

INSTITUTIONAL REFORMS

REFORMS AGENDA

FEBRUARY, 2021

I. REORGANIZATION OF FEDERAL GOVERNMENT

REFORMS

I.1 Federal Government entities reduced from 441 to 324

- Entities categorized into 3 main classifications to streamline functions: Executive Departments, Autonomous Bodies, Constitutional Bodies

STATUS/TIME

- **204** Autonomous Bodies Notified
- **84** Executive Bodies Notified
- Definition of new categories are pending with Law and Justice Div.

I. REORGANIZATION OF FEDERAL GOVERNMENT

REFORMS

I.2. Selection Procedure of Appointment of CEOs changed

- The procedure of selection to appoint CEOs/MDs of Public Sector organizations to be conducted through open, merit-based competitive processes

STATUS/TIME

- 56 CEOs appointed through this process so far, including some overseas Pakistanis

I. REORGANIZATION OF FEDERAL GOVERNMENT

REFORMS

I.3 E-GOVERNANCE

- Ministries expected to reach level 4, eliminating paper usage
- Electronic submission of Summaries for Prime Minister, Cabinet and Committees

STATUS

- Done
- E-Office should be in place by end January 2021 in all Ministries/Divs.

I. REORGANIZATION OF FEDERAL GOVERNMENT

REFORMS

I.4 Management Position Scales Policy

- New MP Scales Policy notified to attract new talent from private sector along with SSP scales
- Recruitment process broadened and in addition to advertisements, head hunting firms can identify suitable candidates for short-listing and interviews

STATUS

- 22 posts filled in
- Cabinet has approved procedure

I. REORGANIZATION OF FEDERAL GOVERNMENT

REFORMS

I.5 Public Financial Management Law (PFM)

- Delegation of financial powers given to line Ministries/Divisions
- Financial Adviser organization abolished

STATUS

- Notified on 22nd June, 2020
- 24 CFAO's appointed.
- 4 & 5 Sub offices of AGPR in the Federal Secretariat

2. ORGANIZATIONAL RESTRUCTURING

REFORMS

2.1 Pakistan Railway

- Restructuring plan approved by the Federal Cabinet
- Divided into 5 companies
- Automation of processes, better operational management and real-time monitoring will be ensured

STATUS

- 4 freight and 6 passenger trains outsourced
- Karachi Circular Railway restarted after 20 years
- ML-I plan approved

2. ORGANIZATIONAL RESTRUCTURING

REFORMS

2.2 Pakistan International Airlines contd.

- Comprehensive Restructuring Plan devised to make it a financially viable organization

STATUS

- To be presented to ECC and Cabinet
February 2020

2. ORGANIZATIONAL RESTRUCTURING

REFORMS

2.3 Pakistan Steel Mill

- Transaction structure to transfer operating assets to a subsidiary company to revive and operate the Mill has been approved

STATUS

- In process

2. ORGANIZATIONAL RESTRUCTURING

REFORMS

2.4 Federal Board of Revenue (FBR)

- Comprehensive reform agenda to restructure FBR which is broadly focused on 3 areas:
 - (a) end-to-end automation of business processes
 - (b) functional and organizational restructuring
 - (c) Improved human resource management

STATUS

- In process
- Tax refunds of Rs. 250 billion
- Tax form for SMEs simplified
- Anti-smuggling efforts have proved successful

2. ORGANIZATIONAL RESTRUCTURING

REFORMS

2.5 Capital Development Authority

- Report on the restructuring of the CDA was presented and approved by the Federal Cabinet.

STATUS

Interior Division is implementing the decisions

2. ORGANIZATIONAL RESTRUCTURING

REFORMS

2.6 Strengthening of AGP Office

- Report on the strengthening of AGP office has been approved by the Cabinet

STATUS

- Amended law before the CCLC

2. ORGANIZATIONAL RESTRUCTURING

REFORMS

2.7 Competition Commission of Pakistan

- Report on strengthening and restructuring of CCP was submitted to Cabinet in March 2020

STATUS

- Lahore High Court has vacated long standing stay
- Financial autonomy of CCP restored

2. ORGANIZATIONAL RESTRUCTURING

REFORMS

2.8 Securities and Exchange Commission of Pakistan

- SECP has taken a number of initiatives to achieve financial inclusion, automation, enabling business environment and market development

STATUS/TIME

- A new platform for SMEs on Pakistan Stock Exchange established
- End-to-end Digitization under implementation

2. ORGANIZATIONAL RESTRUCTURING

REFORMS

2.9 Pakistan Post Office

- Track and Trace System
- Plan to expand through 125,000 franchise post offices
- Electronic Money order
- Same Day Delivery
- Digitization of Financial Services
- Revenue Receipts increased from Rs. 11.7 bn to Rs. 15.9 bn

STATUS/TIME

- Introduced
- Completion by FY/22
- FY/22
- Operational
- Contract under review

2. ORGANIZATIONAL RESTRUCTURING

REFORMS

2.10 National Highway Authority

- E-bidding and E-tendering system for transparency in procurement

STATUS/TIME

- Operational

3. CIVIL SERVICE REFORMS

REFORMS

3.1 Induction and Recruitment

- Competency based CSS examination reforms
- Screening test to reduce workload

STATUS

Establishment Division has prepared revised scheme, which is pending approval

3. CIVIL SERVICE REFORMS

REFORMS

3.2 Training

- **Training at NSPP**
- National School of Public Policy to be made an apex body tasked with standard setting, monitoring and quality assistance
- Training of Ex-cadre
- Splitting of MCMC and SMC

STATUS

- Completed

3. CIVIL SERVICE REFORMS

REFORMS

3.3 Performance Management

Performance Contracts

- Prime Minister has signed Performance Contracts with Ministers to evaluate performance of ministers against agreed goals and objectives set.
- Under this scheme, the entire process of performance management will trickle down from Prime Minister to officers of the federal government in ministries/divisions and vice versa

STATUS/TIME

- Approved by Prime Minister
- Implementation is underway

3. CIVIL SERVICE REFORMS

REFORMS

3.4 Promotion Policy and Rules

- Civil Servants Promotion, (BPS-18 to BPS-21) Rules, 2019 have been notified
- Central Selection Board (CSB) has followed the rules in promoting officers to Grade 20 to 21 based on these rules

STATUS

- Completed
- Islamabad High Court has upheld the new promotion rules

3. CIVIL SERVICE REFORMS

REFORMS

3.5 Efficiency and Discipline Rules

- Prime Minister has approved some important amendments in the Civil Servants (Efficiency and Discipline) Rules, 2020.
- Changes have been made to complete the process within stipulated timeframes to stop lingering of inquiry process
- Plea bargain and voluntary return have been included in the definition of misconduct and now such civil servants can be proceeded against for first time

STATUS

Completed

3. CIVIL SERVICE REFORMS

REFORMS

3.6 Directory Retirement Rules

- Civil Servants Rules, 2020 have been notified which will enable the government to evaluate the performance of officers on set of principles
- Officers who have completed 20 years' service but whose performance has consistently been not satisfactory over a considerable period of time or are found guilty of corruption or are superseded by the Promotion Boards or Committee or have unbecoming conduct, will be retired.

STATUS

Notified

3. CIVIL SERVICE REFORMS

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3.7 Rotation Policy

- Rotation Policy of PAS & PSP officers, 2020
- Aims to ensure all officers are provided opportunities to serve across the federating units, before attaining highest levels in government

STATUS

- Notified

3. CIVIL SERVICE REFORMS

REFORMS

3.8 Technical Advisors (TAs)

- Federal Government approved posts of the Technical Advisors in various Divisions in MP Scales
- 17 posts of Technical Advisors were approved in November, 2018

STATUS

Only two Ministries have hired Technical Advisors despite lapse of two years

3. CIVIL SERVICE REFORMS

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3.9 Compensation and Benefits:

- Pay and Pension Commission has been reconstituted under the chairmanship of Ms. Nargis Sethi

STATUS/TIME

- Commission has become functional in October 2020 and will present report by February 2021

3. CIVIL SERVICE REFORMS

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3.10 Career Progression, Postings and Placements in the Federal Secretariat

- Four streams of Ministries have been identified in the Federal Secretariat: Economic, Social Sector, Technical and General Management – in which the offices would serve to rotate: Cross-Stream transfers would not be allowed.
- Foreign training of officers to be revived and HEC approached for scholarships

STATUS/TIME

Cabinet approved this scheme on January 4, 2020

3. CIVIL SERVICE REFORMS

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3.10 Career Progression, Postings and Placements in the Federal Secretariat

- Future placements and postings would be based on the following criteria:
 - Nature of experience gained, Expertise acquired, Appraisal from Training Institutes, Performance References
- Technical position in some of the lin ministries to be opened up for recruitment from the private sector

STATUS/TIME

Cabinet approved this scheme on January 4, 2020

Estab is working on it

4. BUSINESS PROCESS RE-ENGINEERING

REFORMS

4.1 Amendments in Rules of Business

- Task Force's proposal for amendments in the Rules of Business (ROB) approved by CCIR
- Definition and updated lists of the Autonomous Bodies, Executive Department and Constitutional Body

STATUS/TIME

Cabinet Division will submit summary

Pending with Law and Justice Division

4. BUSINESS PROCESS RE-ENGINEERING

REFORMS

- **4.2 Appointment of Dual Nationals**
- Proposals of the Task Force on Austerity & Restructuring of Government have been submitted for Cabinet approval and are currently with the Law Division.
- Once the division provides its feedback, further action may be taken on the matter.

STATUS/TIME

- Pending with Law and Justice Division

4. BUSINESS PROCESS RE-ENGINEERING

REFORMS

4.3 Updating of ESTACODE

- Civil Establishment Code (ESTACODE) and Manual which deals with matters of posting, transfer and tenure of Civil Servants is being updated

STATUS/TIME

June, 2021

4. BUSINESS PROCESS RE-ENGINEERING

REFORMS

4.4 Upgradation of Establishment Division into an HRM Division

- The HR policies for the Federal Government employees would be uniformly laid down by the Establishment Division but the execution would be the responsibility of the respective Divisions

STATUS/TIME

Digitization of the service records underway

4. BUSINESS PROCESS RE-ENGINEERING

REFORMS

- **4.5 Regulatory Framework / Guillotine / Ease of Doing Business**
- Committee is looking at various laws, processes, rules and regulations to improve the ease and cost of doing business in Pakistan

STATUS/TIME

Various reforms have been introduced for facilitating businessmen. Ranking of Pakistan has improved on EoDB scale

4. BUSINESS PROCESS RE-ENGINEERING

REFORMS

4.6 Reforms in PSDP allocation and releases

- Planning and Development Division has introduced a number of changes to simplify the processing, approval and implementation of development schemes.

STATUS/TIME

- Implemented

THANK YOU