

MINUTES OF THE MEETING

TASK FORCE ON CIVIL SERVICE REFORM

Date: 12th November, 2018
 Time: 10:00 am to 01:00 pm
 Venue: Prime Minister's Office, Islamabad

The 5th meeting of the Task Force on Civil Services Reform was held at Prime Minister's Office under the chair of Dr. Ishrat Hussain. Following is a re-cap of the key areas of discussion and decisions.

AGENDA ITEMS	DISCUSSION	DECISIONS
Consultative Sessions with Various Groups of Civil Servants	Chair informed the Task Force members that as per the decision taken in the 2 nd meeting of the Task Force on CSR, consultative sessions were being held with various groups of civil servants to ensure diverse and broad-based feedback. Members were informed that a total of 683 representatives belonging to various groups of civil servants in Lahore, Karachi, Peshawar and Islamabad had been consulted and the details were shared with the members. Regarding the sessions held in Islamabad since last meeting of TF on 26 th October, 2018, it was	It was viewed that consultations were useful in dispelling misgivings regarding the reform process and a valuable source of meaningful input. Accordingly, future meetings were to be taken in the same spirit.

	<p>briefed that all groups of civil servants were supportive of the idea of improving the Value Chain of HR in civil service. During all these meetings, it was emphasized that the primary purpose of these reforms was to improve the public service delivery in line with the vision of the government. However, the reservations and apprehensions centered generally around the apportionment of positions at various grades, disparity among various service groups in terms of promotion opportunities, timescale promotions for the junior positions, and sparse promotion opportunities for technical cadres. Representatives in all consultative sessions were asked to take ownership of these reforms and furnish proposals and ideas to be placed before the Task Force for its consideration.</p>	
<p>Proposals for Police Reforms</p>	<p>Various aspects of reforms in Police were discussed in the context of proposals presented during the consultative session held with Police officers in National Police Academy, Islamabad.</p> <p>It was observed by the members that reforms in police must be seen in the light of prevalent political situation and aspirations of the people. It was viewed that micro-level changes needed to be introduced to improve the</p>	<ol style="list-style-type: none"> 1. After through deliberations by the Task Force, it was decided that a consultative session of the Task Force with the provincial IGs will be conducted to seek their input on Police Reforms. 2. Mr. Ejaz Qureshi will share detailed proposals with the

	<p>public service delivery at the level of Police Station. It was also emphasized that financial and operational autonomy of head of police in the province was imperative, as the competence to distribute budgets under various heads of operations would enable better decision making. It was agreed that due to Constitutional requirements, allocation of single-line budgets to provincial police heads was not possible, as Parliament and Provincial Assemblies needed to approve the detailed, head-wise budgets. It was proposed that Police budget must be prepared to the police station level.</p>	<p>Task Force to improve public service delivery vis-à-vis the police functions in next meeting of the Task Force.</p>
<p>Clusters of Subjects for the CSS Examination</p>	<p>With a view to introduce specialization at the very outset, the proposal of clustering of optional subjects of CSS Examination were discussed for five clusters – PAS, PSP, FSP, All Financial Services (PAAS, PCS, IRS) and Remaining Services (Information, OMG, Railways, Postal)</p>	<p>After detailed discussion by the Task Force, it was decided that views of FPSC shall be obtained before the proposal is presented to the Cabinet for its consideration and approval.</p>
<p>Separation of Audit and Accounts Functions and Provincializing of</p>	<p>The proposals of separation of Audit and Accounts functions and provincializing of accounts were discussed at length. It was examined whether it made better administrative sense that a provincial accounts</p>	<p>1. After detailed discussion by the Task Force, it was decided that Secretary Establishment shall</p>

<p>Accounts</p>	<p>service was created by the provinces or should the Federal Government continue to place officers at the disposal of provincial governments for this purpose. Issues of Local Fund Audit also came under discussion. It was observed that Local Fund Audit must be kept separate from provincial accounts service and audit of large metropolitan corporations must be done by federal audit whereas for the smaller entities, the audit may be conducted by the provinces.</p>	<p>examine the two issues - separation of Audit and Accounts functions and provincializing of accounts. Mr. Shaukat Ali, Secretary Food, Government of Punjab shall share information regarding provincial practices with Secretary Establishment.</p> <p>2. Pros and Cons of the two issues shall be shared with the Task Force in its next meeting for further deliberation.</p>
<p>Proposals for Reforms in Functions of Foreign Office</p>	<p>Various aspects of reforming the functions of Foreign Service were discussed in the context of proposals presented during the consultative session held with Foreign Service officers in Foreign Service Academy, Islamabad. It was observed that the foreign missions and embassies did not have financial autonomy and had to revert to the Finance Division for any re-appropriations. It was observed that the role of Financial Advisors is required to be gradually eliminated and</p>	<p>It was decided that strategy to implement these proposals would be considered and further deliberated in the next meeting of the Task Force.</p>

	replaced by Chief Financial Officers. Also, budget for foreign office was proposed to be under two heads – employee-related and operational expenses formulated at the level of embassies/missions.	
Service Structure of Ex-Cadre / Technical Civil Servants	Various issues related to service structures of ex-cadre and technical civil servants came under discussion in view of the consultations held with different groups. One of the proposals was to formulate a Pakistan Technical Service. Task Force observed that there would be issues of inter-se seniority among the civil servants who belonged to various technical streams if this proposal was implemented e.g. Railways had separate streams within Engineers – Electrical, Mechanical, Civil etc. Hence it would not be viable to have one technical service comprising of all such streams.	A sub-group comprising of the following members was constituted to deliberate on these issues and come up with proposals for consideration of the Task Force: <ol style="list-style-type: none"> 1. Secretary Establishment 2. Ms. Naheed Shah Durrani 3. Mr. Javed Sikander
Public Service Delivery in Health, Education and Police at the Provincial Level	Task Force observed that there was a need to develop a better understanding of important service delivery functions of the provinces related to Police & Law and Order, Education and Health Services. It was emphasized that the Task Force needed to align its reform proposals with the government priorities by considering the challenges at the service delivery level.	It was decided that a joint meeting of the Task Forces on Civil Service Reforms and Austerity and Restructuring of the Government shall be held in Peshawar on 30th November, 2018 with the relevant stakeholders of the

		<p>province in these three key areas of public service delivery.</p>
<p>Analysis of Performance Management, Promotion and Career Planning System by the Relevant Sub-Group</p>	<p>Presentation by the sub-group on preliminary analysis of Performance Management, Promotions and Career Planning preceded the detailed deliberation on the matter. The sub-group presented its findings and principles regarding the reforms required in promotion and performance evaluation/management framework. It was emphasized that an effective performance evaluation system for the civil service is closely linked with its ability to perform and hence a critical pillar of reform. It was highlighted that effective management of each player's individual performance is the first step towards broader strategic performance dividends for the organizations.</p>	<p>After thorough deliberation by the Task Force, the relevant sub-group was requested to work upon its final proposals. Members of the Task Force were requested to furnish their comments on the proposals of the sub-group to enable finalization of recommendations in the next meeting.</p>