

**JOB DESCRIPTION AND POWERS OF THE SECRETARY
OF THE DIVISION IN THE FEDERAL GOVERNMENT ¹**

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Under the Rules of Business the Division means “ a self contained administrative unit responsible for the conduct of business of Federal Government in a distinct and specified sphere and declared as such by the Federal Government”. The Secretary shall be the official head of the Division under the direct supervision of the Minister in charge .It is proposed that the Division will be the main policy making unit of the Government with the functions of:

- (a) developing the vision, long and medium term strategy and plans for the sector or sub-sector
- (b) preparing the policies in consultation with the stakeholders and getting them approved by the Cabinet or Cabinet Committees.
- (c) communicating the policies approved by the Government to the executive departments and autonomous bodies for implementation and monitoring the progress from time to time in light of the milestones and indicators agreed upon.
- (d) formulating the budgetary proposals and submitting them to approval by the Ministry of Finance and then keeping a track of the expenditure incurred.
- (e) preparing the development projects for processing through appropriate fora such as DDWP, CDWP, ECNEC etc.
- (f) monitoring, evaluating the progress, projects and policies implemented and assessing the impact of the Executive Departments and the autonomous bodies under the Division’s jurisdiction.
- (g) developing human resource utilization plan and managing the human resources allocated to the Division.
- (h) continuously updating the business processes, procedures, rules and regulations, setting up and enforcing service standards.
- (i) initiating and carrying out legislative and Cabinet business including the decisions, directives and orders received.

¹ Can be equally applied with some modifications to the Secretary of the Provincial Government

- (j) acting as the focal point for national, inter-provincial and international coordination, collaboration and cooperation.
- (k) Promoting private-public partnerships within the limits of government framework, and
- (l) providing policy guidance to regulatory agencies, executive departments and autonomous bodies from time to time.

2. The Secretary of the Division will be the Principal Accounting Officer and Principal Human Resource Manager of the Division. He/ She will carry out the responsibilities under the general supervision and guidance of the Minister Incharge. The Secretary along with the Minister will oversee and guide the Executive Departments in the discharge of their functions. He/ She will either represent the Division on the Board of the autonomous bodies or designate an officer not below the rank of Grade-21 to represent him or her on the Boards. Secretary will be assisted by a senior officer as his Principal Staff Officer and other staff officers according to the work load of the Division,.

3. The Division will have a three-tier structure: Secretary in Grade 21/22 , Joint Secretary in Grade 20/21, Deputy Secretary in Grade 19/20.; the grades would depend on the work load and nature and complexity of the work entrusted to the Division. Joint Secretaries in Grade-20/ 21 will head different wings of the Division entrusted with functional responsibilities such as Planning, Finance and Budget, Human Resources Monitoring and Evaluation, Technical etc. The actual numbers and configuration will vary in proportion to the workload of each Ministry. Each Joint Secretary will be assisted by several Deputy Secretaries in Grade 19/ 20 who will be initiating the examination and review of the matters pertaining to their units. Deputy Secretary would get technical staff in the field for which he is responsible. Staff officers in Grade 17, 18 and 19 would assist the DS, JS and Secretary. There would thus be a shift from vertical hierarchy towards a more in depth horizontal scrutiny. Once the E-government takes firm hold, the Section officers SOs should be phased out and further recruitment or promotion to Section Officer in the regular cadre discontinued. The present cadre of Section Officer would be protected and promoted according to the existing service conditions. E-Government tools including Enterprise Resource Planning platform (ERP) and web based portal supported by intranet and local area network (LAN) and a National Data warehouse should be utilized for exchange of emails, correspondence, storage, recording , sharing and retrieval of files supported by web-based access to the laws, rules, regulations in force, easily accessible data bases, uploading and downloading of forms and applications for

licences, permits, NOCs, visas and making payments by the citizens through mobile phone applications. The institutional memory will reside in the electronic form occupies a lot of valuable office space and the house record of files that difficult to access would no longer be necessary..

4. The job description of Secretary is elaborated to provide further clarity.

- . He/ She would be the Chief Operating Officer of the Division accountable to the Minister in charge and the Chief Executive of the Federal government. For day-to-day operations of the Division/ Department, he/ she will take guidance from the Minister Incharge who will also monitor and oversee the functioning of the Division.
- The Secretary would effectively act as the Principal Accounting Officer, Principal Human Resource Manager, Principal Planning Officer, Principal contracts and Purchasing Officer and Principal Legal Officer of the Division. He/ She will be assisted in performing these functions by officers with specialized skill in each one of the above fields. Depending on the workload some of these specialized officers could be shared by a group of divisions/ departments but at a minimum each Division/ Department should have a Chief Financial and Accounting Officer (CFAO) to assist the Secretary.
- The Secretary would prepare the budget proposals for submission to the Ministry of Finance, justify and defend these proposals before the appropriate fora but once the budgetary allocations for the Divisions/ Department are approved by the Assembly the funds should be placed at the disposal of the Secretary for expenditures in accordance with the budget. He/ She should enjoy adequate autonomy in resource allocation within the overall budget ceilings to use public resources in a responsible and efficient manner. The Finance Division would allocate the budget and release the funds periodically to the Ministries/Division under two heads:
 - (i) Employee related expenses.
 - (ii) Operational expenses.

The Secretary should also be allowed to make the best trade offs in consultation with the Minister/Incharge but not allowed to create new posts or acquire new assets which create future financial liability without going the

prior approval of Finance Division. The exception would be where it is decided that prudence demands disposal of old vehicles and utilization of sale proceeds to purchase new vehicles within the same amount. The Secretary can , also be provided the flexibility of using the employees related expenses to hire short term experts or consultants instead of filling in some sanctioned posts. Similarly he can reappropriate operational expenses without the given budget in a way that obtains value for money. The present practice of referring every single item of expenditure to the MoF/FD's prior concurrence should be done away with. This would reduce the workload of the MoF/FD, increase efficiency of resource use and ensure accountability of the line ministries/departments for results. The present system of Financial Accounting and Budgeting system (FABS) successor to PIFRA established in 1996 is not working optimally as a management tool for the Secretary and needs to be strengthened . Once the operational flexibility is allowed no requests for supplementary grants should be admitted except in case of pressing unforeseen, unanticipated or emergent demand that is justified and approved by the Cabinet. Other than that the Secretary would enjoy full powers to utilize the budget in accordance into the objective and targets assigned to the Division. This flexibility would allow the Division/Department to produce timely results in accordance with their performance contract. The possible misuse of the discretionary powers can be circumscribed by pre audit by the CFAO and ex-post financial/ performance audit by the Auditor General of Pakistan. The Financial Advisers organization would become redundant under the proposed arrangement and should be abolished. The heads of key attached departments and autonomous bodies can be delegated the powers of Principal Accounting officers for their organizations.

- The Secretary should have the powers to select or requisition the services of officers working under his/ her administrative control for the duration of a specified tenure subject to safeguards. He/ She should be able to surrender the services of those found unsuitable for the job by providing a justification and the reasons for such a surrender. As the appointing authority of certain categories of employees he/ she can hire and fire them according to the procedures laid down in the Efficiency and Discipline Rules.

5. The Public sector Development program should be devolved to the Divisions up to a given threshold and the Planning Ministry should have responsibility for mega projects only (to be defined by the Cabinet from time to time). The processing of the entire value

chain of Development projects (upto prescribed threshold amount) i.e. feasibility study, project preparation review, approval, execution and monitoring would be the responsibility of the Division/Department. The Departmental Development working Party (DDWP) headed by the Secretary along with representative from Planning Division, Finance Division, Cabinet Division, PPRA and other co-opted members would be responsible for review and approval of these projects.

6. The Secretary of the Division/ Department would be subject to oversight by the Minister, while the Establishment, Finance, Law, Planning and Cabinet Divisions (or the corresponding departments in the provinces) would ascertain the validity of the decisions taken and their consonance with the rules, regulations, directives and instructions in force. At another level, the Auditor General and Public Accounts Committee, the Public Procurement Regulatory Authority and the Monitoring and Evaluation Wing of the Planning Commission will carry out inspection and review of the accounts, contracts and projects.