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Government of Pakistan
Cabinet Secretariat
Establishment Division

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WORKING PAPER FOR 11th IC MEETING
TO BE HELD ON 29-10-2019 REGARDING PROPOSED TRAINING,
POLICY SUPPORT AND RESEARCH INSTITUTES

The agenda of today's meeting is to discuss the views / objections received from the Ministries / Division on proposed Training, Policy Support and Research Institutes as _____ per Annex-6 of the Report (copy enclosed) which was circulated among twelve (12) Ministries / Divisions concerned on 11-10-2019 with target date 16-10-2019. Out of 12, the following 04 Ministries / Divisions have responded:-

- i. Commerce Division
- ii. M/o Communications
- iii. M/o Industries & Production
- iv. M/o Finance

2. The gist of response of the above Ministries / Division is as under:-

S. No	Name of Ministry/Division	Response
1.	Industries & Production Division	<p>The Ministry recommends for maintaining the status quo of National Productivity Organization (NPO) instead of merging it with proposed Industry and Trade Policy Institute (ITPI) on the following grounds:-</p> <ol style="list-style-type: none">I. NPO is a liaison office of an international organization i.e. Asian Productivity Organization (APO) which is an intergovernmental organization committed to improving productivity in the Asia-Pacific region.II. Pakistan is one of the founding members of APO and is paying obligatory contribution fee annually. Secretary, Industries & production is the ex-officio Director on the APO Governing Body under intergovernmental Convention. Meanwhile NPO

		<p>benefits from the additional grants allocated by Government of Japan to the APO platform.</p> <p>III. The NPO is a company registered with Securities & Exchange commission of Pakistan under the Companies Act, 2017. NPO is undertaking the Productivity movement in Pakistan. Its role has transformed over years and, presently, works on smart industry, smart agriculture and smart services under APO mandate.</p> <p>IV. National productivity master Plan for Pakistan is being developed with the assistance of APO Japan. NPO capacity building is already under way with APO funding and technical assistance.</p>
2.	Commerce Division	<p>Does not agree stating that:-</p> <ol style="list-style-type: none"> i. The mandate of PITAD has already revised in 2009 wherein alongside imparting trainings; it has been expanded to become a <i>think tank of the MoC</i>, thus acting as both <i>training and policy research Institute</i>. ii. Consequent upon the restructuring of PITAD, an effort has been made to successfully bridge the gap between training and research and both activities complement each other. iii. The institutes – PITAD, PIM, EDB, PITAC, FRI, NPO – proposed to be merged into ITPI have different visions, missions and mandates, and in no way are related. Hence it was make things unnecessarily complex and ambiguous and it would be against the essence and sprit of a specialized training institute to be merged with departments with different functions. iv. However, after the proposed integration of the Commerce, Textile and Industries & Production Divisions, PITAD would arrange training of the officers of the integrated Ministry as per requirement.

		<p>v. PITAD would also offer its facilities for providing training to ex-cadre officers subject to the following:-</p> <ul style="list-style-type: none"> a. The core training and research activities of PITAD are not affected. b. Sufficient budgetary allocations are made to cover the proposed trainings.
3.	Ministry of Communications	<p>Ministry does not agree that NTRC shall be merged into proposed Infrastructure Policy Institute (IPI) rather this Ministry will beef up the infrastructure and faculty of National Transport Research Centre (NTRC) and revitalize it as per decision No. ix of the minutes of 4th meeting of Implementation Committee held on 27-08-2019, as a research wing, till the establishment of IPI.</p>
4.	M/o Finance	<p>Does not support the proposed merger of tax and customs academies with Audit & Accounts training academies stating that:-</p> <ul style="list-style-type: none"> i. The proposal of merger of Pakistan Audit & Accounts Academy with the proposed Institute Fiscal policy and Financial Management (IFPFM) is insensitive to the imperative of separate and distinct competency framework for Public Sector Auditors and Accountants. ii. Professionalizing staff of SAI (Supreme Audit Institution) requires skill set and Knowledge and attitude versus tax collectors. Equating the two at one place or placing the two under one umbrella may not be useful as both have different objectives to achieve. iii. Practices in the world. <ul style="list-style-type: none"> a. Singapore Auditor General Office – AGO Singapore: AGO Academy is the professional training arm of the Auditor – General’s (AGO), responsible for developing the overall development strategy and

		<p>training programmes for its officers.</p> <p><u>Tax Academy of Singapore</u></p> <p>Tax Academy of Singapore is a not-for-profit institution set up by the Inland Revenue Authority of Singapore in collaboration with the international accounting firms.</p> <p>b. South Korea</p> <p>AITI- The Audit and Inspection Training Institute was established on January 5, 1995 with the aim of providing training programs, specializing audit and accounting methods and practices. These programs are for the whole audit community, particularly the Board of Audit and Inspection staff, internal auditors and accountants from public agencies.</p> <p>For Taxation office there is not for profit organization under national Tax organization namely “National Tax Training Institute” in Korea.</p> <p>c. China</p> <p>National Audit Office has 11 affiliated institutions including “Audit Research Institute” and “Auditors Training Centre”.</p> <p>State Taxation Administration of China (STA) has separate Training Academy and Institutions namely “China Tax Institute”, “China International Tax Research Institute” and three tax academies under direct control of STA including regional academies.</p> <p>iv. National Academy of Public Finance and Accountancy (NAPFA)</p> <p>Prior to civil service reforms 1973, there used to Finance Services Academy and at that time as well it did not include Tax and Customs as merged institute but Pakistan Audit & Accounts Institute, Pakistan Railways Accounts Service and Pakistan Military Accounts Service Academy used to cater for purely employees of Comptroller General and</p>
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		<p>Auditor General of Pakistan. It had distinct identity and considering peculiar requirements and skill set and knowledge requirements.</p> <p>v. Merger of tax and customs academies with Audit & Accounts training academies will not be beneficial.</p>
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Annex-6

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

Sr.#	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, 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)
		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.

