

**Government of Pakistan
Institutional Reforms Cell**

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AGENDA FOR 35th IC MEETING
TO BE HELD ON 14-5-2020

The agenda of today's meeting is as follow:

1. Discussion on the restructuring of the Federal Secretariat
2. Discussion on pending entities in report on reorganization of the Federal Government
3. Discussion on changes in Rules of Business

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 ministries¹. The main functions of the Federal Government after the 18th amendment are listed in Annex I. These, inter alia, 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

¹ 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

Agriculture—National Food Security and Research

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. 18th 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 Government².

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

² 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.

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 in 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**

S.No	Functions	Corresponding Divisions
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	Aviation

	of aircraft	
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)

EXISTING MINISTRIES AND DIVISIONS

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

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

ANNEX- III**PROPOSED DIVISIONS**

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

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

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

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

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

Functions and Powers of Executive Departments, Autonomous Bodies and Constitutional Bodies

Following amendments are needed in the ROB:

2. Definitions. –

(ii) "Executive Department" means a Department which has direct relation with a Division and has been declared as such by the Federal Government;

(xx) "Constitutional Body" means an office that is mentioned in the Constitution of Pakistan

(xxi) "Autonomous Body" means a Federal Government office other than a Ministry, Division, Executive Department or a Constitutional Body

Note: All references to Attached Departments in ROB will be changed to Executive Departments

All mentions of subordinate offices will be deleted.

All mentions of sub-autonomous bodies will be deleted.

Schedule 3 of ROB will be split into two parts: 3A and 3B

Schedule 3 A

(i). Executive Department

The Executive Department means a department which has direct relationship with the Division/ Ministry and has been declared as such by the Federal Government. It receives its budget from the Federal government and all the employees of the department are governed by Civil Services Rules, and the rules notified by Establishment Division. The employees of Executive Departments receive salaries in accordance with Basic Pay Scales, and as decided by the Federal Government.

The head of the Executive Department is delegated powers of Principal Accounting Officer on case to case basis, by the competent authority. Executive Departments commission expert advice from other departments, divisions including Law Divisions, directly, without, involving the controlling Division. The controlling division assigns goal and targets to the executive department at the start of the financial year and various tasks during the course of the year. Its performance is judged against these targets and jobs after the year.

(ii). Autonomous Body

An Autonomous Body is generally headed by a Board of Directors and Chief Executive Officer and it performs regulatory, operational, corporate, promotional, research and development or quasi-judicial functions. Autonomous Bodies may include regulatory

bodies, statutory bodies, courts, tribunals, commissions, councils, bodies registered under Companies Act, corporations, and also entities, not declared as “Attached Department & Constitutional Body” by the Federal Government. Entity with existing legal framework will be governed under that framework. Existing employees of autonomous bodies including cadre officers and civil servants will continue to enjoy their existing term of conditions of employment. For new employees their terms and conditions of employment including remuneration will be governed by the legal framework or rules as approved by the Board of Directors. In cases where the Government provides subsidies/ grants/ subventions, the guidelines provided by Ministry of Finance are adhered by the Board of Directors. The heads of Autonomous Bodies may be delegated powers of Principal Accounting Officer on case to case basis by the competent authority.

The Board of Directors of Autonomous Bodies is appointed by the Federal Government from eminent persons, meeting the *fit and proper* criteria. The Representatives of the Federal Government (Ex-officio Directors) express the government policies and positions at the Board meetings and act as custodian of government’s interests. The Board of Directors of the Autonomous Bodies can amend Public Procurement Rules (sparingly) to suit specific business needs, adhering to general principles of transparency, competition and efficiency. The Autonomous Bodies enter into a framework agreement with its controlling division at the beginning of the fiscal year specifying the goals and targets to be achieved, and the key performance indicators. The controlling Division of Autonomous Body presents its Annual Performance Report before the Parliament.

(iii). Constitutional Bodies

Constitutional Bodies are those bodies, which are mentioned in the Constitution of the Islamic Republic of Pakistan. These bodies receive their budget from the Federal Government and their employees are governed under Civil Services Rules as notified by Establishment Division, and draw salaries according to Basic Pay Scales and/ or as decided by the Federal Government. They are governed by the provisions of Constitution and their existing legal frameworks.

Schedule 3 B

- i. List of all Executive Departments notified by the Cabinet Division
(To be inserted by Cabinet Division)

- ii. List of the Autonomous Bodies notified by the Cabinet Division
(To be inserted by Cabinet Division)
- iii. List of the Constitutional Bodies notified by the Cabinet Division
 - 1. National Assembly, Parliamentary Affairs
 - 2. Senate Secretariat, Parliamentary Affairs
 - 3. Attorney General, Ministry of Law & Justice
 - 4. Council of Common Interest, Ministry of IPC
 - 5. Auditor General of Pakistan, Ministry of Finance
 - 6. Supreme Court of Pakistan, Ministry of Law & Justice
 - 7. Federal Shariat Court, Ministry of Law & Justice
 - 8. Chief Election Commissioner of Pakistan, Parliamentary Affairs
 - 9. Council of Islamic Ideology, Ministry of Law & Justice
 - 10. Federal Public Service Commission, Establishment Division
 - 11. Islamabad High Court, Ministry of Law & Justice

S. No.	Division	S. No	Organisational Entity	Current Status
1.	Communications	1	Pakistan Post Office Department (PPOD)	No final decision anywhere in the minutes.
		2	Postal Staff College	Is a training institute but is not in the Annex 6 of the Report which has been approved by the committee for classification as Autonomous Bodies
2.	Housing & Works	3	National Construction Company Limited	Was discussed in the 32 nd Implementation Committee Meeting where the Ministry was directed to consult with Defence Division to find out if the SPD would like to retain the entity. Upon receiving a response, the Ministry is to report back to the Committee. (Previous decision: Recommended for winding up / liquidation in the 19th IC Meeting . Decision was being held in abeyance at the request of the Minister for Housing & Works.)
3.	Information Technology & Telecommunication	4	Telephone Industries of Pakistan (TIP)	M/o IT&T was directed in the 21st IC Meeting to present restructuring/revival plan after finalisation of report by Financial Advisor. No further discussion on the entity has been held.
4.	National Health Services, Regulations & Coordination Division	5	Pakistan Medical & Dental Council - NHC	No final decision in minutes
		6	Pakistan Red Crescent Society	Does not feature anywhere in the minutes
5.	Petroleum	7	Saindak Metals Limited	Ministry's concurrence with proposed configurations recorded in 1st Report to the Cabinet. Was notified under the category of 'transfer to provinces.' However, in the 27th IC Meeting , after a presentation by the MD as well as comments by the Finance Division it was decided that the final decision will be taken after thorough examination of all aspects relating to transfer. The Committee decided that the Petroleum Division will present its final proposals before the committee in two months' time.
6.	Revenue	8	Federal Board of Revenue (FBR)	Finalisation of status as Autonomous Body deferred until the first week of March, 2020 in the 19th Implementation Committee meeting .

7.	Science & Technology	9	COMSATS University	No decision in minutes
		10	Council for Works & Housing Research	Agreed as Autonomous Body under Housing & Works Division in 4th IC Meeting . Was discussed in the 15 th IC Meeting in proposed action plan for M/o S&T in which it was proposed for transfer to M/o Housing & Works and also for possible merger with PCSIR. Since it is an entity of the M/o S&T and no final decision on the ministry's departments has been taken, the final classification of CWHR is awaited.
		11	National Institute of Electronics (NIE)	Was discussed in the 15th IC Meeting as part of the proposed action plan for the M/o Science & Technology. In the plan it was recommended to be transferred to M/o ITT. No final decision on the matter thus far in the minutes.
		12	National Institute of Oceanography (NIO)	Was discussed in the 15th IC Meeting as part of the proposed action plan for the M/o Science & Technology. In the plan it was recommended to be transferred to M/o Maritime Affairs. No final decision on the entity's classification
		13	National University of Sciences & Technology, Islamabad (NUST)	No decision recorded in minutes
		14	Pakistan Council for Scientific and Industrial Research (PCSIR)	Was last discussed in the 15th IC Meeting as part of the proposed action plan for the M/o S&T. In the plan it was recommended to be transferred to M/o Industries. It was also proposed that CWHR may be merged with PCSIR. No final decision on the matter
		15	Pakistan Council of Research in Water Resources, Islamabad (PCRWR)	Recommended to be made an Autonomous Body under M/o Water Resources in the 16th IC Meeting .
		16	Pakistan Engineering Council, Islamabad (PEC)	No final decision recorded in minutes
		17	Pakistan Museum of Natural History, Islamabad	Was last discussed in the 4th IC Meeting where it was stated that PMNH is a subsidiary of the Pakistan Science Foundation (PSF) and should be

		(PMNH)	reflected accordingly. No other mention of the entity in the minutes.
	18	Pakistan National Accreditation Council, Islamabad (PNAC)	No final decision recorded in the minutes
	19	Pakistan Science Foundation, Islamabad (PSF)	Last discussed in 15th IC Meeting as part of the proposed action plan for the M/o S&T. No final classification was proposed. It was stated that PSF should be made the funding arm of NSTC. No final decision on the entity recorded in minutes
	20	Pakistan Scientific and Technological Information Centre, Islamabad (PASTIC)	Discussed in the 15th IC Meeting as part of proposed action plan for M/o S&T. Proposed to be merged with PCST. No final decision on the matter yet
	21	Pakistan Standard & Quality Control Authority, Karachi (PSQCA)	Discussed in the 15th IC Meeting in the proposed action plan for M/o S&T. Proposed to be placed with Cabinet Division as with all other regulatory authorities. No final decision on the matter yet
	22	Pakistan Halal Authority, Islamabad (PHA)	Discussed in the 15th IC Meeting in proposed action plan for M/o S&T. Proposed to be transferred to M/o Commerce. No final decision on the entity recorded in minutes
	23	National University of Technology, Islamabad (NUTECH)	Not featured in minutes decisions so far
	24	STEDEC Technology Commercialization Corporation of Pakistan Pvt. Ltd., Lahore (STEDEC)	Discussed in 15TH IC Meeting in proposed action plan for M/o S&T. Stated as being a potential contender to play a major role in commercialisation of patents and innovations. No final decision in minutes decisions so far
	25	PCRET Pakistan Council for Renewable Energy Technologies (PCRET)	According to the minutes of the 4th IC Meeting was transferred to Power Division as an Autonomous Body. Discussed again in the 15th IC Meeting in proposed action plan for M/o S&T. Proposed for transfer to Ministry of Energy in the action plan.