

DISCUSSION DRAFT FOR THE TASK FORCE

Guiding principles for Civil Service Reforms

- i) Open, transparent merit – based recruitment to all levels and grades of public services with Regional Representation as laid down in the constitution.
- ii) Performance – based promotions and career progression for all public sector employees with compulsory training at post induction, mid-career and senior management levels.
- iii) Equality of opportunities for career advancement to all employees without preferences or reservations for any particular class.
- iv) Replacement of the concept of Superior Services by equality among all cadres and non-cadres of public servants.
- v) Grant of a Living wage and compensation package including decent retirement benefits to all civil servants.
- vi) Strict observance of security of tenure of office for a specified period of time.
- vii) Separate cadre of regular Civil Services at All Pakistan, Federal, Provincial and District levels co-existing with contractual appointments.
- viii) Creation of an All Pakistan National Executive Service (NES) for senior management positions drawn through a competitive process from the Federal, Provincial and District level Civil Servants and outside professionals.
- ix) Introduction of three specialized cadres under the NES for Economic Management, Social Sector Management and General Management.

Business process re-engineering

- i) All laws, rules, regulations, circulars, guidelines issued by any Government ministry/ department/ agency should be available in its most up dated version to the general public free of cost in a user-friendly manner on web page and in electronic and print forms at public places.

- ii) Service standards with timelines for each type of service rendered at the District, Tehsil and Union level should be developed, widely disseminated and posted at public places in each department.
- iii) Rules of business at the Federal, Provincial and District Governments should be revised to make them simple, comprehensible empowering the Secretaries/ Heads of Departments/ District Coordination Officers to take decisions without multiple references, clearances and back and forth movement of files. Post-audit of the decisions taken should be used to ensure accountability rather than prior clearances.
- iv) Delegation of financial, administrative, procurement, human resource management powers should be revisited and adequate powers commensurate with the authority should be delegated at each tier of the hierarchy. The Budgetary allocations should be divided for each Ministry in two parts (a) Employee related expenses and (b) single line item Operational. The Principal Accounting officer, assisted by the Chief Financial officer, should be empowered to run the operational expenses without prior approval of the MOF except in case of acquisition of assets. Supplementary budget grants would be discontinued.
- v) Estacode, Financial Rules, Accounting and Audit Rules, Fundamental Rules and all other rules in force should be reviewed systematically and revised to bring them in line with modern management practices.
- vi) Introduction of E-Government should be accelerated with local area network connectivity, websites, data bases, electronic filing and tracking, all correspondence through emails forming a minimum package for all Divisions/s/ attached departments/ autonomous bodies. Technological solutions, hardware and software applications are easy part of the process but the most difficult aspect is the Training and a change in the culture, attitude and practices. E-Government should be driven by business needs rather than crafted as an elegant technical solution.
- vii) Public Financial management system built around PIFRA should be used not only for transactions but as a tool for decision making; the system should be fully interlinked among all the stake holders and participants, gaps filled, and the system capabilities enhanced, coverage extended and functionalities added; both standardized as well as tailor made reports should be easily accessible from the dash boards.