

**Government of Pakistan
Institutional Reforms Cell**

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WORKING PAPER FOR 28th IC MEETING
TO BE HELD ON 19-3-2019

The agenda of today's meeting is as follow:

- (i) Request for post of a Technical Advisor by EAD
- (ii) Creation of new PAOs in Federal Government: Updates by Finance Division
- (iii) Discussion on training institutes in FG
- (iv) Discussion on categorization of OEs as 'Constitutional Bodies'

ENTITIES PROPOSED FOR HAVING THEIR OWN PRINCIPAL ACCOUNTING OFFICERS

In a typical Federal Division, Federal Secretary is responsible for policy, administrative and financial domains. Many Federal Divisions have more than one Principal Accounting Officers, to ensure better financial management. For selection of entities to have their own Principal Accounting Officers, following broad criteria has been observed:-

- i) Size, scale and geographic spread of operations
- ii) Need of Federal funding/grants for sustainability of operations
- iii) Scale of procurements and stretch of transactions (Domestic & International)
- iv) Specificity of operational domain and task specialization
- v) Appropriate representation before Public Accounts Committee

S.No.	Division	Corporation/Body	Operational Strength
1.	Industries & Production	Utility Stores Corporation of Pakistan	13615
2.	Commerce	State life Insurance Corporation of Pakistan	4089
3.	Communications	National Highway Authority (NHA)	1479
4.	Defense Production	Heavy Industries Board, Taxila	4518
5.	Defense Production	Pakistan Aeronautical Complex Board, Kamra	4179
6.	Defense Production	Pakistan Ordnance Factories board, Wah Cantt	22964
7.	Information & Broadcasting	Pakistan Broadcasting Corporation	2768
8.	Information & Broadcasting	Pakistan Television Corporation Ltd	4022
9.	National Food Security	Pakistan Agricultural Research Council	2280
10.	Water Resources	Water & Power Development Authority	17484
11.	Commerce	Trading Corporation of Pakistan Pvt Ltd	479

Proposed Training, Policy Support & Research Institutes:

Sr. No	Division	Name of Department	Proposed configuration	Responses of Parent Ministries
01	Commerce	1. Pakistan Institute of Trade and Development, Islamabad	To be merged into the proposed Industry and Trade Policy Institute (ITPI)	In the 11 th Implementation Committee meeting held on 29-10-2019, the representative of PITAD conveyed the consent of the Ministry to the proposed merger.
02	Communication	2. National Transport Research Centre (NTRC)	To be merged into the proposed Infrastructure Policy Institute (IPI)	In the 11 th Implementation Committee meeting held on 29-10-2019, the representative of the Ministry of Communications stated that the NTRC was being revitalized as a research wing, until the establishment of the IPI as per the decision of the Implementation Committee.
03	Federal Education & Professional	3. Pakistan Manpower Institute (PMI)	To be merged into the Proposed Human Development Policy Institute (HDPI)	The Ministry agreed to the proposed merger in the 15 th Implementation Committee meeting held on 10-12-2019.
		4. Academy of Educational Planning & Management	To be merged into the Proposed Human Development Policy Institute (HDPI)	The Ministry agreed to the proposed merger in the 12 th Implementation Committee meeting held on 05-11-2019.
04	Information & Broadcasting	5. Information Services Academy	To be part of the proposed Media University	The Ministry agreed to the proposal in the 12 th meeting of the Implementation Committee held on 05-11-2019.
05	Interior	6. National Police Bureau	To be merged into the proposed National Police Training and Research Institute (NPTRI)	It was agreed in the 12 th Implementation Committee meeting held on 05-11-2019 that the NPB and NPA will retain their independent organizational statuses.
		7. National Police Academy	To be merged into the proposed National Police	

			Training and Research Institute (NPTRI)	
06	Industries & Production	8. National Productivity Organization	To be merged into the proposed Industry and Trade Policy Institute (ITPI)	
07	National Food Security & Research	9. Agriculture Policy Institute	To be merged into the proposed Agriculture, Food and Environment Policy Institute (AFEPI)	The Ministry agreed to the proposed merger in the 14 th Implementation Committee meeting held on 03-12-2019.
08	National Health Services, Regulations & Coordination	10. Health Services Academy (HAS)	To be part of the proposed Human Development Policy Institute (HDPI)	
		11. National Institute of Population Studies	To be part of the Pakistan Health Research Council (PHRC)	The Ministry agreed to the proposal in the 14 th Implementation Committee meeting held on 03-12-2019.
		12. National Research Institute of Fertility Control	To be part of the Pakistan Health Research Council (PHRC)	Ministry agreed to the proposal in the 14 th Implementation Committee Meeting held on 03-12-2019.
09	Finance	13. Audit and Accounts Academy	To be merged into the proposed Institute of Fiscal Policy and Financial Management (IFPFM)	In the 12 th Implementation Committee meeting the AGP stated that he had no objection to the creation of a governing body over the academy provided that the control of the academy remained with the AGP.
10	Revenue	14. Directorate General Training Customs	To be merged into the proposed Institute of Fiscal Policy and Financial Management (IFPFM)	The Chairman FBR gave his consent to the proposed arrangement in the 13 th Meeting held on 26-11-2019 on the clarification that the management of the both institutions would remain with the respective ministries.
		15. Directorate General Training Inland Revenue Services	To be merged into the proposed Institute of Fiscal Policy and Financial Management (IFPFM)	
11	Petroleum	16. Hydrocarbon Development	To be merged into the proposed Energy Policy Institute (EPI)	The Ministry agreed to the proposed merger in the 14 th meeting held on 03-12-2019.

		Institute of Pakistan (HDIP)		
12	Railways	17. Pakistan Railways Academy Walton	To be merged into the proposed Infrastructure Policy Institute (IPI)	

Annex-6

TABLE-6 -PROPOSED TRAINING,POLICY SUPPORT AND RESEARCH INSTITUTES

Sr. No.	Division	Name of Department	Remarks
01	Commerce	1. Pakistan Institute of Trade and Development, Islamabad	To be merged into the proposed Industry and Trade Policy Institute (ITPI)
02	Communication	2. National Transport Research Centre (NTRC)	To be merged into the proposed Infrastructure Policy Institute (IPI)
03	Federal Education & Professional	3. Pakistan Manpower Institute (PMI)	To be merged into the Proposed Human Development Policy Institute (HDPI)
		4. Academy of Educational Planning & Management	To be merged into the Proposed Human Development Policy Institute (HDPI)
04	Information & Broadcasting	5. Information Services Academy	To be part of the proposed Media University
05	Interior	6. National Police Bureau	To be merged into the proposed National Police Training and Research Institute (NPTRI)
		7. National Police Academy	To be merged into the proposed National Police Training and Research Institute (NPTRI)
06	Industries & Production	8. National Productivity Organization	To be merged into the proposed Industry and Trade Policy Institute (ITPI)
07	National Food Security & Research	9. Agriculture Policy Institute	To be merged into the proposed Agriculture, Food and Environment Policy Institute (AFEPI)
08	National Health Services,	10. Health Services Academy (HAS)	To be part of the proposed Human Development Policy Institute (HDPI)

	Regulations & Coordination	11. National Institute of Population Studies	To be part of the Pakistan Health Research Council (PHRC)
		12. National Research Institute of Fertility Control	To be part of the Pakistan Health Research Council (PHRC)
09	Finance	13. Audit and Accounts Academy	To be merged into the proposed Institute of Fiscal Policy and Financial Management (IFPFM)
10	Revenue	14. Directorate General Training Customs	To be merged into the proposed Institute of Fiscal Policy and Financial Management (IFPFM)
		15. Directorate General Training Inland Revenue Services	To be merged into the proposed Institute of Fiscal Policy and Financial Management (IFPFM)
11	Petroleum	16. Hydrocarbon Development Institute of Pakistan (HDIP)	To be merged into the proposed Energy Policy Institute (EPI)
12	Railways	17. Pakistan Railways Academy Walton	To be merged into the proposed Infrastructure Policy Institute (IPI)

NOTE: The proposals for the training institutes to be transformed into Training, Policy Support and Research arms of the Ministries are still at a discussion stage but have been included here simply to indicate the missing gaps in the Government's existing organizational infrastructure. The scope, mandate and responsibilities of the proposed institutes would be finalized after consultation with the Secretaries and the Ministers.

National Assembly	Parliamentary Affairs
Senate Secretariat	Parliamentary Affairs
Attorney General	Ministry of Law & Justice
Council of Common Interest	Ministry of IPC
Auditor General of Pakistan	Ministry of Finance
Supreme Court of Pakistan	Ministry of Law & Justice
Federal Shariat Court	Ministry of Law & Justice
Chief Election Commissioner of Pakistan	Parliamentary Affairs
Council of Islamic Ideology	Ministry of Law & Justice
Federal Public Service Commission	Establishment Division
Islamabad High Court	Ministry of Law & Justice
Gilgit Baltistan Council	KA
Azad Jammu and Kashmir Council	KA