

**MINUTES OF THE 12<sup>TH</sup> MEETING OF THE IMPLEMENTATION  
COMMITTEE FOR REORGANIZING THE FEDERAL GOVERNMENT  
HELD ON 05-11-2019**

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

**Finance Division**

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

3. The Auditor General of Pakistan stated that the Academy of Audit and Accounts is already imparting specialized training and effectively engaged in the capacity building of officers concerned and is well equipped with the skills specifically required for such training. He agreed with the proposed governing body to the extent of it would be a kind of superstructure. He further stated that AGP has a Constitutional role and was of the view

that the generalized trainings like MCMC / SMC at NIM does not fulfill the specialized needs of their officers of his cadre. He further stated that it is Audit and Accounts Academy that caters for the requirements of Specialized Training Programme (STP). While agreeing with the observation of the Auditor General of Pakistan, the Chair remarked that the Cabinet has already approved the bifurcation of the time currently allocated for generalized training such as MCMC and SMC into two parts; half of the time would be spent on generalized training and the other half for specialized training. He further informed that it will solely depend on the Auditor General to decide what type of specialized training the Department wants to impart to their officers at different levels. The Chair further clarified that the role of proposed institute would be that of oversight and to observe whether compliance with the set standards for training in these institutes is being met. The Committee observed that these institutes would also be linked with the universities in order to get the expert resource persons for training and also to collaborate in research studies which have been the most neglected area in the training institutes. However, the Auditor General was of the view that only academicians cannot fulfill the requisite requirements of our training institutes. He stated that we need the combination of both knowledge and experience and trainers should be able to relate academic knowledge with actual practice and technicalities. The Chair remarked that the proposed institute will be given autonomy so that it could hire the services of the best and most relevant human resources for its constituent colleges. Before concluding the discussion on the agenda, the Chair once again desired to know the final stance of the Auditor General who stated that he had no objection on the creation of a governing body over the academy provided that the management of Audit and Accounts Academy remains with AGP.

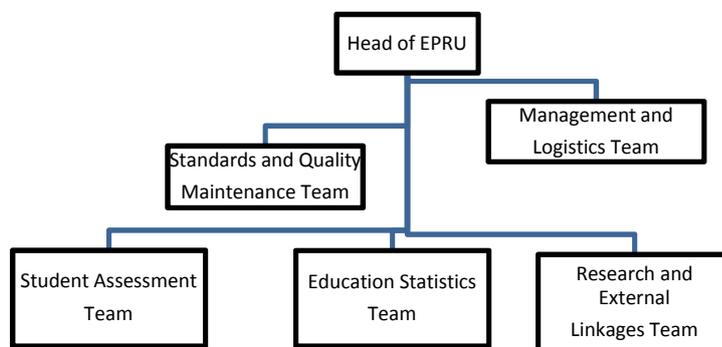
### **Federal Education & Professional Division**

4. The agenda was to discuss the views/objections regarding the proposal of merging Pakistan Manpower Institute (PMI) and Academy of Educational Planning & Management (AEPAM) into the proposed Human Development Policy Institute (HDPI). The Chair stated that concept of the HDPI is to promote and integrated approach to Human Development sectors. HDPI would be a governing body with financial autonomy. It will encourage participation and inclusiveness among the existing institutes. He invited the Minister of Federal Education who is also Member of the committee to share his views. The Minister initiated the discussion and passed it on to Technical Advisor to the

Ministry. She stated that the Ministry intends to retain some of the functions that exist under AEPAM and NEAS<sup>1</sup> and strengthen them further to perform the following functions:

- a. A national education data compilation and analysis and quality review of existing data systems
- b. Conduct research and coordinate with external partners that are involved in research on education issues and dissemination of the research. Compilation of best practices and their dissemination.
- c. Sample based student assessments and their analysis, analysis of other exam and assessment result on student learning and achievements.

5. She further stated that the re-organization of AEPAM, PMI and NEAS to perform the above functions can result in the formulation of an Education Policy and Research Unit (EPRU) under the M/o Federal Education and Professional Training. EPRU will help policy makers to make well-informed decisions regarding education policies. This unit will also be crucial in maintaining linkages with key research organizations and think tanks which could potentially provide research and analysis for the country. She shared a proposed structure as under:-



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

7. Regarding the Federal College of Education (FCE)<sup>2</sup>, she stated that it is a pre-service teacher education institute and its functions should continue as it is. The FCE may wish to engage them for ICT schools.

<sup>1</sup> NEAS is included in Annex-4 of the Report and is proposed for winding up / liquidation. It was discussed in the 9<sup>th</sup> Meeting but was deferred.

<sup>2</sup> FCE is included in Annex-3 of the Report and is proposed for transfer to ICT. The fate of FCE along with other 5 organizations (S.#.1 to 6) was discussed in 9<sup>th</sup> Meeting but was deferred.

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

### **Information & Broadcasting**

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

### **Interior Division**

10. The agenda was to discuss the proposal of merging National Police Bureau and National Police Academy into the proposed National Police Training and Research Institute (NPTRI). The Chair invited the representative of the Ministry of Interior to share the views of the Ministry on the proposal. The representative stated that the Ministry contacted heads of both the institutes and they are here to apprise the Committee about their viewpoints. The Chair made it clear that the Committee has no plan to abolish the BS-21 positions of these institutes. Therefore, keeping this apprehension aside, they should present their views.

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

12. The Commandant of National Police Academy apprised the Committee that NPA is an Autonomous Body and is being governed by an independent Board of governors

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

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

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

## **Decisions**

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

**List of participants of the 12<sup>th</sup> Meeting of Implementation Committee  
held on 05-11-2019**

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