

**MINUTES OF THE 18<sup>TH</sup> MEETING OF THE IMPLEMENTATION COMMITTEE**  
**FOR REORGANIZING THE FEDERAL GOVERNMENT**  
**HELD ON 31-12-2019**

The 18<sup>th</sup> meeting of the Implementation Committee was held on 31-12-2019 at 10:00 a.m. in Institutional Reforms Cell (IRC), the P.M. Office. It was chaired by Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity. The list of the participants is annexed. The agenda of the meeting was as under: -

- i. Briefing by Pakistan Post Office Department (PPOD) on future business plan.
- ii. Position paper on “Reorganization of Training and Policy Research Institutions in the Federal Government” by Institutional Reform Cell (IRC).
- iii. Presentation on “TIP” by Ministry of Information and Technology in the light of decision in 3<sup>rd</sup> meeting of the Implementation Committee.

**Agenda item ii: Position paper on “Reorganization of Training and Policy Research Institutions in the Federal Government” by Institutional Reform Cell (IRC).**

2. The Chair welcomed all the participants. To begin with, he clarified that the use of word “merger” had created some confusion. It was not meant to undo the identity of the existing training institutes. The purpose of bringing sister institutes under one umbrella was to ensure the efficient use of resources while avoiding duplications. For this purpose clusters of training and policy research boards, essentially on the model of National School of Public Policy were proposed in the discussion paper under consideration. Each cluster of institutes would be overseen/governed by an independent Board in the areas of determining training and policy research needs, faculty, curriculum and assessments etc. The Secretaries of the Divisions/heads of the cadre will act as the Chairman of the Board on a rotating basis with ex-officio members drawn from the Finance and Establishment Divisions. The names of these proposed boards were as under:-

- Fiscal Policy and Financial Management Research and Trainings Board
- Energy Policy Research and Trainings Board
- Infrastructure Policy Research and Trainings Board
- Human Development Policy Research and Trainings Board
- Industrial and Trade Policy Research and Trainings Board
- Agriculture and Environment Policy Institute (AEPI)

2. The Chair elaborated the model and functioning of some Boards as under:-

- i. **Fiscal Policy and Financial Management Research and Training Board.** It will cater to the specialized needs of the fiscal and financial managers of the Federal Government at all levels – post induction, mid career, refresher, senior workshops and will also carry out research in fiscal policy, domestic resource mobilization, taxation, audit and accounts and debt issues. The existing Audit and Accounts Academy, Income Tax Academy and Customs & Excise Academy will become training arms (constituent units) with expanded responsibilities for policy research in their respective areas. The officers of the National Savings, Debt Office and the different Wings of the Ministry of Finance, Revenue Division, Economic Affairs Division, senior Finance staff of major spending agencies e.g. WAPDA, NHA, regulatory bodies and large public sector companies such as OGDCL, PPL etc. will be trained at these institutes. The challenge would be to integrate those who do not belong to these cadres in the training architecture and also bring in policy support and research activities within the purview of the proposed Institute. The Ministry of Finance would take the lead role in setting up the Board in close coordination with the AGP and Chairman FBR and also examine as to how the Medium term budgetary framework, Macro policy and fiscal units to be located in the Ministry itself can get backstopping from the Board.
- ii. **Energy Policy Research and Trainings Board.** This Board will be responsible for the technical training, and policy research needs of the Ministries of Water and Power, Petroleum and Natural Resources, including WAPDA, NEPRA, OGRA, AEDB, PPIB and the organizations working under these Ministries. The Hydrocarbon Development Institute, ENAR Petro-tech Services, should become part of this institute. Professional Training Courses for new recruits, mid career officers and senior officers in technical fields to upgrade their knowledge and skills and familiarize them with new technologies, techniques and processes would be carried out by the institute. Policy research in all the areas of energy will be part of its mandate. This would be a new institute and the Ministries of Petroleum and Power are requested to take the lead in conceptualizing and setting up this Board. The existing training facilities, faculty and courses offered by various organizations in energy should be scanned so that there is no extra expenditure on brick and mortar.
- iii. **Infrastructure Policy Research and Trainings Board.** This Board, like Energy Policy and Trainings Board will meet the specialized training needs of the Ministries of Railways, Water reservoirs and infrastructure, Communications, Ports and Shipping and Civil Aviation and Infrastructure project facility. Training and research – will form the basic mandate of this

institute. NTRC, Pakistan Railways Academy, NHA Academy, Postal Staff College will become constituent parts of the Infrastructure Policy Research and Training Board. Professional training of infrastructure engineers and technicians at post induction, mid career, refresher and senior managers level will be provided by IPI. As this would be a new institute, the Ministry of Communications and Ministry of Railways which are already engaged in training would take the lead to establish the proposed IPI.

- iv. **Human Development Policy Research and Trainings Board:** It will serve the Ministries of Education, Health, HUMAN Resources, Poverty Alleviation and Social Protection. The existing Academy of Educational Planning and Management, Health Service Academy, Pakistan Manpower Institute will become part of the proposed HDPI. National Institute of Population Studies and National Research Institute of Fertility Control would be part of Pakistan Health Research Council. The Ministries of Education and Health would take the lead in the setting up of this Institute.

3. After this, a general discussion among the members of the Committee and representatives of the Ministries/Divisions started. One of the members while summarizing the idea stated that there are three aspects of imparting the training:-

- ✓ General management trainings
- ✓ Specialized sector-specific trainings
- ✓ Interdisciplinary trainings

He further stated that these boards will better take care of the third level of training. It was further elaborated that the professional trainings like MCMC and SMC were already split into common and specialized components with seven weeks each at NIMs and respective specialized training institutions. Another member opined that instead of spreading the training to three tiers, it should be at two levels. He further suggested that instead of separate boards, a common institute in Islamabad may be established in order to augment the training being provided by NIMs and by other professional /specialized institutes. This institute would be fulfilling the common needs of all the Ministries/Divisions. Besides such common institute each Ministry/Division will have its own specialized institute for the professional training of their officers as some Ministries/Divisions already have this facility.

4. The representative of the office of Auditor General shared the recent advancements and achievements in the areas of trainings being imparted at Audit & Accounts Academy and expressed reservations on the part of Auditor General of Pakistan regarding the

proposal of bringing of the said Academy under Fiscal Policy and Financial Management Research and Training Board. In response to this the Chair clarified that individual institutes under the proposed Boards would retain their governance and administrative set up under the respective Ministries/Divisions. The whole point of proposal was to better leverage the existing facilitates for research and trainings purposes in the cluster areas while avoiding duplications and ensuring state of the art outputs capable of keeping pace of the emerging technologies. Instead of viewing in the backdrop of individual turfs, the proposal was meant to be evaluated in the larger public interest.

5. On aquery by themember, Director General, PPMI, stated that PPMIis imparting trainings on different modules of project management. However, it was observed that officers participatingin certain trainings are not essentially working on similar projects and those who actually deal with the concerned assignments, seldom attend the relevant trainings. On this, the Committee suggested that mechanism should be developed to ensure that relevant trainings be made compulsory for the officers dealing with projects.

**Agenda items (i) and (iii) were deferred.**

### **Decisions**

- i. The specialized training institutions will retain their existing set up and will continue to undertake sector-specific policy research and impart specialized trainings under their respective Ministries /Divisions.
- ii. In order to fulfill the deficiency of generalized management trainings to the officers of all Ministries/Divisions/Departments, a single large management training institute will be set up at Islamabad to impart across the board trainings at wider scale. The terms of reference, governance, management structure and the financial modalities for such an institute would have to be worked out. The Committee would revisit these issues in its next meeting.

5. The meeting ended with a vote of thank by the Chair.

**List of participants of the 18<sup>th</sup> Meeting of Implementation Committee  
held on 31-12-2019**

- i. Dr. Ishrat Husain, Advisor to the PM on Institutional Reforms & Austerity.
- ii. Mr. Shafqat Mahmood, Minister for Federal Education & Professional Training.
- iii. Mr Pervez Khattak, Federal Minister for Defence, Rawalpindi.
- iv. Syed Fakhar Imam, Chairman, Special Committee of the National Assembly on Kashmir.
- v. Mr. Nadeem Babar, Advisor to the PM on Petroleum.
- vi. Mr. Mohammad Shehzad Arbab, Advisor to the PM on Establishment.
- vii. Dr. Ijaz Munir, Secretary, Establishment Division.
- viii. Dr. Safdar Sohail, Special Secretary, Cabinet Division.
- ix. Mr. Arshad Salam Khattak, Secretary, Railway Board, Islamabad.
- x. Dr. Arshad Mahmmod, Additional Finance Secretary (Exp), Finance Division, Islamabad.
- xi. Mr. Joudut Ayaz, Additional Secretary, M/o Climate Change, Islamabad.
- xii. Mr. Hameed Akhtar, Chief, National Transport Research Centre, M/o Communications, Islamabad.
- xiii. Dr. Shafeeq Ahmed, Executive Director, National Highway Authority, Islamabad.
- xiv. Mr. Javed Sikandar, Chief, M/o Planning Development & Special Initiatives, Islamabad.
- xv. Mr. Hameed Akhtar, Chief NTRC, M/o Communications, Islamabad.
- xvi. Capt.(R) Mushtaq Ahmed, Member (Admn), National Highway Authority, Islamabad.
- xvii. Mr. Akhlaq Rana, Director General, Pakistan Post Office, Islamabad.
- xviii. Mr. M. Yaseen Baloch, Joint Secretary, M/o Housing & Works, Islamabad.
- xix. Mr. Muhammad Umer Aziz, Joint Secretary, M/o Law & Justice, Islamabad.
- xx. Mr. Qamar Zaman, Joint Secretary, Institutional Reforms Cell (IRC).
- xxi. Dr. Muhammad Khurshid, Joint Secretary, M/o National Food Security & Research, Islamabad.
- xxii. Mr. Sabir Ahmed, Director General, National Police Bureau, Islamabad.
- xxiii. Dr. Nazim Latif, Director General, (PITAD), M/o Commerce, Islamabad.
- xxiv. Dr. Muhammad Ali Noor, Director General, PPMI, M/o Planning, Development & Special Initiatives, Islamabad.

- xxv. Ms. Samina Farzin, Deputy Director General, M/o Information & Broadcasting, Islamabad.
- xxvi. Mr. Mahfooz Bhatti, Director General (Policy) Auditor General of Pakistan, Islamabad.
- xxvii. Mr. SherazManzoor, Director General (B&A) Auditor General of Pakistan, Islamabad.
- xxviii. Mr. Ejaz Ahmed Minhas, Additional Director General (Financial Services), Pakistan Post Office, Islamabad.
- xxix. Ms. UmbreenArif, Technical Advisor, M/o Federal Education & Professional Training.
- xxx. Mr. Akbar Azam, Deputy Secretary, Power Division, Islamabad.
- xxxi. Mr. Sabir Ahmed, Director, National Police Bureau, Islamabad.
- xxxii. Mrs. Lubna Said Ghias, Deputy Secretary (Coord), Establishment Division, Islamabad.
- xxxiii. The Deputy Secretary, IRC, Prime Minister's Office, Islamabad.
- xxxiv. Mr. Khurshid Ahmed