



Public Sector Reforms in Pakistan: Stock-take 2019

REFORMS & INNOVATION IN GOVERNMENT FOR HIGH
PERFORMANCE

APRIL 10TH, 2019



Purpose of Event



- Map out the multiple recent, ongoing and planned reform initiatives undertaken by the Task Forces
- Establish a baseline of progress made against intended reform targets, milestones and impacts by these initiatives;
- Develop and build consensus around the strategic direction and priorities to be addressed by future reform efforts;
- Secure commitments for support among relevant governance stakeholders for these reform efforts.



Agenda



Sr.	Item
1	<i>Welcome Address by the Honorable Minister, MoPDR</i>
2	<i>Keynote Address by Dr. Ishrat Hussain, Chairperson, PM's Taskforce on Civil Service Reforms (CSR) and Austerity & Restructuring of Government (ARG)</i>
3	<i>Opening Address by the Resident Representative a.i., UNDP</i>
4	<i>Address by Honorable Secretary, MoPDR</i>
5	<i>Overview of Government's Key Reforms by Dr. Samina Zehra. Initiatives undertaken by the Taskforces on CSR and ARG</i>
6	<i>Key Initiatives by Government's Task Forces on CSR and ARG Brief presentations by Task Forces</i>
7	<i>Conclusion & Vote of Thanks by Assistant Resident Representative, Head, Governance Unit, UNDP</i>



Participants



Sr.	Representation
1	<i>PM's Taskforce on Civil Service Reforms (CSR) and Austerity & Restructuring of Government (ARG)</i>
2	<i>Ministry of Planning, Development and Reform</i>
3	<i>United Nations Development Programme (UNDP)</i>
4	<i>Department for International Development (DfID)</i>
5	<i>World Bank</i>
6	<i>Asian Development Bank (ADB)</i>
7	<i>United States Agency for International Development (USAID)</i>
8	<i>Japan International Cooperation Agency (JICA)</i>
9	<i>Swiss Agency for Development and Cooperation (SDC)</i>



Thank You

A solid orange horizontal bar at the bottom of the page.

Public Sector Reforms in Pakistan: Stock-take 2019

10th April 2019

Nazara Hall, Serena Hotel, Islamabad

Detailed Agenda

1.	1145 to 1200	Registration
2.	1205 to 1210	Recitation from the Holy Qur'ān.
3.	1210 to 1225	Welcome Address by the Honorable Minister, MoPDR Government's strategic vision for governance reforms, the purpose of the event and expected contribution from participants
4.	1225 to 1240	Keynote Address by Dr. Ishrat Hussain, Chairperson, PM's Taskforce on Civil Service Reforms (CSR) and Austerity & Restructuring of Government (ARG)
5.	1240 to 1250	Opening Address by the Resident Representative a.i., UNDP History of UNDP's partnership with the Government on governance reforms, roundup of ongoing collaborations and recent achievements.
6.	1250 to 1300	Address by Honorable Secretary, MoPDR
7.	1300 to 1310	Overview of Government's Key Reforms by Dr. Samina Zehra. Initiatives undertaken by the Taskforces on CSR and ARG including achievements and plans for the future.
8.	1310 to 1400	Key Initiatives by Government's Task Forces on CSR and ARG Brief presentations by Task Forces on the following themes: 1. Psychometric Testing, Specialized Induction and Inservice Training by Mr. Suleman Ghani and Dr. Umair Javed; 2. Job Description, KPIs, Performance Management by Mr. Shahid Hafeez Kardar Each 15-20-minute presentation will be followed by 5-10 minutes of Q&A. Once all presentations have been delivered, the discussion will be opened to questions/comments from the floor, moderated by the panel of speakers.
9.	1400 to 1500	Lunch
10.	1500 to 1545	Key Initiatives by Government's Task Forces on CSR and ARG Brief presentations by Task Forces on the following themes: 3. Pay and Compensation of Civil Servants by Dr. Nadeem Ul Haque 4. Public Financial Management (PFM) Reforms by Mr. Abdul Wajid Rana
11.	1545 to 1600	Conclusion & Vote of Thanks by Assistant Resident Representative, Head, Governance Unit, UNDP

Public Sector Reforms in Pakistan: Stock-take 2019

Ministry of Planning, Development and Reform

10 April, 2019



- Back of Title Page -

Table of Contents

1. INTRODUCTION.....	4
2. PRIMARY OBJECTIVES.....	4
3. EVENT STRUCTURE.....	5
DETAILED AGENDA.....	5
4. KEY REFORMS UNDERTAKEN BY TASK FORCE ON CSR.....	6
INDUCTION & RECRUITMENT.....	6
PERFORMANCE MANAGEMENT.....	6
TENURE SECURITY.....	7
PAY AND COMPENSATION.....	7
TRAINING STRATEGY.....	7
ACCOUNTABILITY AND EFFICIENCY AND DISCIPLINE (E&D) RULES.....	7
SELECTION PROCESS OF CEOs FOR KEY PUBLIC SECTOR COMPANIES.....	8
5. KEY REFORMS UNDERTAKEN BY TASK FORCE ON ARG.....	8
AMENDMENTS IN RULES OF BUSINESS.....	8
STRENGTHENING SECRETARIES COMMITTEES.....	8
APPOINTMENTS OF TECHNICAL ADVISORS WITH THE MINISTERS.....	8
REORGANIZATION OF FEDERAL GOVERNMENT.....	9
REDUNDANT ORGANIZATIONS.....	9
PUBLIC FINANCIAL MANAGEMENT.....	9
IT AND E-GOVERNANCE.....	9
5. LOGISTICAL ARRANGEMENTS.....	9
6. PARTICIPANTS.....	10

Public Sector Reform in Pakistan: Stock-take 2019

10th April 2019

Nazara Hall, Serena Hotel, Islamabad

1. Introduction

The Government of Pakistan attaches the highest priority to governance reform and innovation which allows federal ministries, departments and agencies to deliver better services and improve performance to meet the expectations of its citizens. The government has identified six priority areas for reforms in its political manifesto including transforming governance, strengthening the federation, revitalizing economic growth, uplifting agriculture and conserving water, revolutionizing social services and Pakistan's national security.

Public sector reforms feature as a key area on the government's 100-days reform agenda. The reform process has received new momentum in view of the Task Forces launched by the Prime Minister, under the leadership of Dr. Ishrat Hussain comprising of reform leaders, champions and experts to help support the reforms process and achieve the vision of transforming the country. To achieve these policies and plans, the Ministry of Planning, Development and Reform (MoPDR) in collaboration with UNDP is providing technical assistance through URAAN Project / "Reforms and Innovation in Government for High Performance" to these taskforces.

Given this renewed impetus for reform, there is a clear need for these multiple, parallel programming strands to be strategically aligned under a holistic, joined-up and coherent reform agenda, which is implemented in lockstep with the priorities and commitments of the new government. In this regard, UNDP, in collaboration with Institutional Reform Cell (IRC) at the Prime Minister Office (PMO) and MoPDR, intends to organize a stock-take inviting the participation of representatives from taskforces and relevant governance stakeholders, in Islamabad. Specific objectives are mentioned below.

2. Primary Objectives

The proposed Stock-take seeks to:

- Map out the multiple recent, ongoing and planned reform initiatives undertaken by the Task Forces that are thematically aligned with the strategic priorities of the Government;

- To establish a baseline of progress made thus far, against intended reform targets, milestones and impacts by these initiatives;
- Develop and build consensus around the strategic direction and priorities that should be addressed by future reform efforts;
- Secure commitments for support among relevant governance stakeholders for these reform efforts.

3. Event Structure

The proposed event will be a half-day event beginning with keynote speeches to set the ground for substantive discussion around the major stock-take themes concluded by agreement on the way forward.

Detailed Agenda

1.	1145 to 1200	Registration
2.	1205 to 1210	Recitation from the Holy Qur'ān.
3.	1210 to 1225	Welcome Address by the Honorable Minister, MoPDR Government's strategic vision for governance reforms, the purpose of the event and expected contribution from participants
4.	1225 to 1240	Keynote Address by Dr. Ishrat Hussain, Chairperson, PM's Taskforce on Civil Service Reforms (CSR) and Austerity & Restructuring of Government (ARG)
5.	1240 to 1250	Opening Address by the Resident Representative a.i., UNDP History of UNDP's partnership with the Government on governance reforms, roundup of ongoing collaborations and recent achievements.
6.	1250 to 1300	Address by the Honorable Secretary, MoPDR
7.	1300 to 1310	Overview of Government's Key Reforms by Dr. Samina Zehra. Overview of the initiatives undertaken by the Taskforces on CSR and ARG including achievements and plans for the future.
8.	1310 to 1400	Key Initiatives by Government's Task Forces on CSR and ARG Brief presentations by Task Forces on the following themes: 1. Psychometric Testing, Specialized Induction and Inservice Training by Mr. Suleman Ghani and Dr. Umair Javed; 2. Job Description, KPIs, Performance Management by Mr. Shahid Hafeez Kardar Each 15-20-minute presentation will be followed by 5-10 minutes of Q&A. Once all presentations have been delivered, the discussion will be opened to questions/comments from the floor, moderated by the panel of speakers.
9.	1400 to 1500	Lunch and Prayer
10.	1500 to 1545	Key Initiatives by Government's Task Forces on CSR and ARG Brief presentations by Task Forces on the following themes:

		3. <i>Pay and Compensation of Civil Servants by Dr. Nadeem Ul Haque</i> 4. <i>Public Financial Management (PFM) Reforms by Mr. Abdul Wajid Rana</i>
11.	1545 to 1600	<i>Conclusion & Vote of Thanks by Assistant Resident Representative, Head, Governance Unit, UNDP</i>

4. Key Reforms Undertaken by Task Force on CSR

Induction & Recruitment

The existing human resource management system in civil service is replete with weaknesses that can be addressed by professionalizing recruitment through overhaul of induction process that tests the analytical ability, domain specific knowledge and aptitude of candidates. Proposed reforms by the taskforce include introduction of screening tests at stage 1 to filter the more capable and serious candidates to the next phase of written examination phase and psychometric evaluations at stage 2 for assessing the attitude, teamwork and other personality traits of the candidates. The proposal also includes introduction of professional clusters at the entry level which include; a) General (PAS, PSP, OMG, FSP Postal, Railways), Finance and Economics (PAAS, C&T, IRS, Customs, Economist Group) and Information (Information). The proposal has been forwarded to Establishment Division for initiating summary.

Performance Management

Performance management fundamentally entails performance planning and performance evaluation i.e. comparison of actual performance with agreed standards. Performance planning is carried out at the beginning of annual business cycle and entails agreement on objectives and KPIs for the year between the officer and immediate supervisor. Performance evaluation is linked with these pre-agreed KPIs to enhance transparency and improve performance.

Performance contracts are being proposed between the PM and Ministers, aimed at increasing focus on results in terms of efficiency, effectiveness and quality of services to deliver against pre-agreed key performance indicators (KPIs). The performance contracts detail the Objectives, Outputs and Key Performance Indicators (KPIs) planned for achievement by the end of every financial year and are linked with the outcomes assigned in MTBF allocations.

Tenure Security

An essential ingredient to empower civil servants and hold them accountable for results is a guarantee of stable tenure. Among other things this would enhance the productivity of a civil servant as the security of tenure would enable an officer to deliver in a more professional manner. It is proposed that a Selection Committee comprising of Ministers

and Secretaries to be chaired by Advisor on Establishment should take decisions regarding selection and postings of federal secretaries. The tenure of secretaries has been fixed to two years extendable with another year. Additionally, a performance review mechanism is proposed based on a six-months period to assess the performance of secretaries. The summary of reforms in this area has been approved by the Cabinet.

Pay and Compensation

The structural defects in the existing salary structure and the anomalies in the allowances structure show that the compensation system for government officials requires serious and urgent reform. Considering that the issue of pay is so intrinsically linked to performance and motivation, reforms measures like separation of Police, Education, Health and Engineering cadres from the BPS have been proposed along with fixing prevalent distorted incentives system in a phased manner. Discussions are underway to link salary increments and bonuses with performance.

Training Strategy

One of the key areas of reform includes strengthening the capacity of training institutions to conduct training, research and policy advisory support and expanding the in-service training opportunities for officers outside the cadre services. This also covers recalibration of existing training regime to aim at competencies required for the next grade. It has been proposed to assign NSPP an overarching role as an apex training institution for standard setting and monitoring.

Accountability and Efficiency and Discipline (E&D) Rules

The accountability framework of public sector is crucial for good governance. In this regard, internal accountability of departments needs to be strengthened to weed out elements causing inefficiencies and malpractices. Any inadvertent procedural lapses in routine official work government are covered accordingly under the E&D Rules and do not fall under the ambit of National Accountability Bureau (NAB). To ensure that NAB does not usurp the jurisdiction of anti-corruption establishment, the reforms include suitable changes in NAB law to limit its jurisdiction and enable unhindered government functioning.

Selection Process of CEOs for Key Public Sector Companies

One key reform area is the selection process of CEOs for key public sector companies. To ensure autonomy and transparency in the selection process, reforms entail constituting Selection Committees by Independent Boards for appointments of Heads. The manner and procedure of selection of CEOs/Heads who fulfill the requirements shall be specified by Selection Committees.

5. Key Reforms Undertaken by Task Force on ARG

Amendments in Rules of Business

A systematic review and revision of rules of business including Estacode, Financial Rules, Accounting and Audit Rules, Fundamental Rules and all other rules in force at the Federal, Provincial and District Governments has been proposed to bring them in line with modern management practices. This includes empowering the Cabinet to be responsible for policy formulation and overall decision-making and bringing efficiency to the day to day running of the government by empowering the Secretaries/ Heads of Departments/ District Coordination Officers to take decisions without multiple references, clearances and back and forth movement of files. The job descriptions of Secretaries and Ministers are also clarified for enhanced operational efficiency and accountability. The summary has been finalized for submission to the Cabinet.

Strengthening Secretaries Committees

Another reform area includes tapping on the collective wisdom and experience of the Federal and Provincial Secretaries by making extensive use of the Secretaries Committee. The present tendency of over centralization of decision making can be curbed by delegating some specified powers of inter-ministerial coordination and dispute resolution to these committees. This will strengthen the leadership qualities of the secretaries as they will work as a collective team and force them to take decisions not on the basis of narrow considerations of protecting their turf but in the larger national interests. The mandate of these committees would also entail deliberating upon important policy matters and making recommendations to the Cabinet.

Appointments of Technical Advisors with the Ministers

Technical advisors are appointed primarily in order to increase the responsiveness of government and help address strategic challenges faced by government leaders. Reform efforts are underway for appointments of ministerial advisors for assistance on important policy matters. Initially the number of Ministers who can have technical advisors is fifteen. The summary of reforms in this area has been approved.

Reorganization of Federal Government

Proposal is under discussion to reconfigure about 450 organizational entities into executive departments or autonomous bodies through mergers, privatization, restructuring, winding up or transfer to provinces.

Redundant Organizations

Detailed proposals have been developed for reducing the number of Divisions in the federal government and abolition of 42 organizations that have been found to be

redundant. The Secretaries Committee is reviewing the decision on these redundant organizations.

Public Financial Management

The reforms in this area aim to simplify the budgetary process and strengthen the financial powers of Principle Accounting Officers. These also entail abolition of Field Audit Offices and boosting the CF&AOs as Chief Financial Officers for the Divisions. Public Financial management system built around PIFRA is being proposed to be used not only for transactions but as a tool for decision making and achieving harmony between financial autonomy of organizations and system of financial controls. It is also proposed to have the system fully extended and interlinked among all the stakeholders and participants, with additional functionalities that allow standardized and tailor-made reports accessible from dashboards. The draft PFM Law is ready for submission to the Cabinet and Parliament in the next few months.

IT and E-Governance

This area of reform focuses on introduction and adoption of E-government driven by business needs rather than as an elegant technical solution. This includes expanding local area network connectivity, websites containing laws, circulars and guidelines issued by the departments, data bases, electronic filing and tracking and correspondence through emails forming a minimum package for all Divisions/s/ attached departments/ autonomous bodies. The reforms are not limited to technological solutions, hardware and software applications but also envision a change in the culture, attitude and practices regarding E-governance. The reforms summary for the Cabinet has been presented to the Taskforce on IT for endorsement.

5. Logistical Arrangements

The event is planned to be organized in the Nazara Hall, Serena Hotel, Islamabad. UNDP will manage the organization of the event, including logistical arrangement and substantive support, with the support and guidance from MoPDR.

6. Participants

UNDP/MoPDR will finalize the list of participants, which will include an estimated 35 representatives from the following institutions / stakeholder groups:

- Prime Minister's Secretariat;
- Ministry of Planning, Development & Reform;
- Federal Ministries/Divisions;
- Representatives from Task Forces on CSR and ARG

- International development partners supporting governance reform actions in Pakistan, including World Bank, EU, USAID and UK-DFID, among others.

A list of participants will be developed and shared with MoPDR once this Note is approved.