission on the Status of Women	07	18
TOTAL:	**747**	**1889**

BUDGET 2000 - 2001

SECRETARIAT

NON-DEVELOPMENT	Rs.33.713 million
DEVELOPMENT	Rs.46.739 million

ALLIED ORGANIZATIONS

NON-DEVELOPMENT

Directorate General of Special Education	Rs.171.447	million
National Trust for the Disabled	Rs.2.959	million
National Council for Rehabilitation of of Disabled Persons	Rs.1.128	million
National Council for Social Welfare	Rs.9.104	million
National Zakat Foundation	Rs.10.690	million
National Zakat Foundation (Endownmnet Fund)	Rs.90.000	million
National Commission on the Status of Women	Rs.8.000	million
Pakistan Baitul Mal	Rs.2957.240	million
NON-DEVELOPMENT TOTAL:	**Rs.3284.281**	**million**
DEVELOPMENT TOTAL:	**Rs.119.739**	**million**

Performance Indicators

a. National Plans of Action for Women Development, Children and Disabled.

b. Execution of Projects for Women empowerment.

c. Monitoring and reporting under CEDAW & CRC.
d. Institutional assistance through Pakistan Bait-ul-Mal, National Zakat Foundation and National Council of Social Welfare.
e. Community Development and Social Welfare Medical Services.

f. Regulation, strengthening and facilitation of NGOs.

g. Effective pioneer role and Pakistan representation abroad in UN World Conference on Women Beijing + 5 review, lead role in World Summit for Children, Chairpersonship of RSC-AP on Economic advancement of rural women.
h. Research and Publications.

Programs

- 900 Development projects for Women Development since 1979 at cost of Rs.2200 million.
- 45 research studies/publications
- Crisis Centres for Women.
- Financial assistance of Rs.43.5 million to widows, orphans, needy last year 1999-2000 total beneficiaries 238,694 persons.
- National Zakat Foundation (1991) :
  - Rs.90 million endowment And Rs.380 million alternate.
  - 29 welfare projects.
  - Total assistance provided Rs.272 million
  - Beneficiaries approx. 15 million

• Pakistan Bait-ul-Mal (1992)	Financial Assistance Food Subsidy scheme/Food Support Programme Natural Calamities Dialysis Treatment PBM projects	Rs.235 million (1999-2000) and Rs.1085.4 million other
	Child Labour Rehabilitation Centres	33
• Social Welfare Projects	Community Development	7
	Medical Services	8
	MCH	1
	SWTI	1
	Vocational Training For Women (Silai Markaz)	1
	Dastkari Schools	10
	Mobile Dispensaries	6

IV. Report on "Staff Entitlement of the Officers in the Ministries/Divisions" by PIDE and the O&M Wing of the Cabinet Division

IV. REPORT ON "STAFF ENTITLEMENT OF THE OFFICERS IN THE MINISTRIES/DIVISIONS" BY PIDE AND THE O&M WING OF THE CABINET DIVISION

Introduction

In pursuance of a decision taken by the Committee on the Re-structuring and Right-sizing of the Federal Ministries/Divisions in its meeting held on 5th October, 2000, a Sub-Committee was constituted on Staff Entitlement of the Officers of the Ministries/Divisions under the Chairmanship of Dr. A. R. Kemal, Director, Pakistan Institute of Development Economics, and Director General, M.S. Wing (Annex-I). Dr. Sardar Ahmad Ansary, Director General, Pakistan Public Administration Research Centre, M. S. Wing was nominated by the Cabinet Secretary as a Member to this Committee.

2. The Terms of the Reference of the Committee are as follows:

(i) To examine the present staff entitlement of officers of the Ministries/Divisions.

(ii) To recommend reasonable/rational entitlement of the officers for the future.

3. The Sub-Committee convened meetings on 13th October, 2000 and 20th October, 2000 in the office of the Director, PIDE, Islamabad and formulated the strategy to firm up its recommendations. The Chairperson also co-opted the services of Dr. Miss Faiz Bilquees, Chief of research, PIDE, and Miss Saeed-un-Nisa Abbasi, Director, PPARC, M. S. Wing to facilitate the work of the Committee. It was observed that the time at the disposal of the Committee is short, therefore, some rational criteria/yardstick can only be identified.

Existing System

4. The position of the present system in vogue in the Ministries/Divisions relating to Minister/Minister of State, Secretary, Additional Secretary and Section officer emerges as follows:

(I) Minister/Minister of State or equivalent (1x5)

i.	Private Secretary (of the rank of SO)	1
ii.	Personal Assistant/Stenographer	1
iii.	Urdu Stenographer or Stenotypist	1
iv.	Quasid	1
v.	Naib Quasid	1

(II) Secretary/Additional Secretary (1x4)

i. Private Secretary (BS-17/18) 1
ii. Stenographer 1
iii. LDC 1
iv. Quasid 1

(III) Section Officer (1x3)

i. Assistant 1
ii. Stenotypist 1
iii. Naib Quasid 1

The posts of Section Officers, Assistants, Stenotypists, Upper Division Clerks and Lower Division Clerks created under the Section Officers' Scheme include posts in the leave reserve which is equal to ten percent of the sanctioned strength in those pay scales.

5. In the present system, there is no mention about the entitlement of the officer for the posts of Joint Secretary/Deputy Secretary or equivalent. Moreover, the staff entitlement for the Common Services like Driver, Chowkidar, Farrash, Daftaries, Book Binder, Sanitary Worker, Gardener, etc. were also not identified.

Analysis of the Problem

6. There is a growing feeling that the staff of various Departments/ Organisations is excessive and reduction in their number would help in improving their productivity and public expenditure. With a view to ascertaining the perception of the officers regarding the nature of the work, the number and kind of persons required, shortage and surpluses of staff in their respective Divisions/Sections, a small sample survey of 20 individuals was carried out in Islamabad. Three strata were identified, i.e. Secretariat, Attached Departments, and Autonomous Organizations. The Interviewees were from Grade 17 to 22 officers and their distribution is as follows:

S.No.	BPS	NO. OF OFFICERS INTERVIEWED/SAMPLER	% BPS
1.	22	1	5.00
2.	21	1	5.00
3.	20	9	45.00
4.	19	3	15.00
5.	18	3	15.00
6.	17	3	15.00
	TOTAL:	20	100.00

7. While no structured questionnaire was used to elicit the information, the interviewees were asked to give information on the following aspects:

(i) The existing entitlements and the number of persons working with them;

(ii) The work assigned to each individual

(iii) Mis-match of job requirement and qualification of the person

(iv) Possibility of reduction in staff

(v) Staff requirement if computer training is provided to the staff

(vi) Staff requirement if the officers are computer literate and use the computer themselves.

(vii) Possibility of having the officers without Naib Quasids/Clerks.

8. The responses to question (iii) and onwards are tabulated in the tables below:

Question (iii)

Question No.	Respondent No.	Responses
(iii)	1 to 20	Mis-Match of qualifications and job is not possible in the government but presently, the lack of computer literate persons is felt acutely.
(iv)	1.	After the cuts already made, it is not possible to reduce jobs any further unless offices are fully automated.
	2.	There is a shortage of staff in some sections and shortage in others; pooling of all support staff is necessary but reduction is not possible.
	3.	There is no scope of further reduction in departments with heavy work load. Reallocation is the solution, not reduction.
	4.	The work of seven people assigned to my office can be done by four people.
	5.	One of the support staff can be easily removed from all Joint Secretary's support staff.
	6.	One LDC or UDC as well as the number of Naib Quasids can be reduced.
	7.	The sanctioned strength is already reduced to minimum required because they were not employed productively.

	8.	There should be only one Clerk instead of two for all grade 19 officers. The rest be put in Surplus Pool to be trained and used more effectively where necessary.
	9.	The layers of the personnel is too heavy. Of the five officers one is enough and there is no need of two officers and subsequently, their associated staff would be reduced automatically.
	10.	We don't have the full strength and still we are managing fairly well.
	11.	There are too many people at the Superintendent and Assistant levels. These can be easily reduced.
	12.	There is scope for reduction
	13.	All the Superintendents and Assistants should be replaced by the minimum required persons who should be at least Graduate with Second Division.
	14 & 15	There is already shortage of staff.
	16	I can do away with my LDC and Assistant.
	17.	No reduction is possible.
	18.	It depends on the work load in different sections
	19.	We are very economical. No reduction.
	20	Reduction is not possible. It depends on work load in different sections.
(V)	1 to 9	It will be less because one UDC or LDC and the PAs can be released.
	10	UDC or LDC/Typist can be easily released.
	11 to 13	Half of the Assistants would be redundant
	14 to 17	We are already short of people. Computer training may release the people to do other jobs in the sections.
	18	Not much reduction is possible.
	19	It would help.
	20	The LDC and UDCs can go.
(VI)	1	It will relieve, Stenotypist, PA, LDC, UDCs.
	2 to 20	It is not possible for the present. It will help reduce the staff substantially, when the new batches entering the Civil Service are made computer literate compulsorily.
(VII)	1 to 20	Clerks can go, not the Naib Qasids.

9. The survey shows quite clearly that the number of staff can be reduced significantly provided the staff is properly trained and there is a change in the culture at officers level. The following three types of activities being performed by staff, are distinguished.

(i) Personal Secretaries/Personal Assistants/Stenographers

While PSs are available to the senior staff members, PAs are provided to middle level officers, the Stenographers/Stenotypists are assigned to Grade 17-19. The function of the first two in addition to typing and taking dictations is to attend to telephones and other work of the officers. It was observed that where both PS and PAs are working with an officer, at least one is redundant. As regards Stenographers/Typists, with changing culture the officers may be able to use the computer themselves.

(ii) Assistants, UDCs and LDcs

Almost each section has more than one of such staff. They generally maintain the record of the movement of file. It seems that if each officer is assigned a Stenotypist, these staff members are redundant. They can themselves maintain the files. Only in those sections where file movement is heavy, they are required. It was felt that if a computer literate person is attached to Grade 17-19, then the requirements of Stenographers and UDC/LDC can be made up by single individual.

(iii) Naib-Quasids

Naib Quasids perform two functions. Firstly, they take the file from one section to another and second, they prepare/bring tea etc. for the officers and other staff members. Almost all the officers interviewed pointed out that they can probably do away with clerks, but not without Naib Quasid. This is probably because present culture in Pakistan is such that Naib Quasids are used for multifarious purposes which the clerks would not perform. Therefore, for the time being they need to be retained. They may be retrained to take up some other work like running plain paper copier, fax machines, etc.

Findings and Recommendations

10. The Sub-Committee is of the view that the Officer Staff entitlement in the various Ministries/Divisions should be based on the nature of functions/responsibilities according to the subjects allocated under the Rules of Business. There are certain different categories of organizations such as economic, technical, financial, social, research and services etc. and as such no uniform criteria/yardstick for entitlement of staff can be determined for these organizations.

11. Keeping these considerations in view, the following two options are proposed for officers/staff entitlement for consideration of the Committee of Restructuring Rightsizing (CRR):-

OPTION-I

If the officers and staff is provided the specialized computer training.

OPTION-II

If due to certain financial, technical and economic reasons, it is not possible to provide the training to the officers and staff in the Federal Organization.

11. The officers/staff entitlement under option-I is as follows:

(I)	Minister/Minister of State or equivalent		(1x5)
	i.	Private Secretary (of the rank of SO)	1
	ii.	Personal Assistant/Stenographer	1
	iii.	Urdu Stenographer or Stenotypist	1
	iv.	Quasid	1
	v.	Naib Quasid	1
(II)	Secretary/Addl. Secretary Incharge or equivalent		(1x4)
	i.	Private Secretary/Senior Computer Operator	1
	ii.	Personal Assistant/Computer Operator	1
	iii.	UDC/LDC (for diary/dispatch)	1
	iv.	Naib Quasid	1
(III)	Addl. Secretary/Joint Secretary Incharge or equivalent		(1x3)
	i.	Private Secretary/Senior Computer Operator	1
	ii.	Personal Assistant/Computer Operator	1
	iii.	Naib Quasid	1
(IV)	Joint Secretary or equivalent		(1x2)
	i)	Stenographer/Computer Operator	1
	ii)	Naib Qasid	1
(V)	Deputy Secretary or equivalent		(1x2)
	i)	Stenographer/Computer Operator	1
	ii)	Naib Qasid	1

(VI)	Section Officer under S.O. Scheme	(1x2)
	i) Stenotypist/Junior Computer Operator	1
	ii) Naib Quasid	1
(VII)	Section Officer (Administration & General) (For the organizations having sanctioned strength upto 250 - 300)	(1x9)
	i. Stenotypist/Junior Computer Operator	1
	ii. Assistant (Computer literate) for Officer BPS 16-22	1
	iii. Assistant (Computer Literate) for Staff BPS 1 – 15	1
	iv. Assistant (Computer literate) (Store, Transport and Telephone	1
	v. UDC/LDC for R&I Work	1
	vi. Despatch Riders	2
	vii. Naib Quasid	2
(VIII)	Section Officer (Finance & Accounts) (for the organizations having sanctioned strength upto 300)	(1x7)
	i. Stenotypist/Junior Computer Operator	1
	ii. Assistant (Computer illiterate) for Budget, Monthly Expenditure Report, Re-conciliation and Re-appropriation)	1
	iii. UDC/Cashier (Computer illiterate)	1
	iv. LDC/Biling Clerk	1
	v. Naib Quasid (Cash Messenger)	1
	vi. Naib Quasid for F&A	2

(IX) Staff for Common Services

Keeping in view the workload/nature of work of a Ministry/Division the following further posts would also be required for the Common Services.

i. Driver
ii. Daftary
iii. Book Binder
iv. Chowkidar
v. Farrash
vi. Sanitary Worker
vii. Mali/Gardner

13. The provision of "leave reserve" equal to 10% of the identified posts as mentioned under para-4 above would continue. In addition, this provision may also be extended to the post of Naib Quasid.

Training of Officers and Staff

14. The Sub-Committee is of the opinion that Officers and Staff would be provided specific computer training as indicated in details in Annex-II. After completion of staff training a test on computer course may be conducted by Petromen or Pakistan Computer Bureau and only successful candidates may be awarded certificates. Moreover, some incentives in the form of technical pay may be allowed to trained personnel to motivate the staff.

15. The above criteria of staff entitlement can be modified for the sections with heavy load. However, this may otherwise be followed in each Ministry/Division according to their own sanctioned strength as well as the nature of functions and the workload.

OPTION-II

As already mentioned that on account of certain economical, financial and technical reasons, if it is not possible to change the existing systems due to non-availability of the trained personnel, the Sub-committee is of the opinion that the following option may be adopted to determine the officer and staff entitlement, subject to the condition that the computer training of the officers and staff should be undertaken gradually and in a phased manner.

(I) Minister/Minister of State or equivalent (1x5)

i.	Private Secretary (of the rank of SO)	1
ii.	Personal Assistant/Stenographer	1
iii.	Urdu Stenographer or Stenotypist	1
iv.	Quasid	1
v.	Naib Quasid	1

(II) Secretary/Addl. Secretary Incharge and the equivalent (1x4)

i.	Private Secretary/Senior Computer Operator	1
ii.	Personal Assistant/Computer Operator	1
iii.	LDC	1
iv.	Quasid	1

(III)	Addl. Secretary/Joint Secretary Incharge or equivalent	(1x3)
i.	Private Secretary/Senior Computer Operator	1
ii.	Personal Assistant/Computer Operator	1
iii.	Naib Quasid	1
(IV)	Joint Secretary or equivalent	(1x3)
i)	Private Secretary/Senior Computer Operator	1
ii)	Assistant/UDC	1
iii)	Naib Qasid	1
(V)	Deputy Secretary or equivalent	(1x3)
i)	Stenographer/Computer Operator	1
ii)	UDC/LDC	1
iii)	Naib Qasid	1
(VI)	Section Officer under S.O. Scheme	(1x3)
i)	Stenotypist/Junior Computer Operator	1
ii)	Assistant/UDC/LDC	1
iii)	Naib Quasid	1
(VII)	Section Officer (Administration & General) (For the organizations having sanctioned strength upto 250 - 300)	(1x9)
i.	Stenotypist/Junior Computer Operator	1
ii.	Assistant (Computer illiterate) for Officer BPS 16-22	1
iii.	Assistant (Computer illiterate) for Staff BPS 1 – 15	1
iv.	Assistant (Computer literate) (Store, Transport and Telephone	1
v.	UDC/LDC for R&I	1
vi.	Despatch Riders	2
vii.	Naib Quasid	2
(VIII)	Section Officer (Finance & Accounts) (for the organizations having sanctioned strength upto 300)	(1x7)

i.	Stenotypist/Junior Computer Operator	1
ii.	Assistant (Computer illiterate) for Budget, Monthly Expenditure Report, Re-conciliation and Re-appropriation)	1
iii.	UDC/Cashier (Computer illiterate)	1
iv.	LDC/Biling Clerk	1
v.	Naib Quasid (Cash Messenger)	1
vi.	Naib Quasid for F&A	2

16. The provision for staff required for Common Services and Leave Reserve would remain the same whatever has been proposed under Option-I above.

Annex-I

GOVERNMENT OF PAKISTAN
PLANNING COMMISSION
* * *

Islamabad, the 10th October, 2000

NOTIFICATION

No.1(50)PA/PC/97.Vol-II. In pursuance of a decision taken by the Committee on Restructuring and Rightsizing of the Federal Ministries/Divisions in its meeting held on 5th October, 2000, a Sub-Committee on staff entitlement of the officers of the Ministries/Divisions has been constituted. The composition of the Sub-Committee is as follows:

1)	Dr. A.R. Kemal, Director Pakistan Institute of Development Economics	Chairperson
2)	Director General, Management Services Wing, Cabinet Division	Member

2. The Terms of Reference of the Sub-Committee is to examine the present staff entitlement of the officers of the Ministries/Divisions and recommend reasonable/rational entitlements for the future.

3. The Secretary Cabinet will designate a member of the level of D.G./J.S. from the Management Services Wing, Cabinet Division.

4. The Chairperson may by special invitation ask any person to attend and participate in the deliberations of the meeting(s).

5. The Secretariat support to the Sub-Committee will be provided by the Pakistan Institute of Development Economics (PIDE), Islamabad.

6. The Committee will submit its findings and recommendations to the Committee of Restructuring and Rightsizing by 16th October, 2000.

Sd/-
(Dr. Pervez Tahir)
Chief Economist

Dr. A.R. Kemal
Director, PIDE

cc: 1. Secretary, Cabinet Division with the request to designate the member of the Sub-Committee from the MSW.
2. Secretary, Establishment Division for information.

Annex-II

COMPUTER TRAINING OF OFFICERS/STAFF

Under Option-I, it was mentioned that officers/staff entitlement would depend on the availability of computer trained personnel. The following criteria for the computer training for the officers/staff is proposed:

OFFICERS

BPS-17	-	Two months training in Microsoft Word and Excel
BPS-18	-	One month training in Excel
BPS-19	-	One month training in Microsoft Word
BPS-20/21	-	One month training in Microsoft Word.

STAFF

For Private Secretary, Stenographers and Stenotypist three months training in M.S. Words, Excel and Power Point. For LDC, UDC and Assistant two months training in M.S. Words and Excel is proposed. The training would be provided by the Government training institutions i.e. Petromen and Pakistan Computer Bureau based on the specific requirement of each Ministry/Division.

In addition, for improving English knowledge, the Committee is of the view that two weeks course in English proficiency particularly for Stenographer, Stenotypist and Assistant may be conducted either by NIPA or STI.

After completion of the training the test of the staff would be conducted by these institutions and only the successful candidates should be awarded the certificates. The Committee is of the view that Some incentives in the form of technical pay for trained personnel may be allowed to motivate the staff.

V. Lessons from Global Civil Service Reforms

[1]V. LESSONS FROM GLOBAL C IVIL SERVICE REFORMS[2]

1. Since the early 1980s a reform movement in public sector management has been vigorously under way. It has spread around the world to nations including UK, Australia, Canada, Sweden, New Zealand, and the United States. Governments have used management reform to reshape the role of the state and its relationship with citizens. In general, the reforms have embodied six core characteristics:

Productivity: The Key question is how can governments produce more services with less tax money? This is what drives the reform process.

Private Market: How can government use market style incentives to root out the pathologies of government bureaucracy? Some governments have privatized extensively by selling public enterprises, whereas others have relied heavily on nongovernmental partners for service delivery. Underlying these tactics is a basic strategy: Replace traditional bureaucratic command-and control mechanisms by incentives to change the behavior of public managers.

Service Orientation: Most Crucial is a change in Culture i.e how can government better connect with citizens? To be responsive, governments have tried to design programs from the point of view of citizens (as service recipients). This strategy has meant giving citizens choice among alternative service systems i.e. introduce contestability[3]. And it has meant training program managers to focus on service.

Decentralization: In many nations, the reform strategy has decentralized programs to lower levels of government. In some federal systems (for example, Australia, Canada, and the United States), this strategy has meant shifting power within the system. In other nations, it has meant transferring more service delivery responsibilities to local governments to make government more responsive. Some governments also have decentralized responsibility within public agencies to give frontline managers greater incentive and ability to respond to citizen' needs. This is the strategy of subsidiarity?

Policy: Many governments, following the lead of New Zealand, have quite explicitly separated government's role as purchaser of services (its policy function) from its role in providing them (its service-delivery function). These governments have sought to

---

[1] Report by Mr. Tariq Husain for the Committee on Restructuring and Rightsizing.

[2] Kettl, Donald, F. " The Global Public Management Revolution A Report on Transformation of Government Brookings Institution Press, year 2000 and other reference listed at the end.

[3] The key issue, at least in the Australian and American experience is the existence of real competition (or contestability). It is not so much the publicness or privateness of an activity that determines its efficiency but, as one OECD study found, "the prospect of competition" that is most likely to improve efficiency and effectiveness. The study concluded, "Contestability in the public service does not necessarily imply transfer or provision of service services to the private sector. In numerous instances, services that were once provided by the Federal public service are now being delivered by a different arm or level of government. Indeed, many services continue to be delivered by the same provider but in a better manner because of the effect of contestability."

improve the efficiency of service delivery, which might or might not remain in the hands of government, while improving their purchasing capacity.

Accountability for Outcomes: Governments have tried to replace top down, rule-based accountability systems with bottom-up, results-driven systems. They sought to focus on outcomes instead of processes and structures.

2. In sum, these reforms have sought to replace traditional rule-based, authority-driven processes with market-based, competition-driven process. Successful Public Sector reform has been much more than a simple effort to replace government processes with markets. Competitive markets often do not exist for government services. Many of these services (from public assistance to public health and safety) have fuzzy goals that would frustrate full reliance on the markets. The market model often has provided an easy handle with which to grab the reform movement, but its execution has been varied and subtle. Uniting the different efforts are strategies to push operational decisions closer to the front lines; to focus those decisions on results rather than on processes; to increase efficiency by testing government's processes against private markets; to increase the responsiveness of government to its citizens; and to increase the capacity of government, especially central government, to manage effectively.

CRITICAL ISSUES IN GOVERNANCE

3. The experience with reform of government has highlighted critical issues that government must effectively solve and in this process three issues have become far more central.

Nontraditional Service Delivery

4. A recurring strategy of the government reform movement is the growth of nontraditional and often nongovernmental channels of service delivery. Of course, governments have always relied on nongovernemntal partners. Other nations, drawn by the greater productivity and more flexibility through nongovernmental partners, are increasingly following this practice. In the next decade and beyond government will become increasingly reliant on nongovernmental partners for service delivery, and these nongovernmental partners will depend more on governmental revenue as an important part of their revenue stream. This interdependence will create new challenges for institutional integrity and operating effectiveness for both parties. And will require major mind set changes for managers.

More Decentralization to Sub-National Levels of Government

5. Using the principle of subsidiarity, transferring operating responsibility to sub-national levels of government has become a central instrument of many government reforms. The United Kingdom has devolved most domestic responsibilities to new parliaments in Scotland and Wales. Even relatively centralized governments such as in South Korea and Japan are considering the expansion of such devolution. For federal

systems, decentralization will bring new challenges in persuasion, capacity building and implementation.

Increased Burdens of Service Coordination

6. From British strategies of one-stop shopping to the American National Performance Review (NPR) program of customer service, governments increasingly are forced to improve the coordination of their services. Indeed, one major negative side effect of the agency-based reforms in the common-wealth countries is the fragmentation of service delivery. Agencies typically have strong incentives to look to their own programs and weak incentives to work with other agencies that serve the same citizens. Even in the United States, where cross-unit, cross-government work is commonplace, drawing managers out of their tunel vision into a bottom-up view of integrated services is difficult indeed. Governance in the twenty-first century will require training and incentives to strengthen government organizations to manage effectively by working across organizational boundaries to make government services seamless and transparent to citizens.

Role of National Government

7. What will be the nation-state's role in governance in the twenty-first century? And what institutional capacity does it need to play this role effectively? Given the above trends Gövernment will need to be centrally involved in at least five key tasks:

- **Managing basic functions:** Central governments will need to continue to provide for the common defense, conduct foreign policy, and perform the other basic functions that define the core of national identity.
- **Redistributing income:** Governments have taken very different views on just how much redistribution is desirable. Regardless of the level of redistribution, sub-national level governments cannot adequately perform it. Redistribution must begin from a broad base to be effective.
- **Gathering data and promoting information-based linkages:** There is a fundamental paradox in the rapid spread of microcomputers. Although it has democratized information technology much more than in the days of large mainframe computers, communicating effectively across these related systems feed off large volumes of data that must be gathered in uniform ways to be effective. Thus central as well as sub-national governments have central roles to play in making the information age work.
- **Building bridges:** Management reforms depend heavily on new, close relationships among different government bureaucracies and between government and civil society. Central governments will have to play an effective integrative role to ensure effective public services.
- **Thinking strategically:** To cope with everything from work-force planning to next-generation technology, societies will need institutions that think strategically and shape the investments required to make cutting-edge systems work. It might be asking too much for such strategic thinking to happen spontaneously in the market.

Reform and Governance

8. The lessons of the global management reform movement are that

- The above five key tasks are essential

- government, especially central government, must play an effective role in completing these tasks; and

- these functions often require different skills among government managers, different processes in government, and sometimes new institutions to make them work well.

If governments are to learn these lessons, they will need to build a constant instinct for reform into their operations and to focus this instinct on building capacity to meet the challenges that lie ahead.

Reform and reinvention are likely to become standard practice for governments to achieve the full potential of a modern society, which is a knowledge economy and a knowledge society, where we want both the fullness and the richness of a market economic system and the fullness and the richness of a democratic society coming together for the benefit of all citizens?

9. What can be done to initiate this process? Sustain it?

10. The RR Committee designed its interaction with government departments in the context of the above lessons and the imperatives that follow;

- Ministries/Divisions were requested to define their mission, performance indictors and the implied changes in organizational structure and human resource capacities.
- Reflecting the expressed orientation of the government, the RR Committee emphasized that the goal of reform and restructuring is to improve the productivity of the government measured in terms of providing value to Pakistan's citizens. The Committee expahsized that this may require a change in the culture of the government from focus on compliance with Rules to delivering Service cost-effectively.
- The above decentralized process of change would be institutionalized in the budgetary cycle and performance based budgeting would be introduced next year (i.e. 2001)
- The above three considerations/goals were translated into the "Suggested Principles for Restructuring and Rightsizing". This document was distributed in the second meeting of the Committee and has provided the framework for the proposals that have been submitted by the Ministries/Divisions.

11. Performance measurement and results based budgeting could have a positively powerful effect on government besides its broad impact on budgeting. The objective is to shift the focus of public sector workers from rigid/mechanical compliance with rules and reputation to achieving results/outcomes. This, of course, does not mean that rules and regulations will disappear that is neither feasible nor desirable. Rules are necessary for operating a public (or private) organization and will always play an important role in public administration. But a cultural shift is more likely to take place in which public sector actions will be more guided by getting results than by complying with rules.

12. Performance based budgeting is not magic; it is a lot of work; it is probably politically impossible in some places, and its is not the answer to every problem facing government everywhere. But when applied sensibly, and in the right setting, it has the potential to help the government do its job better or at least to allow governments to start asking why certain jobs don't seen to be getting done as well as they can be. And when the focus on results becomes more widespread its potential benefits will be huge- citizens will begin to understand better the connection between what they pay in taxes and what they get in return. This, over time, will tend to ease the tension generally between government and citizens and between government and business. And that is the essence of democracy.

13. This is good strategy but, as all who operate in governments know, the devil is in the detail i.e. how to implement the strategy. The institutionalization of the "Mission outcomes Performance-Culture shift" Process in the Budget Cycle is the key practical step. But, effective implementation would also require capacity building through training, improved compensation and incentives in the personnel review (ACR) system of the government which collectively can induce behavioral change in the majority of the civil service work force. The extent of the change may be illustrated by referring to the content of Box-1. The first column - labeled bureaucratic - roughly describe behavior of public sector workers in the pre-reform phase. This is, of course, illustrative and may not accurately describe behavior in the public sector of Pakistan. But, such behavior has been observed in other parts of the world. The second column describes the behavior that is being sought as a result of the reform process. The " Cultural Change" required is significant and that is why most such efforts have taken a decade or more for effective implementation.

14. As indicated earlier, such a major cultural shift will require training, improved compensation and incentives in the personnel review system. Each is a major subject and can not be extensively dealt with in this report. But, it is important to

Box 1

Bureaucratic Paradigm (Now)	**Post – Bureaucratic Paradigm (Desired)**
• Specify functions, authority, and structure	• Identify Mission, services, customers and outcomes.
• Minimize cost	• Deliver Value
• Enforce Responsibility.	• Build accountability. • Strengthen working relationship.
• Control-enforce compliance.	• Winning adherence to "Norms".
• Follow Rules and Procedures	• Understand and apply norms. • Continuously improve process.
• Operate Administrative Systems	• Separate "Service" from " Control". • Build support for norms. • Provide incentives. • Measure outcomes. • Seek and give feedback

point out that the desired improvements in the productivity of government will require co-ordinated action on all these fronts.

The Process of Reform: proposed by the RR Committee may be summarized in terms of following seven step sequence:

- Develop vision and strategy
- Clarify and gain consensus about strategy.
- Communicate strategy amongst the organization (Division, Ministry, Civil Service, Society)
- Link strategic objectives to long term targets and annual budgets.
- Identify and Align strategic initiatives.
- Perform periodic and systematic strategic reviews.
- Obtain feedback (from key stakeholders) to learn about effects and to improve strategy.

A Rough Implantation Process

15. These reform challenges have been a constant presence in the corporate world and while public sector reforms are intrinsically more complex (with far reaching economic, social and security consequences) there are processes developed in the private sector which have relevance and usefulness in the public sector.

16. One instrument to assess progress in implementation of strategy is the "Balanced Scorecard". This is illustrated in Box 2. It is a synthesis of traditional **financial** (cost) measures with forward looking **strategic** measures. The latter define the mission and

goals and translate these into the required organizational capabilities. The former define the cost-effectiveness of the past as well as the implications for the strategic future.

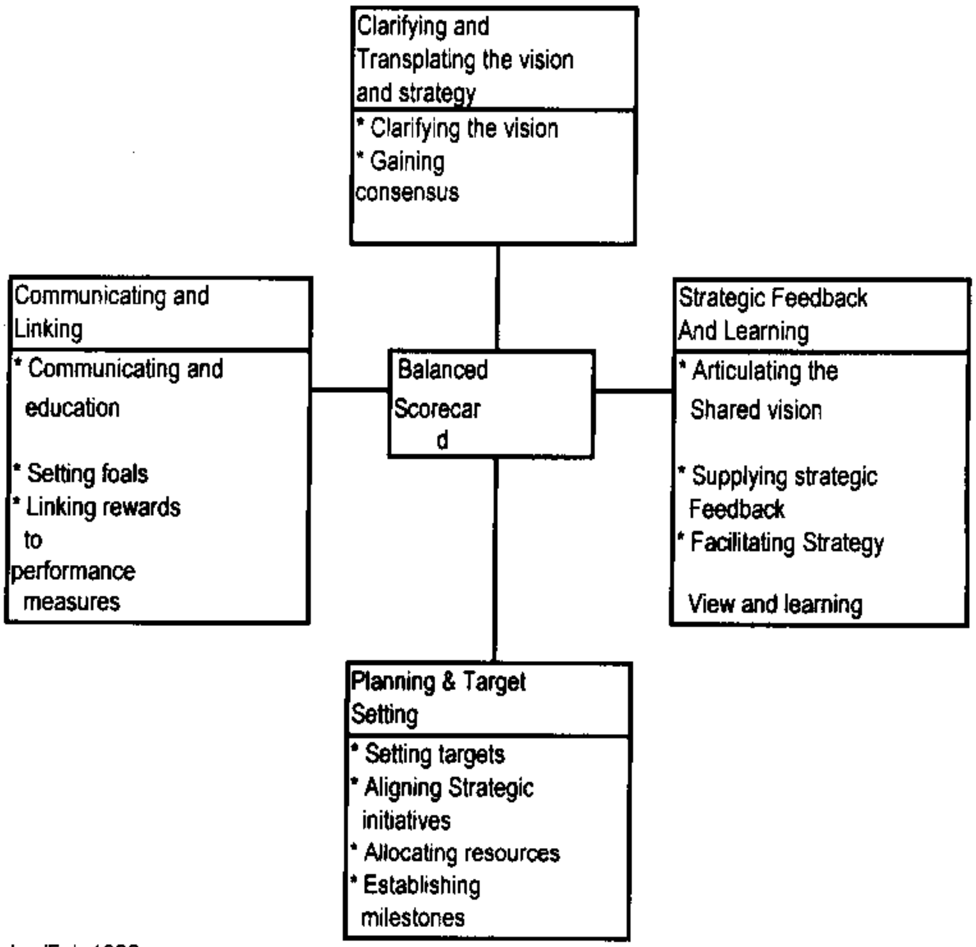
The Balanced score card, therefore, has four elements (Box 2)

a) Clarifying and Translating the vision and strategy.
b) Communicating and linking with the Organization.
c) Planning and target setting, and
d) Strategic Feedback and learning.

The merit of this framework is that it links vision/strategy with capability of the Organization and highlights the central importance of both **communication with stockholders** (staff; other government departments; political authorities; and citizens), and **performance measurement through feedback.** The process is, of course, recursive and requires continuous measurement and timely transmission to decision makers.

Box-2

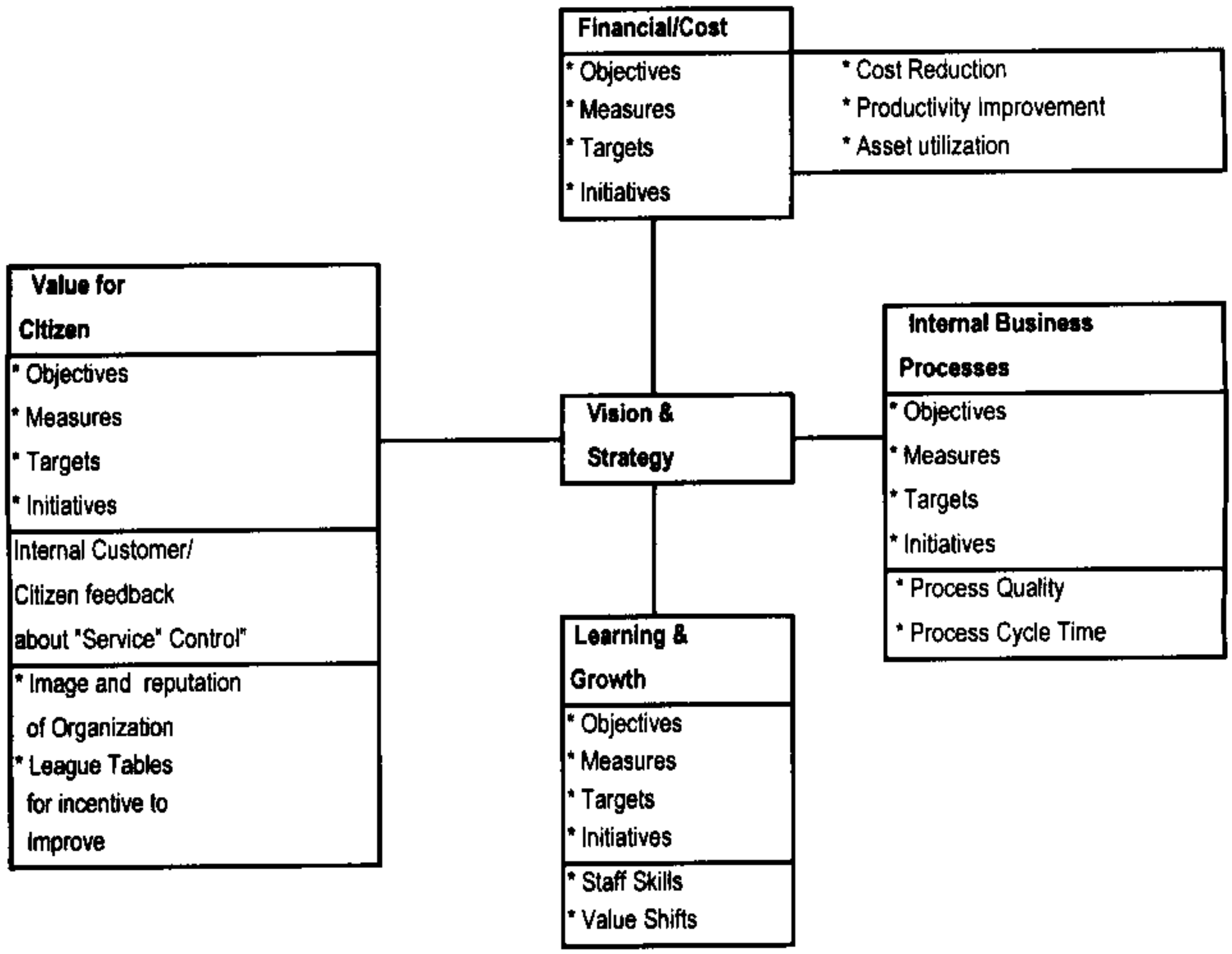
Strategy Framework for Action
The Balanced Scorecard



Source: HBR: Jan/Feb 1996

Box-3

TRANSLATE STRATEGY INTO OPERATIONAL TERMS BALANCED SCORE CARD



17. The Balanced scorecard (BS) has become a powerful and effective strategic planning instrument in the corporate sector. The contents of Box-3 illustrate the conversion of the "Corporate-BS" into one which can be used in the Public Sector. Box-3 illustrates that whatever is the vision/strategy of Ministry/Division the process of translating this into operational terms would have four components:

A. Cost estimates;
B. Changes in internal Business Process (Quality, Process Cycle time, etc.);
C. Improved human resource capacity through learning and growth (staff skills, value shifts i.e. from compliance with rules to service to citizens,) and
D. Value for citizen

The last component is the key objective of the cultural shift being sought. And, the process is recursive.

18. Finally, Box-4 suggests an assessment process to continuously evaluate progress. The structure of the Ministry/Division is, illustratively, broken into four intersecting layers and it is postulated that effective implementation of the "Vision/Strategy", would require that, at least, the leadership (Executive team) moves form the stage of "Heard it" to the stage of "Championing it". This is where the main lesson is that "communication, dialogue, listening, adjustment" are the key processes for accomplishing this transition. The work force may reach the stage of "Championing it" much later in the implementation process, but the higher levels (including opinion leaders in the system) must reach that level in the earlier stages.

Box-4

Measure of Team Performance
(1. Organization or Part)
Understanding the New Vision/Strategy

	Effective Programm for Degree Shift Requires			
Target Audiences	**Awareness (i.e.) Heard of it**	**Participation (i.e.) Tried it**	**Preference (i.e.) Believe it**	**Loyalty (i.e) Champion it**
Executive Team				
Second Layer of Management				
Opinion Leaders				
Work Force				

19. The BS-instrument has applicability not only in the implementation of the Ministry/Division Vision/Strategy but also for the accomplishment of the overall goal of civil service restructuring and reform i.e. provide value for the citizen.

20. This process will, of necessity, span over many years, but holds great promise.

LIST OF REFERENCES

1. Barzelay, Michael	"Breaking Through Bureaucracy". A new vision for managing in Government, University of California Press, 1992.
2. Brodtrick, Otto	"Attributes of well performing oraganizations".
3. Kettle, Donald. F.	"The Global Public Management Revolution". A Report on the Transformation of Governance. Brooking Institution Press 2000.
4. Kaplan, R. S.; Norton, D.P.	"Balanced Score card: Translating strategy into action". Harvard Business School Press, 1996.
5. McDavid, J.C., Marson, D.B.	"The well-performing Government Organization". The Institute of Public Administration for Canada, 1991.
6. Walters, Jonathan	"Measuring up" Governing Management Service, 1998.

VI. Notification

VI. NOTIFICATION

TO BE PUBLISHED IN PART-III
OF THE GAZETTE OF PAKISTAN

GOVERNMENT OF PAKISTAN
CABINET DIVISION
(Management Services Wing)
* * *

Islamabad, the 30th August, 2000

NOTIFICATION

No.10/1/2000-S&E. In pursuance of a decision taken by the Cabinet in its meeting held on August 23, 2000, the Federal Government is pleased to constitute a Committee on restructuring and rightsizing of the Federal Ministries/Divisions. The composition of the Committee is as follows:-

i)	Dr. Shahid Amjad Chaudhry Deputy Chairman, Planning Commission	Chairperson
ii)	Mr. Tariq Aziz Principal Secretary to the Chief Executive of Pakistan	Member
iii)	Dr. Masuma Hasan Secretary, Cabinet Division	Member
iv)	Mr. Tariq Saeed Haroon Secretary, Establishment Division	Member
v)	Mr. Muhammad Yunis Khan Secretary, Finance Division	Member
vi)	Dr. Pervez Tahir Chief Economist, Planning Commission	Secretary

2. The Chairperson may be special invitation ask any person to attend and participate in the deliberations of the meeting.

3. Secretariat support to the Committee will be provided by the Planning Commission.

4. The Committee will submit its findings and recommendations to the Chief Executive of Pakistan by November 1, 2000.

Sd/-
(Muhammad Asghar)
Deputy Secretary

The Manager,
Printing Corporation of Pakistan Press,
University Road, Karachi.

PCPPI 489(2001)Pl. Div-- 20-04-2001 -- 270.