

DRAFT WORKING PAPER

Subject: **RE-ORGANIZING THE FEDERAL GOVERNMENT - PROPOSALS REGARDING EXECUTIVE DEPARTMENTS AND AUTONOMOUS BODIES.**

1. The Federal Government has at present 440 organizational entities (OEs) (attached departments, autonomous bodies, registered companies, statutory corporations etc.) under the control of its various Divisions/ Ministries. Some of these OEs have been in existence for several decades and they have lost the justification for which they were established and except for the salaries and rents etc. there is not much funding available to them. In other cases there is overlapping and duplication of responsibilities. Some of the entities which are needed for the future are either missing or need strengthening. There is thus a need to make a comprehensive assessment of each of these OEs and make specific recommendations about them.
2. These OEs have been divided into 18 different categories by the nature of their functions in consultation with the Administrative Ministries/ Divisions and their Legal Charters. Out of 440 OEs, 27% belong to the categories of commercial/ semi-commercial/ manufacturing; public utilities and service providers and financial institutions. 15% are attached departments or executing agencies, 7% are training institutions and 7% educational institutes. The remaining 44% entities are scattered over 12 functional categories. Table-I below presents the numbers of OEs falling under different categories.

TABLE – I

Functional Classification of Organizational entities under the Federal Government

Constitutional bodies	10
Regulatory bodies	32
Courts/ Tribunals	23
Commercial/ Semi Commercial/Manufacturing	64
Public Utilities/ Service Providers	35
Promotion Bodies	24
Financial Institutions	21
Training Institutions	28
Research/ Data/ Documentation	20
Education Institutions	27
Quality Assurance	08
Development Authorities	05
Councils/ Commissions/ Committees	12
Trusts/ Foundation	18
Executive Agencies	73
Security/ Enforcement	14
Scientific Research Institutes	10
Others	16
Total	440

A - Proposed Configuration

3. This paper therefore analyzes all of these entities recommendations either for (i) Privatization (ii) Transfer to the Provincial Government, Islamabad Capital Territory and Gilgit Baltistan (iii) Liquidation, winding up or closure (iv) Rationalization of independent Commissions/Committees (v) Mergers and finally for (vi) Retention.
4. The OEs that have been recommended for retention have been further divided into two broad classes – Executive Departments and Autonomous Bodies, abolishing all other classifications such as subordinate offices, semi-autonomous bodies etc. In some instances where there is lack of clarity, it is recommended that the Administrative Ministry should carry out an expert evaluation whether the OE should be retained in its present form, wound up or merged or restructured.
5. The main considerations behind the proposed configuration are the criteria laid out in the following sections. For example, quality assurance and standards are likely to assume an important role both in the exports as well as for domestic consumer protection. The OEs responsible for drinking water, drugs, foodstuffs and exports should subject their products to scrutiny by independent quality assurance bodies. These bodies can no longer act as cozy arms of the Ministries/ Divisions responsible.

B - Privatization Candidates

6. We have considered three categories of Federal Government Organizations as possible candidates for privatization i.e.;
 - (a) Commercial/ Semi Commercial/ Manufacturing Business
 - (b) Public Utilities/ service providers and
 - (c) Financial Institutions
7. These Organizational Entities (OEs) together account for 27 percent of the total OEs under the Federal Government. The Privatization Commission has furnished information about the Organizations included in the pipeline for privatization. In addition we have made our own assessment as to which other organizations can be considered as candidates for privatization. On the basis of this examination we have come to the conclusion that at least 45 OEs can be considered as candidates for privatization.

TABLE-II
PRIVATIZATION CANDIDATES / TRANSFER TO SARMAYA-E-PAKISTAN

Sr. No.	Division	Name of Department
01	Commerce	1. State Life Insurance Corporation of Pakistan, Karachi 2. National Insurance Company Limited (NICL), Karachi 3. Pakistan Reinsurance Company Limited, Karachi
02	Finance	4. First Women Bank Limited (FWBL) 5. SME Bank Ltd. 6. Industrial Development Bank Limited
03	Industries & Production	7. Sindh Engineering Limited (SEL) ⁱ 8. Republic Motors Private Limited ⁱⁱ 9. Pakistan Engineering Company Limited (PECO) 10. Heavy Electrical Complex (HEC) 11. National Fertilizer Corporation of Pakistan Private Limited ⁱⁱⁱ 12. State Engineering Corporation (SEC) ^{iv} 13. Morafco Industries Private Limited ^v 14. Pakistan Automobile Corporation (PACO) ^{vi} 15. Spun Yarn Research and Development Company, Multan ^{vii} 16. Southern Punjab Embroidery Industries, Multan ^{viii} 17. Khadi Crafts Development Company ^{ix}
04	Information Technology & Telecommunication	18. Telephone Industries of Pakistan (TIP) ^x
05	National History & Literary Heritage	19. National Book Foundation (NBF), Islamabad ^{xi}
06	Petroleum	20. Oil & Gas Development Company Ltd., Islamabad 21. Pakistan Mineral Development Corporation (PMDC) ^{xii} 22. Pakistan Petroleum Limited (PPL)
07	Power	23. Power Holding (Private) Limited (PHPL) 24. National Power Parks Management Company (Private) Limited (NPPMCL) 25. Jamshoro Power Generation Company (GENCO-I) ^{xiii} 26. Central Power Generation Company (GENCO-II)

		27. Northern Power Generation Company (GENCO-III) ^{xiv} 28. Lakhra Power Generation Company (GENCO-IV) 29. Islamabad Electric Supply Company (IESCO) 30. Lahore Electric Supply Company (LESCO) 31. Gujranwala Electric Power Company (GEPCO) 32. Faisalabad Electric Supply Company (FESCO) 33. Hyderabad Electric Supply Company (HESCO) 34. Multan Electric Power Company (MEPCO) 35. Quetta Electric Supply Company (QESCO) 36. Peshawar Electric Supply Company (PESCO) 37. Sukkur Electric Power Company (SEPCO) 38. Tribal Areas Electric Supply Company (TESCO) 39. Lakhra Coal Development Company Ltd., Karachi ^{xv} 40. Government Holdings (Pvt.) Limited (GHL) ^{xvi} 41. Kot Addu Power Company (KAPCO) 42. 1233 MW Balloki Power Plant 43. 1230 MW Haveli Bahadur Power Plant
08	Others	44. Jinnah Convention Centre, Islamabad 45. Services International Hotel, Lahore

C - Transfer to the Provincial Governments, Gilgit Baltistan and Islamabad Capital Territory (ICT)

8. After the 18th amendment, a large number of Federal organizational entities have been abolished but there are still at least another 19 entities which should be considered for transfer to the provincial governments, Gilgit Baltistan or ICT.

TABLE – III
ORGANIZATIONS PROPOSED FOR TRANSFER TO PROVINCES, GILGIT
BALTISTAN & ICT

Sr. No.	Division	Name of Department
01	Federal Education & Professional Training	1. Federal Directorate of Education (FDE) 2. Directorate General of Special Education 3. Federal College of Education 4. Federal Government Polytechnic Institute of Women, Islamabad 5. Sir Syed Schools and College of Special Education 6. Federal Government College of Home Economics & Management Sciences 7. Basic Education Community Schools (BECS)
02	Industries & Production	8. Department of Explosives
03	Interior	9. National Academy for Prisons Administration, Lahore
04	Maritime Affairs	10. Directorate of Dock Workers' Safety, Karachi
05	National History & Literary Heritage	11. Department of Libraries (DOL), Islamabad
06	Overseas Pakistanis & Human Resource Development	12. Directorate of Workers Education, Islamabad
07	Inter Provincial Coordination	13. Northern Areas Transport Corporation (NATCO), Gilgit
08	Maritime Affairs	14. Korangi Fisheries Harbour Authority, Karachi
09	Petroleum	15. Saindak Metals Limited (SML)
10	Textile	16. Karachi Garment City Company, Karachi 17. Lahore Garment City Company, Lahore 18. Faisalabad Garment City Company, Faisalabad 19. Pakistan Textile City Limited, Karachi

9. The transfer should take place after the modalities are agreed between the Federal Ministry and the Provincial Government concerned. A transition plan should be prepared in each case to ensure smooth hand over including protecting the terms and conditions and interests of civil servants working in these institutions. In some provincialized organizations such as Quaid-e-Azam Management Board a representative of the Federal Government should be member of the Board.

D - Transformation of Councils/ Commissions/ Committees.

10. At present there are certain councils/ commissions/ committees working under various Ministries/ Divisions. Some of them are permanent statutory bodies, others are regulatory bodies of sorts, some of them are of adhoc nature for specific purposes.

11. The following Councils/ Commissions/ Committee should work as independent bodies and not under the control of any Ministry. The Ministry, if it is providing any financial assistance, should be represented on the Council or Commission or Committee through which it exercises oversight, influences policy decisions and ensures financial discipline. The Ministry will continue to act as liaison between these bodies and the Government:

TABLE – IV

TRANSFORMATION OF COUNCILS/ COMMISSIONS/ COMMITTEES

Sr. No.	Division	Name of Department
01	Human Rights	1. National Commission for Child Welfare & Development (NCCWD) 2. National Commission for Human Rights (NCHR) 3. National Commission on the Status of Women (NCSW)
02	Information & Broadcasting	4. Press Council of Pakistan (PCP)
03	Kashmir Affairs & Gilgit Baltistan	5. Gilgit Baltistan Council 6. Azad Jammu and Kashmir Council
04	Law & Justice	7. Law and Justice Commission of Pakistan 8. Council of Islamic Ideology
05	National Food Security & Research	9. Pakistan Central Cotton Committee (PCCC)
06	National Health Services, Regulations & Coordination	10. National Council for Homeopathy (NCH) 11. National Council for Tibb (NCT) 12. Pakistan Medical and Dental Council (PM&DC)

12. These entities may have small Secretariats provided by the Administrative Ministries concerned and the funding may also be provided fully or partially by the Government. The budgetary grants for such entities will be shown as a one line item under the head of the respective Ministries. These entities, in turn, will be obligated to account for all the expenditures incurred and their accounts will be audited by the Auditor

General of Pakistan. The official notification or resolution, the composition and other matters in respect of these entities will be initiated by the Ministry concerned.

E - Liquidation or Winding up

13. The following organizations have by and large fulfilled the tasks for which they were setup in the first place or the remaining work load does not justify the lingering of the previous organizational structure. Their history and past track record are also not that impressive. Going forward it is not clear if there is any cogent reason of some of these for their continued existence in the present form or shape. The resources saved by their liquidation and winding up can be utilized by the Administrative Ministries for more pressing priorities.

TABLE – V

ORGANIZATIONS PROPOSED FOR WINDING UP/ LIQUIDATION

Sr. No.	Division	Name of Department
01	Cabinet	1. Abandoned Properties Organization, Islamabad
02	Federal Education & Professional Training	2. National Talent Pool (NTP) 3. National Council for Rehabilitation of Disabled Persons (NCRDP) 4. National Council for Social Welfare
03	Planning, Development & Reform	5. National Construction Company Limited, Islamabad ^{xvii}
04	Kashmir Affairs & Gilgit Baltistan	6. J&K State Property in Pakistan, Lahore

F - Mergers

14. In view of the discussion, following OEs may be considered for merger:

TABLE – VI
MERGERS

Sr.	Division	Name of Department	Remarks
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No.			
01	Communications	1. National Transport Research Centre (NTRC)	To be merged into the proposed Infrastructure Policy Institute
02	Cabinet	2. Pakistan Bait ul Mal, Islamabad	To be merged into BISP
03	Establishment	3. Akhtar Hameed Khan National Centre for Rural Development (AHKNCRD)	To be merged into NSPP
		4. Secretariat Training Institute (STI)	To be merged into NSPP
		5. Pakistan Academy for Rural Development (PARD)	To be merged into NSPP
04	Federal Education & Professional Training	6. Pakistan Manpower Institute (PMI)	To be merged into the proposed Human Development Policy Institute (HDPI)
		7. Academy of Educational Planning & Management (AEPAM)	To be merged into the proposed Human Development Policy Institute (HDPI)
05	Industries & Production	8. National Productivity Organization	To be merged into the proposed Industry and Trade Policy Institute (ITPI)
		9. Karachi Tools, Dies & Moulds Centre, Karachi	To be merged into TUSDEC ^{xviii}
		10. Furniture Pakistan	
		11. Pakistan Hunting & Sports Arms Development Company, Peshawar	
		12. Gujranwala Business Centre, Gujranwala	To be handed over to SMEDA ^{xix}
		13. Aik Hunar Aik Nagar (AHAN)	
		14. Pakistan Machine Tool Factory, Karachi	To be transferred to Special Projects Division (SPD), with the condition to continue it for civilian use too ^{xx}
15. ENAR Petrotech Services Pvt Limited	To be handed over to OGDCL, Petroleum Division ^{xxi}		
16. National Fertilizer Marketing Limited (NFML)	To be merged with Trading Corporation of Pakistan, Commerce		

			Division ^{xxii}
		17. NFC Institute of Engineering and Technology, Multan	To be handed over to Ministry of Federal Education & Professional Training ^{xxiii}
		18. NFC Institute of Engineering and Fertilizer Research, Faisalabad	
		19. Pakistan Gems & Jewellery Development Company	Centre of the Company at Lahore to be transferred to Pakistan Institute of Fashion Design. MoI&P to undertake measures to devolve other centres.
		20. Pakistan Stone Development Company	
		21. National Industrial Parks Development and Management Company	To be merged into Pakistan Industrial Development Corporation (PIDC)
		22. Technology Up-Gradation & Skill Development Company (TUSDEC) ^{xxiv}	
		23. Export Processing Zone Authority (EPZA) ^{xxv}	
		24. Industry Facilitation Centre ^{xxvi}	
06	Interior	25. National Police Academy, Islamabad	To be merged into the proposed National Police Training & Research Institute
07	Maritime Affairs	26. Marine Biological Lab. Karachi	To be merged with Marine Fisheries Department
08	National Food Security & Research	27. Agriculture Policy Institute (API)	To be merged with the proposed Agriculture and Environment Policy Institute (AEPI)
09	National Health Services, Regulations & Coordination	28. National Health Emergency Preparedness & Response Network (NHEPRN)	To be merged with National Institute of Health
		29. Health Services Academy (HSA)	To be merged with proposed Human Development Policy Institute (HDPI)
		30. Islamabad Blood Transfusion Authority (IBTA)	Merger proposed with Federal Health Regulatory Authority (FHRA)

		31. National Institute of Population Studies (NIPS)	To be merged with Pakistan Health Research Council (PHRC)
		32. National Research Institute of Fertility Control (NRIFC)	To be merged with Pakistan Health Research Council (PHRC)
		33. National Health Information Resource Centre (NHIRC)	To be merged with Health Planning, System Strengthening & Information Analysis Unit (HPSIU)
10	National History & Literary Heritage	34. Quaid-i-Azam Academy (QAA), Karachi	To be merged with Quaid-e-Azam Mazar Management Board
		35. Aiwan-e-Iqbal Complex (AIC), Lahore	To be merged with Iqbal Academy, Lahore
		36. Urdu Science Board (USB), Lahore 37. Urdu Dictionary Board (UDB), Karachi	To be merged with National Language Promotion Board (NLPD/ NLP Authority)
11	Others	38. Earthquake Reconstruction & Rehabilitation Authority (ERRA)	To be merged with NDMA
		39. Audit and Accounts Academy 40. Customs Academy 41. Inland Revenue Service Academy	To be merged into the proposed Institute of Fiscal Policy and Financial Management (IFPFM)
12	Petroleum	42. Hydrocarbon Development Institute of Pakistan (HDIP)	To be merged into the proposed Energy Policy Institute (EPI)
13	Railways	43. Pakistan Railways Academy, Walton, Lahore	To be merged into the proposed Infrastructure Policy Institute (IPI)

G - Principles and criteria for retained entities as Autonomous Bodies

15. Autonomous bodies will primarily be responsible to perform regulatory, operational, corporate, promotional, research and development or quasi-judicial functions entrusted to them by the Government through:

- i) an act of legislation or statute
- ii) formation of a public limited company – listed or unlisted
- iii) the resolutions of the Cabinet or Cabinet Committees
- iv) established under the Trust Act

- v) agreement with constitutional or other international development finance investors

16. It is proposed that the existing semi autonomous bodies should either be categorized as autonomous body or executive department depending on the nature of their work:

- i) Whether they generate their own revenues or not heavily dependent on budgetary grants except for PSDP
- ii) Whether they execute mega development projects on behalf of the Government but require financing and human resources for outside the Government

H - Principles and criteria for retained entities as Executive Departments

17. The attached departments will be the executing arms of the Ministries in addition to the autonomous bodies and should be re-designated as Executive Departments (EDs). The main criteria of designating or setting up an ED are:-

- i) Whether they are the principal executing arms of the Ministries/Divisions
- ii) Whether form an integral part of the operations and implementation of the Ministries' policies, programs and projects
- iii) Whether they are fully dependent for their finances and manpower on Government and require constant guidance, collaboration and support from the Ministry

18. It is proposed that subordinate offices should either be absorbed within the Division or the Ministry if the nature of their work is policy support or transformed into Executive Departments if the content of their responsibilities are mainly operational

I - Proposed configuration of retained entities

19. Following the criteria outlined above, the remaining 311 entities have been assigned to two categories – (a) Executive Departments and (b) Autonomous Bodies (Annex I and II). The mapping of the existing organizational entities categorized in 18 types, into these two proposed categories is presented in Annex III. The proposals contained in this paper are preliminary in nature and do not reflect the results of many on-going exercises being undertaken. For example, the recommendations of the Secretaries Committee on 42 redundant organizations are being fine tuned and finalized and are not fully reflected in this paper. Similarly, proposals for the training institutes to become

Training, Policy Support and Research arms of the Ministries are still at the discussion stage, but have been hinted in this paper. The purpose of this draft paper is to solicit the comments of the Secretaries Committee before taking up the summary to the Cabinet. It may be emphasized that the existing terms and conditions of the public servants affected by this reorganization would be respected and not adversely affected in any way. Employees can also be assured that nobody would lose their job as a result of this exercise. Surplus Pool, Redeployment and Retaining etc. would be the tools used to accommodate the affected employees.

20. The current diffused responsibility and unclear accountability do not help in practicing good governance. The acceptance and implementation of the proposals made in the preceding paragraphs would result in a much tighter, clearly defined, well focused organizational structure of the Federal Government. The Divisions/ Ministries will perform the policy formulation, legislative, international and inter provincial coordination, monitoring and evaluation functions. The autonomous bodies and executive departments will be the operational and implementation arms of the Ministries. The regulatory bodies will carry out regulatory functions assigned to them under laws for different sectors. The proposed governance structure will ensure that each of these organization enjoys financial and administrative autonomy, has adequate resources at its disposal to meet its targets and objectives and is accountable to the parliament and the general public for the results.

21. There are 23 courts and tribunals and five offices of Ombudsman/Mohtasib working under the Ministry of Law and Justice. It appears that some of the courts and tribunals can be merged as they may not have sufficient workload to justify separate existence. The Ministry may carry out such review and make such recommendations.

22. The Task Force on Science and Technology may be requested to examine the rationale for existence of 14 S&T organizations working under the Ministry of Science and Technology. Some of these organizations may be transferred to the line ministries, others wound up or merged and new organizations for emerging technologies may be established.

23. As a result of the above changes, the Federal Government would have 311 of the Organizational entities compared to the present strength of 440. But this loss in the numbers will be made up by improvement in quality, efficiency and service standards.

PROPOSED AUTONOMOUS BODIES
(Under The Federal Government)

Sr. No.	Division	Name of Department
01	Aviation	1. Civil Aviation Authority 2. Pakistan International Airlines Corporation Limited ^{xxvii}
02	Cabinet	3. Pakistan Tourism Development Corporation, Islamabad 4. Pakistan Telecommunications Authority, Islamabad 5. National Electric Power Regulatory Authority, Islamabad 6. Oil and Gas Regulatory Authority, Islamabad 7. Public Procurement Regulatory Authority, Islamabad 8. Frequency Allocation Board, Islamabad 9. Sheikh Sultan Trust, Karachi 10. Islamabad Club, Islamabad 11. Private Educational Institutions Regulatory Authority (PEIRA) (Proposed to be transferred from Federal Education & Professional Training Division) 12. Drug Regulatory Authority of Pakistan (DRAP) (Proposed to be transferred from National Health Services, Regulations & Coordination Division) 13. Human Organ Transplant Authority (HOTA) (Proposed to be transferred from National Health Services, Regulations & Coordination Division) 14. Pakistan Electronic Media Regulatory Authority (PEMRA) (Proposed to be transferred from Information & Broadcasting Division) 15. National Language Promotion Authority (NLPA), Islamabad (Proposed to be transferred from National History & Literary Heritage; previously National Language Promotion Board)
03	Climate Change	16. Pakistan Environmental Protection Agency (Pak-EPA) 17. Global Change Impact Studies Centre, Islamabad (GCISC)
04	Commerce	18. Pakistan Institute of Trade & Development, Islamabad 19. Trade Development Authority of Pakistan, Karachi 20. Intellectual Property Organization of Pakistan, Islamabad 21. National Tariff Commission, Islamabad 22. Pakistan Institute of Fashion and Design, Lahore 23. Trading Corporation of Pakistan Pvt. Ltd., Karachi

		<p>24. Pakistan Tobacco Board, Peshawar</p> <p>25. Pakistan Horticulture Development and Export Company, Lahore</p> <p>26. Pakistan Expo Centers Pvt. Ltd. Company, Lahore</p>
05	Communications	<p>27. National Highway Authority (NHA)</p> <p>28. Construction Technology Training Institute (CTTI)</p> <p>29. Karachi Infrastructure Development Company Ltd (KIDCL)</p>
06	Defence	<p>30. Pakistan Armed Services Board</p>
07	Defence Production	<p>31. Defence Export Promotion Organization (DEPO)</p> <p>32. Pakistan Ordnance Factories (POFs) Board, Wah Cantt</p> <p>33. Heavy Industries Taxila (HIT) Board, Taxila</p> <p>34. Pakistan Aeronautical Complex (PAC) Board, Kamra</p> <p>35. Karachi Shipyard & Engineering Works (KS&EW), Karachi</p> <p>36. National Radio Telecommunication Corporation (NRTC)</p>
08	Economic Affairs	<p>37. National Disaster Risk Management Fund (NDRMF) ?</p>
09	Establishment	<p>38. Federal Public Service Commission (FPSC)</p> <p>39. Federal Employees Benevolent & Group Insurance Funds (FEB&GIF)</p> <p>40. National School of Public Policy (NSPP)</p>
10	Federal Education & Professional Training	<p>41. National Training Bureau (NTB) ?</p> <p>42. National Education Assessment System (NEAS) ?</p> <p>43. National Institute of Science and Technical Education (NISTE)</p> <p>44. National Vocational & Technical Training Commission (NAVTTTC)</p> <p>45. Higher Education Commission (HEC)</p> <p>46. National Education Foundation (NEF)</p> <p>47. Federal Board of Intermediate & Secondary Education (FBISE)</p> <p>48. National College of Arts</p> <p>49. National Skill University</p>
11	Finance	<p>50. Office of Auditor General of Pakistan</p> <p>51. Central Directorate of National Savings (CDNS)</p> <p>52. National Security Printing Corporation (NSPC)</p> <p>53. State Bank of Pakistan (SBP)</p>

		<p>54. National Bank of Pakistan (NBP)</p> <p>55. Financial Monitoring Unit (FMU) (<i>part of CGA</i>)</p> <p>56. Competition Commission of Pakistan (CCP)</p> <p>57. Securities and Exchange Commission of Pakistan (SECP)</p> <p>58. Public Private Partnership Authority (PPPA)</p> <p>59. Pak Kuwait Investment Company</p> <p>60. Pak Libya Holding Company</p> <p>61. Pak Oman Investment Company</p> <p>62. Pak Iran Joint Investment Company</p> <p>63. Pak Brunei Investment Company Ltd.</p> <p>64. Saudi Pak Industrial & Agricultural Investment Company</p> <p>65. Pak China Investment Company</p> <p>66. Benazir Income Support Program (BISP)</p> <p>67. Zarei Taraqiati Bank Limited (ZTBL)</p> <p>68. National Investment Trust Limited (NITL)</p> <p>69. House Building Finance Company Limited (HBFC)</p>
12	Foreign Affairs	<p>70. Foreign Service Academy, Islamabad</p> <p>71. Institute of Strategic Studies, Islamabad</p>
13	Housing & Works	<p>72. National Housing Authority</p> <p>73. Federal Government Employees Housing Foundation, Islamabad</p> <p>74. Pakistan Housing Authority Foundation</p>
14	Industries & Production	<p>75. Pakistan Steel Mills Corporation (PSMC)</p> <p>76. Pakistan Steel Fabricating Company^{xxviii}</p> <p>77. Pakistan Institute of Management</p> <p>78. Small and Medium Enterprises Development Authority (SMEDA)^{xxix}</p> <p>79. Utility Stores Corporation (USC)^{xxx}</p> <p>80. Engineering Development Board^{xxxi}</p> <p>81. Leather Crafts Development Company, Multan ?</p> <p>82. Pakistan Chemical and Energy Sector Skill Development ?</p> <p>83. Pakistan Industrial & Technical Assistance Centre (PITAC), Lahore^{xxxii}</p> <p>84. Pakistan Industrial Development Corporation (PIDC) and its</p>

		<p>subsidiaries and units^{xxxiii}</p> <p>85. Agro Food Processing (AFP) Facilities, Multan ?</p>
15	Information & Broadcasting	<p>86. Implementation Tribunal for Newspaper Employees (ITNE)</p> <p>87. Central Board of Film Censors (CBFC)</p> <p>88. Information Service Academy (ISA)</p> <p>89. National Institute of Folk & Traditional Heritage (Lok Virsa)</p> <p>90. Institute of Regional Studies (IRS)</p> <p>91. National Press Trust (NPT) ?</p> <p>92. Shalimar Recording and Broadcasting Company (SRBC) ?</p> <p>93. Pakistan Broadcasting Corporation (PBC)</p> <p>94. Pakistan Television Corporation Limited (PTV)</p> <p>95. Pakistan National Council of Arts (PNCA)</p>
16	Information Technology & Telecommunication	<p>96. National Information Technology Board (NITB)</p> <p>97. National Telecommunication Corporation (NTC)</p> <p>98. IGNITE National Technology Fund Company</p> <p>99. Universal Service Fund Company</p> <p>100. Pakistan Software Export Board (PSEB)</p> <p>101. Pakistan Telecom Employees Trust (PTET) ?</p> <p>102. Telecom Foundation (TF) ?</p> <p>103. Electronic Certification & Accreditation Council (ECAC)</p> <p>104. Virtual University of Pakistan</p>
17	Interior	<p>105. National Database & Registration Authority (NADRA)</p> <p>106. Metropolitan Corporation Islamabad</p> <p>107. National Public Safety Commission</p> <p>108. Capital Development Authority (CDA)</p>
18	Inter Provincial Coordination	<p>109. Inter Board Committee of Chairmen</p> <p>110. Pakistan Sports Board</p> <p>111. Pakistan Veterinary Medical Council</p> <p>112. Pakistan Cricket Board</p> <p>113. Federal Land Commission</p>
19	Law & Justice	<p>114. Banking Mohtasib Pakistan</p> <p>115. Appellate Tribunal Inland Revenue</p> <p>116. Customs Appellate Tribunal</p> <p>117. Federal Service Tribunal</p>

		<p>118. Federal Judicial Academy</p> <p>119. Federal Shariat Court</p> <p>120. Appellate Tribunal Inland Revenue</p> <p>121. National Accountability Bureau (NAB)</p> <p>122. Wafaqi Mohtasib (Ombudsman)</p> <p>123. Federal Tax Ombudsman Secretariat</p> <p>124. Federal Insurance Ombudsman Secretariat</p> <p>125. Federal Ombudsman for Protection against Harassment of Women at the Workplace</p> <p>126. Banking Courts</p> <p>127. Special Courts (Offences in Banks)</p> <p>128. Drug Courts</p> <p>129. Special Courts (Anti Terrorism) (ICT)</p> <p>130. Commercial Courts</p> <p>131. Foreign Exchange Regulation Appellate Board</p> <p>132. Accountability Courts</p> <p>133. Special Courts (Central)</p> <p>134. Special Courts (Control of Narcotic Substances)</p> <p>135. Competition Appellate Tribunal, Islamabad</p> <p>136. Anti Dumping Appellate Tribunal</p> <p>137. Environmental Protection Tribunal</p> <p>138. Intellectual Property Tribunal</p> <p>139. Insurance Appellate Tribunal ?</p> <p>140. Special Judge, (Customs, Taxation & Anti-Smuggling)</p>
20	Maritime Affairs	<p>141. Pakistan Marine Academy, Karachi</p> <p>142. Gwadar Port Authority, Gwadar</p> <p>143. Port Qasim Authority, Karachi</p> <p>144. Karachi Port Trust, Karachi</p> <p>145. Pakistan National Shipping Corporation, Karachi^{xxxiv}</p>
21	National Food Security & Research	<p>146. Pakistan Oilseed Development Board (PODB)</p> <p>147. Fisheries Development Board (FDB)</p> <p>148. Livestock Dairy Development Board (LDDDB)</p> <p>149. National Fertilizer Development Centre (NFDC)</p> <p>150. Pakistan Agriculture Research Council (PARC)</p>

		151. Pakistan Agriculture Service & Storage Corporation (PASSCO)
22	National Health Services, Regulations & Coordination	152. Pakistan Institute of Medical Sciences (PIMS) 153. National Institute of Rehabilitative Medicine (NIRM) 154. Pakistan Health Research Council (PHRC) 155. Federal Medical and Dental College (FM&DC) 156. National Institute of Health (NIH) 157. Pakistan Nursing Council (PNC) 158. Pharmacy Council of Pakistan (PCP) 159. College of Physician and Surgeon Pakistan 160. National Trust for Population Welfare (NATPOW) 161. Shaheed Zulfiqar Ali Bhutto Medical University (SZABMU)
23	National History & Literary Heritage	162. Pakistan Academy of Letters (PAL), Islamabad 163. Iqbal Academy Pakistan (IAP), Lahore 164. Quaid-i-Azam Mazar Management Board (QMMB), Karachi
24	Overseas Pakistanis & Human Resource Development	165. National Industrial Relations Commission, Islamabad 166. Overseas Pakistanis Foundation, (including employees of Educational Institutions under OPF), Islamabad 167. Employees Old Age Benefits, Institutions, Karachi 168. Workers Welfare Fund, Islamabad 169. Overseas Employment Corporation, Islamabad
25	Petroleum	170. Inter State Gas Systems (Pvt.) Ltd. (ISGSL) 171. Pak-Arab Refinery Limited (PARCO) 172. Pakistan State Oil Company Limited (PSOCL) ^{xxxv} 173. Sui Northern Gas Pipelines Limited (SNGPL) ^{xxxvi} 174. Sui Southern Gas Company Limited (SSGCL) ^{xxxvii} 175. Pakistan LNG Limited (PLL) ? 176. Pakistan LNG Terminals Limited (PLTL) ?
26	Planning, Development & Reform	177. Pakistan Planning and Management Institute (PPMI) 178. National Logistics Cell (NLC) 179. Pakistan Environmental Planning & Architectural Consultant (PEPAC) ?

		180. Pakistan Institute of Development Economics (PIDE) 181. Pakistan Bureau of Statistics (PBS)
27	Postal Services	182. Pakistan Post Office Department (i. Postmasters General, Islamabad, Rawalpindi, Multan, Lahore, Peshawar, Quetta, Karachi & Hyderabad; ii. General Managers, Lahore & Karachi; iii. Chief Controller of Stamps) 183. Postal Staff College
28	Power	184. National Energy Efficiency & Conservation Authority (NEECA) 185. Alternative Energy Development Board (AEDB) 186. National Engineering Services Pakistan Pvt. Ltd. (NESPAK) 187. Private Power & Infrastructure Board (PPIB) 188. Pakistan Electric Power Company Limited (PEPCO) 189. Pakistan Information Technology Company (PITC) 190. Central Power Purchasing Agency Guarantee Limited (CPPAG) 191. National Transmission & Dispatch Company (NTDC)
29	Privatization	192. Privatization Commission
30	Railways	193. Railways Board 194. Federal Government Inspector of Railways (F.G.I.R) 195. Pakistan Railway Advisory & Consultancy Services Limited (PRACS) 196. Railway Constructions Pakistan Limited (RAILCOP) 197. Railway Estate Development and Marketing Company Limited (REDAMCO) 198. Pakistan Railways Freight Transportation Company Limited (PRFTC) 199. Kashmir Railway Limited (KR) ?
31	Religious Affairs & Inter Faith Harmony	200. Pakistan Madrassah Education Board 201. Evacuee Trust Property Board (ETPB)
32	Revenue	202. Federal Board of Revenue (FBR)

33	Science & Technology	<p>203. Council for Works & Housing Research (CWHR) (<i>Proposed to be with Housing & Works</i>)</p> <p>204. Pakistan Council of Renewable Energy Technologies, Islamabad (PCRET)</p> <p>205. COMSATS University, Islamabad (CUI)</p> <p>206. National Institute of Electronics, Islamabad (NIE)</p> <p>207. National Institute of Oceanography, Karachi (NIO)</p> <p>208. National University of Sciences & Technology, Islamabad (NUST)</p> <p>209. Pakistan Council of Scientific & Industrial Research, Islamabad (PCSIR)</p> <p>210. Pakistan Council of Research in Water Resources, Islamabad (PCRWR)</p> <p>211. Pakistan Council for Science & Technology, Islamabad (PCST)</p> <p>212. Pakistan Engineering Council, Islamabad (PEC)</p> <p>213. Pakistan Museum of Natural History, Islamabad (PMNH)</p> <p>214. Pakistan National Accreditation Council, Islamabad (PNAC)</p> <p>215. Pakistan Science Foundation, Islamabad (PSF)</p> <p>216. Pakistan Scientific and Technological Information Centre, Islamabad (PASTIC)</p> <p>217. Pakistan Standard & Quality Control Authority, Karachi (PSQCA)</p> <p>218. Pakistan Halal Authority, Islamabad (PHA)</p> <p>219. National University of Technology, Islamabad (NUTECH)</p> <p>220. STEDEC Technology Commercialization Corporation of Pakistan Pvt. Ltd., Lahore (STEDEC)</p>
34	Textile	<p>221. National Textile University, Faisalabad</p> <p>222. Pakistan Cotton Standards Institute, Karachi</p> <p>223. Federal Textile Board</p> <p>224. National Textile University, Karachi (institute)</p>
35	Water Resources	<p>225. Water and Power Development Authority (WAPDA)</p> <p>226. Indus River System Authority</p>

36	Prime Minister's Office	227. National Disaster Management Authority (NDMA)
		228. National Counter Terrorism Authority (NACTA) (Under PM's Office as per NACTA Act, 2013. The Islamabad High Court has declared the Notification placing NACTA under M/o Interior as null and void)

Grant-in-Aid Bodies

(Operated by non-governmental or private organizations but receive grants from the Government)

1. Pakistan Boys Scouts Association
2. Pakistan Girls Guides Association
3. National Commission for Human Development (NCHD)
4. National Academy of Performing Arts (NAPA)

**PROPOSED EXECUTIVE DEPARTMENTS
(Under the Federal Government)**

Sr. No.	Division	Name of Department
01	Aviation	1. Pakistan Meteorological Department 2. Airport Security Force (ASF)
02	Cabinet	3. Department of Communications Security 4. Department of Stationery and Forms 5. National Archives of Pakistan, Islamabad 6. Printing Corporation of Pakistan, Islamabad ^{xxxviii}
03	Climate Change	7. Zoological Survey of Pakistan (ZSP) 8. Islamabad Wildlife Management Board (IWMB)
04	Commerce	9. Directorate General of Trade Organizations, Islamabad 10. Trade Dispute Resolution Organization ? 11. Liaison Office Afghan Transit Trade, Chaman ?
05	Communications	12. National Highways & Motorways Police (NH&MP)
06	Defence	13. Directorate of Military Lands and Cantonments 14. Federal Government Educational Institutions (Cantonments/Garrisons) Directorate 15. Pakistan Military Accounts Department 16. Office of the Surveyor General of Pakistan 17. Pakistan Maritime Security Agency
07	Defence Production	18. Directorate General Munitions Production (DGMP) - (MVRDE, ARDE & IOP) 19. Directorate General Defence Purchase (DGDP)
08	Establishment	20. Staff Welfare Organization (SWO)
09	Federal Education & Professional Training	21. Pakistan National Commission for UNESCO (PNCU)

10	Finance	22. Office of the Controller General of Accounts (CGA) 23. Pakistan Mint, Lahore 24. Federal Treasury Offices (FTOs), Islamabad & Karachi
11	Foreign Affairs	25. All Pakistan Missions Abroad 26. Afghan Trade Development Cell ?
12	Housing & Works	27. Estate Office Management 28. Pakistan Public Works Department
13	Human Rights	29. Family Protection & Rehabilitation Centre for Women 30. National Child Protection Centre (NCPC) 31. Implementation of National Plan of Action (INPAC)
14	Information & Broadcasting	32. Press Information Department (PID) 33. Directorate of Electronic Media and Publications (DEMP) 34. Associated Press of Pakistan Corporation (APPC)
15	Interior	35. Directorate General of Immigration and Passports 36. Directorate General of Civil Defence 37. Pakistan Rangers (Punjab), Lahore 38. Pakistan Coast Guards, Karachi 39. Frontier Corps, (North), Khyber Pakhtunkhwa, Peshawar 40. Frontier Corps, (South), Khyber Pakhtunkhwa, Peshawar 41. Frontier Corps (North), Balochistan, Quetta 42. Frontier Corps (South), Balochistan, Quetta 43. Office of the Chief Commissioner, Islamabad (ICT) 44. Pakistan Rangers (Sindh), Karachi 45. Federal Investigation Agency (FIA), Islamabad 46. Office of the Commandant, Frontier Constabulary, Khyber Pakhtunkhwa, Peshawar 47. Gilgit Baltistan Scouts, Gilgit 48. National Police Bureau
16	Inter Provincial Coordination	49. Department of Tourist Services 50. National Internship Programme
17	Kashmir Affairs & Gilgit	51. J&K Refugees Rehabilitation Organization, Islamabad

	Baltistan	52. Directorate of Health Services (AK) ? 53. Directorate of Health Services (GB) ? 54. TB Wing, Attock ?
18	Maritime Affairs	55. Marine Fisheries Department, Karachi 56. Mercantile Marine Department, Karachi 57. Government Shipping Office, Karachi 58. Directorate of Seamen's Welfare & Seamen Hostel, Karachi
19	Narcotics Control	59. Anti Narcotics Force
20	National Food Security & Research	60. Federal Seed Certification & Registration Departments (FSC&RD) 61. Department of Plant Protection (DPP) 62. Animal Quarantine Department (AQD) 63. Plant Breeders' Rights Registry 64. National Veterinary Laboratory (NVL) ? 65. Federal Water Management Cell (FWMC)
21	National Health Services, Regulations & Coordination	66. Directorate of Central Health Establishment 67. Directorate of Malaria Control (DoMC) 68. Federal Government Polyclinic (FGC) 69. Federal General Hospital (FGH) 70. Directorate of Central Warehouse of Supplies ? 71. District Population Office (DPO), Islamabad
22	National History & Literary Heritage	72. National Library of Pakistan (NLP), Islamabad 73. Aiwan-e-Quaid Building, F-9 Park, Islamabad ? 74. Department of Archaeology & Museums (DOAM), Islamabad 75. National Language Promotion Department (NLPD), Islamabad
23	Overseas Pakistanis & Human Resource Development	76. Bureau of Emigration & Overseas Employment
24	Petroleum	77. Geological Survey of Pakistan
25	Railways	78. Pakistan Railways Police

26	Religious Affairs & Inter Faith Harmony	79. Directorate General of Hajj and Umrah
27	States & Frontier Regions	80. Chief Commissionerate for Afghan Refugees, Islamabad
28	Textile	81. Textile Commissioner's Organization, Karachi
29	Water Resources	82. Office of Engineering Adviser/Chairman Federal Flood Commission (CEA/CFFC) 83. Office of Pakistan Commissioner for Indus Waters (PCIW)

MAPPING OF EXISTING ORGANIZATIONAL ENTITIES
(Under the Federal Government)

Mapping of Existing Attached Departments & Subordinate Offices

Sr. No.	Division	Existing Attached Departments & Subordinate Offices	Proposed Configuration
01	Aviation	1. Pakistan Meteorological Department	To be retained as Executive Department in Aviation Division
		2. Airport Security Force (ASF)	To be retained as Executive Department in Aviation Division
02	Cabinet	3. Department of Communications Security	To be retained as Executive Department in Cabinet Division
		4. Department of Stationery and Forms	To be retained as Executive Department in Cabinet Division
		5. National Archives of Pakistan, Islamabad	To be retained as Executive Department in Cabinet Division
		6. Pakistan Tourism Development Corporation, Islamabad	To become Autonomous Body under Cabinet Division
		7. Pakistan Bait ul Mal, Islamabad	To be merged into BISP
		8. Abandoned Properties Organization, Islamabad	Proposed for Winding Up / Liquidation
03	Climate Change	9. Pakistan Environmental Protection Agency (Pak-EPA)	To become Autonomous Body under Climate Change Division
		10. Zoological Survey of Pakistan (ZSP)	To be retained as Executive Department in Climate Change Division
04	Commerce	11. Pakistan Institute of Trade & Development, Islamabad	To become Autonomous Body under Commerce Division

		12. Directorate General of Trade Organizations, Islamabad	To be retained as Executive Department in Commerce Division
		13. Trade Development Authority of Pakistan, Karachi	To become Autonomous Body under Commerce Division
		14. Trade Dispute Resolution Organization	To become Executive Department in Commerce Division
		15. Liaison Office Afghan Transit Trade, Chaman	To be retained as Executive Department in Commerce Division
05	Communications	16. National Highways & Motorways Police (NH&MP)	To be retained as Executive Department in Communications Division
06	Defence	17. Directorate of Military Lands and Cantonments	To be retained as Executive Department in Defence Division
		18. Federal Government Educational Institution (Cantonments/Garrisons) Directorate	To be retained as Executive Department in Defence Division
		19. Pakistan Military Accounts Department	To be retained as Executive Department in Defence Division
		20. Office of the Surveyor General of Pakistan	To be retained as Executive Department in Defence Division
		21. Pakistan Armed Services Board	To become Autonomous Body under Defence Division
		22. Pakistan Maritime Security Agency	To be retained as Executive Department in Defence Division
07	Defence Production	23. Directorate General Munitions Production (DGMP) - (MVRDE, ARDE & IOP)	To be retained as Executive Department in Defence Production Division
		24. Directorate General of Defence Purchase (DGDP) (Subordinate Office)	To be retained as Executive Department in Defence Production Division
		25. Defence Export Promotion Organization (DEPO)	To become Autonomous Body under Defence Production
08	Establishment	26. Staff Welfare Organization (SWO)	To be retained as Executive Department in Establishment Division

		27. Akhtar Hameed Khan National Centre for Rural Development (AHKNCRD)	To be merged into NSPP
		28. Secretariat Training Institute (STI)	To be merged into NSPP
		29. Federal Public Service Commission (FPSC)	To become Autonomous Body under Establishment Division
09	Federal Education & Professional Training	30. National Training Bureau (NTB)	To become Autonomous Body under Federal Education & Professional Training Division
		31. Pakistan Manpower Institute (PMI)	To be merged into the proposed Human Development Policy Institute (HDPI)
		32. Federal Directorate of Education (FDE)	To be transferred to provinces
		33. Directorate General of Special Education	To be transferred to provinces
		34. Academy of Educational Planning & Management (AEPAM)	To be merged into into the proposed Human Development Policy Institute (HDPI)
		35. National Education Assessment System (NEAS) (Subordinate Office)	To become Autonomous Body under Federal Education & Professional Training Division
		36. Pakistan National Commission for UNESCO (PNCU)	To be retained as Executive Department in Federal Education & Professional Training Division
		37. National Talent Pool (NTP)	Proposed for Winding Up / Liquidation
		38. National Council for Rehabilitation of Disabled Persons (NCRDP)	Proposed for Winding Up / Liquidation
		39. National Council for Social Welfare	Proposed for Winding Up / Liquidation
		40. National Institute of Science and Technical Education (NISTE)	To become Autonomous Body under Federal Education & Professional Training Division
		41. Federal College of Education	To be transferred to Islamabad Capital Territory
		42. Federal Government Polytechnic Institute of Women, Islamabad	To be transferred to Islamabad Capital Territory
		43. Sir Syed Schools and College of Special Education	To be transferred to provinces
		44. Federal Government College of Home Economics & Management Sciences	To be transferred to Islamabad Capital Territory

10	Finance	45. Central Directorate of National Savings (CDNS)	To become Autonomous Body under Finance Division
		46. Office of Auditor General of Pakistan (AGP)	To become Autonomous Body under Finance Division
		47. Office of the Controller General of Accounts (CGA)	To be retained as Executive Department in Finance Division
		48. Pakistan Mint, Lahore (Subordinate Office)	To be retained as Executive Department in Finance Division
		49. Federal Treasury Offices (FTOs), Islamabad & Karachi	To be retained as Executive Department in Finance Division
11	Foreign Affairs	50. All Pakistan Missions Abroad	To be retained as Executive Department in Foreign Affairs Division
		51. Afghan Trade Development Cell	To be retained as Executive Department in Foreign Affairs Division
12	Housing & Works	52. Estate Office Management	To be retained as Executive Department in Housing & Works Division
		53. National Housing Authority	To become Autonomous Body under Housing & Works Division
		54. Pakistan Public Works Department	To be retained as Executive Department in Housing & Works Division
13	Human Rights	55. Family Protection & Rehabilitation Centre for Women	To become Executive Department in Human Rights Division
		56. National Commission for Child Welfare & Development (NCCWD)	Transformation into Independent Body
		57. National Child Protection Centre (NCPC)	To become Executive Department in Human Rights Division
		58. Implementation of National Plan of Action (INPAC)	To become Executive Department in Human Rights Division
14	Industries & Production	59. Department of Explosives	To be transferred to provinces
15	Information & Broadcasting	60. Press Information Department (PID)	To be retained as Executive Department in Information & Broadcasting Division
		61. Directorate of Electronic Media and Publications (DEMP)	To be retained as Executive Department in Information & Broadcasting Division

		62. Implementation Tribunal for Newspaper Employees (ITNE)	To become Autonomous Body under Information & Broadcasting Division
		63. Central Board of Film Censors (CBFC)	To become Autonomous Body under Information & Broadcasting Division
		64. Information Service Academy (ISA)	To become Autonomous Body under Information & Broadcasting Division
16	Information Technology & Telecommunication	65. National Information Technology Board (NITB)	To become Autonomous Body under Information Technology & Telecommunication Division
17	Interior	66. Directorate General of Immigration and Passports	To be retained as Executive Department in Interior Division
		67. Directorate General of Civil Defence	To be retained as Executive Department in Interior Division
		68. Pakistan Rangers (Punjab), Lahore	To be retained as Executive Department in Interior Division
		69. Pakistan Coast Guards, Karachi	To be retained as Executive Department in Interior Division
		70. Frontier Corps, (North), Khyber Pakhtunkhwa, Peshawar	To be retained as Executive Department in Interior Division
		71. Frontier Corps, (South), Khyber Pakhtunkhwa, Peshawar	To be retained as Executive Department in Interior Division
		72. Frontier Corps (North), Balochistan, Quetta	To be retained as Executive Department in Interior Division
		73. Frontier Corps (South), Balochistan, Quetta	To be retained as Executive Department in Interior Division
		74. Office of the Chief Commissioner, Islamabad (ICT)	To be retained as Executive Department in Interior Division
		75. Pakistan Rangers (Sindh), Karachi	To be retained as Executive Department in Interior Division
		76. Federal Investigation Agency (FIA), Islamabad	To be retained as Executive Department in Interior Division
77. Office of the Commandant Frontier Constabulary, Khyber Pakhtunkhwa, Peshawar	To be retained as Executive Department in Interior Division		

		78. Gilgit Baltistan Scouts, Gilgit	To be retained as Executive Department in Interior Division
		79. National Police Bureau	To be retained as Executive Department in Interior Division
		80. National Academy for Prisons Administration, Lahore	Grant-in-aid body, operated by non-governmental or private organizations but receive grants from the Government
18	Inter Provincial Coordination	81. Department of Tourist Services	To be retained as Executive Department in Inter Provincial Coordination
		82. Inter Board Committee of Chairmen	To become Autonomous Body under Inter Provincial Coordination Division
19	Kashmir Affairs & Gilgit Baltistan	83. J&K State Property in Pakistan, Lahore	Proposed for Winding Up / Liquidation
		84. J&K Refugees Rehabilitation Organization, Islamabad	To be retained as Executive Department in Kashmir Affairs & Gilgit Baltistan Division
20	Law & Justice	85. Banking Mohtasib Pakistan	To become Autonomous Body under Law & Justice Division
		86. Appellate Tribunal Inland Revenue	To become Autonomous Body under Law & Justice Division
		87. Customs Appellate Tribunal	To become Autonomous Body under Law & Justice Division
		88. Federal Service Tribunal	To become Autonomous Body under Law & Justice Division
21	Maritime Affairs	89. Marine Fisheries Department, Karachi	To be retained as Executive Department in Maritime Affairs Division
		90. Directorate of Dock Workers' Safety, Karachi	To be transferred to province
		91. Pakistan Marine Academy, Karachi	To become Autonomous Body under Maritime Affairs Division
		92. Mercantile Marine Department, Karachi	To be retained as Executive Department in Maritime Affairs Division
		93. Marine Biological Lab. Karachi	To be merged with Marine Fisheries Department

		94. Government Shipping Office, Karachi	To be retained as Executive Department in Maritime Affairs Division
		95. Directorate of Seamen's Welfare & Seamen Hostel, Karachi	To be retained as Executive Department in Maritime Affairs Division
22	Narcotics Control	96. Anti Narcotics Force	To be retained as Executive Department in Narcotics Control Division
23	National Food Security & Research	97. Federal Seed Certification & Registration Departments (FSC&RD)	To be retained as Executive Department in National Food Security & Research Division
		98. Department of Plant Protection (DPP)	To be retained as Executive Department in National Food Security & Research Division
		99. Animal Quarantine Department (AQD)	To be retained as Executive Department in National Food Security & Research Division
		100. Agriculture Policy Institute (API)	To be merged with the proposed Agriculture and Environment Policy Institute (AEPI)
		101. Pakistan Oilseed Development Board (PODB)	To become Autonomous Body under National Food Security & Research Division
		102. National Veterinary Laboratory (NVL)	To be retained as Executive Department in National Food Security & Research Division
		103. Fisheries Development Board (FDB)	To become Autonomous Body under National Food Security & Research Division
		104. Livestock Dairy Development Board (LDDDB)	To become Autonomous Body under National Food Security & Research Division
		105. Federal Water Management Cell (FWMC)	To be retained as Executive Department in National Food Security & Research Division
		106. National Fertilizer Development Centre (NFDC)	To become Autonomous Body under National Food Security & Research Division
24	National Health Services, Regulations & Coordination	107. Directorate of Central Health Establishment	To be retained as Executive Department in National Health Services, Regulations & Coordination Division
		108. Directorate of Malaria Control (DoMC)	To be retained as Executive Department in National Health Services, Regulations & Coordination Division
		109. Pakistan Institute of Medical Sciences (PIMS)	To become Autonomous Body under National Health Services, Regulations

			& Coordination Division
		110. Federal Government Polyclinic (FGC)	To be retained as Executive Department in National Health Services, Regulations & Coordination Division
		111. National Institute of Rehabilitative Medicine (NIRM)	To become Autonomous Body under National Health Services, Regulations & Coordination Division
		112. Federal General Hospital (FGH)	To be retained as Executive Department in National Health Services, Regulations & Coordination Division
		113. National Health Emergency Preparedness & Response Network (NHEPRN)	To be merged with National Institute of Health
		114. Directorate of Central Warehouse of Supplies	To be retained as Executive Department in National Health Services, Regulations & Coordination Division
		115. District Population Office (DPO), Islamabad	To be retained as Executive Department in National Health Services, Regulations & Coordination Division
		116. Federal Medical and Dental College (FM&DC)	To become Autonomous Body under National Health Services, Regulations & Coordination Division
25	National History & Literary Heritage	117. Department of Archaeology & Museums (DOAM), Islamabad	To be retained as Executive Department in National History & Literary Heritage Division
		118. National Language Promotion Department (NLPD), Islamabad	National Language Promotion Authority to be placed under Cabinet Division
		119. Department of Libraries (DOL), Islamabad	To be transferred to provinces
		120. National Library of Pakistan (NLP), Islamabad	To be retained as Executive Department in National History & Literary Heritage Division
		121. Urdu Science Board (USB), Lahore (Subordinate Office)	To be merged with National Language Promotion Board (NLPD/NLP Authority)
		122. Urdu Dictionary Board (UDB), Karachi (Subordinate Office)	To be merged with National Language Promotion Board (NLPD/NLP Authority)
		123. Quaid-i-Azam Academy (QAA), Karachi (Subordinate Office)	To be merged with Quaid-e-Azam Mazar Management Board
		124. Aiwan-e-Quaid Building, F-9 Park, Islamabad	To be retained as Executive Department in National History & Literary Heritage Division

26	Overseas Pakistanis & Human Resource Development	125. National Industrial Relations Commission, Islamabad	To become Autonomous Body under Overseas Pakistanis & Human Resource Development Division
		126. Bureau of Emigration & Overseas Employment	To be retained as Executive Department in Overseas Pakistanis & Human Resource Development Division
		127. Directorate of Workers Education, Islamabad	To be transferred to provinces
27	Petroleum	128. Geological Survey of Pakistan	To be retained as Executive Department in Petroleum Division
28	Planning, Development & Reform	129. Pakistan Planning and Management Institute (PPMI)	To become Autonomous Body under Planning, Development & Reform Division
		130. Jawaid Azfar Computer Centre (JACC)	To be considered as part of Planning, Development & Reform Division
29	Postal Services	131. Pakistan Post Office Department	To become Autonomous Body under Postal Services Division
		132. Postal Staff College	To become Autonomous Body under Postal Services Division
30	Power	133. National Energy Efficiency & Conservation Authority (NEECA)	To become Autonomous Body under Power Division
		134. Railways Board	To become Autonomous Body under Railways Division
		135. Pakistan Railways Police	To be retained as Executive Department in Railways Division
		136. Federal Government Inspector of Railways (F.G.I.R)	To become Autonomous Body under Railways Division
		137. Pakistan Railways Academy, Walton, Lahore	To be merged into the proposed Infrastructure Policy Institute
32	Religious Affairs & Inter Faith Harmony	138. Directorate General of Hajj and Umrah	To be retained as Executive Department in Religious Affairs & Inter Faith Harmony Division

		139. Office of Pilgrims Affairs, Jeddah, Kingdom of Saudi Arabia	To be retained as Executive Department in Directorate General of Hajj and Umrah Religious Affairs & Inter Faith Harmony Division
33	Revenue	140. Federal Board of Revenue (FBR)	To become Autonomous Body under Revenue Division
34	Science & Technology	141. Council for Works & Housing Research (CWHR) (Subordinate Office)	To become Autonomous Body under Science & Technology Division
		142. Pakistan Council of Renewable Energy Technologies, Islamabad (PCRET)	To become Autonomous Body under Science & Technology Division
35	States & Frontier Regions	143. Chief Commissionerate for Afghan Refugees, Islamabad	To be retained as Executive Department in States & Frontier Regions Division
36	Statistics	144. Pakistan Bureau of Statistics (PBS)	To become Autonomous Body under Planning, Development & Reform Division
37	Textile	145. Textile Commissioner's Organization, Karachi	To be retained as Executive Department in Textile Division
38	Water Resources	146. Office of Engineering Adviser/Chairman Federal Flood Commission (CEA/CFFC)	To be retained as Executive Department in Water Resources Division
		147. Office of Pakistan Commissioner for Indus Waters (PCIW)	To be retained as Executive Department in Water Resources Division

Mapping of Existing Autonomous Bodies, Corporations, Statutory Bodies & Public Sector Companies Etc

Sr. No.	Division	Existing Autonomous Bodies, Corporations, Statutory Bodies & Public Sector Companies Etc	Proposed Configuration
01	Aviation	148. Civil Aviation Authority	To be retained as Autonomous Body under Aviation Division
		149. Pakistan International Airlines Corporation Limited	To become Autonomous Body under Aviation Division
02	Cabinet	150. Pakistan Telecommunications Authority, Islamabad	To be retained as Autonomous Body under Cabinet Division
		151. National Electric Power Regulatory Authority, Islamabad	To be retained as Autonomous Body under Cabinet Division
		152. Oil and Gas Regulatory Authority, Islamabad	To be retained as Autonomous Body under Cabinet Division
		153. Public Procurement Regulatory Authority, Islamabad	To be retained as Autonomous Body under Cabinet Division
		154. Frequency Allocation Board, Islamabad	To be retained as Autonomous Body under Cabinet Division
		155. Sheikh Sultan Trust, Karachi	To become Autonomous Body under Cabinet Division
03	Climate Change	157. Global Change Impact Studies Centre, Islamabad (GCISC)	To become Autonomous Body under Climate Change Division
		158. Islamabad Wildlife Management Board (IWMB)	To be retained as Executive Department in Climate Change Division

04	Commerce	159. Intellectual Property Organization of Pakistan, Islamabad	To be retained as Autonomous Body under Commerce Division
		160. National Tariff Commission, Islamabad	To be retained as Autonomous Body under Commerce Division
		161. Pakistan Institute of Fashion and Design, Lahore	To be retained as Autonomous Body under Commerce Division
		162. Trading Corporation of Pakistan Pvt. Ltd., Karachi	To become Autonomous Body under Commerce Division
		163. State Life Insurance Corporation of Pakistan, Karachi	Proposed for Privatization
		164. Pakistan Tobacco Board, Peshawar	To become Autonomous Body under Commerce Division
		165. Pakistan Horticulture Development and Export Company, Lahore	To become Autonomous Body under Commerce Division
		166. Pakistan Expo Centers Pvt. Ltd. Company, Lahore	To become Autonomous Body under Commerce Division
		167. National Insurance Company Limited, Karachi	Proposed for Privatization
		168. Pakistan Reinsurance Company Limited, Karachi	Proposed for Privatization
05	Communications	169. National Highway Authority	To be retained as Autonomous Body in Communications Division
		170. National Transport Research Centre (NTRC)	To be merged into the proposed Infrastructure Policy Institute
		171. Construction Technology Training Institute (CTTI)	To become Autonomous Body under Communications Division

		172. Karachi Infrastructure Development Company Ltd (KIDCL)	To be retained as Autonomous Body in Communications Division
06	Defence Production	173. Pakistan Ordnance Factories (POFs) Board, Wah Cantt	To be retained as Autonomous Body in Defence Production Division
		174. Heavy Industries Taxila (HIT) Board, Taxila	To be retained as Autonomous Body in Defence Production Division
		175. Pakistan Aeronautical Complex (PAC) Board, Kamra	To be retained as Autonomous Body in Defence Production Division
		176. Karachi Shipyard & Engineering Works (KS&EW), Karachi	To become Autonomous Body under Defence Production Division
		177. National Radio Telecommunication Corporation (NRTC)	To become Autonomous Body under Defence Production Division
07	Economic Affairs	178. National Disaster Risk Management Fund (NDRMF)	To become Autonomous Body under Economic Affairs Division
08	Establishment	179. Federal Employees Benevolent & Group Insurance Funds (FEB&GIF)	To be retained as Autonomous Body under Establishment Division
		180. National School of Public Policy (NSPP)	To be retained as Autonomous Body under Establishment Division
		181. Pakistan Academy for Rural Development (PARAD)	To be merged into NSPP
09	Federal Education & Professional Training	182. National Vocational & Technical Training Commission (NAVTTTC)	To be retained as Autonomous Body in Federal Education & Professional Training Division
		183. National Commission for Human Development (NCHD)	Grant-in-aid body, operated by non-governmental or private organizations but receive grants from the Government
		184. Higher Education Commission (HEC)	To be retained as Autonomous Body in Federal Education & Professional Training Division
		185. National Education Foundation (NEF)	To be retained as Autonomous Body in Federal Education & Professional Training Division
		186. Federal Board of Intermediate &	To be retained as Autonomous Body

		Secondary Education (FBISE)	in Federal Education & Professional Training Division
		187. Basic Education Community Schools (BECS)	To be transferred to provinces
		188. National College of Arts	To be retained as Autonomous Body in Federal Education & Professional Training Division
		189. National Skill University	To be retained as Autonomous Body in Federal Education & Professional Training Division
		190. Pakistan Boys Scouts Association	Grant-in-aid body, operated by non-governmental or private organizations but receive grants from the Government
		191. Pakistan Girls Guides Association	Grant-in-aid body, operated by non-governmental or private organizations but receive grants from the Government
		192. Private Educational Institutions Regulatory Authority (PEIRA)	Proposed to be transferred to Cabinet Division
10	Finance	193. Zarai Taraqiati Bank Limited (ZTBL)	To be retained as Autonomous Body in Finance Division
		194. First Women Bank Limited (FWBL)	Proposed for Privatization
		195. House Building Finance Company Ltd. (HBFC)	To be retained as Autonomous Body in Finance Division
		196. SME Bank Ltd.	Proposed for Privatization
		197. National Security Printing Company (NSPC)	To be retained as Autonomous Body in Finance Division
		198. State Bank of Pakistan (SBP)	To be retained as Autonomous Body in Finance Division
		199. National Bank of Pakistan (NBP)	To be retained as Autonomous Body in Finance Division
		200. Financial Monitoring Unit (FMU)	To be retained as Autonomous Body in Finance Division

		201. Competition Commission of Pakistan (CCP)	To be retained as Autonomous Body in Finance Division
		202. Securities and Exchange Commission of Pakistan (SECP)	To be retained as Autonomous Body in Finance Division
		203. Public Private Partnership Authority (PPPA)	To be retained as Autonomous Body in Finance Division
		204. National Investment Trust Limited (NITL)	To become Autonomous Body under Finance Division
		205. Pak Kuwait Investment Company	To become Autonomous Body under Finance Division
		206. Pak Libya Holding Company	To become Autonomous Body under Finance Division
		207. Pak Oman Investment Company	To become Autonomous Body under Finance Division
		208. Pak Iran Joint Investment Company	To become Autonomous Body under Finance Division
		209. Pak Brunei Investment Company Ltd.	To become Autonomous Body under Finance Division
		210. Saudi Pak Industrial & Agricultural Investment Company	To become Autonomous Body under Finance Division
		211. Pak China Investment Company	To become Autonomous Body under Finance Division
		212. Industrial Development Bank Limited	Proposed for Privatization
		213. Benazir Income Support Program (BISP)	To become Autonomous Body under Finance Division
11	Foreign Affairs	214. Foreign Service Academy, Islamabad	To be retained as Autonomous Body in Foreign Affairs Division
		215. Institute of Strategic Studies, Islamabad	To be retained as Autonomous Body in Foreign Affairs Division
12	Housing & Works	216. Federal Government Employees	To be retained as Autonomous Body

		Housing Foundation, Islamabad	in Housing & Works Division
		217. Pakistan Housing Authority Foundation	To be retained as Autonomous Body under Housing & Works Division
		218. National Construction Company Ltd., Islamabad	Proposed for winding up/liquidation
13	Human Rights	219. National Commission for Human Rights (NCHR)	Transformation into Independent Body
		220. National Commission on the Status of Women (NCSW)	Transformation into Independent Body
14	Industries & Production	221. National Fertilizer Corporation of Pakistan	Proposed for Privatization
		222. National Fertilizer Marketing Limited	To be merged with Trading Corporation of Pakistan, Commerce Division
		223. NFC Institute of Engineering and Technology, Multan	To be handed over to Ministry of Federal Education & Professional Training
		224. NFC Institute of Engineering and Fertilizer Research, Faisalabad	To be handed over to Ministry of Federal Education & Professional Training
		225. Pakistan Industrial Development Corporation (PIDC)	To become Autonomous Body under Industries & Production Division
		226. Pakistan Gems & Jewellery Dev Company	Centre of the Company at Lahore to be transferred to Pakistan Institute of Fashion Design. MoI&P to undertake measures to devolve other centres
		227. National Industrial Parks Development and Management company	To be merged into Pakistan Industrial Development Corporation (PIDC)
		228. Technology Up-Gradation & Skill Development Company (TUSDEC)	To be merged into Pakistan Industrial Development Corporation (PIDC)
		229. Pakistan Stone Development Company	To be transferred to Pakistan Institute of Fashion Design
		230. Gujranwala Business Centre, Gujranwala	To be merged into TUSDEC
		231. Aik Hunar Aik Nagar	To be handed over to SMEDA

	232. Pakistan Hunting & Sports Arms Development Company, Peshawar	To be merged into TUSDEC
	233. Karachi Tools, Dies & Moulds Centre, Karachi	To be merged into TUSDEC
	234. Furniture Pakistan	To be merged into TUSDEC
	235. Sindh Engineering Limited (SEL)	Proposed for Privatization
	236. Republic Motors Limited (RML)	Proposed for Privatization
	237. Pakistan Automobile Corporation (PACO)	Proposed for Privatization
	238. State Engineering Corporation (SEC)	Proposed for Privatization
	239. PECO (Pakistan Engineering Company)	Proposed for Privatization
	240. Heavy Electrical Complex (HEC)	Proposed for Privatization
	241. Pakistan Machine Tool Factory, Karachi	To be transferred to Special Projects Division (SPD), with the condition to continue it for civilian use too
	242. ENAR Petrotech Services Pvt Limited	To be handed over to OGDCL, Petroleum Division
	243. Pakistan Steel Mills Corporation 244. Pakistan Steel Fabricating Company	To become Autonomous Body under Industries & Production Division
	245. Industrial Facilitation Centre (IFC), Islamabad	To be merged into Pakistan Industrial Development Corporation (PIDC)
	246. Agro Food Processing (AFP) Facilities, Multan	To become Autonomous Body under Industries & Production Division
	247. Pakistan Industrial & Technical Assistance Centre, Lahore	To become Autonomous Body under Industries & Production Division

		248. Pakistan Institute of Management	To become Autonomous Body under Industries & Production Division
		249. Small and Medium Enterprises Development Authority (SMEDA)	To become Autonomous Body under Industries & Production Division
		250. Utility Stores Corporation (USC)	To become Autonomous Body under Industries & Production Division
		251. National Productivity Organization	To be merged into the proposed Human Development Policy Institute (HDPI)
		252. Engineering Development Board	To become Autonomous Body under Industries & Production Division
		253. Export processing zone Authority (EPZA)	To be merged into Pakistan Industrial Development Corporation (PIDC)
		254. Khadi Craft Development Company	Proposed for Privatization
		255. Leather Crafts Development Company, Multan	To become Autonomous Body under Industries & Production Division
		256. Spun Yarn Research and Development Company, Multan	Proposed for Privatization
		257. Southern Punjab Embroidery Industries Multan	Proposed for Privatization
		258. Pakistan Chemical and Energy Sector Skill Development	To become Autonomous Body under Industries & Production Division
15	Information & Broadcasting	259. Press Council of Pakistan (PCP)	Transformation into Independent Body
		260. National Institute of Folk & Traditional Heritage (Lok Virsa)	To be retained as Autonomous Body in Information & Broadcasting Division
		261. Institute of Regional Studies (IRS)	To be retained as Autonomous Body in Information & Broadcasting Division
		262. National Press Trust (NPT)	To be retained as Autonomous Body in Information & Broadcasting Division

		263. Pakistan Electronic Media Regulatory Authority (PEMRA)	Proposed to be transferred Cabinet Division
		264. Shalimar Recording and Broadcasting Company (SRBC)	To be retained as Autonomous Body in Information & Broadcasting Division
		265. Associated Press of Pakistan Corporation (APPC)	To become Executive Department in Information & Broadcasting Division
		266. Pakistan Broadcasting Corporation (PBC)	To become Autonomous Body under Information & Broadcasting Division
		267. Pakistan Television Corporation Limited (PTV)	To become Autonomous Body under Information & Broadcasting Division
		268. Pakistan National Council of Arts (PNCA)	To become Autonomous Body under Information & Broadcasting Division
16	Information Technology & Telecommunication	269. National Telecommunication Corporation (NTC)	To become Autonomous Body under Information Technology & Telecommunication Division
		270. IGNITE National Technology Fund Company	To become Autonomous Body under Information Technology & Telecommunication Division
		271. Universal Service Fund Company	To become Autonomous Body under Information Technology & Telecommunication Division
		272. Pakistan Software Export Board (PSEB)	To become Autonomous Body under Information Technology & Telecommunication Division
		273. Telephone Industries of Pakistan (TIP)	Proposed for Privatization
		274. Pakistan Telecom Employees Trust (PTET)	To become Autonomous Body under Information Technology & Telecommunication Division
		275. Telecom Foundation (TF)	To become Autonomous Body under Information Technology & Telecommunication Division

		276. Electronic Certification & Accreditation Council (ECAC)	To become Autonomous Body under Information Technology & Telecommunication Division
		277. Virtual University of Pakistan	To become Autonomous Body under Information Technology & Telecommunication Division
17	Interior	278. National Database & Registration Authority (NADRA)	To become Autonomous Body under Interior Division
		279. National Police Academy, Islamabad	To be merged into the proposed National Police Training & Research Institute
		280. Capital Development Authority (CDA)	To become Autonomous Body under Interior Division
		281. Metropolitan Corporation Islamabad	To become Autonomous Body under Interior Division
		282. National Counter Terrorism Authority (NACTA)	Under PM's Office as per NACTA Act, 2013. The Islamabad High Court has declared the Notification placing NACTA under M/o Interior as null and void.
		283. National Public Safety Commission	To become Autonomous Body under Interior Division
18	Inter Provincial Coordination	284. Pakistan Sports Board	To be retained as Autonomous Body in Inter Provincial Coordination Division
		285. Pakistan Veterinary Medical Council	To be retained as Autonomous Body in Inter Provincial Coordination Division
		286. Pakistan Cricket Board	To become Autonomous Body under Inter Provincial Coordination Division
		287. Federal Land Commission	To become Autonomous Body under Inter Provincial Coordination Division
		288. National Internship Programme	To become Executive Department in Inter Provincial Coordination Division
		289. National Academy of Performing Arts	Grant-in-aid body, operated by non-governmental or private

			organizations but receive grants from the Government
19	Kashmir Affairs & Gilgit Baltistan	290. Northern Areas Transport Corporation (NATCO), Gilgit	To be transferred to Gilgit Baltistan
		291. Directorate of Health Services (AK)	To be retained as Executive Department in Kashmir Affairs & Gilgit Baltistan Division
		292. Directorate of Health Services (GB)	To be retained as Executive Department in Kashmir Affairs & Gilgit Baltistan Division
		293. TB Wing, Attock	To be retained as Executive Department in Kashmir Affairs & Gilgit Baltistan Division
		294. Gilgit Baltistan Council	Transformation into Independent Body
		295. Azad Jammu and Kashmir Council	Transformation into Independent Body
20	Law & Justice	296. Council of Islamic Ideology	Transformation into Independent Body
		297. Federal Judicial Academy	To become Autonomous Body under Law & Justice Division
		298. Law and Justice Commission of Pakistan	Transformation into Independent Body
		299. Federal Shariat Court	To become Autonomous Body under Law & Justice Division
		300. National Accountability Bureau (NAB)	To become Autonomous Body under Law & Justice Division
		301. Wafaqi Mohtasib (Ombudsman) Secretariat	To become Autonomous Body under Law & Justice Division
		302. Federal Tax Ombudsman Secretariat	To become Autonomous Body under Law & Justice Division
		303. Federal Insurance Ombudsman Secretariat	To become Autonomous Body under Law & Justice Division
		304. Federal Ombudsman for Protection against Harassment of Women at the Workplace	To become Autonomous Body under Law & Justice Division

		305. Banking Courts	To become Autonomous Body under Law & Justice Division
		306. Special Courts (Offences in Banks)	To become Autonomous Body under Law & Justice Division
		307. Drug Courts	To become Autonomous Body under Law & Justice Division
		308. Special Courts (Anti Terrorism) (ICT)	To become Autonomous Body under Law & Justice Division
		309. Commercial Courts	To become Autonomous Body under Law & Justice Division
		310. Foreign Exchange Regulation Appellate Board	To become Autonomous Body under Law & Justice Division
		311. Accountability Courts	To become Autonomous Body under Law & Justice Division
		312. Special Courts (Central)	To become Autonomous Body under Law & Justice Division
		313. Special Courts (Control of Narcotic Substances)	To become Autonomous Body under Law & Justice Division
		314. Competition Appellate Tribunal, Islamabad	To become Autonomous Body under Law & Justice Division
		315. Anti Dumping Appellate Tribunal	To become Autonomous Body under Law & Justice Division
		316. Environmental Protection Tribunal	To become Autonomous Body under Law & Justice Division
		317. Intellectual Property Tribunal	To become Autonomous Body under Law & Justice Division
		318. Insurance Appellate Tribunal	To become Autonomous Body under Law & Justice Division
		319. Special Judge, (Customs, Taxation & Anti-Smuggling)	To become Autonomous Body under Law & Justice Division
21	Maritime Affairs	320. Port Qasim Authority, Karachi	To be retained as Autonomous Body in Maritime Affairs Division
		321. Karachi Port Trust, Karachi	To be retained as Autonomous Body in Maritime Affairs Division

		322. Gwadar Port Authority, Gwadar	To be retained as Autonomous Body in Maritime Affairs Division
		323. Korangi Fisheries Harbour Authority, Karachi	To be transferred to province
		324. Pakistan National Shipping Corporation, Karachi	To become Autonomous Body under Maritime Affairs Division
23	National Food Security & Research	325. Pakistan Agriculture Research Council (PARC)	To be retained as Autonomous Body in National Food Security & Research Division
		326. Pakistan Agriculture Service & Storage Corporation (PASSCO)	To become Autonomous Body under National Food Security & Research Division
		327. Pakistan Central Cotton Committee (PCCC)	Transformation into Independent Body
		328. Plant Breeders' Rights Registry	To become Executive Department in National Food Security & Research Division
24	National Health Services, Regulations & Coordination	329. Health Services Academy (HSA)	To be merged with proposed Human Development Policy Institute (HDPI)
		330. Pakistan Health Research Council (PHRC)	To be retained as Autonomous Body in National Health Services, Regulations & Coordination Division
		331. National Institute of Health (NIH)	To be retained as Autonomous Body in National Health Services, Regulations & Coordination Division
		332. Drug Regulatory Authority of Pakistan (DRAP)	Proposed to be transferred to Cabinet Division
		333. Pakistan Medical and Dental Council (PM&DC)	Transformation into Independent Body
		334. National Council for Homeopathy (NCH)	Transformation into Independent Body
		335. Pakistan Nursing Council (PNC)	To be retained as Autonomous Body in National Health Services, Regulations & Coordination Division
		336. National Council for Tibb (NCT)	Transformation into Independent Body
		337. Pharmacy Council of Pakistan	To be retained as Autonomous Body

		(PCP)	in National Health Services, Regulations & Coordination Division
		338. College of Physician and Surgeon Pakistan	To be retained as Autonomous Body in National Health Services, Regulations & Coordination Division
		339. Islamabad Blood Transfusion Authority (IBTA)	Merger proposed with Federal Health Regulatory Authority (FHRA)
		340. Human Organ Transplant Authority (HOTA)	Proposed to be transferred to Cabinet Division
		341. National Trust for Population Welfare (NATPOW)	To be retained as Autonomous Body in National Health Services, Regulations & Coordination Division
		342. Shaheed Zulfiqar Ali Bhutto Medical University (SZABMU)	To be retained as Autonomous Body in National Health Services, Regulations & Coordination Division
		343. National Institute of Population Studies (NIPS)	To be merged with Pakistan Health Research Council (PHRC)
		344. National Research Institute of Fertility Control (NRIFC)**	To be merged with Pakistan Health Research Council (PHRC)
		345. National Health Information Resource Centre (NHIRC)**	To be merged with Health Planning, System Strengthening & Information Analysis Unit (HPSIU)
25	National History & Literary Heritage	346. Pakistan Academy of Letters (PAL), Islamabad	To be retained as Autonomous Body in National History & Literary Heritage Division
		347. National Book Foundation (NBF), Islamabad	Proposed for privatization
		348. Iqbal Academy Pakistan (IAP), Lahore	To be retained as Autonomous Body in National History & Literary Heritage Division
		349. Quaid-i-Azam Mazar Management Board (QMMB), Karachi	To be retained as Autonomous Body in National History & Literary Heritage Division
		350. Aiwan-e-Iqbal Complex (AIC), Lahore	To be merged with Iqbal Academy, Lahore
26	Overseas Pakistanis & Human Resource Development	351. Overseas Pakistanis Foundation, (including employees of Educational Institutions under OPF), Islamabad	To be retained as Autonomous Body under Overseas Pakistanis & Human Resource Development Division
		352. Employees Old Age Benefits, Institutions, Karachi	To be retained as Autonomous Body under Overseas Pakistanis & Human Resource Development Division
		353. Workers Welfare Fund, Islamabad	To be retained as Autonomous Body under Overseas Pakistanis & Human

			Resource Development Division
		354. Overseas Employment Corporation, Islamabad	To become Autonomous Body under Overseas Pakistanis & Human Resource Development Division
27	Petroleum	355. Government Holdings (Pvt.) Limited (GHL)	Proposed for Privatization
		356. Hydrocarbon Development Institute of Pakistan (HDIP)	To be merged into the proposed Energy Policy Institute (EPI)
		357. Inter State Gas Systems (Pvt.) Ltd. (ISGSL)	To become Autonomous Body under Petroleum Division
		358. Lakhra Coal Development Company Ltd., Karachi	Proposed for Privatization
		359. Oil & Gas Development Company Ltd., Islamabad	Proposed for Privatization
		360. Pakistan Mineral Development Corporation (PMDC)	Proposed for Privatization
		361. Pakistan Petroleum Limited (PPL)	Proposed for Privatization
		362. Pakistan State Oil Company Limited (PSOCL)	To become Autonomous Body under Petroleum Division
		363. Saindak Metals Limited (SML)	To be transferred to province
		364. Sui Northern Gas Pipelines Limited (SNGPL)	To become Autonomous Body under Petroleum Division
		365. Sui Southern Gas Company Limited (SSGCL)	To become Autonomous Body under Petroleum Division
		366. Pakistan LNG Limited (PLL)	To become Autonomous Body under Petroleum Division
		367. Pakistan LNG Terminals Limited (PLTL)	To become Autonomous Body under Petroleum Division
		368. Pak-Arab Refinery Limited (PARCO)	To become Autonomous Body under Petroleum Division
28	Planning, Development & Reform	369. National Logistics Cell (NLC)	To be retained as Autonomous Body under Planning, Development & Reform Division
		370. Pakistan Environmental Planning & Architectural Consultant (PEPAC)	To become Autonomous Body under Planning, Development & Reform Division

		371. Pakistan Institute of Development Economics (PIDE)	To become Autonomous Body under Planning, Development & Reform Division
29	Power	372. Alternative Energy Development Board (AEDB)	To become Autonomous Body under Power Division
		373. National Engineering Services Pakistan Pvt. Ltd. (NESPAK)	To become Autonomous Body under Power Division
		374. Pakistan Electric Power Company Pvt. Ltd. (PEPCO)	To become Autonomous Body under Power Division
		375. Pakistan Information Technology Company (PITC)	To become Autonomous Body under Power Division
		376. Power Holding (Private) Limited (PHPL)	Proposed for privatization
		377. National Power Parks Management Company (Private) Limited (NPPMCL)	Proposed for privatization
		378. Central Power Purchasing Agency Guarantee Limited (CPPAG)	To become Autonomous Body under Power Division
		379. Private Power & Infrastructure Board (PIIB)	To become Autonomous Body under Power Division
		380. National Transmission & Dispatch Company (NTDC)	To become Autonomous Body under Power Division
		381. Jamshoro Power Generation Company (GENCO-I)	Proposed for Privatization
		382. Central Power Generation Company (GENCO-II)	Proposed for Privatization
		383. Northern Power Generation Company (GENCO-III)	Proposed for Privatization
		384. Lakhra Power Generation Company (GENCO-IV)	Proposed for Privatization

		385. Islamabad Electric Supply Company (IESCO)	Proposed for Privatization
		386. Lahore Electric Supply Company (LESCO)	Proposed for Privatization
		387. Gujranwala Electric Power Company (GEPCO)	Proposed for Privatization
		388. Faisalabad Electric Supply Company (FESCO)	Proposed for Privatization
		389. Hyderabad Electric Supply Company (HESCO)	Proposed for Privatization
		390. Multan Electric Power Company (MEPCO)	Proposed for Privatization
		391. Quetta Electric Supply Company (QESCO)	Proposed for Privatization
		392. Peshawar Electric Supply Company (PESCO)	Proposed for Privatization
		393. Sukkur Electric Power Company (SEPCO)	Proposed for Privatization
		394. Tribal Areas Electric Supply Company (TESCO)	Proposed for Privatization
30	Privatization	395. Privatization Commission	To be retained as Autonomous Body in Privatization Division
31	Railways	396. Pakistan Railway Advisory & Consultancy Services Limited (PRACS)	To become Autonomous Body under Railways Division
		397. Railway Constructions Pakistan Limited (RAILCOP)	To become Autonomous Body under Railways Division
		398. Railway Estate Development and Marketing Company Limited (REDAMCO)	To become Autonomous Body under Railways Division
		399. Pakistan Railways Freight Transportation Company Limited (PRFTC)	To become Autonomous Body under Railways Division

		400. Kashmir Railway Limited (KR)	To become Autonomous Body under Railways Division
32	Religious Affairs & Inter Faith Harmony	401. Evacuee Trust Property Board	To become Autonomous Body under Religious Affairs & Inter Faith Harmony Division
		402. Pakistan Madrassah Education Board	To become Autonomous Body under Religious Affairs & Inter Faith Harmony Division
33	Science & Technology	403. COMSATS University, Islamabad (CUI)	To be retained as Autonomous Body in Science & Technology Division
		404. National Institute of Electronics, Islamabad (NIE)	To be retained as Autonomous Body in Science & Technology Division
		405. National Institute of Oceanography, Karachi (NIO)	To be retained as Autonomous Body in Science & Technology Division
		406. National University of Sciences & Technology, Islamabad (NUST)	To be retained as Autonomous Body in Science & Technology Division
		407. Pakistan Council of Scientific & Industrial Research, Islamabad (PCSIR)	To be retained as Autonomous Body in Science & Technology Division
		408. Pakistan Council of Research in Water Resources, Islamabad (PCRWR)	To be retained as Autonomous Body in Science & Technology Division
		409. Pakistan Council for Science & Technology, Islamabad (PCST)	To be retained as Autonomous Body in Science & Technology Division
		410. Pakistan Engineering Council, Islamabad (PEC)	To be retained as Autonomous Body in Science & Technology Division
		411. Pakistan Museum of Natural History, Islamabad (PMNH)	To be retained as Autonomous Body in Science & Technology Division
		412. Pakistan National Accreditation Council, Islamabad (PNAC)	To be retained as Autonomous Body in Science & Technology Division

		413. Pakistan Science Foundation, Islamabad (PSF)	To be retained as Autonomous Body in Science & Technology Division
		414. Pakistan Scientific and Technological Information Centre, Islamabad (PASTIC)	To be retained as Autonomous Body in Science & Technology Division
		415. Pakistan Standard & Quality Control Authority, Karachi (PSQCA)	To be retained as Autonomous Body in Science & Technology Division
		416. Pakistan Halal Authority, Islamabad (PHA)	To be retained as Autonomous Body in Science & Technology Division
		417. National University of Technology, Islamabad (NUTECH)	To be retained as Autonomous Body in Science & Technology Division
		418. STEDEC Technology Commercialization Corporation of Pakistan Pvt. Ltd., Lahore (STEDEC)	To be retained as Autonomous Body in Science & Technology Division
34	Textile	419. National Textile University, Faisalabad	To be retained as Autonomous Body in Textile Division
		420. Pakistan Cotton Standards Institute, Karachi	To be retained as Autonomous Body in Textile Division
		421. Karachi Garment City Company, Karachi	To be transferred to province
		422. Lahore Garment City Company, Lahore	To be transferred to province
		423. Faisalabad Garment City Company, Faisalabad	To be transferred to province
		424. Pakistan Textile City Limited, Karachi	To be transferred to province
		425. Federal Textile Board	To become Autonomous Body under Textile Division
35	Water Resources	426. Water and Power Development Authority (WAPDA)	To be retained as Autonomous Body in Water Resources Division

		427. Indus River System Authority	To be retained as Autonomous Body in Water Resources Division
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- ⁱ As decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ⁱⁱ As decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ⁱⁱⁱ Industries & Production Division to submit list of Pakistan State Enterprises (working under its administrative control) to be privatized or delisted from the privatization program.
- ^{iv} As decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ^v As decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ^{vi} As decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ^{vii} Disinvestment of government shares, as decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ^{viii} Disinvestment of government shares, as decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ^{ix} Disinvestment of government shares, as decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ^x Ministry of IT & Telecom to conduct a detailed study regarding current status of TIP and the possibility of its privatization for report before the CCoP.
- ^{xi} Ministry of Information, Broadcasting, National History & Literary Heritage to apprise CCoP regarding rationale for retention of NBF under Government control.
- ^{xii} Petroleum Division to conduct study on privatization of PMDC in light of 18th amendment.
- ^{xiii} Privatization Division to submit proposals regarding privatization of DISCOs/GENCOs to Cabinet Committee on Privatization in light of recommendations of Task Force on Energy Reforms.
- ^{xiv} Nandipur Power Project to be included in the list of entities to be privatized in the medium term.
- ^{xv} Lakhra Power Generation Company Limited to be included in active list of privatization program.
- ^{xvi} Petroleum Division to conduct study with regard to issues/claims of provinces related to GHPL, OGDCL & PPL after 18th amendment
- ^{xvii} National Construction Limited to be delisted from the privatization program due to winding up of the organization.
- ^{xviii} As decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ^{xix} As decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ^{xx} As decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ^{xxi} As decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ^{xxii} As decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ^{xxiii} As decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ^{xxiv} To be retained by Mol&P as decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ^{xxv} To be retained by Mol&P as decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ^{xxvi} To be retained by Mol&P as decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ^{xxvii} Pakistan International Airlines Corporation Limited to be delisted from the list of privatization program
- ^{xxviii} PSMC and Pakistan Steel Fabricating Company to be delisted from the privatization program.
- ^{xxix} To be retained by Mol&P as decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ^{xxx} To be retained by Mol&P as decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ^{xxxi} To be retained by Mol&P as decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ^{xxxii} To be retained by Mol&P as decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ^{xxxiii} To be retained by Mol&P as decided in joint meeting of Advisors on Industry and IRA, dated 28.02.2019
- ^{xxxiv} Maritime Affairs Division to conduct a feasibility study regarding privatization of PNSC, PQA & KPT and present report to CCoP for consideration.
- ^{xxxv} Pakistan State Oil Company Limited (PSOCL) to be delisted from the privatization program.
- ^{xxxvi} SNGPL to be delisted from list of privatization program. Petroleum Division to initiate work on creation of regulatory framework for creation of competitive marketplace for gas sector utilities.
- ^{xxxvii} SSGCL to be delisted from list of privatization program. Petroleum Division to initiate work on creation of regulatory framework for creation of competitive marketplace for gas sector utilities.
- ^{xxxviii} Printing Corporation of Pakistan (PCP) not to be privatized. Cabinet Division to submit proposal for improvement in its working along with plan for disposal of its non-essential fixed assets.

Reorganization of Federal Government

Introduction

- ▶ Federal Government consists of about 440 Organizational Entities (OEs)
- ▶ Presently categorized into:
 - ▶ Attached Departments
 - ▶ Autonomous Bodies
 - ▶ Registered Companies
 - ▶ Statutory Corporations
 - ▶ Subordinate Offices etc
- ▶ Need for a comprehensive assessment of the existing setup

Principles for Reorganizing Federal Government

- ▶ Efficient distribution of span of control
- ▶ Clear delineation of roles/ responsibilities along with accountabilities
- ▶ Separation of policy making, operational and implementation and regulatory functions of the Ministry
- ▶ Reducing the hierarchical tiering and the turnover time for government business
- ▶ Strengthening intra and inter ministerial coordination and collaboration
- ▶ Empowering the head of the Division, the head of the executing departments and the head of the autonomous bodies to deliver agreed goals and results
- ▶ Completing the devolution from the Federal to the Provincial Governments under the 18th Amendment of the Constitution
- ▶ Reducing the burden on the Federal Government by entering into public private partnerships

Proposed Configuration of Federal Government

- ▶ Organizational entities to be privatized or taken over by Sarmaya Pakistan Ltd.
- ▶ Transferred to Provincial Governments, GB and ICT
- ▶ Realigning Commissions/Councils/Committees into independent bodies
- ▶ Bundled Regulatory bodies under the Cabinet Division as autonomous bodies
- ▶ Liquidated, Wound up or Closed
- ▶ Merged into existing organizations
- ▶ After the above reconfiguration the remaining entities to be classified under two distinct categories:
 - ▶ Autonomous Bodies
 - ▶ Executive Departments

Privatization Candidates/Transfer to Sarmaya-e-Pakistan

- ▶ Three categories of Federal Government Organizations as possible candidates for privatization:
 - ▶ Commercial/ Semi Commercial/ Manufacturing Business
 - ▶ Public Utilities/ service providers
 - ▶ Financial Institutions

- ▶ Table 1 lists the privatization candidates (hyperlink)
[Table 1 Privatization.docx](#)

Transfer to Provincial Governments, GB and ICT

- ▶ After the 18th amendment, at least another 20 entities can be considered for transfer to the provincial governments, Gilgit Baltistan or Islamabad Capital Territory
- ▶ Table 2 lists such organizations (hyperlink)
[Table 2 Transfer to Provinces.docx](#)

Transformation of Councils/ Commissions/ Committees

- ▶ Certain Organizational Entities performing functions may be transformed into independent bodies, not under the control of any Ministry
- ▶ The Ministry, if it is providing any financial assistance, should be represented on the Council or Commission or Committee through which it exercises oversight, influences policy decisions and ensures financial discipline
- ▶ The Ministry will continue to act as liaison between these bodies and the Government
- ▶ Table 3 lists these organizations (hyperlink)
[Table 3 Transformation.docx](#)

Organizations Proposed for Liquidation/Winding Up

- ▶ Some organizations have by and large fulfilled the tasks for which they were setup or the remaining work load does not justify their continuation
- ▶ The resources saved by their liquidation and winding up can be utilized by the Administrative Ministries for more pressing priorities
- ▶ Table 4 identifies such bodies (hyperlink)
[Table 4 Winding Up.docx](#)

Mergers

- ▶ Certain entities performing similar functions can be merged with each other
- ▶ To help reduce duplication of functions
- ▶ Table 5 shows the proposed mergers (hyperlink)
[Table 5 Mergers.docx](#)

Principles and Criteria for retained entities as Autonomous Bodies

- ▶ Whether they perform constitutional regulatory, corporate, promotional, research and development or quasi-judicial functions entrusted to them by the Government through:
 - ▶ an act of legislation or statute
 - ▶ formation of a public limited company - listed or unlisted
 - ▶ the resolutions of the Cabinet or Cabinet Committees
 - ▶ established under the Trust Act
 - ▶ agreement with constitutional or other international development finance investors
- ▶ It is proposed that the existing semi autonomous bodies should either be categorized as AB or ED depending on the nature of their work:
 - ▶ Whether they generate their own revenues or not heavily dependent on budgetary grants except for PSDP
 - ▶ Whether they execute mega development projects on behalf of the Government but require financing and human resources from outside the Government
- ▶ Table 6 Autonomous Bodies (hyperlink) [Table 6 Autonomous Bodies.docx](#)

Principles and Criteria for retained entities as Executive Departments

- ▶ (Attached Departments to be renamed as Executive Departments)
- ▶ Whether they are the principal executing arms of the Ministries/Divisions
- ▶ Whether form an integral part of the operations and implementation of the Ministries' policies, programs and projects
- ▶ Whether they are fully dependent for their finances and manpower on Government and require constant guidance, collaboration and support from the Ministry
- ▶ It is proposed that subordinate offices should either be absorbed within the Division or the Ministry if the nature of their work is policy support or transformed into Executive Departments if the content of their responsibilities are mainly operational
- ▶ Table 7 Executive Departments (hyperlink) [Table 7 Executive Departments.docx](#)

Conclusion

- ▶ Divisions/ Ministries will perform the policy formulation, legislative, international and inter provincial coordination, monitoring and evaluation functions
- ▶ Autonomous bodies and executive departments will be the operational and implementation arms of the Ministries
- ▶ The proposals can help achieve:
 - ▶ A tighter, clearly defined, well focused organizational structure of the Federal Government
 - ▶ Efficiency and prompt disposal of Government business
 - ▶ Autonomy with Accountability
 - ▶ Cost saving over time

THANK YOU