

**REVISED DRAFT FOR DISCUSSION May 5,2020**

**WORKING PAPER**

Subject: **RE-ORGANIZING THE FEDERAL GOVERNMENT: PROPOSALS FOR RESTRUCTURING FEDERAL MINISTRIES AND DIVISIONS.**

1. In 2010, the 18th amendment to the Constitution abolished the concurrent list and devolved the functions of 17 Federal ministries<sup>1</sup>. The main functions of the Federal Government after the 18th amendment are listed in Annex I. These, interalia, include Defence, External Relations, Finance and Currency, Communications, Commerce and International Trade, Electricity, standard setting, Superior Judiciary, Research and Development etc. Most of these are public goods and services. After the 7th NFC award, the share of the Federal Government in the Divisible Tax pool has shrunk to around 40 percent while it has been heavily burdened with domestic and external debt servicing putting serious strains on fiscal balances.

2. Despite the devolution, low tax revenues and rising debt servicing burden the size of the Federal Government and therefore the expenditure on wages and salaries and pensions has been rising fast. It may be pertinent to point out that the following ministries have reemerged at the Federal level under the following names:

Education—Federal Education and Professional Training

Health—National Health Services, Regulations and Coordination

Environment—Climate Change

Labour—Overseas Pakistanis and Human Resource Development

Culture—National History and Literary Heritage

Agriculture—National Food Security and Research

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<sup>1</sup> Education, Health, Agriculture, Culture, women, youth, Population, social welfare, Environment, Local Government, Labour and Manpower, Minorities, Youth, Zakat, Livestock, Tourism, Sports; Textile Industry with Commerce

3. The Federal Government until 2002 had a small but effective Cabinet which consisted of 16-17 ministers. Since then, there has been a proliferation of Ministries and despite the devolution, there were 34 ministries and 43 divisions when this Government took over compared to 41 ministries and 46 Divisions before the devolution. The present Government has abolished two divisions and merged two. One new division on Poverty Alleviation and Social Protection was created in place of Statistics Division. The existing organization of divisions and ministries is shown in Annex II.

4. A concept paper for restructuring the Federal Ministries and Divisions was prepared in October 2018 by the Task Force on Restructuring of the Federal Government. The Prime Minister had desired that this paper should be discussed at a consultative session of key ministers before it was presented to the Cabinet. The PM chaired the session and it was decided that it was not an appropriate time for carrying out the restructuring of the Divisions/ Ministries. In the first instance, it is imperative to restructure the 16 types of organizational entities working under the federal ministries such as attached departments etc. Consequently, a major exercise of the reorganization of these entities was undertaken and approved by the Cabinet on July 9, 2019 and these reforms are being continuously monitored and implemented by a Cabinet Committee. As a result of this exercise, the number of organizational entities under the control of the Federal Government has been reduced from 441 to 332.

5. A number of entities mainly of commercial nature have been placed on privatization list as the Government does not enjoy any particular advantage in running these businesses. Some other entities that are to be retained for strategic reasons have to undergo restructuring and follow the best practices of good governance—autonomy, transparency, autonomy so that they can operate efficiently and effectively. To this effect, the Public Financial

Management (PFM) Law, enacted for the first time after independence, has delegated financial powers and autonomy in budget making and execution to the autonomous bodies and attached departments.

6. The reorganization along with the delegation of powers under the PFM Law has reduced the workload on the Federal Ministries/Divisions which would now mainly be involved in policy making, goals and performance indicators for these bodies and holding them accountable for results.

7. Another initiative taken by the present Government is to introduce E-Office and Web portals loaded with manuals and codes for all the Ministries/Divisions by June 30, 2020. Accordingly, the need for support staff engaged in manual file and record keeping, referencing and other routine matters would be drastically reduced. The staff rendered surplus would be paid out of a Surplus Pool until they are absorbed in regular positions, retrained, resign or retire.

8. In view of the above mentioned developments i.e. 18<sup>th</sup> amendment devolving powers to the Provincial Governments, the reorganization of the Federal Government organizational entities, delegation of financial powers and greater operational autonomy to the attached (Executive) Departments and Autonomous Bodies, introduction of E-Office and Web Portals, Prime Minister has desired that we should revisit the present configuration of the Ministries and Divisions in the Federal Government<sup>2</sup>.

9. There are essentially three main changes we propose in this paper (a) reduce the number of Divisions marginally (b) substitute the present complement of personal staff officials by quality officers from grade 17 to 21

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<sup>2</sup> The present paper does not include President Secretariat, PM Office, National Assembly Secretariat, Senate Secretariat and other bodies such as Supreme Court, ECP, NAB, Wafaqi Mohtasab etc. in the proposed restructuring. Once the Main Secretariat is reorganized we can approach these bodies too.

and (c) reduce the hierarchical tiers in the Federal Secretariat from five to three.

10. Keeping the present configuration of Ministries intact, as it is not politically feasible to change it at this juncture, we focus on the number of Divisions. It is proposed that the number of Divisions be reduced to 37 as follows. The proposed organization of divisions is shown in Annex III.

- (a) Merging National Security Division into Cabinet Division as it has only 23 staff which does not justify a separate Division. The Secretariat function of the National Security Council can be performed by the Strategic Planning Unit located in the Cabinet Division.
- (b) Merging Postal Services into Communications Division – this has already been done but not yet reflected in the Rules of Business.
- (c) Merging Textile Division into Commerce Division – this has already been done but not yet reflected in the Rules of Business.
- (d) Abolition of States and Frontier Regions Division and allocating its residual functions to Kashmir Affairs and Gilgit Baltistan Division.
- (e) Merging Narcotics Division into Interior Division as it only has 113 staff.

11. The running of Civil Administration costs about Rs 450 billion annually of which Rs 260 billion is the wage bill and 190 billion for operating expenses. A decade ago, the wage bill was only Rs 50 billion. The pension bill is growing explosively and is likely to equal the wage bill in a few years. The total strength of the civilian employees at the Federal level was 491860 in 2009 and has risen to 663234 by 2019—an increase of 35 percent. 85 percent of the total wage and salary bill is claimed by the support staff who account for 95 percent

of the total employees while 15 percent goes to the officers in Grades 17-22 who form 5 percent of the total strength. The introduction of e-government should reduce the need for support staff which, in turn, would lower the recurring expenditure of running of the Federal Government.

12. To effect budgetary savings the staff to officers ratio in the Federal Secretariat needs to be reduced. It is currently 4.11 but eighteen Divisions have this ratio above 5 all the way up to 12. The details are given in Annex IV. The ratio of 4:1 should be accepted in the first instance as the benchmark for staff deployment in the Federal Secretariat and those rendered surplus to the requirements would be placed in a surplus pool for later absorption, retraining, redeployment, retirement, voluntary separation. This should be accompanied by immediate freeze on new recruitment against the posts in BPS1-16 in the Secretariat. Exceptional cases for deviation from this benchmark can be considered by the Cabinet Implementation Committee .

13. As discussed below, this ratio should be gradually brought down further to 2:1 by substituting the Private Secretaries, Assistant, Clerks, Stenotypists etc in the offices of the Ministers, Secretaries, Joint /Additional Secretaries and Deputy Secretaries by highly qualified Staff officers drawn from Grades 17-22. An informal survey shows that the Ministers and senior officers would be better served with such a substitution as these Staff officers would add value by assisting in collecting the data, analyzing the issues under consideration and carrying out spade work.

14. It is further proposed that the hierarchy in each Division be reduced from five tiers to three – Deputy secretary (BPS 19/20), Joint Secretary (BPS 20/21) and Secretary (BPS 22). In few Divisions such as Finance, the workload may justify a position of Special Secretary (BPS 22). BPS 19 officer can be appointed as D.S. and BPS 20 as J.S. in Division where the workload is not that heavy. The concept of Broadbanding is now used liberally in many

organizations including GOP such as Senior Joint Secretary /Additional Secretary and Additional Secretary incharge of a Division.

15. Each Deputy Secretary would have two staff officers in grade 17/18 assisting him in his duties. These staff officers would not initiate any noting or summaries but gather data and references to the relevant law and rules for the use by the Deputy secretary. The present complement of subordinate staff of Superintendents, assistants, UDCs, LDCs would be abolished. Only one Naib Qasid would be assigned to each D.S.

16. Each Joint Secretary would have two staff officers in Grade 18/19 in his office to assist him in his duties. The present complement of subordinate staff except a Naib Qasid would be abolished.

17. Each Secretary would have two staff officers in Grade 20/21 in his office to assist him in his duties. The present complement of subordinate staff except a Personal Assistant and Naib Qasid would be abolished.

18. Each Minister/Minister of State/Advisor would have one Technical Advisor, one Staff Officer in Grade 21, one Public Relations Officer, one Protocol Officer, one Private Secretary, One Driver and Security Guards.

19. At present, there are 3376 sanctioned posts is BPS 17-22 in the Secretariat. If the proposed configuration is accepted the total strength would reduce to 2460 divided in the following two categories. This new strength will be very close to the current working strength of officers in the Federal Secretariat.

(a) The proposed strength of the main Federal Secretariat would be:

	<u>Number</u>
Secretary Grade 22	40
Joint Secretary Grade 21/20	140 (3.5 to 1)
Deputy Secretary Grade 20/19	630 (4.5 to 1)

(b) The total number of Staff officers serving in the secretariat hierarchy at the different tiers would be:

	<u>Number</u>
Minister Grade 21	30
Secretary Grade 20/21	80 (2 to 1)
Joint Secretary Grade 19/20	280 (2 to 1)
Deputy Secretary Grade 17/18	1260 (2 to 1)

20. Annex V shows clustering of the proposed Divisions into four categories (A) Technical (B) Economic (C) Social sectors and (D) General Management. It may be noted that there is a huge discrepancy in the staff strength of the Divisions in the same clusters and a review of the staffing pattern in each Division is called for and the gaps, redundancies and missing skills is identified. Some divisions have large executing agencies, but their own policy formulation work is much limited e.g. Revenue Division has a strong agency i.e. FBR with 20631 employees but the main Division at the Secretariat consists of only 34 staff and officers. In order to bring homogeneity, each Division will have at least the following positions either in the rank of J.S. or D.S. depending on the workload.

- i) Chief Finance & Accounts Officer.
- ii) Chief I.T. Officer.
- iii) Chief Human Resource Officer.

Divisions in Category A in Annex V should have a Chief Technical Officer in addition to these posts. Other Divisions may also choose to appoint a CTO if they feel the need.

### **Issues for Discussion**

- I. Whether the number of Divisions should be reduced to 37 in accordance with the scheme outlined in para 8 above?
- II. Whether the three-tier structure of the Division from the present five-tier structure would improve speed and quality of decision making?
- III. Whether the proposal to appoint staff officers attached with the Ministers, Secretary, Joint Secretary and Deputy Secretary as proposed in paras 14-17 above in place of the present complement of subordinate staff would expedite the disposal of business and effect savings ?
- IV. Whether the staff-officer ratio of 4:1 should be enforced in the first instance in the Division which exceed this ratio and then bring it down to 2:1 if the proposals in paras 14-17 above are accepted .



**ANNEX- I****FUNCTIONS OF THE FEDERAL GOVERNMENT AS ENSHRINED IN THE LEGISLATIVE LISTS OF THE CONSTITUTION**

<b>S.No</b>	<b>Functions</b>	<b>Corresponding Divisions</b>
1) Part 1 of List	Defence of Federation and Military	Defence and Defence Production
2)	Management of Cantonment Areas	Defence
3)	External Affairs including Treaties	Foreign Affairs, EAD,OPHRD
4)	Nationality, Citizenship, Naturalization, migration and emigration and International Travel	Interior Division
5)	Post and Telegraphs	Communications
6)	Telephones and Wireless	IT
7)	Broadcasting	Information and Broadcasting
8)	Currency, coinage and legal tender, foreign exchange, public debt including foreign debt, State Bank, Banking	Finance (through State Bank), EAD
9)	Federal Public Services and Federal Public Service Commission.	Establishment
10)	Federal Ombudsmen.	Law (Federal Ombudsman)
11)	Superior Courts, Administrative Courts, Tribunals	Law
12)	Libraries, museums, and similar institutions controlled or financed by the Federation	National History and Literary Heritage
13)	Federal Agencies for Research and Training (P&T)	S&T, FE&PT
14)	Education as respects Pakistani students in foreign countries and foreign students in Pakistan.	OPHRD
15)	Nuclear energy	Defence
16)	Maritime shipping and navigation, major ports, lighthouses, safety	Maritime Affairs
17)	Copyright	Commerce (IPO)
18)	Aircraft, air navigation, aerodromes, safety of aircraft	Aviation
19)	Carriage of Passengers and goods	Aviation, Maritime, Communications,

		Railways
20)	Opium Control	Narcotics
21)	Import and Export and inter provincial trade, quality of exports	Commerce
22)	Law of insurance and insurance business	Finance
23)	Stock exchanges and future markets	Finance (SECP)
24)	Corporations, that is to say, the incorporation, regulation and winding- up	Finance (SECP)
25)	National highways and strategic roads	Communications
26)	Federal surveys including geological surveys and Federal meteorological organizations	Planning
27)	Fishing and fisheries beyond territorial waters.	Maritime Affairs
28)	Works, land and Buildings	Housing and Works
29)	Establishment of standards of weights and measures	Industries
30)	Elections	Law
31)	Salaries, allowances and privileges of President etc.	Parliamentary Affairs
32)	Duties, Taxes on income, corporations, sales, trade, minerals, capital, transport etc.	Revenue
33) Part II of the List	Railways	Railways
34)	Minerals, Oil, gas etc	Petroleum
35)	Development of Industries, WAPDA	Industries and Production, Water Resources
36)	Electricity	Power
37)	Regulatory Authorities	Cabinet
38)	National Planning and Economic coordination	Planning
39)	Coordination of Scientific and Technological Research	S&T
40)	Census	Planning
41)	Police Force	Interior and Establishment
42)	Legal, Medical and other Professions	Law, NHS, S&T
43)	Standards for Institutions in Higher Education, Research, Scientific	FE&PT (HEC), S&T
44)	Interprovincial coordination	IPCC

### **Divisions not covered above but with relevant constitutional provisions**

- 1) Poverty Alleviation (Article 37, 38)
- 2) Human Rights (3, 33, 34, 36)

- 3) Kashmir Affairs (257)
- 4) Religious Affairs (Article 2, 31 etc.)

**Divisions not covered above and with no relevant provisions**

- 5) National Food Security (38(b) partly)
- 6) Climate Change
- 7) National Security
- 8) National Health (38 partly)
- 9) Privatization
- 10) SAFRON (FATA has been merged)

**ANNEX- II****EXISTING MINISTRIES AND DIVISIONS**

	<b>MINISTRIES</b>		<b>DIVISIONS</b>
1.	<b>CABINET SECRETARIAT</b>	1.	AVIATION
		2.	CABINET
		3.	ESTABLISHMENT
		4.	NATIONAL SECURITY DIVISION
		5.	POVERTY ALLEVIATION AND SOCIAL PROTECTION
2.	<b>CLIMATE CHANGE</b>	6.	CLIMATE CHANGE
3.	<b>COMMERCE AND TEXTILE</b>	7.	COMMERCE
		8.	TEXTILE
4.	<b>COMMUNICATIONS</b>	9.	COMMUNICATIONS
		10.	POSTAL SERVICES
5.	<b>DEFENCE</b>	11.	DEFENCE
6.	<b>DEFENCE PRODUCTION</b>	12.	DEFENCE PRODUCTION
7.	<b>ENERGY</b>	13.	POWER
		14.	PETROLEUM
8.	<b>FEDERAL EDUCATION AND PROFESSIONAL TRAINING</b>	15.	FEDERAL EDUCATION AND PROFESSIONAL TRAINING
		16.	NATIONAL HISTORY & LITERACY HERITAGE.
9.	<b>FINANCE, REVENUE AND ECONOMIC AFFAIRS, NATIONAL HISTORY.</b>	17.	FINANCE
		18.	REVENUE
		19.	ECONOMIC AFFAIRS
10.	<b>FOREIGN AFFAIRS</b>	20.	FOREIGN AFFAIRS
11.	<b>HOUSING &amp; WORKS</b>	21.	HOUSING & WORKS
12.	<b>HUMAN RIGHTS</b>	22.	HUMAN RIGHTS
13.	<b>INDUSTRIES &amp; PRODUCTION</b>	23.	INDUSTRIES & PRODUCTION
14.	<b>INFORMATION, BROADCASTING</b>	24.	INFORMATION & BROADCASTING,
15.	<b>INFORMATION TECHNOLOGY &amp; TELECOMMUNICATIONS</b>	25.	INFORMATION TECHNOLOGY & TELECOMMUNICATIONS
16.	<b>INTERIOR</b>	26.	INTERIOR
17.	<b>INTER - PROVINCIAL COORDINATION</b>	27.	INTER - PROVINCIAL COORDINATION
18.	<b>KASHMIR AFFAIRS &amp; GILGIT BALTISTAN</b>	28.	KASHMIR AFFAIRS & GILGIT BALTISTAN

19.	<b>LAW AND JUSTICE</b>	29.	LAW AND JUSTICE
20.	<b>MARITIME AFFAIRS</b>	30.	MARITIME AFFAIRS
21.	<b>NARCOTICS CONTROL</b>	31.	NARCOTICS CONTROL
22.	<b>NATIONAL FOOD SECURITY &amp; RESEARCH</b>	32.	NATIONAL FOOD SECURITY & RESEARCH
23.	<b>NATIONAL HEALTH SERVICES &amp; REGULATION AND COORDINATION</b>	33.	NATIONAL HEALTH SERVICES & REGULATION AND COORDINATION
24.	<b>OVERSEAS PAKISTANIS AND HUMAN RESOURCE DEVELOPMENT</b>	34.	OVERSEAS PAKISTANIS AND HUMAN RESOURCE DEVELOPMENT
25.	<b>PARLIAMENTARY AFFAIRS</b>	35.	PARLIAMENTARY AFFAIRS
26.	<b>PLANNING, DEVELOPMENT AND REFORMS</b>	36.	PLANNING, DEVELOPMENT AND REFORMS
27.	<b>PRIVATIZATION</b>	37.	PRIVATIZATION
28.	<b>RAILWAYS</b>	38.	RAILWAYS
29.	<b>RELIGIOUS AFFAIRS AND INTERFAITH HARMONY</b>	39.	RELIGIOUS AFFAIRS AND INTERFAITH HARMONY
30.	<b>SCIENCE AND TECHNOLOGY</b>	40.	SCIENCE AND TECHNOLOGY
31.	<b>STATES AND FRONTIER REGIONS</b>	41.	STATES AND FRONTIER REGIONS
32.	<b>WATER RESOURCES</b>	42.	WATER RESOURCES

**ANNEX- III****PROPOSED DIVISIONS**

	<b>MINISTRIES</b>		<b>DIVISIONS</b>
1.	<b>CABINET SECRETARIAT</b>	1.	AVIATION
		2.	CABINET
		3.	ESTABLISHMENT
		4.	POVERTY ALLEVIATION AND SOCIAL PROTECTION
2.	<b>CLIMATE CHANGE</b>	5.	CLIMATE CHANGE
3.	<b>COMMERCE AND TEXTILE</b>	6.	COMMERCE
4.	<b>COMMUNICATIONS</b>	7.	COMMUNICATIONS
5.	<b>DEFENCE</b>	8	DEFENCE
6.	<b>DEFENCE PRODUCTION</b>	9	DEFENCE PRODUCTION
7.	<b>ENERGY</b>	10.	POWER
		11.	PETROLEUM
8.	<b>FEDERAL EDUCATION AND PROFESSIONAL TRAINING</b>	12.	FEDERAL EDUCATION AND PROFESSIONAL TRAINING
		13.	NATIONAL HISTORY & LITERACY HERITAGE.
9.	<b>FINANCE, REVENUE AND ECONOMIC AFFAIRS, NATIONAL HISTORY.</b>	14.	FINANCE
		15.	REVENUE
		16.	ECONOMIC AFFAIRS
10.	<b>FOREIGN AFFAIRS</b>	17.	FOREIGN AFFAIRS
11.	<b>HOUSING &amp; WORKS</b>	18.	HOUSING & WORKS
12.	<b>HUMAN RIGHTS</b>	19.	HUMAN RIGHTS
13.	<b>INDUSTRIES &amp; PRODUCTION</b>	20.	INDUSTRIES & PRODUCTION
14.	<b>INFORMATION, BROADCASTING</b>	21.	INFORMATION & BROADCASTING,
15.	<b>INFORMATION TECHNOLOGY &amp; TELECOMMUNICATIONS</b>	22.	INFORMATION TECHNOLOGY & TELECOMMUNICATIONS
16.	<b>INTERIOR</b>	23.	INTERIOR
17.	<b>INTER – PROVINCIAL COORDINATION</b>	24.	INTER – PROVINCIAL COORDINATION
18.	<b>KASHMIR AFFAIRS &amp; GILGIT BALTISTAN</b>	25.	KASHMIR AFFAIRS & GILGIT BALTISTAN

19.	<b>LAW AND JUSTICE</b>	26.	LAW AND JUSTICE
20.	<b>MARITIME AFFAIRS</b>	27.	MARITIME AFFAIRS
21.	<b>NATIONAL FOOD SECURITY &amp; RESEARCH</b>	28.	NATIONAL FOOD SECURITY & RESEARCH
22.	<b>NATIONAL HEALTH SERVICES &amp; REGULATION AND COORDINATION</b>	29.	NATIONAL HEALTH SERVICES & REGULATION AND COORDINATION
23.	<b>OVERSEAS PAKISTANIS AND HUMAN RESOURCE DEVELOPMENT</b>	30.	OVERSEAS PAKISTANIS AND HUMAN RESOURCE DEVELOPMENT
24.	<b>PARLIAMENTARY AFFAIRS</b>	31.	PARLIAMENTARY AFFAIRS
25.	<b>PLANNING, DEVELOPMENT AND REFORMS</b>	32.	PLANNING, DEVELOPMENT AND REFORMS
26.	<b>PRIVATIZATION</b>	33.	PRIVATIZATION
27.	<b>RAILWAYS</b>	34.	RAILWAYS
28.	<b>RELIGIOUS AFFAIRS AND INTERFAITH HARMONY</b>	35.	RELIGIOUS AFFAIRS AND INTERFAITH HARMONY
29.	<b>SCIENCE AND TECHNOLOGY</b>	36.	SCIENCE AND TECHNOLOGY
30.	<b>WATER RESOURCES</b>	37.	WATER RESOURCES

<b>ANNEX IV- Ratio of Staff and Officers in Divisions</b>				
<b>S.NO.</b>	<b>DIVISION</b>	<b>BS 1-16</b>	<b>BS 17-22</b>	<b>RATIO</b>
1	<b>Aviation</b>	61	15	4.07
2	<b>Cabinet</b>	641	94	6.82
3	<b>Climate Change</b>	108	34	3.18
4	<b>Commerce</b>	347	73	4.75
5	<b>Communications</b>	87	20	4.35
6	<b>Defence</b>	340	52	6.54
7	<b>Defence Production</b>	164	27	6.07
8	<b>Economic Affairs</b>	367	82	4.48
9	<b>Establishment</b>	630	139	4.53
10	<b>Federal Education</b>	105	21	5.00
11	<b>Foreign Affairs</b>	1725	455	3.79
12	<b>Finance</b>	967	387	2.50
13	<b>Housing and Works</b>	138	21	6.57
14	<b>Human Rights</b>	175	35	5.00
15	<b>Industries adn Production</b>	247	48	5.15
16	<b>Information and Broadcasting</b>	359	28	12.82
17	<b>Information Technology</b>	95	21	4.52
18	<b>IPC</b>	179	36	4.97
19	<b>Interior</b>	444	75	5.92
20	<b>Kashmir Affairs and GB</b>	77	21	3.67
21	<b>Law and Justice</b>	371	50	7.42
22	<b>Maritime</b>	115	32	3.59
23	<b>Narcotics</b>	95	18	5.28
24	<b>National Food</b>	142	35	4.06
25	<b>National Health</b>	182	64	2.84
26	<b>National History and Literary Heritage</b>	88	17	5.18
27	<b>National Security</b>	16	7	2.29
28	<b>Overseas Pakistanis and HRD</b>	210	33	6.36
29	<b>Parliamentary Affairs</b>	132	34	3.88
30	<b>Postal Services</b>	26	8	3.25
31	<b>Petroleum and Natural Resources</b>	226	56	4.04
32	<b>Planning Development and Reform</b>	497	260	1.91
33	<b>Poverty Alleviation</b>	54	8	6.75
34	<b>Power</b>	85	33	2.58
35	<b>privatization</b>	63	8	7.88
36	<b>Railways</b>	151	50	3.02



37	<b>Religious Affairs</b>	240	41	5.85
38	<b>Revenue</b>	26	7	3.71
39	<b>Science and Technology</b>	150	25	6.00
40	<b>Textile</b>	114	25	4.56
41	<b>Safron</b>	108	16	6.75
42	<b>Water resources</b>	17	9	1.89
	<b>Total</b>	<b>10364</b>	<b>2520</b>	<b>4.11</b>

**CLUSTERS OF DIVISIONS AND STAFF STRENGTH**

CLUSTER A: Technical Ministries / Divisions	Staff Strength
1. Aviation	76
2. Communications	141
3. Climate Change	142
4. Housing & Works	159
5. Information Technology	116
6. Law and Justice	421
7. Maritimes Affairs	147
8. Power	118
9. Petroleum	282
10. Railways	201
11. Science and Technology	175
12. Water Resources	26
CLUSTER B: Economic Ministries / Divisions	Staff Strength
1. Commerce	559
2. Economic Affairs	449
3. Finance division	1354
4. Industries	295
5. National Food Security	177
6. Planning, Development	757
7. Privatization	71
8. Revenue	33
CLUSTER C: Social Sectors Ministries / Divisions	Staff Strength
1. Federal Education	126
2. Human Rights	210
3. National History & Literacy	105
4. National Health	246
5. Overseas Pakistanis	243
6. Poverty Alleviators	62
7. Religious Affairs	281
CLUSTER D: Social Sectors Ministries / Divisions	Staff Strength
1. Cabinet	735
2. Defence	3952

3. Defence Production	191
4. Establishment	769
5. Foreign Affairs	2180 (including missions)
6. Information, Broadcasting	387
7. Inter-Provincial Coordination	215
8. Kashmir Affairs	98
9. National Security	23
10. Narcotics Control	113
11. Parliamentary Affairs	166
12. States and Frontier Regions	124
13. Interior	519