



# **YEAR BOOK**

## **2022-23**

**GOVERNMENT OF PAKISTAN  
CABINET SECRETARIAT  
ESTABLISHMENT DIVISION  
ISLAMABAD**



In the Name of Allah,  
the beneficent, the Merciful



**AHAD KHAN CHEEMA**

**Federal Minister for Establishment**

(iii)

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# FOREWORD

The Establishment Division is tasked with the responsibility of ensuring the provision of high-quality human resources to support various governmental functions. It upholds rigorous standards in the recruitment, training, and placement processes to ensure the right individuals are assigned to appropriate roles. Additionally, the Division is committed to safeguarding the welfare of its staff members and creating opportunities for the professional advancement of federal government employees.



In accordance with Rule 25 (2) of the Rules of Business, 1973, I am pleased to present the Year Book 2022-23, which highlights the policies formulated either directly by the Division or in collaboration with its affiliated organizations. It offers an overview of the significant activities and achievements accomplished by the Establishment Division throughout the past financial year.

This Year Book is intended for government officials, academics, and members of the general public who take a keen interest in the activities of the Establishment Division. Feedback in the form of comments and suggestions is encouraged as we strive for continuous improvement.

**(Inamullah Khan Dharejo)**  
Secretary  
Establishment Division

## **VISION**

Excellence in human resource management in public service.

## **MISSION STATEMENT**

To create, manage and develop a modern, efficient, effective, responsive, capable, responsible and motivated human resource, based on an institutionalized merit system.

To employ modern management tools to improve service delivery at all levels of government.

## **CHAPTER-I**

### **FUNCTIONS OF ESTABLISHMENT DIVISION UNDER RULES OF BUSINESS (ROB), 1973**

1. Regulation of all matters of general applicability to civil posts in connection with the affairs of the Federation.
  - (i) Recruitment;
  - (ii) Promotion;
  - (iii) Verification of character and antecedents;
  - (iv) Conduct and discipline; and
  - (v) Terms and conditions of service (including re-employment after retirement) other than those falling within the purview of the Finance Division.
2.
  - (i) Formation of Occupational Groups.
  - (ii) Policy and administration of-
    - (a) All-Pakistan Unified Grades; and
    - (b) Office Management Group (Federal Unified Grades).
3. Policy regarding recruitment to various grades.
4. Grant of ex-officio status to non-Secretariat officers.
5.
  - (i) Training in Public Administration.
  - (ii) Matters relating to-
    - (a) Pakistan Administrative Staff College, Lahore;
    - (b) National Institutes of Public Management (NIMs) Karachi, Quetta and Peshawar.
    - (c) Pakistan Academy for Rural Development, Peshawar; and
    - (d) Civil Services Academy, Lahore.
6. Federal Government functions with regard to the Federal Public Service Commission.
7. General service matters, such as-
  - (i) Casual leave;
  - (ii) Office hours;
  - (iii) Liveries of Government servants;
  - (iv) Policy questions regarding association of Fed. Govt employees;
  - (v) List of persons debarred from future employment under Government.
8. Matters relating to-
  - (i) Central Selection Board;
  - (ii) Special Selection Board, except the Special Selection Boards constituted in the Divisions relating to selection of officers for posting in Pakistan Missions abroad.
  - (iii) Selection Committee for Provincial Posts borne on All Pakistan Unified Grades;
  - (iv) Omitted vide SRO 135(I)/98) dated 3.3.1998.
9.
  - (i) Career Planning;
  - (ii) Instructions for writing and maintenance of Annual Confidential Reports on civil servants;

- (iii) Centralized arrangements in managing original or duplicate Annual Confidential Reports dossiers of officers.
10. (i) Staff Welfare;  
(ii) Federal Employees Benevolent Fund and Group Insurance Act, 1969.
  11. Service Tribunals Act, 1973.
  12. Administrative Reforms.
  13. Administration of the Civil Servants Act, 1973, and the rules made thereunder.
  14. To act as Management Consultants to the Federal Government and to undertake case studies to solve specific management problems utilizing techniques like PERT, CPM, system analysis, operations research and O&M.
  15. Review of organizations, functions and procedures of the Divisions, attached departments, all other Federal Government offices and departments, autonomous organizations and taken over industries with the objective of improving their efficiency.
  16. Periodical review of staff strength in the Divisions, attached departments and all other Federal Government Offices.
  17. Initiation of proposals for simplification of systems, forms, procedures and methods for efficient and economic execution of Government business, minimizing public inconvenience and evolution of built-in safeguards against corruption.
  18. Training of Government functionaries in techniques like O&M, CPM, PERT, systems analysis and operations research both within the country and abroad.
  19. Promotion of the knowledge and use of O&M concepts, PERT and CPM techniques, systems analysis and operations research within all government offices and organizations.
  20. Idea award scheme.
  21. Pakistan Public Administration Research Centre.
  22. (a) Reorganization of a Division or an attached department or a change in the status of an Attached Department.  
(b) Organization, on a permanent basis of a working unit in a Division other than as a Section.
  23. Determination of the status of Government offices.
  - 24.&25. Omitted vide SRO788 (I)/2011 dated 23.08.2011.
  26. Omitted vide SRO 964(I)/2014 dated 29.10.2014.





## **INTRODUCTION**

The Establishment Division is headed by the Establishment Secretary who is assisted by (1) Special Secretary, (02) Additional Secretaries, (03) Sr. Joint Secretary, (01) Member, (01) Technical Advisor (MP-I), (01) Legal Advisor (MP-I), (08) Joint Secretaries, (01) CF&AO, (06) Director Generals, (01) Deputy Legal Advisor, (14) Directors, (22) Deputy Secretaries, (27) Deputy Directors, (02) System Analyst, (01) Assistant Chief, (04) Assistant Directors, (59) Section Officers, (02) Accounts Officer, (01) Data Control Officer, (01) Programmer, (08) Private Secretaries, (01) Assistant Account Officer, (01) Welfare Officer (Pension) and (69) Assistant Private Secretaries, along with supporting staff of various pay scales leading to a total sanctioned strength of 861 personnel.

In order to accomplish the functions assigned under Rules of Business, 1973 the Establishment Division has been composed into the following Wings / Attached Departments:

- ❖ Administration Wing
- ❖ Career Planning-I Wing
- ❖ Career Planning-II Wing
- ❖ Discipline Wing
- ❖ Litigation Wing
- ❖ Establishment Wing
- ❖ Regulation Wing
- ❖ Training Wing
- ❖ Management Services Wing

### **Attached Departments**

- i. Secretariat Training Institute (STI), Islamabad
- ii. Staff Welfare Organization (SWO), Islamabad
- iii. Federal Public Service Commission (FPSC), Islamabad
- iv. Akhtar Hameed Khan, National Centre for Rural Development (AHK, NCRD), Islamabad

### **Autonomous Bodies.**

- i. National School of Public Policy (NSPP), Lahore and its constituent units National Institute of Management (NIM), Islamabad, Karachi, Lahore, Peshawar and Quetta.
- ii. Civil Services Academy (CSA), Lahore
- iii. Federal Employees Benevolent and Group Insurance Funds (FEB&GIF), Islamabad
- iv. Pakistan Academy for Rural Development (PARAD), Peshawar.

**CONTACT NO, WEBSITE AND EMAIL ADDRESSES OF ATTACHED DEPARTMENTS /  
AUTONOMOUS BODIES**

<b>S. No.</b>	<b>Name</b>	<b>Tele No</b>	<b>Web/Email</b>
1.	Staff Welfare Organization, Islamabad	051-9244563	www.swo.gov.pk
2.	Staff Welfare Organization, Lahore	042-99211933	www.swo.gov.pk
3.	Staff Welfare Organization, Karachi	021-99203312	www.swo.gov.pk
4.	Staff Welfare Organization, Peshawar	091-9212566	www.swo.gov.pk
5.	Staff Welfare Organization, Quetta	081-9211166	www.swo.gov.pk
6.	Secretariat Training Institute, Islamabad	051-9265184	www.sti.gov.pk
7.	FEB & GIF, Islamabad	051-9252180	www.febgif.gov.pk
8.	FPSC, Islamabad	051-9215516	www.fpsc.gov.pk
9.	National School of Public Policy (NSPP), Lahore	042-99202906	www.nspp.gov.pk
10.	National Management College (NMC), Lahore	042-99202909	www.napp.gov.pk
11.	National Institute Management (NIM), Karachi	021-99244070	www.nim-khi.edu.pk
12.	National Institute of Management (NIM), Peshawar	091-9224444	www.nim.gov.pk
13.	National Institute of Management (NIM), Quetta	081-9203340	www.nimqta.edu.pk
14.	National Institute of Management (NIM), Islamabad	051-9255682	www.nspp.gov.pk
15.	National Institute of Management (NIM), Lahore	042-99200921	www.nspp.gov.pk
16.	Civil Service Academy (CSA), Lahore	042-99220466	www.csa.edu.pk
17.	Executive Development Institute (EDI), Lahore	042-99202943-4	www.nspp.gov.pk
18.	National Institute of Public Policy (NIPP), Lahore	042-99202951	www.nspp.gov.pk
19.	PARD, Peshawar	091-9224472	www.pard.gov.pk

## CHAPTER-II

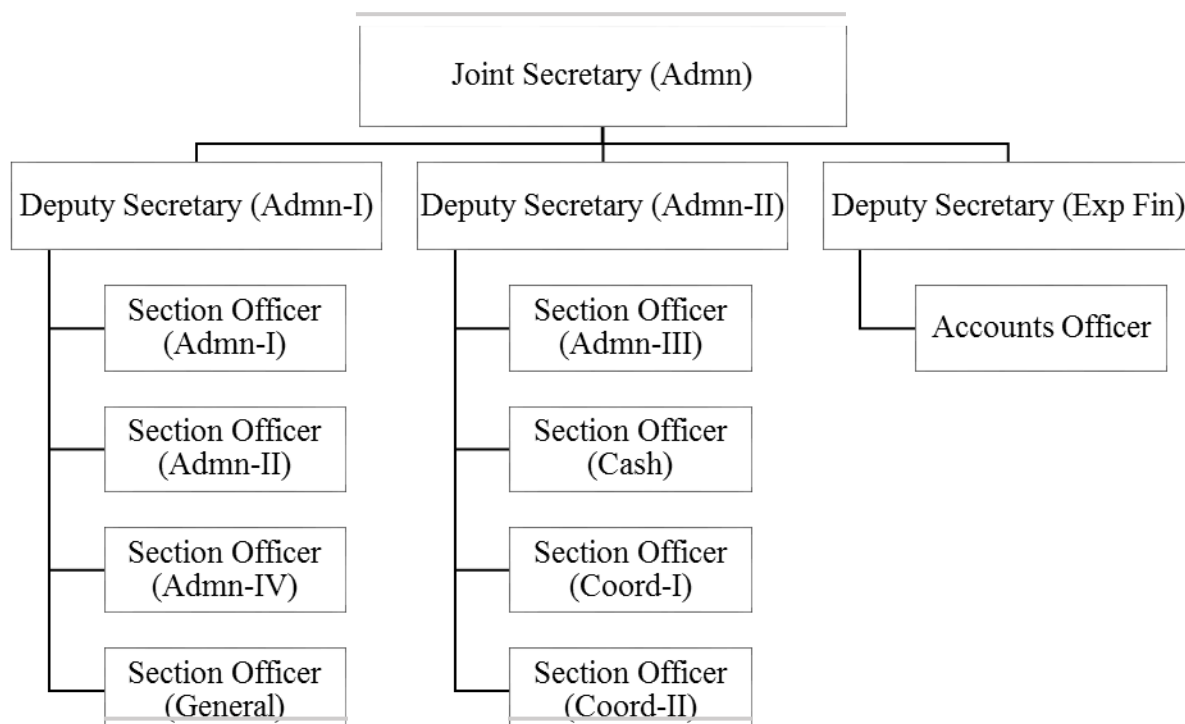


## WINGS OF THE ESTABLISHMENT DIVISION



## **ADMINISTRATION WING**

## ADMINISTRATION WING OF THE ESTABLISHMENT DIVISION



### AIM / OBJECTIVES

The aim / objective of Admin Wing is to manage official business of the Division smoothly, efficiently by providing effective human resource and logistic support to other wings of the organization. The Administration Wing of Establishment Division performs following functions to achieve the goals and objectives: -

1. Personal cases of Officers in BS-17 & above of Establishment Division (Main) including Officers on Special Duty (OSDs).
2. Director, PD falls under which writing and countersigning of Performance Evaluation Reports of Officers of the Establishment Division.
3. Issuance of certificate in lieu of PER.
4. Re-imbursement of medical claims of officers/officials, posted/retired in Establishment Division.
5. Allocation of subjects to various Section /Wings of the Establishment Division.
6. Pension, Marriage Grant, Farewell Grant and Benevolent Grant to officials/officers of Establishment Division including officers (OSDs).
7. Assistance Package to families of Govt. Officers/Officials including OSDs of the Establishment Division, if any, who died while in service and appointment of widow or one child under the Package.
8. NOC-Permission to visit India through Ministry of Interior.
9. Issuance of Gratis Passport for officers posted in Establishment Division (Main) as well as (OSDs).

11. All administrative matters relating to staff of BS-1-16 and also the Private Secretaries.
12. Processing of Performance Evaluation Reports of officers/ officials BS-04 to 16 and Private Secretaries BS-17 to BS-19.
13. Cases regarding grant of NOC for issuance of Passport, visits abroad and NOC for appearing against various posts in other Government Departments.
14. Adjustment of staff of defunct devolved Ministries/Divisions.
15. Grant of honorarium to the employees of Establishment Division.
16. Census of employees of Establishment Division from BS-01 to BS-16.
17. Nomination for Seasonal Hajj duty.
18. Work relating to Hiring of Official Accommodation for Officers/Officials/ OSDs (BS: 1 to 22) of Establishment Division.
19. Issuance of Temporary Security Passes to the Officers / Officials.
20. Issuance of Security Passes to Retired Govt. Officers / Officials.
21. Initiating & Processing of Permanent Security Passes through M/o Interior.
22. Custody of Booklet on “Security of Classified Matter in Government Departments and its relevant matters.
23. Work relating to ISO certification

#### **ACHIEVEMENT AND PERFORMANCE FOR THE YEAR 2022-23**

- i. Creation of posts of OSDs in the Establishment Division is a regular feature. There were 93 OSDs from 1<sup>st</sup> July, 2022 to 30<sup>th</sup> June, 2023 whose posts were created and continued on quarterly basis enabling them to draw their pays and allowances from the Budget of Establishment Division.
- ii. 121 cases of Performance Evaluation Reports, received from officers of Establishment Division, were forwarded to reporting/counter signing officers and finally passed on to Director (PD).
- iii. Preparation of replies against starred and un-starred questions of the National Assembly and Senate of Pakistan and their timely submission to the relevant forum.
- iv. Pension Cases of 94 officers / OSDs (BS-17-22) were finalized.
- v. Farewell grant of 34 officers / OSDs were finalized.
- vi. More than 52 medical claims received from the officers of Establishment Division, OSDs and retired officers were processed and finalized.
- vii. 05 cases of TA on retirement/Transfer of officers were finalized.
- viii. 65 cases for grant of education stipends were forwarded to FEB&GIF.
- ix. 06 No Objection Certificate (NOCs) were issued regarding traveling abroad.
- x. 48 RNR Certificates were issued in lieu of PER.
- xi. 11 cases for issuance of gratis passport were finalized.
- xii. Promoted 02 Assistants (BS-15) as Superintendent (BS-16), 05 Steno-Typists (BS-14) as Assistant Private Secretaries (BS-16).
- xiii. Promoted 03 BS-08 & below employees to the post of LDC (BS-11) under 20% promotion quota.

- xiv. Promoted 01 Daftry (BS-02) as Duplicating Machine Operator (BS-04), 05 Naib Qasid (BS-01) as Daftry (BS-02) and 02 Farashes (BS-01) as Qasid (BS-02).
- xv. Permanently absorbed 02 Surplus Steno-Typists (BS-14) and 01 Surplus Staff Car Driver (BS-04).
- xvi. Regularized services of 28 contractual employees under Prime Minister's Assistance Package.
- xvii. Extended contracts of the 04 contractual employees working under Federal Government Policy regarding medically incapacitated employees".
- xviii. Granted Higher Time Scales to employees (BS-01 to 16) in terms of Finance Division's Office Memorandum No.9(7)R-I/2014-62/2023 dated 14-02-2023 as a one-time dispensation.
- xix. 609 Hiring Sanctions issued, 29 De-Hiring Cases processed, 15 File Transfer cases Processed, 44 Fresh Cases of Hiring, 52 Medical Re-imbursement cases Processed, 138 Permanent Security Passes Issued, 158 Temporary Security Passes Issued and 10 Retired Employees Card Issued, within the Finance Year-2022-23.
- xx. An amount of Rs.97.825 million has been expended for Rent of Residential Accommodation hired for number of officers/officials of Establishment Division, during the Fiscal Year-2022-23.
- xxi. Successfully switched over to 100% E-Filing module in official business.
- xxii. Arrangements were made and facilities provided for the conduct of following meetings.

i.	High Power Board	BS-21 to BS-22
ii.	Central Selection Board	BS-20 to BS-21
iii.	Central Selection Board	BS-19 to BS-20
iv.	Departmental Selection Board	BS-18 to BS-19
v.	Departmental Promotion Committee	BS-17 to BS-18

- xxiii. Plantation in corridors have been increased.
- xxiv. Washrooms have been renovated.
- xxv. Cabins/Cupboards have been provided in different offices.
- xxvi. Ventilation in office have been improved by installing sliding windows.
- xxvii. Water quality has regularly been tested.
- xxviii. White wash has been done in different offices.
- xxix. Review meeting and surprise visits of canteens are being conducted to monitor the food quality.
- xxx. Engro X Al-Shifa Trust Eye Hospital-Screening Camp.
- xxxi. Training Session /Fire Drill for staff of Establishment Division.
- xxxii. Dengue Spray/Fumigation/Disinfection Spray in Establishment Division.
- xxxiii. Inspection of stores.

### **PENSION WELFARE CELL**

#### **INAUGURATION:**

On the directions of Wafaqi Mohtasib (Ombudsman)'s Secretariat, Islamabad, Pension Welfare Cell has been established / inaugurated on 26<sup>th</sup> June, 2016 in the Establishment Division (Main) being Model Cell for all Ministry / Divisions with the objective to facilitate the pensioner by timely settlement of their pension cases.

#### **PURPOSE:**



Facilitation for Pensioners and timely settlement / finalization of their Pension Cases by the Welfare Officer (Pension) in coordination with different sections of this Divisions, AG offices in all provinces and AGPR, Islamabad for collection of required data / information and issuance of PPO. Pension Welfare Cell mainly deals with the pension cases of:-

- a) Regular employees of Establishment Division (Main) from BS-01 to BS-22.
- b) Officers on Special Duties (OSDs) posted in Establishment Division.
- c) Officers awaiting posting in Establishment Division.
- d) Reinstated sacked employees of defunct People Works Programme absorbed in Establishment Division.

The initiative is geared to fast track and improves the pension process in the public sector and to address systematic issues attached with pension settlement process.

### **ACHIEVEMENTS:**

Pension Welfare Cell has successfully completed / finalized **94** cases of different natures during the FY 2022-23 as per detail below: -

### **SUMMARY OF FINALIZED CASES DURING THE FY 2022-23**

<b>S. No.</b>	<b>Cases Finalized</b>	<b>Ist Qtr</b>	<b>2<sup>nd</sup> Qtr</b>	<b>3<sup>rd</sup> Qtr</b>	<b>4<sup>th</sup> Qtr</b>	<b>TOTAL</b>
1.	<b>Regular Employees</b>	06	05	04	08	<b>23</b>
2.	<b>Invalid Pension (On Medical Grounds)</b>	-	01	-	-	<b>01</b>
3.	<b>Family Pension (In Service Death)</b>	01	--	01	02	<b>04</b>
4.	<b>Transfer of Family Pension (After Retirement Death)</b>	04	07	05	08	<b>24</b>
5.	<b>OSD (Officer on Special Duty)</b>	01	02	03	03	<b>9</b>
7.	<b>Benevolent Fund/ Grant Cases</b>	02	02	--	01	<b>05</b>
8.	<b>Farewell grant on retirement</b>	06	07	05	04	<b>22</b>
9.	<b>Restoration of Commuted Portion of Pension</b>	02	01	--	02	<b>05</b>
10.	<b>Revision of Pension</b>	--	01	--	--	<b>1</b>
<b>Total</b>		<b>23</b>	<b>24</b>	<b>19</b>	<b>28</b>	<b>94</b>

## **PRIME MINISTER’S PERFORMANCE DELIVERY UNIT (PMDU)**

- Prime Minister’s Performance Delivery Unit (PMDU) has been established in 2018 with a vision to promote citizen-centric and participatory governance. PMDU has pioneered a nation-wide complaints and grievance redressal mechanism with special emphasis on facilitation of overseas Pakistanis, women, special persons and foreigners. The primary objective of the unit is to provide citizens an opportunity to seamlessly communicate with all government entities and have their issues resolved with priority, in accordance with the vision of the Government.
- In line with the vision of the government, a dedicated cell regarding PMDU business was established in Establishment Division in 2018. For redressal of citizen’s grievances on priority basis, 20 dashboards have been created in Establishment Division. After the creation of multiple dashboards in 2019, the complaint resolution time has been reduced significantly.
- The Unit strives to assure that the registered citizens / members on Pakistan Citizen’s Portal (PCP) get every possible relief from the Government Organizations being interacted. The citizens / members may have suggestions to put before the authorities or personal complaints and grievances or to report violations of laws by the people or to seek guidance etc. The Unit takes it as a prime responsibility to ensure that all complaints and suggestions are handled fairly and efficiently through concerned organizations as per PMDU manual and instructions received from PMDU from time to time.
- The Establishment Division has received a total of 12,931 complaints out of which 12,852 complaints have been resolved. Considering the citizens as an aggrieved party PMDU has reopened complaints on the basis of citizen’s feedback, the re-opened complaints were reviewed and resolved as per PMDU guidelines.
- Task Management System was introduced by PMDU for the purpose of ensuring more efficient coordination between the Prime Minister's Office and the Ministries/Divisions. Establishment Division was assigned with important tasks like seniority fixation, formulation of recruitment rules, long awaited promotions etc. A total of 103 tasks were assigned to Establishment Division out of which 102 tasks were completed successfully.

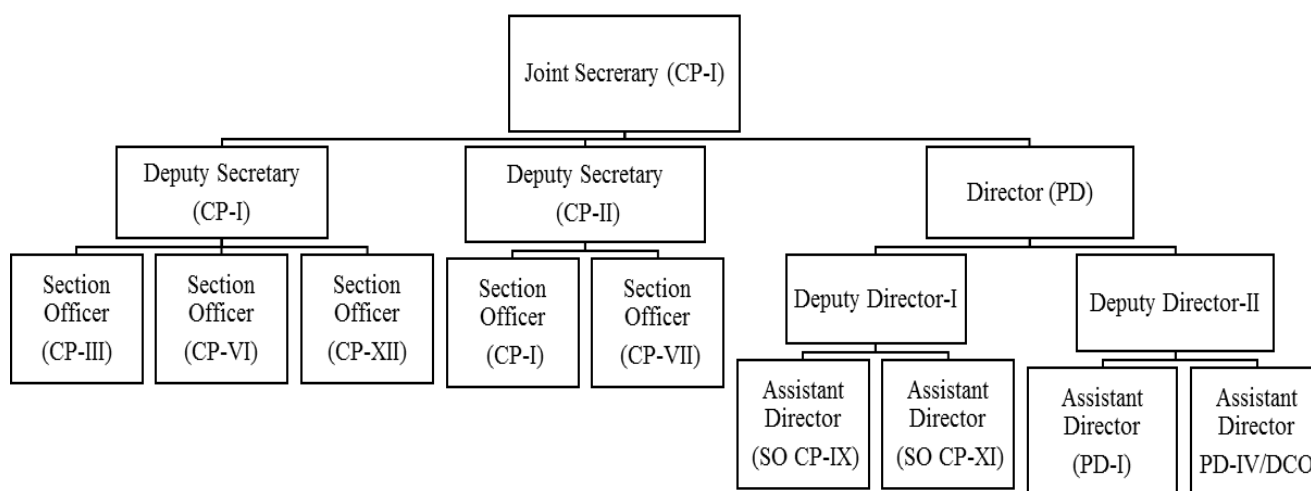


## **CAREER PLANNING-I WING**

## CAREER PLANNING WING-I

### INTRODUCTION

CP-I Wing is headed by Joint Secretary (Career Planning-I), a BS-20 level officer. She is assisted by two Deputy Secretaries and one Director Personal Documentation (PD). Both the Deputy Secretaries supervise five Sections. Director PD supervises two Deputy Directors, three Assistant Directors and one Data Control Officer (DCO) of the Establishment Division.



### ROLE AND FUNCTIONS:

- i) Processing the promotion cases of PAS, PSP, SG & OMG officers from BS-17 to BS-18, BS-18 to BS-19, BS-19 to BS-20, BS-20 to BS-21 and BS-21 to BS-22.
- ii) Processing / settlement of the seniority representations/disputes of the said cadre.
- iii) To coordinate various boards i.e. the High-Power Selection Board (HPSB), Central Selection Board (CSB), Departmental Selection Boards (DSBs) of Establishment Division & other Ministries/Divisions and Departmental Promotion Committee (DPC) of the Establishment Division for promotion to BS-22, BS-21, BS-20, BS-19 and BS-18 posts in PAS, PSP, SG & OMG and other Cadres / Ex-Cadres officers.
- iv) Processing retirement cases of OMG Officers.
- v) Intimation of number of vacancies to Federal Public Service Commission (FPSC) for holding CSS examination as well as Section Officers Promotional Examination (SOPE) for OMG.
- vi) Processing of the request of Federal Ministers/Minister of State for posting of Private Secretaries with them.
- vii) Determination of seniority of PAS and PSP officers in BS-17, BS-18, BS-19, BS-20, BS-21 and BS-22.
- viii) Determination of seniority of OMG officers in BS-17 and BS-18.
- ix) Preparation of para-wise comments in cases filed by Officers in various courts including FST, regarding seniority and promotion issues.

- x) Catering to the representations of PAS, PSP and OMG Officers for Seniority & Promotion.
- xi) CP-IX Section is responsible for Maintenance/up-dation of CR Dossiers record, ICP Charts in respect of 2602 officers of PAS, PSP, SG and OMG from BS-22 to BS-17 for the purpose of HPSB, CSB, DSB and DPC. Moreover, quantification sheets, synopsis of PERs and up-dated ICP Charts are forwarded to concerned Sections of Establishment Division on their demand.
- xii) PERs grading in respect of PAS, PSP, SG and OMG officers, who apply for posting abroad as Community Welfare Attaché, DG (Hajj) or any other posting abroad are sent to Training Wing on their demand.
- xiii) The collection of data, maintenance of manual service History Cards of officers of PAS, PSP, Secretariat Group and OMG (BS-17 to BS-22), up-dation of posting lists in coordination with concerned wings of Establishment Division, Ministry/Divisions and the Provincial Governments, printing/circulation of seniority lists to all concerned, preparation of manual Individual Career Planning (ICP) charts and submission of service history records of these officers to all concerned sections for various purposes including the HPSB,CSB,DSB and DPC, are the major duties of PD-1 Section. Collection/computerization of Officers Service Proformas of all groups. Provision of posting record of awaited PERs to CP-IX Section during HPSB, CSB, DSB and DPC meetings.
- xiv) PD-III/CP-XI Section is responsible for receipt and collection of duplicate Annual Performance Evaluation Reports (PERs) in respect of the officers belonging to other Occupational Groups (BS- 17-22) and Ex-Cadre officers (BS-17-18). Provision of quantification sheets/ Synopsis in CSB for Proforma promotion of retired officers of Pakistan Administrative Service (PAS), Police Service of Pakistan (PSP), Secretariat Group (SG) and Office Management Group (OMG). The other responsibilities of the section include entering/ authentication of PERs/TERs in computer data base, preparation/ provision of I.C.P charts, as and when requisitioned from concerned sections in respect of retired officers and maintenance of C.R. Dossiers. The sections also disposed of different representations made by Ex-Cadre officers.
- xv) PD-IV Section is responsible for maintenance of computerized data of about 2700 officers (BS-17-22) of PAS/PSP/SG & OMG cadres. The said information is compiled and printed in the form of Internal Posting Lists which is provided to President's Secretariat, Prime Minister's Office, Chief Secretaries/ Inspector General of Police and for internal use of senior officers as well as different Sections of Establishment Division. The required information is also provided to HPSB/CSB/DSB/DPC on need assessment basis.

### **ACHIEVEMENTS/PERFORMANCE 2022-23**

- i. During the years 2022-23, the HPSB/CSB/DSB/DPC considered and recommended the officers of various occupational groups/services for promotion to BS-22, BS-21, BS-20, BS-19 and BS-18. Details are as under:

**MEETINGS OF HPSB**  
**(BS-21 to BS-22)**

Groups/Services	<u>02<sup>nd</sup> and 03 March, 2023</u>	
	Panel	Recommended for Promotion
PAS	47	10
PSP	29	02

Groups/Services	<u>03<sup>rd</sup> April, 2023</u>	
	Panel	Recommended for Promotion
PAS	42	03
PSP	26	01

**MEETINGS OF CSB**

<b><u>(BS-20 to BS-21)</u></b>		
Groups/Services	<u>10<sup>th</sup> to 13<sup>th</sup> and 15<sup>th</sup> August, 2022</u>	
	Panel	Recommended for Promotion
PAS	47	21
PSP	51	15
SG	46	13
<b><u>(BS-19 to BS-20)</u></b>		
	<u>10<sup>th</sup> to 13<sup>th</sup> and 15<sup>th</sup> August, 2022</u>	
	Panel	Recommended for Promotion
PAS	53	19
PSP	48	17
SG	60	25

**MEETINGS OF DSB**  
**(BS-18 to BS-19)**

<b>DSBs During 2021 to 2022</b>	<b>Detail of the DSB</b>	<b>Number of officers on Panel</b>	<b>Number of officers recommended for promotion</b>
<b>27.02.2022</b>	PAS	100	35
	PSP	88	26
	OMG	308	10
<b>19.10.2022</b>	PAS	66	05
	PSP	77	20
	OMG	68	17
<b>05.07.2023</b>	PAS	104	39
	PSP	77	37
	OMG	217	57
<b>Total</b>		<b>1105</b>	<b>246</b>

**MEETING OF DSB DIFFERENT MINISTRIES/DIVISIONS**  
**(BS-18 to BS-19)**

<b>Group/Services</b>	<b>Panel</b>	<b>Recommended for promotion</b>
<b>Ex-Cadre</b>	578	340

**MEETINGS OF DPC**  
**(BS-17 to BS-18)**

<b>Groups/Services</b>	<b><u>11<sup>st</sup> January, 2023</u></b>		
	<b>Panel</b>	<b>Recommended for Promotion</b>	<b>Recommended for Acting Charge</b>
<b>PAS</b>	47	34	-
<b>PSP</b>	17	17	-
<b>OMG</b>	105	45	32

- i. During the year (commencing from July, 2022 to June, 2023) **2294 (Two Thousand Two Hundred Ninety Four)** PERs and **4965 (Four Thousand Nine Hundred Sixty Five)** certificates/CR Dossiers letter were received. Almost **5416 (Five Thousand Four Hundred and Sixteen)** certificate/CR Dossiers were entered in the automated system and ICP Charts were updated.
- ii. Synopsis/Quantifications Sheets were prepared for the meetings of Departmental Promotion Committee (DPC), Departmental Selection Board (DSB), Central Selection Board (CSB) and High-Powered Selection Board (HPSB) for promotion from BS-17-22.

### **OTHER ACHIEVEMENTS RELATED TO DEFINED JOB DESCRIPTION OF CP-I WING**

- i. Fixation of seniority of PAS BS-20 and 21 officers was determined and circulated.
- ii. Fixation of seniority of PSP BS-20 and BS-21 officers was Fixed and circulated.
- iii. Fixation of Seniority of PAS BS-18 and BS-19 was fixed and circulated.
- iv. Combined Seniority List of OMG (BS-18) Officers were updated and circulated.
- v. Inter-se-Seniority of OMG probationers of 47<sup>th</sup> CTP was determined provisionally and circulated.
- vi. Provisional inter-se-seniority of PSP probationers of 47<sup>th</sup> and 48<sup>th</sup> CTP was determined and circulated.
- vii. Provisional seniority list of BS-19 officers of Police Service of Pakistan.
- viii. Cases of litigation filed by the officers of PAS, PSP and OMG were dealt in Court of laws and contested via filing parawise comments in each case.
- ix. About **2300** Officers of PAS, PSP, OMG, SG and Ex-cadre officers from BS-17 to BS-18, BS-18 to BS-19, BS-19 to BS-20, BS-20 to BS-21 and BS-21 to BS-22 were considered in the meeting of DPC, DSB, CSB and HPSB.
- x. Representations/ Appeals of PAS, PSP and OMG officers regarding fixation of seniority were dealt.
- xi. Representations regarding correction of date of joining service and promotion notifications of PAS and OMG officers were addressed.
- xii. Conversion of supersession of officers who were superseded in the meetings of CSBs held in December 2016, because of application of overriding effect of 05 marks of integrity as well as placing in Category-C with the approval of the Prime Minister/Competent Authority.
- xiii. New Data-base has been established for updation of ICP Charts in respect of about 2602 officers belonging to PAS, PSP, SG and OMG (BS-17 to BS-22). i.e. conversion of manual ICP Charts into E-ICP Charts.



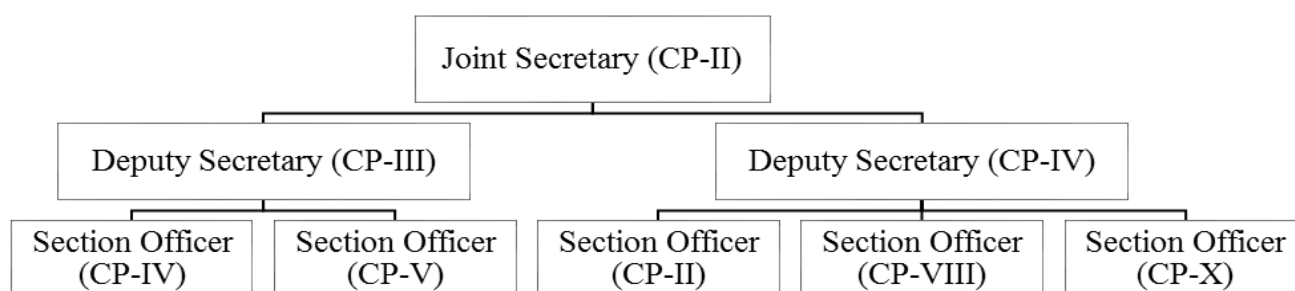


## **CAREER PLANNING-II WING**

## CAREER PLANNING-II WING

### INTRODUCTION:

A BS-21 officer with the designation of Sr. JS (CP-II) currently heads CP-II Wing. Being head of the Wing, Sr. Joint Secretary (CP-II) supervises, monitors and evaluates the cases processed by the Deputy Secretary (CP-III), Deputy Secretary (CP-IV), Section Officer (CP-II), Section Officer (CP-IV), Section Officer (CP-V), Section Officer (CP-VIII) and Section Officer (CP-X). The organogram of CP-II Wing is as under: -



### ROLE AND FUNCTIONS

The main function of the Wing is to cater for reasonable opportunities for career advancement and retaining capable officers to synchronize the individual aspiration with organizational goals. At the same time, it is necessary that the promotion policy/ process be so devised as to harmonize an individual's aspiration for self-fulfillment and self-development with the employing organization's need for efficient performance of its function in the public interest. The main subjects dealt within the CP-II Wing are:

- i. Civil Servant's Promotion (BPS-18 to BPS-21), Rules 2019 and its interpretation thereof.
- ii. Career Planning of all Occupational Groups and Services.
- iii. Custodian of the booklet "A Guide to Performance Evaluation-2004".
- iv. Processing of cases for clarification of AGPE-2004.
- v. Processing of cases for Promotion of Secretariat Group, OMG. Preparation of working papers of the officers for placement before High Power Selection Board (HPSB), Central Selection Board (CSB), Departmental Selection Board (DSB).
- vi. Secretariat of CSB for promotion of other Occupational Groups and Ex-cadre officers to BS-20 and BS-21.
- vii. FST/ Court cases on the issues pertaining to seniority, supersession, deferment, etc. of Secretariat Group and OMG officers. Preparation of para-wise comments and production of record in the courts/FST as and when required.
- viii. Determination of seniority of SG officers in BS-19, BS-20, BS-21 and BS-22.
- ix. Processing of cases for exemption from mandatory training for specialist cadre.

- x. Processing of cases for termination of probation period of PAS, PSP and OMG officers.
- xi. Custodian of policy for Grant of BS-21 to Technical Cadre on Meritorious Services and processing of cases.

### ACHIEVEMENTS

#### i) PROMOTION BOARDS

Board	Group	Date of meetings	Number of officers on the panel	Number of officers promoted on regular basis	Number of officers recommended for Acting Charge appointment
<b>DSB</b> (BS-18 to BS-19)	<b>OMG</b>	<b>19<sup>th</sup> October, 2022</b>	<b>296</b>	<b>17</b>	<b>28</b>
<b>CSB</b> (BS-19 to BS-20)	<b>Secretariat Group</b>	<b>10<sup>th</sup> to 13<sup>th</sup> &amp; 15<sup>th</sup> August, 2022</b>	<b>60</b>	<b>25</b>	<b>-</b>
	01 case of Mr. Fazal Hakeem (Retd, SG/BS-19) regarding proforma promotion to BS-20, in pursuance of Islamabad High Court's judgment dated 24.06.2022 passed in Writ Petition No. 600/2022, was prepared and presented before CSB meeting held on 10 <sup>th</sup> to 13 <sup>th</sup> and 15 <sup>th</sup> August, 2022.				
	<b>Ex-Cadre</b>	<b>10<sup>th</sup> to 13<sup>th</sup> &amp; 15<sup>th</sup> August, 2022</b>	<b>218</b>	<b>77</b>	<b>-</b>
	<b>Other Occupational Groups</b>	<b>10<sup>th</sup> to 13<sup>th</sup> &amp; 15<sup>th</sup> August, 2022</b>	<b>184</b>	<b>78</b>	<b>-</b>
<b>CSB</b> (BS-20 to BS-21)	<b>Secretariat Group</b>	<b>10<sup>th</sup> to 13<sup>th</sup> &amp; 15<sup>th</sup> August, 2022</b>	<b>44</b>	<b>09</b>	<b>-</b>
	<b>Ex-Cadre</b>	<b>10<sup>th</sup> to 13<sup>th</sup> &amp; 15<sup>th</sup> August, 2022</b>	<b>31</b>	<b>11</b>	<b>-</b>
	<b>Other Occupational Groups</b>	<b>28<sup>th</sup> to 30<sup>th</sup> September, 2021</b>	<b>122</b>	<b>40</b>	<b>-</b>
<b>HPSB</b> (BS-21 to BS-22)	<b>Secretariat Group</b>	<b>March 02<sup>nd</sup> - 03<sup>rd</sup>, 2023</b>	<b>40</b>	<b>01</b>	<b>-</b>

#### ii. SENIORITY LIST OF SECRETARIAT GROUP OFFICER.

A provisional Seniority list of BS-21 officers of Secretariat Group as on 13-06-2023, was prepared and circulated.

iii. **POLICY / RULES**

i. **AMENDMENT IN THE CIVIL SERVANT'S PROMOTION (BS-18 TO BS-21) RULES,2019**

Two amendments in rule 10 and 11 of the said rules have been processed and notified

ii. **AMENDMENT IN THE POLICE SERVICE OF PAKISTAN (COMPOSITION, CADRE & STRENGTH) RULES,1985**

One amendment in the said rules has been made

iii. **CLARIFICATION REGARDING CIVIL SERVANT'S PROMOTION (BS-18 TO BS-21) RULES,2019**

Approximately. 15 cases regarding clarification of Civil Servant's Promotion (BS-18 to BS-21) Rules,2019 were disposed of.

iv. **CASES RELATING TO EXEMPTION FROM MANDATORY TRAINING**

15 cases of exemption from MCMC, SMC and NMC were received from various Ministries/Divisions and disposed of as per Rules/Policy.

v. **SUMMARIES FOR THE PRIME MINISTER**

About 07 Summaries relating to different subjects/ matters were submitted to the Prime Minister's Office for approval.

vi. **CASES OF PERs**

Nearly 20 cases of interpretation of PER Policy were received from different Ministries/ Divisions and disposed of as per Rules/Policy.

vii. **ENCADREMENT OF NATIONAL HIGHWAY AND MOTORWAY POLICE INTO POLICE SERVICE OF PAKISTAN**

Case of NH&MP received from Ministry of Communications was thoroughly examined and the proposal was approved by the Competent Authority.

iv. **MISCELLANEOUS MATTERS**

I. **CASES FOR FR-17 (1) COMMITTEES OF FINANCE DIVISION**

Sixty (60) cases have been forwarded to FR-17 (1) Committees for consideration.

II. **COURT CASES**

166 para-wise comments and reports in Appeals/Writ Petitions/Misc. Petitions were forwarded to concerned quarters for onward submission in FST/Court.

III. **REPRESENTATIONS**

75 representations on different subjects were received and processed in accordance with rules / policy.

IV. **SUMMARIES TO PRIME MINISTER**

31 summaries relating to different subjects / matters were submitted to the Prime Minister's Office for approval.

V. **TERMINATION OF PROBATIONARY PERIOD (PAS, PSP & OMG)**

161 cases (100 OMG + 17 PSP + 44 PAS) for termination of probation period of officers were processed and approval was obtained from the competent authority i.e. the Establishment Secretary.

VI. **INDUCTION OF ARMED FORCES OFFICERS**

18 cases were processed for induction of Armed Forces Officers in BS-17 (PAS, PSP and FSP) against 10% quota reserved for them in the Competitive Examination 2022.

VII. **E-office monthly report**

Twelve (12) e-office reports were prepared and sent to CP-X Section containing work done by this wing.

VIII. **Age Relaxation**

Nineteen (19) cases were processed / prepared relating to age relaxation.

IX. **Withdrawal of the posts from FPSC**

Eleven (11) cases were processed / prepared relating to withdrawal of the requisitions from FPSC.



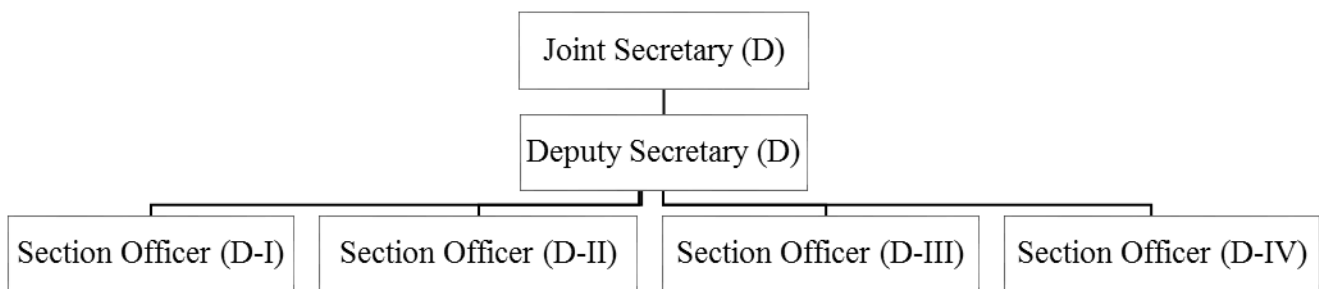
## **DISCIPLINE WING**

## DISCIPLINE WING

### INTRODUCTION

Government Servants play a very important role in running the administration of the Country. They are an important constituent of the administrative set up of the nation. Being the functionaries of government departments, the responsibility for implementation of government policies rests on their shoulders. They provide public services to the citizens at grass root level and in the same way, they forward grievances of the public, their representations and demands to higher ups for effective resolution.

Disciplinary proceedings are adopted to ensure smooth, just and target-oriented functioning within the government organizations. The main purpose is to encourage a mechanism of internal accountability by ensuring standard set of behavior with consistent performance as a bench mark for all officers.



### ROLE AND FUNCTIONS

Discipline Wing is responsible to ensure that the fundamental principles of conduct of Government Servants are upheld. It deals with disciplinary cases of Civil Servants under Government Servants (Efficiency & Disciplinary) Rules, 1973. The focus of this Wing is to process and expedite speedy finalization of the disciplinary cases initiated by the Establishment Division or other Ministries/Division in accordance with relevant rules.

Disciplinary cases of officers of Pakistan Administrative Service (PAS), Police Service of Pakistan (PSP), Secretariat Group (SG) and Office Management Group (OMG) from BS-17-BS-19 are in the purview of Secretary Establishment Division whereas BS-20 & above officers of these groups and remaining nine other occupational groups and Ex-cadre officer BS-20 & above are referred to the Prime Minister's office after being evaluated by this Wing.

Disciplinary Wing also processes representations/appeals submitted by aggrieved by the orders passed in light of the laws/rules already framed and the cases covered under the Government Servants (Conduct) Rules, 1964. Besides, Declarations of Assets record of the Pakistan Administrative Service (PAS), Police Service of Pakistan (PSP), Secretariat Group (SG) & Office Management Group (OMG) officers is also maintained by this Wing.

## GOALS:

S. No.	GOALS
1.	Speedy disposal of disciplinary proceedings.
2.	Timely submission / disposal of Appeals, preferred under Rule 6 of the Civil Servants Appeal Rules, 1977, to the appellate authorities i.e. President, Prime Minister and Secretary Establishment Division.
3.	Collection / Compilation of Declarations of Assets Performa of all PAS, PSP, Secretariat and OMG Officers.
4.	Computerization / scanning of Declaration of Assets of PAS, PSP, Secretariat and OMG Officers.

## TARGETS SET FOR YEAR 2022-23

S. No.	TARGETS
1.	Speedy disposal of disciplinary proceedings.
2.	Timely submission / disposal of Appeals, preferred under Rules 6 of the Civil Servants Appeal Rules, 1977, to the appellate authorities i.e. President, Prime Minister and Establishment Secretary.
3.	Collection / completion of Assets Performa of APUG / OMG Officers for the year 2022-2023.
4.	Computerization / scanning of Declaration of Assets of APUG / OMG Officers.

## ACHIEVEMENTS DURING THE YEAR 2022-2023

S. No.	ACHIEVEMENTS
1.	Thirty-seven (37) cases of appeals, under the Civil Servants (Appeal) Rules, 1977, were received out of which Thirty (30) were decided by the Appellate Authorities i.e. the President and Prime Minister.  Seven (7) appeals are in process.
2.	By persistent efforts, the rate of submission of the Declaration of Assets has considerably increased over last year.  The declaration of the assets: <b>1387</b> officers have forwarded declaration of assets for the year 2022-2023 to this Division.  Streamlining of record according to grade / service.  Notices issued to BS-20 and above officers of PAS, PSP and SG.
3.	The declaration of assets of <b>1387</b> officers of PAS, PSP, SG and OMG have been scanned / computerized

## PREDICAMENTS (IF ANY):

The predicaments have been overcome by setting SOPs for nomination of Authorized Officers in disciplinary proceedings. Also, continuous monitoring through reminders have contributed in reducing time for completion of inquiries.

In addition to these, the Government Servants (Efficiency and Disciplinary) Rules 1973, are being revised which will incorporate clauses to rectify the anomalies in the concerned Rules.



## **CONCLUSION:**

- i. **Disciplinary Cases:** In order to ensure the transparency and to maintain the efficiency and discipline measures disciplinary cases were initiated against the officers belonging to PAS / PSP / Secretariat Group / OMG / other groups and services, controlled by the Ministries / Divisions. After observing the due Efficiency & Discipline procedure as laid down in Efficiency & Discipline Rule, 2020, **05 (Five)** major penalties and **02 (two)** minor penalties have been imposed upon officers and **14 (fourteen)** officers were exonerated.
- ii. **Appeals / representations cases:** The cases of appeals received under the Civil Servants (Appeal) Rules, 1977 were submitted to the Prime Minister's office for orders of the Prime Minister / Appellate Authority. The Prime Minister passed orders on **30 (Thirty)** appeals, accepting 09 (**Nine**) and rejecting 21 (**Twenty One**) appeals.
- iii. **Cases other than representations:** The cases under Government Servants Conduct Rules, 1964, were also received, out of which **26 (Twenty Six)** finalized and permission granted, **06 (Six)** cases under Government Servants (Marriage with Foreign Nationals) Rules, 1962, were received, **05 (Six)** finalized / permission granted, and **01 (One)** is in process.
- iv. **Complaints received in Prime Minister's (Service) Delivery Unit:** **05** complaints were forwarded to this Wing through the citizen's portal which have been addressed within stipulated time frame.



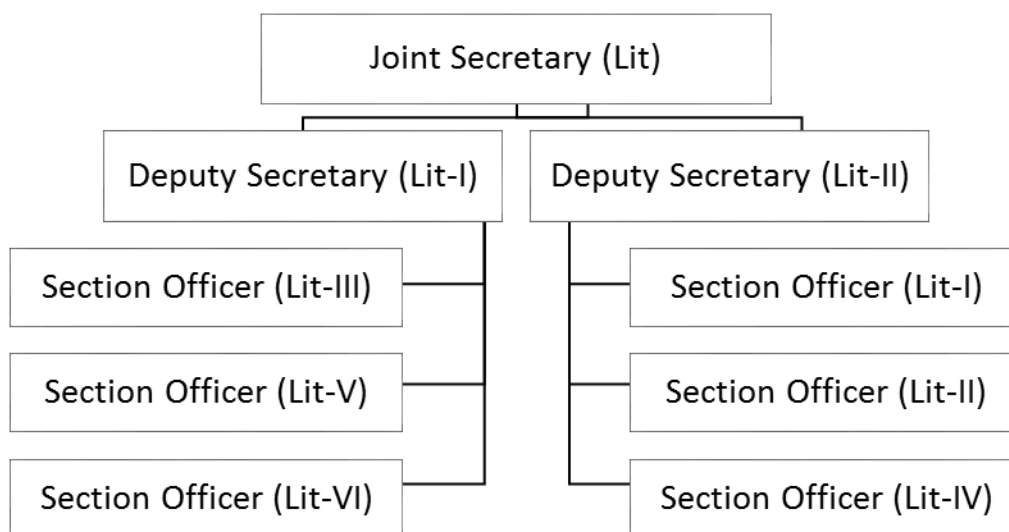
## **LITIGATION WING**

## LITIGATION WING

### INTRODUCTION:

The main purpose of the Establishment of Litigation-Wing in Ministries/Divisions is to protect the interests of the state and to promote good governance. The Litigation Wing of the Establishment Division was established in 1983 in order to handle the cases lodged by aggrieved civil servants in different courts of law. Most of the cases pertain to the service relating matters of the civil servants such as promotions, disciplinary proceedings, transfers, delay/deficiency in payments, etc.

2. The Litigation Wing of the Establishment Division is headed by Joint Secretary (BS-20) and comprises six sections for smooth and efficient disposal of cases filed in the Supreme Court of Pakistan, High Courts, Federal Service Tribunal, Federal Shariat Court and sub-ordinate courts throughout Pakistan



### ROLE & FUNCTIONS ASSIGNED UNDER RULE OF BUSINESS 1973

The core role and function of the Litigation Wing is to process, pursue and defend the service related litigation cases, which come within the purview of the Establishment Division, instituted in various courts of law. The main tasks of the Wing are as under:-

- i) Under Rule 14(1) (a) of Business 1973 and Secretariat instructions issued by the Law & Justice Division vide Appendix-F to the Secretariat Instructions contain details of legal and procedural requirements of conducting the court cases.
- ii) Examination of appeals/petitions/plaints and timely transmission of the same to the concerned wings for preparation of para-wise comments.
- iii) Coordination with the wings/ sections for timely preparation/provision of parawise comments.

- iv) Arranging vetting of parawise comments and nomination of DAGs/Federal Counsels through the Law Division.
- v) Attending the Courts on the dates of hearing.
- vi) Provision of requisite information/documents to the courts through nominated Counsels.
- vii) Conveying of orders/judgments of the courts to the concerned sections/wings for compliance.
- viii) Matters relating to Service Tribunals Act, 1973.

### **ACHIEVEMENTS:**

The Litigation Wing of this Division undertook the following number of cases in various courts/Tribunals during the last financial year:-

<b>Name of Courts</b>	<b>Pendency on 30-06-2022</b>	<b>Institution 01-07-2022 to 30-06-2023</b>	<b>Total Cases upto 30-6-2023</b>	<b>Disposed of during the period</b>	<b>Remaining as on 30-6-2023</b>
FST Islamabad, Lahore and Karachi	<b>393</b>	<b>181</b>	<b>574</b>	<b>260</b>	<b>314</b>
Islamabad High Court, Islamabad (Ex-Cadre Officers)	<b>163</b>	<b>117</b>	<b>280</b>	<b>103</b>	<b>177</b>
Islamabad High Court, Islamabad (APUG)	<b>175</b>	<b>36</b>	<b>211</b>	<b>70</b>	<b>141</b>
Lahore High Court	<b>388</b>	<b>88</b>	<b>476</b>	<b>81</b>	<b>395</b>
Peshawar High Court	<b>68</b>	<b>53</b>	<b>121</b>	<b>43</b>	<b>78</b>
Sindh High Court, Karachi	<b>243</b>	<b>26</b>	<b>269</b>	<b>28</b>	<b>241</b>
Balochistan High Court	<b>41</b>	<b>12</b>	<b>53</b>	<b>8</b>	<b>45</b>
Supreme Court of Pakistan	<b>174</b>	<b>52</b>	<b>226</b>	<b>72</b>	<b>154</b>
<b>Total</b>	<b>1645</b>	<b>565</b>	<b>2210</b>	<b>665</b>	<b>1545</b>

## **GOALS AND TARGETS FOR THE YEAR 2022-23**

The main goal/target of a Litigation Wing is an efficient and timely processing of court cases. Litigation is a continuous process and quantum of cases instituted as well as disposal cannot be anticipated. Disposal of cases not only depends upon the active involvement of the respondents but also on the process and procedures of the courts. However, the Wing is making all-out efforts to complete the tasks in connection with the court cases as required on the part of this Division. Policy guidelines issued (with the approval of the Establishment Secretary) to regulate the process involved in defending litigation cases are being followed in letter and spirit.

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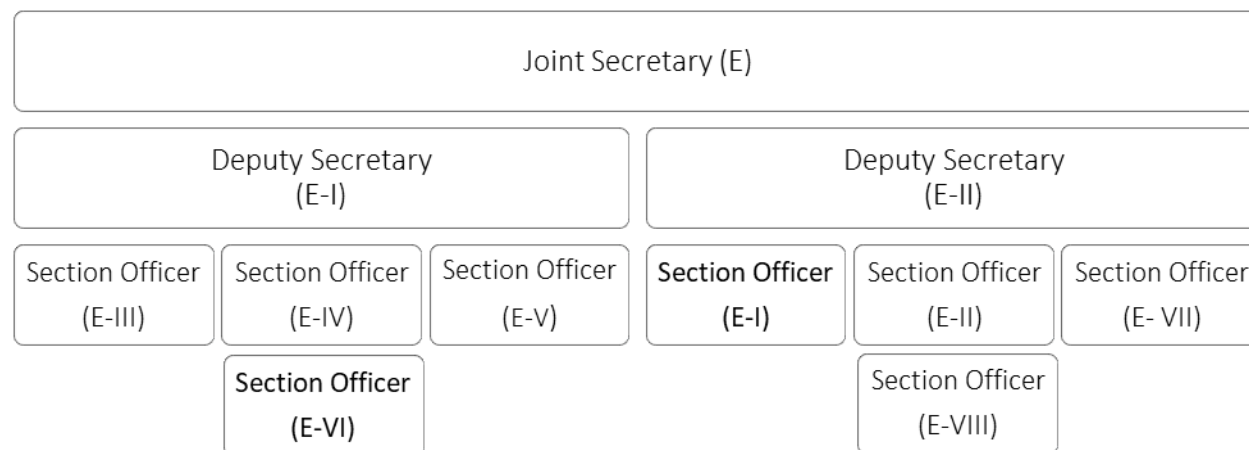


**ESTABLISHMENT WING**

## ESTABLISHMENT WING

### INTRODUCTION

E-Wing is headed by Joint Secretary (Establishment). E-Wing further consists of Deputy Secretary (E-I) and Deputy Secretary (E-II) with Sections E-I, E-II, E-III, E-IV, E-V, E-VI, E-VII, and E-VIII.



### ROLE AND FUNCTIONS

E-Wing administers the following matters of the officers belonging to Pakistan Administrative Service (PAS), Police Service of Pakistan (PSP), Secretariat Group (SG) and Office Management Group (OMG) officers and handles cases like: -

- Initial appointment of BS-17 officers in PAS, PSP & OMG.
- Transfers / postings of PAS, PSP, SG and OMG officers
- Re-employment
- Contract appointment
- Secondment of officers of Armed Forces against civil posts and;
- Appointment against management grades etc.
- Notifying promotions of PAS, PSP, SG and OMG officers from BS-18 to BS-22.
- Notifications regarding initial appointment in PSP, PAS- including their allocation to provinces- and OMG and termination of probation.
- Implementation of different policies and incentive packages.
- Encadrement of Provincial Police Officers in PSP.
- Processing the pension & gratuity cases of PAS, PSP, SG & OMG officers.
- Processing medical claims for reimbursement to the retired officers of PAS, PSP, SG & OMG.
- Coordination between CP-Wing and Provincial Government / Federal Government Organization & update PSP cadre strength.

### GOALS/TARGETS

Optimum utilization of human resource through placement of officers to various positions by matching officers' personal attributes knowledge, skills and experience with those required for the job to facilitate decision-making and placement of right man for right job with the ultimate objective is good governance.

## ACHIEVEMENTS DURING THE FINANCIAL YEAR 2022-23

- i. Worked out vacancy position for placement before the High-Powered Selection Board and Departmental Selection Board for consideration / promotion of officers of PAS, PSP, and SG to BS-22 and BS-19 respectively.
- ii. The following officers belonging to various regularly constituted Occupational Groups/Services were placed against various positions on their promotion to BS-22 as Secretary to Government of Pakistan and equivalent.

S.#	Group	Scale	No of officers
1	Pakistan Administrative Service (PAS)	BS-22	11
2	Police Service of Pakistan (PSP)	BS-22	01
3	Secretariat Group (SG)	BS-22	09
4.	Others	BS-22	00
<b>Total</b>			<b>21</b>

- iii. The following officers belonging to PAS, PSP & OMG were placed against various positions on their promotion to BS-19 in their respective Service / Group: -

S.#	Group	Scale	No of officers
1	Pakistan Administrative Service (PAS)	BS-19	05
2	Police Service of Pakistan (PSP)	BS-19	22
3	Secretariat Group (SG)	BS-19	32
4.	Others	BS-19	-
<b>Total</b>			<b>59</b>

- iv. From July, 2022 to June, 2023, the following number of cases for transfer / posting of the officers belonging to PAS, PSP, SG, OMG & Others from BS-17 to BS-22 were processed in E. Wing of Establishment Division: -

Scale	Name of Occupation Group/Service			
	PAS	PSP	SG & Other	OMG
BS-22	64	20	17	-
BS-21	63	56	30 (AS) 40 (SJS)	-
BS-20	74	122	90	-



BS-19	46	69	193	-
BS-18	68	95	-	255
BS-17	17	380	-	107
<b>Total</b>	<b>332</b>	<b>722</b>	<b>370</b>	<b>362</b>

**Note (SG-BS-19 to BS-22) & OMG (BS-17 & BS-18)**

- v. From July, 2022 to June, 2023, the following number of officers were appointed in BS-17 on the recommendations of the FPSC in PAS, PSP & OMG: -

	Name of Occupation Group/Service		
Scale	PAS	PSP	OMG
BS-17	39	30	94
BS-18	35	82	11

- vi. From July, 2022 to June, 2023, the following number of summaries to the Prime Minister have been initiated and endorsed by E-Wing: -

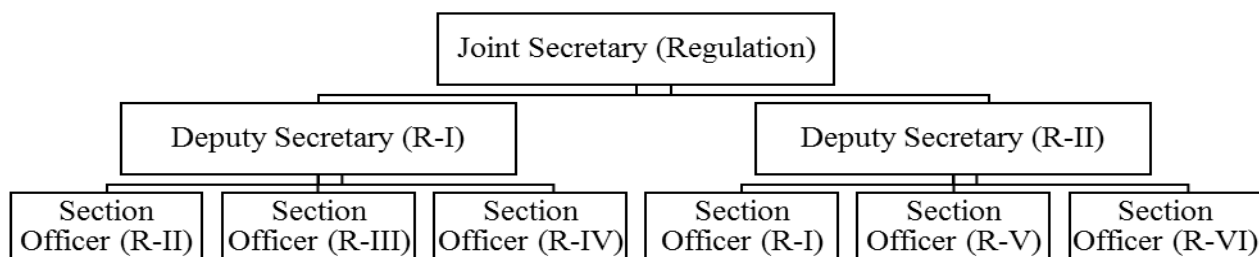
Number of Summaries Initiated by E-Wing	195
Number of Summaries endorsed by E-Wing	338
<b>Total</b>	<b>533</b>

- vii. Automation of E-Wing and Electronic processing of files/cases.
- viii. Preparation of working papers and synopsis for DPC regarding induction of Provincial Police Officers into PSP.
- ix. Postings / transfers of officers of PAS, PSP, SG and OMG, Federal Government from / to provinces, autonomous bodies, corporations and other posts.
- x. Issuance of notifications regarding proforma promotion of officers to posts in BS-20 and above.
- xi. Matters relating to the additional charge, current charge, terms & conditions of deputation, retirement, leave including leave ex-Pakistan, encashment of LPR, preparation of pension papers etc.
- xii. Appointments in the autonomous bodies.
- xiii. Deputation of Government officers and their terms & conditions of deputation in autonomous bodies.
- xiv. Policy matters relating to Management grades.
- xv. Constitution of the Selection Board of the Corporations.
- xvi. Appointment against statutory posts.
- xvii. Transfer / posting / deputation and settlement of the terms and conditions, of officers other than Occupational Groups/Services administered by Establishment Division in BS-17 and above including extension of deputation in individual cases.
- xviii. Contract appointment / re-employment in BS-19 and below.
- xix. Secondment and re-employment of Armed Forces Officers (All Grades).
- xx. Financial assistance package for families of Government employees, who dies in service, and its policy matters/implementation.



**REGULATION WING**

## REGULATION WING



### INTRODUCTION:

The Regulation Wing mainly deals with framing, amendment and interpretation of the Civil Servants Act, 1973 and the Rules made there under other than those framed by the Finance Division. Regulation Wing is concerned with the interpretation, updating and amendment of the following Laws, Rules and Policies:

#### Law:

- The Civil Servant Act, 1973.

**Rules:** Federal Government has framed following Rules under the Civil Servants Act, 1973.

- The Civil Servant (Appointment, Promotion and Transfer) Rules, 1973.
- The Government Servants (Efficiency and Discipline) Rules, 1973 (Repealed).
- The Civil Servants (Efficiency and Discipline) Rules, 2020.
- The Civil Servants (Seniority) Rules, 1993.
- The Initial Appointment to Civil Post (Relaxation of Upper age limit), Rules, 1993.
- The Civil Servants (Confirmation) Rules, 1993.
- Civil Servants (Service in International Organization) Rules, 2016.

**Policies:** Regulation Wing is the custodian of following Policies and functioning the same:

- (i) Deputation Policy.
- (ii) Policy of up-gradation / re-designation of civil posts under the Federal Government.
- (iii) Policy on application of Provincial / Regional Quota / Women Quota / Minority (Non-Muslim) Quota.
- (iv) Policy on Current Charge Appointment.
- (v) Policy regarding Standard Terms & Conditions of Contract Appointments.
- (vi) Wed Lock Policy.

### GOVERNANCE / E-FILING:

Following steps have been taken to achieve better performance of Regulation Wing:

- Scanning of files and enhance the digitization of e-office adoption.
- Enhance the role of e-office usage and make sure the submission of files through of e-filing.
- Make possible efforts to meet the requirements of ISO activities assigned to Regulation Wing.

- To hold internal meetings under the chairmanship of Joint Secretary(R) /Additional Secretary -I with officers of Regulation Wing to review monthly progress regarding disposal of work and lessen the pendency of work.

### **Service Rules / Recruitment Rules:**

Rule 11 of Rules of Business, 1973 provides that consultation with Establishment Division is mandatory /necessary where the matter of change in the terms and conditions of service of Federal Civil Servants or a change in the statutory rights and privileges of any Federal Government Servants or the interpretation of rules and orders made by the Establishment Division and the rules for recruitment to any post or service, including the question of removing a post of service from the purview of the Federal Public Service Commission for the purpose of recruitment. In terms of Rule 11(1) of Schedule-II of Rules of Business, Establishment Division is entrusted the responsibility of Regulation of all matters of general applicability to civil posts in connection with the affairs of the Federation including Recruitment, Promotion, verification of character and antecedents, Conduct and Discipline and terms and conditions of service (including re-employment after retirement) other than those falling within the purview of the Finance Division.

- Regulation Wing is the custodian of Uniform Recruitment Rules of Ministerial Posts i.e. Naib Qasid, Farash, Qasid, Daftry, Duplicate Machine Operator, Despatch Rider, Staff Car Driver, LDC, UDC, Assistant, Stenotypist, Assistant Private Secretary, Superintendent and Private Secretaries to Secretary/Additional Secretary etc.
- Regulation Wing of Establishment Division is also entrusted for Vetting of Service Rules / Recruitment Rules framed under the Civil Servants (Appointment, promotion & Transfer) Rules, 1973 in respect of different Organizations under the Federal Government. **216** cases of vetting / concurrence of Recruitment Rules processed and views/ comments conveyed during the Financial Year 2022-23. Besides vetting of Service Rules /Regulations of Autonomous/Semi-Autonomous Bodies, Corporations under the Federal Government. **19** cases of vetting / concurrence of Service Rules /Regulations were processed and views/ comments conveyed during the Financial Year 2022-23.

### **Revision of Policy of Up-gradation / Re-designation of Posts:**

Regulation Wing of Establishment Division vide O.M.No.8/36/2000-R-1 dated 29.06.2023, has constituted a Committee under the chairmanship of Secretary, Establishment Division to consider the cases of up-gradation and re-designation of posts. The Committee comprises of following members:

- |  |                  |
|--|------------------|
| i. Secretary, Establishment Division                   | Chairman         |
| ii Secretary, Finance Division                         | Member           |
| iii Secretary, Concerned Ministry                      | Member           |
| iv Member, MS Wing                                     | Member           |
| v Joint Secretary (Regulation), Establishment Division | Member/Secretary |
| vi Any Member to be co-opted by the Committee          |                  |

Regulation Wing circulated guidelines vide O.M. No.8/36/2000-R-1 dated 21.07.2022 regarding documents / information to examine the case of up-gradation and re-designation of posts for placement before the up-gradation / Re-designation Committee. Regulation Wing has since then

convened six (6) meetings of Committee on up-gradation /re-designation of posts and the Committee decided thirty-three (33) cases on the subject.

### **Instructions Regarding Implementation of 2% Disable Quota:**

Regulation Wing circulated revised Instructions vide O.M.No.34/03/86-R-V, dated 16<sup>th</sup> September, 2023 regarding implementation of 2% Disable quota. A round of meeting were held with all Ministries /Divisions / Departments regarding observance and implementation of 2% disable quota.

### **Procedure /Guidelines Regarding Framing /Amendment in The Recruitment Rules.**

Regulation Wing circulated procedure /guidelines vide O.M. No.1/4/2019-R-V dated 20.04.2023 regarding follow sequence of vetting while processing cases related to framing /amendment in Service Rules /Recruitment Rules.

### **Summary for the Prime Minister**

Regulation Wing received 11 Summaries for the Prime Minister on different issues initiated by the Ministries /Divisions. These summaries were examined and appropriate endorsement / views & Comments were provided for consideration of the top executive authority.

List of cases disposed off /decided by the Regulation Wing is under:-

### **LIST OF CASES DISPOSED OFF DURING THE FY-2022-2023**

The following cases received from Ministries / Divisions were disposed off /decided by the Regulation Wing:

<b>S. No.</b>	<b>Nature of Cases</b>	<b>Number of cases disposed off</b>
1	Establishment Division vide O.M. No.10/15/2000-R-II dated 29.07.2022 issued instructions regarding procedure for grant of Leave to Secretaries to the Federal Government, Heads of Departments and Heads of Autonomous Bodies.	01
2	Establishment Division vide O.M. No.10/15/2000-R-II dated 23.05.2023 issued amendment in para-3 of Establishment Division's O.M. No.10/22/85-R-2 dated 18.11.1985 regarding procedure for grant of leave needs to be followed by Provincial Governments.	01
3	Upgradation & Re-designation of Posts pertaining to various Ministries/ Divisions/Attached Departments/ Organizations.	85
4	Creation of posts except those of Ministry of Finance and Establishment Division.	03
5.	Interpretation of Terms and Conditions of Deputation cases received from Ministries/ Divisions/Attached Departments/ Organizations.	14
6	Lien /Rights of reversion	9
7	Court Cases	127
8	Miscellaneous cases of all Sections of Regulation Wing.	699
9	Acting Charge/ Additional Charge Appointments	17
10	Interpretation of Civil Servants Act, 1973 and Rules made thereunder.	107
11	Regional/Provincial Quota policy	77

12	Contract appointment, regularization and other matters	111
13	Parliamentary Business.	45
14	Interpretation of Government Servants (Efficiency & Discipline) Rules, 1973, Civil Servants (Efficiency and Discipline) Rules, 2020, Withdrawal of LPR and withdrawal of Resignation.	19
15	Vetting of Service Rules/ Regulations in respect of Autonomous Bodies/ Corporations.	19
16	Cases for advice and interpretation in respect of Autonomous Bodies /Corporations.	106
17	Seniority cases	62
18	Deputation cases (normal) (BS-1-16 beyond three years).	65
19	Deputation Wedlock Policy beyond three years extension in the deputation period.	79
20	Grant of Senior Scale cases	16
21	Composition of Departmental Promotion Committee/ Departmental Selection Committee cases.	74
22	Cases received for Vetting/Amendment of Recruitment Rules framed under Civil Servants Appointment, Promotion & Transfer) Rules, 1973 in respect of different Ministries/Divisions allocated to R-V section.	180
23	Age Relaxation cases under Initial Appointment to civil posts (Relaxation in upper age limit) Rules, 1993.	21
24	Disable Quota cases	127
25	Maintenance of Roaster	08
26	All matters relating to Ministerial Staff, including Private Secretaries and Superintendents Interpretation of Uniform Recruitment rules of Ministerial posts and Recruitment rules of Private Secretaries (BS-17) to Secretary/Additional Secretary.	12
27	Up-gradation & Re-Designation of posts in BPS-15 and below of all Ministries /Divisions / Departments.	70
28	Vetting/Amendment of Recruitment Rules framed under Civil Servants (Appointment, Promotion & Transfer) Rules, 1973 in respect of Ministries/Divisions allocated to R-6 Section.	36
29	Complaints received from Prime Minister Delivery Units.	8
	<b>Grand Total:</b>	<b>2198</b>

**Note:** -Following O.Ms of Establishment Divisions are already available on official Website ([www.establishment.gov.pk](http://www.establishment.gov.pk)) under the Tab **Laws/ Rules/ O.Ms**

- i. O.M.No.8/36/2000-R-1 dated 29.06.2023
- ii. O.M. No.8/36/2000-R-1 dated 21.07.2022
- iii. O.M.No.34/03/86-R-V, dated 16.09.2023
- iv. O.M. No.1/4/2019-R-V dated 20.04.2023

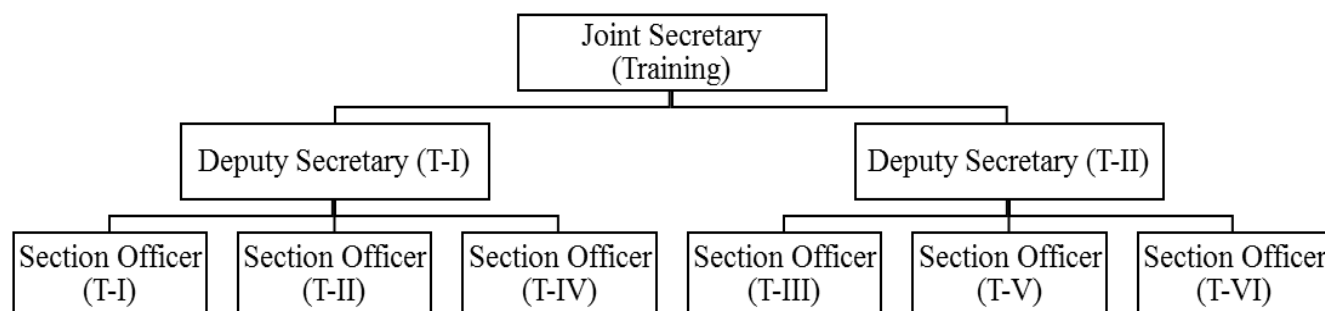
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## **TRAINING WING**

## TRAINING WING

The Training Wing is headed by Joint Secretary (T) who is assisted by two Deputy Secretaries (BS-19) and Six Section Officers.



### FUNCTIONS

Training wing caters:

1. Training need assessment (TNA) of the civil servants and developing training & capacity building strategies.
2. Processing and nomination of officers for mandatory training programs (MCMC, SMC, NMC & NSWC).
3. Administrative and financial matters of training institutes of Establishment Division and FPSC to facilitate them to function in a smooth manner.
4. Allocation of Occupational Groups / Services to the CSS exam qualified officers in accordance with the prescribed quota.

Some features of training wing are elaborated as follows:

### NOMINATIONS AND CONDUCTING OF CAREER RELATED IN-SERVICE TRAINING COURSES

Training Wing is responsible for nomination of the Government officers belonging to all occupational groups, attached departments, sub-ordinate offices and autonomous / semi-autonomous bodies under the federal government, besides the nomination of officers of the Provincial Governments and Government of AJ&K for career related mandatory training courses. The mandatory training courses are conducted by the National School of Public Policy (NSPP), which is an autonomous body under the administrative control of Establishment Division. The details and achievements of the Wing relating to these training courses are as under:-

#### **(i) National Management Course/National Security & War Course (NMC/NS&WC)**

This course is conducted for the senior officers of BS-20, who are eligible for promotion to BS-21. The course is a pre-requisite for promotion to BS-21. The National Management Course is conducted twice a year at National Management College, NSPP Lahore and National Defense University.



During the year 2022-23, 117<sup>th</sup> NMC, 118<sup>th</sup> NMC and NS&WC 2022-23 were conducted. As a result, 131 (52+53+26) government officers were nominated for said course and NS&WC respectively.

## **(ii) Senior Management Course (SMC)**

This course is conducted for the middle level officers of BS-19, who are eligible for promotion to BS-20. The course is a pre-requisite for promotion to BS-20. The course is conducted twice a year at National Management College, Lahore, National Institutes of Management Islamabad, Karachi and Peshawar.

During the year 2022-23, 32<sup>nd</sup> and 33<sup>rd</sup> SMC were conducted and 245 government officers were nominated for the said course, who successfully completed the course.

## **(iii) Mid-Career Management Course (MCMC)**

Mid-Career Management Course (MCMC) is conducted for officers of BS-18, who are eligible for promotion of BS-19. The course is pre-requisite for promotion to BS-19. It is conducted thrice a year at National Institutes of Management Lahore, Karachi, Peshawar, Quetta and Islamabad.

During the year 2022-23, 34<sup>th</sup>, 35<sup>th</sup> and 36<sup>th</sup> MCMC were conducted and 613 government officers were nominated for said course, who successfully completed the course.

## **Nominations and Conducting of Workshops**

### **National Security Workshop**

Training Wing is responsible for nomination of the senior civil bureaucrats (BS-21/22) for participating in the National Security Workshop conducted by National Defense University annually. This workshop is organized for the parliamentarians, army officers, civil officers etc. Training Wing provides funds for this workshop to National Defense University.

## **FINANCIAL MANAGEMENT**

Training Wing is also responsible for financial management of funds allocated in the annual budget for incurring expenditure on mandatory career related training courses, Executive Development Workshop, National Security Workshop and Training of Foreign Government officers (NMC/SMC) from friendly countries.

Finance Division allocated funds amounting to Rs.278,255,000/- for the Financial Year 2022-23 for the purpose. The expenditures/ course fee in respect of participants belonging to all Occupational Groups for the courses 117<sup>th</sup>, 118<sup>th</sup> NMCs & NS&WC 202-23, amounting to Rs.170,668,875/- was paid to NSPP & NDU.

## **ADMINISTRATIVE CONTROL OF ATTACHED DEPARTMENTS AND AUTONOMOUS SEMI-AUTONOMOUS BODIES**

Training Wing deals with the administrative and financial matters of certain training institutes having status of attached department and autonomous / semi-autonomous bodies. These matters include appointments of members of the Boards, service matters of the employees, budgeting, financial releases, re-appropriation of funds etc. Training Wing is looking after the matters of following institutions: -

1. Federal Public Service Commission (FPSC), Islamabad

2. National School of Public Policy (NSPP), Lahore
3. Civil Services Academy (CSA), Lahore
4. Secretariat Training Institute (STI), Islamabad
5. Pakistan Academy for Rural Development (PARAD), Peshawar
6. Akhtar Hameed Khan, National Centre for Rural Development (AHK NCRD), Islamabad

## **DEPUTATION/ POSTING IN INTERNATIONAL AGENCIES/ FOREIGN GOVERNMENTS**

Establishment Division's Training Wing is the Secretariat of Special Selection Board. It is responsible to process all cases of deputation/posting of all government servants to international agencies/ foreign governments and UN Specialized Agencies.

### **OTHER FUNCTIONS:**

- Updating of relevant laws/rules/policies/OMs regarding foreign trainings/ deputations.
- To process the cases of nominations in respect of Officers of PAS, PSP, SG and OMG received from Provincial Governments/ Ministries/Divisions regarding short/long training scholarships/Master degree program/ seminars/workshops under Technical Assistance programme.
- Dealing with the training matters of CTP in collaboration with CSA.
- All matters relating to STP of probationer officers of PAS, PSP and OMG.
- Processing of nominations and ensuring the postings of non FSP officers in Pakistan Missions Abroad as per rules/ policy.
- Ensuring adequate representation of Pakistan in International Organizations including UN, on deputation, against Pakistan specific posts and open competition positions.
- Rendering advice to Ministries/ Divisions on the cases of fixation of inter-se-seniority of the probationers in terms of the Occupational Groups and Services (Probation, Training and Seniority) Rules, 1990.
- Para wise Comments/ Proforma Reports are examined and submitted to Litigation Wing on the appeals filed by the officers/ probationers regarding fixation of their inter-se-seniority.
- Brief, working paper and reply of the starred/ unstarred Questions/ Resolutions/ Agendas pertaining to Senate Secretariat and National Assembly are processed in consultation with FPSC and replied to Council Section of this Division.

### **TARGETS AND ACHIEVEMENTS:**

<b>Sr. #</b>	<b>Targets</b>	<b>Achievements</b>
1.	To process the NOC to avail and apply for open merit scholarships (Fulbright, Chevening & Aus-Aid etc.)	During the period 236 Officers have been granted NOC to apply and avail various scholarships and 04 nominations of Officers of Establishment Division were forwarded to Economic Affairs Division.
2.	Process cases of grant of diplomatic status to eligible officers posted abroad as per rules/policy.	During the year, 20 cases for grant of diplomatic status to eligible officers posted abroad were processed as per policy and 55 officers have been granted NOC to apply for

		various position in International organizations.
3.	Process cases of Deputation abroad	During the period 44 cases processed/ approved for deputation with International organizations against middle level professional and senior positions belonging to APUG/ occupational groups and Ex- cadre of Federal government.
4.	Nomination of officers BS-20 for National Management Course at NMC, Lahore and National Security Course at NDU, Islamabad. And Nomination of officers BS-21/22 for National Security Course at NDU, Islamabad.	During the year 2022-23, 117 <sup>th</sup> NMC, 118 <sup>th</sup> NMC and NS&WC 2022-23 were conducted. As a result, 131 (52+53+26) government officers were nominated for said course and NS&WC respectively.
5.	Management of funds allocated for incurring expenditure on mandatory training courses etc.	The expenditures/ course fee in respect of participants belonging to all Occupational Groups for the courses 117 <sup>th</sup> , 118 <sup>th</sup> NMCs & NS&WC 202-23, amounting to Rs.170,668,875/- was paid to NSPP & NDU.
6.	Nomination of officers BS-19 for Senior Management Course at NMC, Lahore, NIM Karachi/ Islamabad.	During the year 2022-23, 32 <sup>nd</sup> and 33 <sup>rd</sup> SMC were conducted and 245 government officers were nominated for the said course, who successfully completed the course.
7.	Nomination of officers BS-18 for Mid-Career Management Course at NIM Lahore/Karachi/ Quetta/ Peshawar/ Islamabad.	During the year 2022-23, 34 <sup>th</sup> , 35 <sup>th</sup> and 36 <sup>th</sup> MCMC were conducted and 613 government officers were nominated for said course, who successfully completed the course.
8.	All matters relating to STP/ CTP and FPOE of probationary officers of PAS, PSP and OMG.	02 cases for deferment from Common Training Programme (51 <sup>st</sup> CTP) and 04 cases for deferment from Final Passing Out Examination (FPOE) (49 <sup>th</sup> CTP) were processed.
9.	Allocation of groups to candidates, pre-service training probations final passing out examination of probationers and various representations of probationers.	Allocation/ reallocation of the candidates qualifying CSS Competitive Examination-2022 (51 <sup>st</sup> CTP) of all Occupational Groups & Services was processed in consultation with concerned Ministries/ Divisions/ Offices and 226 vacancies were conveyed to FPSC and issued Allocation letters to 238 candidates qualifying CSS Competitive Examination-2022 (51 <sup>st</sup> CTP) as recommended by FPSC were issued and after obtaining acceptance from all the candidates, dossiers of 238 candidates were forwarded to the Cadre Administrators for issuance of appointments.
10.	Miscellaneous matters relating to Federal Public Service Commission (FPSC).	The preliminary work for conduct of Special CSS Examination to fill 231 carried over vacancies was processed and after the approval of the Federal Government, FPSC was requested to conduct Special CSS Examination.
11.	Matters relating to rules and regulations of competitive examination (CSS)	Amendment in CSS CE Rules 2019 in respect of Special CSS Examination.



**MANAGEMENT SERVICES WING**

## MANAGEMENT SERVICES WING

### INTRODUCTION:

Management Services Wing (MSW) is a constituent Wing of the Establishment Division and is organized into five functional units under the technical supervision of Member (BS-21). Each unit is headed by a Director General (BS-20). These units deal with the management consultancy assignments and training of government functionaries in the specialized areas related to management as well as research in Public Administration.

### ROLE AND FUNCTIONS:

The task assigned to the Management Services Wing falls into two broad categories viz., Consultancy and Training. As mandated by the Rules of Business, 1973, Establishment Division (Management Services Wing) offers management consultancy services to the Federal Government organizations, to assist them in solving the specific management problems and undertaking review focusing generally on rationalization of their organization structures, logical distribution of functions, and simplification of operational procedures and recommending effective staff strength for their smooth functioning. Training programs are also offered by the Wing which is aimed at developing and upgrading the skills of the Federal Government Employees and to keep them updated on the latest developments in the field of Management. In addition, the following role has also been entrusted to M.S. Wing in the Secretariat Instruction.

To prevent unnecessary expansion of the Government and to avoid duplication / overlapping of functions allocated to Ministries / Divisions under Schedule II to the Rules of Business, all the Ministries / Divisions shall comply with the following directions: -

- (i) Utilize the free consultancy services of Management Services Wing as far as possible and save expenditure on foreign / local consultants.
- (ii) Involve Management Services Wing at the time of expansion also. Expansion in their activities and / or in number of personnel should be cleared by the Management Services Wing.
- (iii) Give representation to the Management Services Wing on all Commissions / Committees concerned with the re-organization of government machinery”.

### ACHIEVEMENTS OF MANAGEMENT SERVICES WING

The achievements of the Management Services Wing during the year 2022-23, are briefly as under:

- i) During the period under review, the Wing has completed **144** references relating to Management Studies/Periodic Reviews/Staff Review/Creation of Posts/Summaries to the Prime Minister/Cabinet/Status Determination of Organizations and Re-designation / Up-gradation of posts etc. referred to it by Ministries / Divisions. In addition, the Wing has also disposed off **193** miscellaneous cases received from different Ministries / Divisions, **13** cases also completed as special assignments / task referred by the higher authorities and rendered advices / views in **44** cases received from different Ministries / Divisions. The advice rendered therein by the Wing facilitated these organizations in solving their management problems. Moreover, **01** court case has also been concluded.

ii) A **4-day** training titled as “Significance of Leadership for Good Governance in the Public Sector” was conducted wherein 65 participants (BS-17 to BS-19) from diverse background benefited.

iii) The Management Services Wing has also dealt with **769** cases related to Surplus Pool and implementation of recruitment policy as per details below: -

(a) NOC for direct recruitment	: 282
(b) Summaries forwarded to PM/Senate/National Assembly Questions	: 05
(c) Absorption orders of surplus Civil Servants issued	: 50
(d) Court Cases	: 17
(e) Miscellaneous cases	: 415

As a result of 18<sup>th</sup> Constitution Amendment in year 2010, seventeen (17) Federal Ministries were devolved in three phases. The portfolio of posting/ transfer and allied matters of employees of these Ministries was assigned to Management Services Wing of Establishment Division. The Wing has performed following functions in connection with portfolio of devolution during 2022-23: -

S. No.	Activities	No. of cases attended / disposed off
1.	Policy / Misc. issues related to Devolution	12
2.	Court Cases related to Devolution	08

### **ISO 9001:2015 Certification of Establishment Division**

Establishment Division is an ISO 9001:2015 certified organization since June, 2017. The initial certification was awarded to this Division by National Quality Assurance (NQA) - a United Kingdom based certification body – on 21-06-2017 and after the expiry of three (3) years certification period (2017-2020), another certification body namely TUV Austria (Bureau of Inspection & Certification) awarded ISO 9001:2015 certification to Establishment Division on 17-12-2020 for further period of three years. In order to maintain and continually improve the Quality Management System based on ISO 9001:2015 standards established and implemented at Establishment Division; a Quality Management Cell (QMC) has been established in MS Wing. Following major tasks in respect of ISO 9001:2015 certification of Establishment Division were undertaken during the financial year 2022-2023: -

- Organized Management Review Committee meeting on 30-08-2022 under the Chairmanship of Secretary, Establishment Division.
- Organized Review Meeting held under the Chairmanship of Special Secretary, Establishment Division on 16-09-2022 to monitor and review the decisions of MR Committee Meeting.
- Coordinated and facilitated second annual Surveillance Audit conducted on 7<sup>th</sup> & 8<sup>th</sup> November, 2022 by the certification body i.e. TUV Austria. The Auditor has recommended continuation of ISO 9001:2015 Certificate.
- Conducted / coordinated ISO Internal Audits of Wings of the Establishment Division.
- Updated Quality Manuals of Wings of Establishment Division.
- Organized six training sessions on various topics of ISO 9001:2015 standards.



**CHIEF FINANCE & ACCOUNTS OFFICE**

## **CHIEF FINANCE & ACCOUNTS OFFICE**

### **INTRODUCTION:**

CF &AO Wing is headed by the Chief Finance & Accounts Officer, a BS-20 Officer of Audit & Accounts Group and comprises Deputy Secretary (PMC), Section Officer (Budget), Section Officer (F&A), Section Officer/AO (Internal Audit) and Assistant Chief (PMC). The Chief Finance & Accounts Officer works directly under the Principal Accounting Officer (Establishment Secretary) and coordinates his/her work with the Expenditure Wing (Establishment), Finance Division.

### **ROLE AND FUNCTIONS:**

According to regulation 32 of Financial Management and Powers of Principal Accounting Officers Regulations, 2021, the role and functions of the office of chief finance and accounts officer under the supervision of the Secretary of a Ministry or Division (principal accounting officer) shall be as under:-

1. Budgeting
2. Revenues Estimation
3. Economic Forecasting
4. Financing or Loan
5. Investment
6. Development Planning
7. Cash Management including Treasury Single Account System
8. Maintenance, Reconciliation and Reporting of Accounts
9. Asset Protection
10. Budget Execution of Operations
11. Internal Audit
12. Internal Controls
13. Risk Management
14. Coordination with Public Accounts Committee or Departmental Accounts Committee
15. Disbursements, Payments and Pre-Audit Functions under the Controller General of Accounts (Appointment, Function and Power) Ordinance, 2001 (XXIV of 2001)
16. Representation of the Division concerned on Committee
17. Any other duty, Role or Responsibility Assigned by Government or Secretary of Division or Principal Accounting Officer concerned to discharge functions in accordance with the Constitution of Pakistan, the Act, other statutory rules and regulations.

### **GOALS:**

- Approval of the Budget Estimates of Current Expenditure/Receipts and Foreign Exchange in respect of Establishment Division and its Attached Departments/Organizations in accordance with Performance Based Budget.
- Release of funds to the Attached Departments/Organizations of the Establishment Division from the allocated Budget of Financial Year 2022-23.
- Approval of budget from PSDP in respect of development projects of Establishment Division and its Attached Departments/Organizations.
- Scrutiny and processing of all development projects up to approval by DDWP//CDWP/ECNEC.
- Monitoring and implementation of the development projects of Establishment Division and its attached Departments/Organizations.



- Observance of Internal Control prescribed by the CGA in the Ministry/Division, Attached Departments and Subordinate Offices.
- Conducting the internal checks and inspection of the Ministry/Division, Attached Departments and Subordinate Offices and incorporate the results of these inspections in the form of an inspection report and furnish the internal checks and inspection report to the Principal Accounting Officer.
- Work relating to Public Accounts Committee and audit observations on appropriation accounts.
- Compliance with the recommendations of DAC and PAC.
- Ensure compliance of all other rule and orders contained in Treasury Rules, General Financial Rules and instructions issued by the Finance Division from time to time.
- Tender advice in the delegated field where called upon.
- Processing of cases with Ministry of Finance.
- Reconciliation of accounts of all Demands of Establishment Division.
- Settlement of audit objections other than cash.

### **TARGETS:**

- Preparation/coordination of Budget of Establishment Division (Main).
- Examination/Coordination of Budget Estimates of Current Expenditure, Receipts and Foreign Exchange in respect of Attached Departments/Organizations of the Establishment Division.
- Release of funds to the Attached Departments/Organizations of the Establishment Division.
- Supplementary Grants and Re-appropriation of Funds in respect of Establishment Division and its Attached Departments/Organizations.
- Re-appropriation of funds requiring the approval of the Finance Division under the Demands relating to the Establishment Division.
- Preparation/submission of information broadly covering the Revenue Receipts, Current & Development Expenditures, Targets & Outputs, Performance of the Public Entities, Treasury Single Account and Financial Risk & Contingent Liabilities, to the Finance Division (Budget Wing) regarding Process for Budget Review on Quarterly Basis as per Section 34 of the Public Finance Management Act, 2019.
- Preparation/submission of Medium Term Performance Based Budget (Green Book) to the Finance Division.
- Creation/continuation of posts in Establishment Division including those of the OSDs.
- Reconciliation of expenditure on monthly basis.
- Provision of reconciliation statements to Finance Division in respect of Attached Departments/ Organizations of Establishment Division along-with a statement containing Demand wise analysis.
- Collection of expenditure reports as required by the Finance Division in respect of Attached Departments/Organizations and furnishing to the Finance Division.
- Convening meetings of DAC to discuss Appropriation Accounts/Audit Reports.
- Coordinating work relating to meetings of PAC and Sub Committees of PAC.
- The internal checks and inspection of this Division being controlling/supervisory unit has decided to enhance check and balance on its attached departments. For this purpose and as a preliminary step various primary information are being gathered from the attached departments so that a comprehensive audit plan may be prepared before execution.

- Convening meetings of the Departmental Development Working Party (DDWP).
- To follow up action on the decisions taken in the meetings of Pre-CDWP, CDWP/ECNEC for development projects.
- To analyze progress reports, quarterly reviews of development projects and processing of requisite Plans.
- To follow up actions on the decisions taken by Priorities Committee.
- To follow up actions on the decisions taken by Annual Plan Coordination Committee (APCC).
- To offer comments on re-appropriation of funds and supplementary grant of development projects.
- To evaluate and monitor the progress of development projects.
- Processing of Cash / Work Plans of development projects.
- To process re-appropriation of funds and supplementary grant of development projects.
- Online entry and follow up of development schemes into the PMES System of Planning Commission.
- Coordinating the work of the development Projects included in PSDP 2022-23.

### **ACHIEVEMENTS:**

- Budget Estimates of Establishment Division (Main) and Attached Departments/Organizations for F.Y. 2022-23 were processed for approval of the Establishment Secretary in accordance with the Indicative Budget Ceiling (IBC) within the timeframe set by Finance Division.
- The Budget Orders (BOs) / New Item Statements (NISs) of approved budget for FY 2022-23 were deposited/entered into SAP System of Budget Wing, Finance Division by the due date.
- The releases of funds to the Attached Departments/Organizations were processed promptly after approval of the funds by the quarters concerned.
- The proposals for supplementary grant, re-appropriation and creation of posts were processed and got finalized to meet the genuine requirement.
- The posts for OSDs posted in Establishment Division were created and continued on quarterly basis to enable the concerned officers to draw their salaries.
- As a regular feature reconciliation of expenditure for the period from July 2022 to June 2023 pertaining to Establishment Division (Main Secretariat) was carried out every month regularly throughout the year.
- During the financial year, 2022-23, the following meetings of the Departmental Accounts Committee (DAC) and Public Accounts Committee (PAC) were held:-
  - a) Meeting of the Departmental Accounts Committee (DAC) was held on 24-11-2022 to discuss the Appropriation Accounts for the financial years 2016-17 & 2017-18 and Audit Reports for the Audit Year, 2018-19 on the accounts of the Establishment Division.
  - b) Meeting of the Departmental Accounts Committee (DAC) was held on 09-01-2023 to discuss the Draft Audit Report (1<sup>st</sup> Batch) for the Audit Year, 2022-23 on the accounts of the Establishment Division.
  - c) Meeting of the Public Accounts Committee (PAC) was held on 13-03-2023 to examine the Appropriation Accounts for the financial year, 2016-17 & 2017-18 and Audit Report for the Audit Year, 2018-19 on the accounts of the Establishment Division.
  - d) Meeting of the Departmental Accounts Committee (DAC) was held on 19-05-2023 to discuss the twenty-two Observation Statement on account of External

Audit Report for the financial year, 2021-22 on the accounts of the Establishment Division.

- During the financial year 2022-23, internal checks and inspection reports meetings with the management of different auditee organizations were conducted under chairmanship of Secretary Establishment / CF&AO and directives against each internal audit observations were communicated for rectification of discrepancies and taking corrective measures.
- Despite the shortage of manpower internal checks and inspection successfully prepared internal checks and inspection report on Civil Services Academy (CSA), Lahore for the financial year 2020-21 and shared it with the management of CSA to seek formal response after approval of competent authority.
- During the financial year 2022-23, internal checks and inspection also conducted the verification of record/compliance reported in management replies and submitted formal verification report of CF&AO.
- Above mentioned internal checks and inspection activities eventually resulted in the enhancement of overall check and balance in financial affairs of Establishment Division and its attached department/subordinate offices.
- Execution of the following development projects/schemes was coordinated with the concerned departments during 2022-23 :-
  - Computer Based Testing (CBT) for various Test/Exams conducted by Federal Public Service Commission (FPSC), Islamabad.
  - Construction of Second Floor of Bolan Hostel at CSA, Walton, Lahore.
  - Establishment of IT Wing and Online Training Facility at NSPP, Lahore.
  - Construction of 28 New Attached Washrooms in Punjab Hostel at CSA, Walton, Campus, Lahore.
  - Establishment of National Institute of Management (NIM) in SAARC Building, Islamabad.
  - Institutional Strengthening and Augmentation of Training & Research Facilities of National School of Public Policy, Lahore.
  - Strengthening of Training Activities of Pakistan Administrative Services Officers at Civil Services Academy, Lahore.
  - Up-gradation of NCRD Complex (Phase-II), Chak Shahzad, Islamabad.
  - Civil Servants Leadership Development Program (CLDP).



**PAKISTAN PUBLIC ADMINISTRATION  
RESEARCH CENTRE (PPARC)**

## **PAKISTAN PUBLIC ADMINISTRATION RESEARCH CENTRE (PPARC)**

Pakistan Public Administration Research Centre (PPARC) is responsible for the performance of the following functions:

- a) Special assignment regarding observance of 6% employment quota for Balochistan under Aghaz-e-Haqooq-e-Balochistan Package (AHBP).
- b) Maintenance of statistics in respect of Federal Government Employees as well as employees of Autonomous/Semi-Autonomous Bodies / Corporations by conducting census and publishing bulletins.
- c) Compilation /Revision and printing of Administrative Codes / Manuals.
- d) Simplification of Forms and Procedures.
- e) Research studies on administrative improvement.

The above functions are performed by three sections: (a) Statistics (b) Manuals & Publications (c) Research. The detail of activities & achievement made by these Cells during the financial year (2022-23) is as under:-

### **ASSIGNMENTS COMPLETED DURING THE YEAR 2022-23**

- Special assignment relates to Aghaz-e-Haqooq-e-Balochistan Package (AHBP) and observance of 6% Balochistan quota for the employment in Federal Secretariat and in all Federal Government Organizations. The PPARC has been able to identify the **4849** posts out of which total posts **725** were filled. (Quarterly reports).
- ISO 9001:2015, Quality Management System of Establishment Division, removal of audit observations / corrective actions as were indicated by the Auditors during the year.
- Representation of submitted data / assignments in the Senate and the National Assembly as and when questions received.
- Annual Statistical Bulletin of Federal Govt. Employees for 2021-22 (approved and in printing process).
- Annual Statistical Bulletin of Employees of Autonomous /Semi-Autonomous Bodies / Corporations under the Federal Government for 2021-22 (approved and in printing process).
- A Manual on Staff Welfare Organization (Edition-2020-22) (The Final draft of the publication completed).
- A Manual on Benevolent & Group Insurance, Benefits (Edition-2022) (Draft finalized).

### **ASSIGNMENTS IN HAND (2022-23)**

- Observance of 6% Balochistan quota for employment in the Federal Secretariat and in all organizations etc. under Aghaz-e-Haqooq-e-Balochistan Package (AHBP).
- Simplification of Civil Standard Forms.
- Review of Redundant Forms.
- Decision of the Standing Committee of the Senate on Cabinet Secretariat (verification of domiciles of employees belonging to GB & KPK).

- Implementation status of Resolution No. 296 (verification of domiciles of employees belonging to Balochistan).
- 15<sup>th</sup> Phase of Idea Award Scheme.
- 18<sup>th</sup> Census of Federal Government Civil Servants and data collection of 19<sup>th</sup> Census of Federal Government Civil Servants.
- Annual Statistical Bulleting of Federal Govt. Employees for 2022-23.
- Annual Statistical Bulleting of Employees of Autonomous /Semi-Autonomous Bodies / Corporations under the Federal government for 2021-22.
- Recording, Indexing of files and Weeding out of old Records (Regular Activities)
- Launching of Annual Statistical Bulleting of Federal Govt. Employees for 2023-24.
- Launching of Annual Statistical Bulleting of Autonomous /Semi-Autonomous / Corporations/ Bodies under the Federal Government for 2023-24.
- Establishment Manual (Final draft completed and under vetting process with Training Wing of Establishment Division).
- “A Guide to Performance Evaluation” (manuscript of the booklet has been prepared and under composing process).
- A Hand Book for DDO’s (draft is under composing process).

## CHAPTER-III



### **ATTACHED DEPARTMENTS/ AUTONOMOUS BODIES OF THE ESTABLISHMENT DIVISION**

**ATTACHED DEPARTMENTS/ AUTONOMOUS BODIES OF THE ESTABLISHMENT**  
**DIVISION**

- (i) Akhtar Hameed Khan, National Centre for Rural Development (AHK NCRD)
- (ii) Federal Public Service Commission (FPSC)
- (iii) Pakistan Academy for Rural Development (PARD)
- (iv) Secretariat Training Institute (STI)
- (v) National School of Public Policy (NSPP)
- (vi) Civil Services Academy (CSA)
- (vii) Staff Welfare Organization (SWO)
- (viii) Federal Employees Benevolent and Group Insurance Fund (FEB&GIF)





**AKHTAR HAMEED KHAN, NATIONAL  
CENTRE FOR RURAL DEVELOPMENT  
(AHK, NCRD)**

# **AKHTAR HAMEED KHAN, NATIONAL CENTRE FOR RURAL DEVELOPMENT (AHK NCRD)**

## **1. INTRODUCTION:**

Akhtar Hameed Khan National Centre for Rural Development (AHKNCRD) was established as a Federal Training and Research Institution in the year 1979. The Centre became functional in 1983. It was declared as an Attached Department of the Ministry of Local Government and Rural Development in 1988 and was renamed as Akhtar Hameed Khan National Centre for Rural Development (AHKNCRD) in the year 2000 in recognition of invaluable services rendered by late Dr. Akhtar Hameed Khan for the cause of community development, strengthening of civil society and socio-economic empowerment of the poor and marginalized people. After 18<sup>th</sup> Amendment on July, 29 2011 AHKNCRD was declared as Attached Department of newly formed Ministry of Professional and Technical Training, however, on 20<sup>th</sup> March, 2013 AHKNCRD was declared an Attached Department of Establishment Division, and it was declared as an Executive Department of Establishment Division on 14<sup>th</sup> April, 2020.

## **2. VISION:**

Socio-economic empowerment of rural and the under-privileged communities for sustainable development.

## **3. MISSION:**

Knowledge-based capacity building of the officials of development sector engaged in rural development.

## **4. Charter / Objectives**

- In-service training of mid-level officials of Local Government, Rural Development and Nation Building Departments, and senior level officials belonging to Provincial and Federal Governments, AJ&K and Gilgil-Baltistan.
- Training of trainers of Provincial Local Government Training Institutes/academies.
- Orientation training to the officials of the nation building departments, development planners, policy makers, community leaders to acquaint them with issues related to rural development.
- Curriculum planning and coordination of local government and rural development training programmes of national institutions.
- Liaison with international organizations/institutions working in the field of rural development (AARDO, CIRDAP and LOGORTI).
- Training of the elected members of local government on various aspects of rural development and functioning of local councils.

## **5. FACILITIES AVAILABLE:**

### **Training Hall:**

The Centre has two (02) fully equipped air-conditioned training halls with capacity varying from 30 to 60 seats.

### **Auditorium:**

The Centre has an air-conditioned Auditorium with a capacity of hundred and thirty (130) seats. It is equipped with multimedia and sound system.

### **Library:**

To support its training and research activities, the Centre has a small but growing library containing about 20,000 books and journals in the shape of hard and soft copies. A separate section contains AARDO and CIRDAP, material / publications.

### **Hostel:**

The Centre has a furnished air-conditioned Hostel to accommodate fifty (50) participants on double occupancy basis. It also has a dining hall. Participants of local and International Training Programmes use to stay in hostel.

### **Residential Colony:**

NCRD has a Residential Colony of 30 units for officers and staff of various categories inside NCRD Campus.

## **6. FOCUS OF ACTIONS**

The center's activities are focused on six related programmes: -

- a. Training Courses;
- b. Conferences, Seminars and Workshops;
- c. Research;
- d. Liaison with International Agencies and Organizations;
- e. Policy Support to the Ministry;
- f. Collaboration with Provincial Local Government and Rural Development Academies.

## **7. TRAINING PROGRAMMES:**

NCRD organizes orientation Training Programmes on different aspects of Rural and Sustainable Development so as to build the capacity of stake holders from Nation Building Departments, LG & RD Departments, NGOs, etc, engaged in Rural Development. AHKNCRD also organizes training programmes in collaboration with provincial training institutes and governmental/non-governmental organizations/departments and international organizations e.g. Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP), African Asian Rural Development Organization (AARDO), through provision of administrative, logistic, secretariat and academic support.

### **a. System of Training:**

Annual Training Calendar (ATC) is prepared as per Financial Year. Expenses on training are met out of Annual Budget Allocations. Nominations for each training activity are invited from all Provinces and Federating Units in the country. On the average 40 to 45 training programmes are organized per year. Training Programmes being organized by NCRD are free of cost however; TA/DA to the participants is paid by the nominating agencies / departments. Out-

station participants are lodged in AHKNCRD Hostel on payment of room rent by the participants. Food arrangements are made by the participants for which hostel staff is available.

b. **Main Themes of Training:**

- Governance;
- Rural Development and Local Government;
- Natural Resources Management;
- Project Management;
- Micro Finance for livelihood & Entrepreneurship;
- Human Resource Development;
- Disaster Management;
- Climate Change.

8. **CONFERENCES AND SEMINARS**

The core objective of the Seminars is to provide a forum to all the relevant Stakeholders, Experts and Scholars in the subject fields so as to discuss the root causes, current situation and future course of action/strategy related to those issues. NCRD has been organizing conferences, workshops and seminars in collaboration with international organizations (AARDO & CIRDAP).

9. **LIAISON WITH INTERNATIONAL ORGANIZATIONS:**

NCRD also liaises with International Organizations which aims at promoting Rural Development in Member countries. Pakistan is Member of two International Organizations namely;

- African Asian Rural Development Organization (AARDO)
- Centre on Integrated Rural Development for Asia and The Pacific (CIRDAP)
- Network of Local Government Training and Research Institutes in Asia and the Pacific (LOGOTRI)

**AARDO:**

Pakistan is member of AARDO (African Asian Rural Development Organization). AARDO is a New Delhi based international organization. It has 33 members for Asia and Africa. Pakistan became member of AARDO with the prior approval of the Ministry of Foreign Affairs in the year 1997. Establishment Division is Link Ministry of AARDO in Pakistan. AARDO declared NCRD as its Centre of Excellence for organizing International Training Programmes, Workshops and Seminars in 2011.

**CIRDAP:**

CIRDAP was established in 1978, headquartered at Dhaka, Bangladesh. Pakistan is one of the founding member of CIRDAP. NCRD is a link institution of CIRDAP. CIRDAP has 15-member countries from Asia and Pacific Regions.

**LOGOTRI**

LOGOTRI was Established in 1999. Its headquarter is in Manila, Philippine it is engaged primarily in local government training and research. Pakistan's became its member through a Memorandum of Understanding signed on 23<sup>rd</sup> May, 2000. For the last many years, LOGOTRI has been dormant.

### **Activities during 2022-23**

Akhtar Hameed Khan National Centre for Rural Development (AHKNCRD) conducted 38 training courses, seminars and workshops collectively in the year 2022-23. There had been an overwhelming response from the various Federal and Provincial Departments / Organizations. A total of 2013 participants were trained coming from all over the country and from AARDO, CIRDAP and LOGOTRI member countries. Among them, 1435 were male participants while 578 were female participants. The highest participation came from the capital Islamabad with 666 participants, Balochistan with 90 participants, 52 participants from Gilgit-Baltistan and 52 Participants from Azad Jamu and Kashmir, respectively.

#### **10. The details of activities conducted by AHKNCRD during the year 2022-23**

<b>Training Courses, Workshops and Seminars 2022-23</b>			
<b>Sr. No</b>	<b>Courses/Workshops/Seminars</b>	<b>No. of Courses</b>	<b>No. of Participants</b>
1.	Training Courses	24	861
2.	Training Workshops	10	558
3.	National Policy Seminars	04	269
4.	International Workshops	01	17
5.	Customized Trainings	01	129
<b>Total</b>		<b>40</b>	<b>2013</b>

AHKNCRD conducted one international training workshop in collaboration with AARDO in which a total of 17 officials from countries namely; Egypt, Jordan, Mauritius, Malaysia, Namibia, Oman, Syria, Sudan, India and Pakistan attended the programmes.

As far as sector wise classification of participants is concerned, 950 participants were from public sector, 364 participants came from NGO/INGOs sector, 698 participants belonged to academia and 01 was freelancer.

#### **11. DEVELOPMENT PROJECT UNDER PSDP (2022-23)**

A PC-I titled “Upgradation of AHKNCRD Hostel and Premises, Chak Shahzad” is approved for an amount of Rs.73.559 million. The project aims to make the learning environmental conducive and stay of trainees (officials) of Nation Building Departments and international participants/delegations as well as residents of the AHKNCRD colony, safe and worth living. The physical progress of the project is as under:

<b>Sr. No</b>	<b>Item of work</b>	<b>Status</b>
1.	Rehabilitation/ Construction of Road	Not yet started
2.	Construction of Stairs Case	Not yet started
3.	Car Parking Shed	Not yet started
4.	Reconstruction of Sewerage	Not yet started
5.	Establishment of Children / Family Park	Not yet started
6.	Construction of fully covered Vehicle Garage cum Go-down	Not yet started

The project aims to provide secured, clean and conducive learning environment of the officials, residents of colony and participants/delegates at AHKNCRD. The project includes the following items of work:-

- i. Existing road is in deplorable condition and it requires rehabilitation/construction;
- ii. Construction of Stairs case is need to have safe and secure access to the office at first floor of the building allocated at NCRD;
- iii. The participants/delegates for the training programme require parking facilities to keep their vehicle secure and safe from the effect hard weather condition;
- iv. Reconstruction of Sewerage of Line for proper repairing as the line is time worn and out of order;
- v. To provide pleasant and conducive environment to the family and children;
- vi. There is no proper store room for Horticulture equipment/spare material.

## **12. PHYSICAL DEVELOPMENT PLAN:**

Besides PSDP Projects, following initiatives has been undertaken in AHKNCRD during last FY 2022-23 regarding physical development of AHKNCRD premises and up gradation of training facilitates:

- (i) AHKNCRD has undertaken the renovation of AHKNCRD Hostel and office building.
- (ii) AHKNCRD has improved the training facilities by installing the new LED Screen in the main training hall donated by AARDO.
- (iii) AHKNCRD is also improving the physical infrastructure by installation of tiles, aluminum windows and application of graffito on external and internal side of main building.

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**FEDERAL PUBLIC SERVICE COMMISSION  
(FPSC)**

## FEDERAL PUBLIC SERVICE COMMISSION (FPSC)

### **I. Federal Public Service Commission (FPSC):**

Federal Public Service Commission is established in terms of Article 242 of the Constitution of the Islamic Republic of Pakistan, 1973. Primary function of the Commission include the following:

- a. Conducting tests and examinations for recruitment of persons to All-Pakistan Services, the civil services of the Federation and civil posts in connection with affairs of the Federation in basic scales 16 and above or equivalent,
- b. Tendering advice to the President of Pakistan on matters relating to qualifications and methods of recruitment to services and posts to be followed in making initial appointments, appointments by promotion to posts in BS-18 and above and transfer from one service or occupational group to another,
- c. Holding examinations for promotion.
- d. Performing quasi-judicial functions by taking decisions on representations and review petitions of aggrieved candidates.

Details of major activities of the Commission during 2022 remained as under:

#### **(i) Central Superior Services Competitive Examination 2022:**

- a) **MCQs Based Preliminary Test (MPT) in CSS:** The process of CSS Competitive Examination 2022 was initiated with a revised and approved scheme from Federal Government/Cabinet comprising MCQ based Preliminary Test (MPT) before execution of CSS main examination during year 2022. The MPT for CSS-2022 was held on 20.02.2022 at 20 cities across the country. Subsequently, CSS Competitive Examination-2022(Written part) was held from 12.05.2022 to 20.05.2022. Result of written part was declared on 06.12.2022.
- b) **Vacancies announced to be filled through CSS-2022:** Establishment Division reported 463 (226 fresh vacancies, 06 vacancies of non-joiners and 231 carried over vacancies. Accordingly, allocation of 238 vacancies for CSS-2022 was conveyed to Establishment Division on 10<sup>th</sup> July 2023.



**Final Passing Out Examination:** FPOEs of 12 Occupational Groups and Services for Probationary Officers of (49<sup>th</sup> CTP) were held during financial year 2022-23. Details are as under:

S.No	Occupational Groups and Services	Probationers of 49 <sup>th</sup> CTP	
		Registered	Exam Date
i	Police Service of Pakistan	35	02.01.2023 to 11.01.2023
ii	Office Management Group	73	06.03.2023 to 17.03.2023
iii	Commerce & Trade Group	01	02.01.2023 to 03.01.2023
iv	Postal Group	07	06.03.2023 to 17.03.2023
v	Information Group	29	06.03.2023 to 17.03.2023
vi	Foreign Service of Pakistan	21	02.01.2023 to 11.01.2023
vii	Pakistan Audit & Accounts Service	33	27.03.2023 to 07.04.2023
viii	Military Lands & Cantonments Group	04	27.03.2023 to 10.04.2023
ix	Railways (C & T) Group	02	27.03.2023 to 06.04.2023 & Oral Examination 10.04.2023 to 14.04.2023
x	Pakistan Administrative Service	15	22.05.2023 to 05.06.2023
xi	Inland Revenue Service	44	22.05.2023 to 31.05.2023
xii	Pakistan Customs Service	50	22.05.2023 to 31.05.2023
<b>Total</b>		<b>314</b>	

**B. Other Competitive Examinations:** In addition to the above, the Commission processed following examinations during period under reference i.e. financial year 2022-23.

Other Competitive Examinations		Vacancies	Registered	Appeared	Status
i.	Induction of PMS/PCS Officers Into PAS (BS19)	41	50	28	Result announced on 06.06.2023. Interviews under process
ii.	Section Officers Promotional Examination	39	--	--	Fresh requisition Received and Case is under process
iii.	Appointment by Transfer (BS-17)	29	197		Requisition under process
iv.	Appointment by Transfer (BS-18)	25	128		
v.	Assistant Director, Survey of Pakistan	10	--	--	Fresh requisition Received and Case is under process
<b>Examinations for Gilgit Baltistan Cases</b>					
i.	Assistant Commissioner (BS-17) / Section Officer (BS-17) / Tehsildar (BS-16)	39	9478	4224	Interviews under process & Case is under litigation
ii.	Civil Judge - Cum Judicial Magistrate (BS-18)	03	273	210	Interviews under Process & Case is under litigation
iii.	Assistant Deputy District Public Prosecutor (BS-16)	03	484	28	Recommendations to Finally, Qualified candidates conveyed on 22.06.2023
iv.	Assistant Legal Advisor (BS-16)	01	364	192	Recommendations to Finally, Qualified candidate conveyed on 16.06.2023

**C. General Recruitment finalized Cases:**

On receipt of requisitions from various Ministries/Divisions/Departments, FPSC conducted recruitment process for posts in BS-16 & above. Accordingly, during financial year 2022-23, the Commission processed the cases as per following detail:

Recruitment for Ex-Cadre Posts in BS-16 & above	Financial year 2022-23
Consolidated advertisements issued	13
Vacancies advertised	2025
Applications received against finalized cases	581696
Cases finalized	223
Vacancies finalized	2265
Candidates called for interview	5662
Recommendations issued against finalized cases	1683

**D. Professional Screening (MCQ/Descriptive/Written/APS Typing) Tests:** During financial year 2022-23, the Commission conducted Phases III, IV, V/2022 & I, II & III/2023 for Screening (MCQ)/Written (Descriptive)/Shorthand/Typing Tests in response to 12 consolidated Advertisements. Details as under:

Activity	Screening (MCQ) Tests	Written (Descriptive) Tests	Shorthand/Typing Tests	Total
Number of cases	116	87	09	212
Number of posts	1016	999	322	2337
Registered candidates	510584	14620	14868	540072
Appeared candidates	196161	7393	2896	206450

## II. Advice tendered to Ministries/Divisions on Recruitment Rules

Under Section 7(I) (b) of the FPSC Ordinance 1977, one of the statutory functions of the Commission is to advise on matters relating to qualifications and methods of recruitment of persons to All Pakistan Service, the civil services of the Federation and civil posts in connection with affairs of the Federation in Basic Scales 16 and above or equivalent. During FY 2022-2023, the Commission tendered its advice to various Ministries/ Divisions/ Departments on recruitment as under:-

Advice issued in Recruitment Rules/Cases (BS-16 & Above)	2022-23
Recruitment Rules verified prior to advertisements	312
Recruitment Rules approved	50
Fresh Recruitment Rules processed	52

## III. Quasi-Judicial Functions of the Commission

The Commission conducted interviews and personal hearings during FY 2022-2023 as under:

Centre	Candidates called for Interviews	Candidates called for Personal Hearings	Total
i. Islamabad	3271	442	3713
ii. Lahore	2488	296	2784
iii. Karachi	1125	237	1362
iv. Peshawar	739	112	851
v. Quetta	304	46	350
vi. GB	40	13	53
Total	7967	1146	9113



**PAKISTAN ACADEMY FOR RURAL DEVELOPMENT  
(PARD)**

## **PAKISTAN ACADEMY FOR RURAL DEVELOPMENT (PARA), PESHAWAR**

### **INTRODUCTION**

Pakistan Academy for Rural Development, Peshawar, established in 1957, is the oldest and premier national institution for in service/pre-service trainings and research in rural development administration to provide training to the officers of nation building departments as well as for C.S.P. and P.C.S. officers. The Academy is self-contained institute which has facilities of class rooms, a library cafeteria, hostels, guest houses and supporting infrastructure. Besides, conducting training courses for the officers of Federal and Provincial Governments including AJK, the Academy also imparting training courses to international participants drawn from Africa, Middle East, West Asia and Central Asia. These training courses are arranged under bilateral agreements of Government of Pakistan and international agencies such as UNICEF, UNDP, WHO, ILO, GIZ and GTZ. The Academy can extend these facilities to member countries of SAARC and Organization of Islamic Countries and other regions of the world, as Peshawar is the gate-way to the Central Asia. Due to its good performance in the field of human resource development, the Academy was rightly declared as **Center of Excellence for Human Resource Development, Research and Training by the United Nation's Economic and Social Commission for Asia and the Pacific in 1997.**

#### **Aim**

To conduct research and provide training in Rural Development Administration for the administrative and supervisory personnel of the federal and provincial services as well as those of Gilgit-Baltistan and AJK.

#### **Vision**

*“A Centre of Excellence in Training and Research to play pivotal role in Rural Development through capacity building of concerned service providers and stakeholders.”*

#### **Mission**

*“PARA is committed to Rural Development through research and capacity building of service providers and stakeholders.”*

#### **Major function**

Major Functions of the Academy include

- a. To impart in-service training to the administrators in development processes with special reference to rural development;
- b. Training of people from community and other organizations who can influence the process of rural development;
- c. Conduct research in the field of rural development and its administration in order to make the training realistic and meaningful;
- d. Experiment with new techniques of rural development by undertaking action research projects and after experimenting, pass them on to the concerned departments.

### **ROLE AND FUNCTIONS**

To conduct research and provide advanced training in rural development administration for the officers of nation-building departments as well as rural community.

### **GOALS**

S.No.	GOALS
01	Capacity building of Government officers in the area of rural development.
02	Arrange and conduct training for better service delivery in the area of rural and social development
03	Experimentation projects such as Fish Farming; Masjid Maktab; Agricultural Farm; Vocational Training Centre for Women; Nursery Raising, Tunnel Gardening, Trickle Irrigation and Small Hands etc.
04	Conduct social research in the field of rural development and local government.

## ACHIEVEMENTS

### 1. Trainings:

The Academy imparts in-service training in Rural Development and Administration to officials of the Federal, Provincial and Local Governments as well as the elected representatives of Local Governments, Farmers and personnel of NGOs. A variety of training courses, based on interdisciplinary approach of social sciences and designed to meet the emerging needs of rural development functionaries, are offered. Most of the courses are held on Academy campus whereas some, called off-campus courses, are organized at district headquarters in the four provinces as well as AJK and Gilgit Baltistan. The achievements of the training section are as under:

Province-wise Number of Participants Trained from Sep. 1959 to Sept. 25, 2023

Year	Khyber Pakhtunkhwa	Punjab	Sindh	Balochistan	Azad Kashmir	Gilgit-Baltistan/Fed. Govt.	Inter-National	H.Econ./Students	Misc./NGOs	Total
1959-80	2060	2215	967	478	115	176	103	366	-	6480
1981	36	50	15	12	9	-	-	-	-	122
1982	41	45	8	36	12	1	-	-	1	144
1983	33	43	14	7	13	27	-	-	-	137
1984	60	66	7	8	11	1	-	-	1	154
1985	68	55	42	11	35	29	1	-	-	241
1986	171	68	17	50	32	1	1	-	-	340
1987	413	83	43	37	6	5	-	-	18	605
1988	62	24	10	11	29	5	2	97	17	257
1989	43	18	18	13	4	1	9	113	43	262
1990	169	14	17	6	19	1	3	110	88	427
1991	21	7	42	30	6	2	6	-	-	114
1992	55	13	54	6	30	5	12	314	12	501
1993	74	22	12	16	45	2	-	-	-	171
1994	172	115	18	39	12	36	40	381	-	813
1995	719	352	163	113	75	35	53	164	-	1674
1996	317	280	78	63	102	30	17	16	14	917
1997	676	331	31	30	103	38	20	338	5	1572
1998	392	258	44	34	36	20	-	164	2	950
1999	316	238	80	27	43	32	-	167	17	920
2000	172	71	24	9	9	6	13	130	1	435
2001	637	148	25	31	19	36	-	124	18	1038
2002	732	163	33	23	40	55	-	137	94	1277
2003	750	188	90	64	25	56	-	4	159	1336

2004	676	350	54	82	-	10	-	162	91	1425
2005	663	158	57	71	10	15	-	228	214	1416
2006	607	103	79	36	14	8	5	20	54	926
2007	509	250	50	39	8	107	-	19	70	1052
2008	593	121	67	42	14	122	-	58	102	1119
2009	674	78	102	39	46	11		58	133	1141
2010	729	194	71	64	89	226		79	49	1501
2011	542	135	54	84	41	93		54	40	1043
2012	671	71	52	13	23	143	0	44	134	1151
2013	479	91	57	21	53	44	0	43	18	806
2014	753	41	78	77	53	51	0	10	0	1063
2015	782	50	13	101	15	14	0	0		975
2016	1546	55	13	19	13	220	0	0	0	1866
2017	814	91	14	11	13	14				957
2018	704	120	15	76	17	17				949
2019	947	62	12	9	25	5				1060
2020	504	38	90	12	14	6				664
2021	462	121	6	21	12	5				627
2022	675	76	6	17	18	33				825
2023	336	155	54	20	3	5				573
<b>Total</b>	<b>21855</b>	<b>7227</b>	<b>2796</b>	<b>2008</b>	<b>1311</b>	<b>1749</b>	<b>285</b>	<b>3400</b>	<b>1395</b>	<b>42026</b>
PARD Projects Staff Trained										<b>1798</b>
<b>GRAND TOTAL</b>										<b>43824</b>

During the period from July 2022 to June 2023, PARD targeted and conducted 23 training programmes in which a total of 681 officers representing various nation building departments from all over the country participated. As per the Academy's charter, the training programmes related to diverse themes of local government and rural development. Major focus was on capacity building programmes for various stakeholders. PARD developed the capacity to conduct online training programmes during the period.

Various training programmes were conducted in collaboration with other national and international organizations like KMU, SRU & Public Health. During the period July 2022 to June 2023, 681 numbers officers/officials were trained in various themes related to their jobs.

#### **Province-wise/Region-wise Breakup of Participants trained during July 2022 to June 2023**

No. of Courses	KP	Punjab	Sindh	Balochistan	AJK	Gilgit Baltistan	Federal Govt.	NGOs	Total No. of participants
<b>23</b>	467	131	39	26	06	06	06	-	<b>681</b>

**Details of PARD Training Programmes conducted during July 2022 to June 2023**

<b>S.No.</b>	<b>Programme Title</b>	<b>Period</b>	<b>No. of Participants</b>
1	Three-day Training Course on “File Income Tax Returns”	July 04-06, 2022	28
2	Four-day Training Course on “Climate change and Food Security in Pakistan	July 19-22,2022	29
3	One-day conference on “Media Management for Public Service Delivery”	August 17, 2022	69
4	Three-day Training course on “Water Resource Management: Issues and Way Forward”	August 29-31, 2022	28
5	Four-day Training course on “Social Research Methodology and Techniques”	Sept. 26-29, 2022	82
6	Three-day National Workshop on “Sustainable Rural Development”	Oct. 25-27, 2022	17
7	Two-day training course on “Orientation to Modern Communication Skills for ToT (Training of Trainers)”	Nov. 22-23, 2022	21
8	Three-day training on “Organizational Behavior & Work Ethics” in collaboration with KMU	Dec. 12-14, 2022	19
9	Four-day training on “Organizational Behavior & Work Ethics” in collaboration with KMU	Dec. 19-22, 2022	22
10	Five-day training on “Contemporary Approaches to Municipal Management”	Dec. 19-23, 2022	17
11	Two-day Capacity Building Training on “PCFMS & MB Writing” in collaboration with PHED	Dec. 21-22, 2022	20
12	Four-day training on “Organizational Behavior & Work Ethics” in collaboration with KMU	Dec. 26-29, 2022	28
13	Four-day training on “Organizational Behavior & Work Ethics” in collaboration with KMU	Jan. 02-05, 2023	28
14	Four-day training on “Organizational Behavior & Work Ethics” in collaboration with KMU	Feb. 14-17, 2023	27
15	Four-day online training course on “GIS as a Decision Support Tool”	March 06-09, 2023	31
16	Three-day online training course on “Management of Local Government System”	March 14-16, 2023	15
17	Four-day online training course on “Natural Resource Management”	March 27-30, 2023	22
18	Three-day online training course on “Formulation and Appraisal of Projects”	May 02-04, 2023	20
19	Three-day online training course on “Social Research Methodology and Techniques”	May 16-18, 2023	40
20	Three-day online training course on “An Orientation to E-Government”	May 23-25, 2023	25
21	Five-day online training on “ New Horizon of Agriculture, Smart/Modern Technology”	June 05-09, 2023	21
22	Four-day online training on “Transformational Leadership Skills and Motivation”	June 12-15, 2023	40
23	Three-day online training on “Disaster Management”	June 19-22, 2023	32
<b>Total</b>			<b>681</b>



## PAKISTAN PROVINCIAL SERVICES ACADEMY PESHAWAR

### INTRODUCTION

- Pakistan Provincial Services Academy (PPSA) was established in 1968 in the premises of Pakistan Academy for Rural Development (PARD) Peshawar, to provide pre-service training to PCS Officers of the four provinces including Northern Areas (Gilgit Baltistan).
- Pakistan Provincial Services Academy (PPSA) is governed by the Board of Governors, PARD (Secretary, Establishment Division, Islamabad as its Chairman).
- Pakistan Provincial Services Academy (PPSA) has trained Assistant Commissioners, Extra Assistant Commissioners, Section Officers, Excise & Taxation Officers, Deputy District Officers, Tehsildars & Naib Tehsildars etc.

Training Course	Duration
PMS	Six months
PCS	Four months
Tehsildars	Four months
Excise & Taxation Officers	Two months
Assistant Public Prosecutor	One month
Junior Command Course for DSPs	Three Month
Mid-Career Management Course Domain Specific Course	One Month

### COURSES DETAIL:

- Pakistan Provincial Services Academy (PPSA) has conducted different courses till August, 2023 as below:

S. No	Service Group	No Of courses	Total Participants
1.	Courses of Federal	03	56
2.	Courses of Assistant Commissioners / Extra Assistant Commissioners	61	1083
3.	Courses of Section Officers	13	169
4.	Courses of Excise & Taxation Officers (ETOs)	09	63
5.	Courses of Tehsildars & Naib-Tehsildars	09	182
6.	Courses of Provincial Management Service (PMS)	13	412
7.	Pre – Service Course for BSS & BCS Govt. Balochistan	06	126
8.	Junior Command for DSPs Courses KP	08	206
9.	Domain Specific Part of MCMC	05	100
<b>Grand Total</b>		<b>126</b>	<b>2397</b>

- In addition to Pre-Service Training, short courses (Nifaz-i-Sharia, PATA / FATA Administration, Magistrates etc.) were also conducted by the PPSA on different occasion.
- The number of participants trained at Pakistan Provincial Services Academy is 2397 till August, 2023.

## **RESEARCH**

Research is one of the basic functions of the Academy. It conducts research in the field of rural development and administration in order to make the training realistic and meaningful. The research studies/ projects are made more 'Problem Centered' in order to provide an opportunity to the instructional staff to remain in close touch with live issues of rural development being faced in the field. Following were the activities carried out during the period under report.

### **a) Academic Research**

- Four research studies on socio-economic issues related to rural development and administration have been completed during 2022-23.
- Four research articles have been contributed by PARD Faculty to National and International Journals
- Supervised 15 IRPs during the reported period of 2022-2023
- PARD publishes research based journal namely Journal of Rural Development and Administration (JORDA). It is a Higher Education Commission (HEC) recognized journal and has wide distribution.

### **b) Experimentation**

Experiment with new techniques of rural development by undertaking action research projects and after experimenting pass them on to the departments.

Following are the on-going experimentation projects of the Academy:

## **ACTION RESEARCH PROJECTS (EXPERIMENTATION)**

### **a. Vocational Training Centre for Women:**

Pakistan Academy for Rural Development (PARD) established an Industrial Center for Women inside PARD Campus in March 1966 with the objective to equip the Rural Girls and women in the skills of cutting, stitching (sewing) as well as hand embroidery in order to empower Rural Women financially and live their lives respectfully on self reliant basis. Later on, the industrial Center for women was renamed as Vocational Training Center for Women PARD. The Vocational Training Center (VTC) for Women PARD is affiliated/registered with the Skills Development Council Peshawar. The aforementioned Council had been giving free sewing machine to disabled women on the recommendation of the Competent Authority PARD.

Presently, Vocational Training Center for Women PARD is offering training in Fabric Painting, Glass Painting & Ribbon Embroidery. Currently, Vocational Training Center for Women PARD is staffed with One Lady Teachers regular and one peon/bulavi on daily wage basis. The number of students trained in embroidery, cutting, stitching (sewing) & drafting is **56** during the year 2022-2023.

### **b. IT and Skills Enhancement Training Courses at PARD High-Tech Skills Centre established in collaboration with NAVTTC**

PARD being one of the premier institutions of Pakistan works for the betterment of the community by providing free training opportunities to youth. Keeping in view the focus of the Federal Government, PARD initiated a skill based training project in 2021 in collaboration with NAVTTC in IT Sector. A High Tech Skills Centre (HTSC) has been established at PARD campus. HSTC cater the need of skilled based training for un-employed youth in collaboration with NAVTTC in providing operational budget for the HTSC. During the year 2022-23, two IT Courses (Batch III & IV) were

offered and completed, wherein 50 numbers of trainees were trained in web development and office management. Presently enrolment for batch-V training is underway.

## Special Outreach Initiatives

### a. Water Conservation

Pakistan Academy for Rural Development playing an expanding role not only in Research and Capacity building for Rural Development but is also setting best examples in resource management.

### b. Water Metering

The latest example of its socially responsible practices is metering of water usage at the Residential Colony of the Academy. Till 2018, like all other places, the Campus residents were paying the cost of water usage at a flat rate. This practice on one hand encourages wastage of water and on the other causes losses to public exchequer due to the difference between costs of and recovery from water supply. In order to address both issues, water meters have been installed at the residential units.

### c. Micro-Irrigation Systems Demonstration

Water conservation is direly needed in the country. To efficiently disseminate the message of water conservation and water saving, efforts were made to contact relevant organization discharge with the mandate of Water Management to install modern and smart micro-irrigation technologies at PARD Campus for the purpose of training of participants. In first phase Water Management Department Government of Khyber Pakhtunkhwa channeled all water courses at the PARD Farm and in second stage Zarai Tarqati Bank ZTBL Islamabad installed a full fledged Micro-Irrigation System to train farmers and other participants of different courses. Thus today all micro- irrigation tools including Drip irrigation technology, Sprinkle and rain gun technologies are available for training and demonstration purpose.

## Agricultural Farm

The PARD Agriculture Farm has contained over an area around 8 acre land. Five acres land is under Model Orchards established in close collaboration with Agriculture Research Institute Tarnab Peshawar. The land lay out plan is given below.

S.No	Fruit/Crop	Area	Income (Rs)
i.	Lemon Orchard-1	2.3 kanal (demolished due to newly constructed hostel)	During the year 2022-23 two field crops, fodder crops and one fruit crop generated a handsome income <b>Rs.3,511,910/-</b> during the financial year 2022-23.
ii.	Lemon Orchard -2	3 kanal (demolished due to newly constructed hostel)	
iii.	Pear Orchard	4.5 kanal	
iv.	Peach & Plum Orchard	15 kanal	
v.	Ornamental Nursery	1.7 kanal	
vi.	Persimmon Orchard	6.5 kanal	
vii.	Olive Orchard	4.0 Kanal	
viii.	Old Fish Pond	4 kanal utilized for wheat sowing.	
ix.	Open field for crops including Wheat, Maize, Barseem, Seasonal Vegetables and Fodder Crops	3 around acres	
<b>Total</b>		<b>65 kanal/ say 8 acre</b>	

Besides extended improvement in landscaping at the campus (lawns/ roads/grounds/plantations/ farm crops etc.), this section also maintained and developed Family Park for the residents of the PARD/NIM/PPSA.

Trimming of all Trees carried-out and auction of small tree branches/firewood and trees posing damage to infrastructure finalized and sold through open public auction.

Rabi crops like Wheat and Fodders grown, harvest/threshed over an area of 08-acre Farms at PARD in collaboration with NIFA, Peshawar and CCRI, Pirsabak, Nowshera during the year under report.

1. As per instruction by Director General NIM/PARD/PPSA, regarding improvement of the overall landscape plan and gap filling, the plantation drive 2023 has been carried out during March and April 2023 in which around more than **500 plants** of different species have been planted in the Campus.
2. Fruit Orchards has been sold out to successful bidder through auction with approval of the Competent Authority.
3. Seasonal Vegetables sale to staff on subsidized rate stand continued, which is alongside a value-added product of the farm.
4. An income amounting to **Rs. 3,511,910/-** during the financial year 2022-23 till June 2023 has been earned by this section and deposited in the relevant bank account of NBP, University Town Branch Peshawar. As compare to previous income statement of financial year 2021-22, the income of the year 2022-23 is much higher, which reflects the hard work of entire team under the leadership and managerial excellence of worthy Director General NIM/PARD/PPSA, Peshawar.

#### **RECOMMENDATIONS FOR IMPROVEMENT:**

- Linking up PARD training to the career planning of functionaries of Government line departments by making it mandatory for all the officers working in nation building departments. This will create a genuine training need/demand among the participants and make the capacity building programme being offered by the Academy more meaningful for the target clientele.
- Capacity building of PARD Faculty through a well-planned training programme enabling the Faculty to be exposed to new tools and techniques in the field of rural development;
- Fresh appointments are required in Training and Research Sections so that the primary objectives of PARD can be achieved by utilizing the human resources made available to PARD, otherwise it will become difficult for the PARD to achieve its targets.

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**SECRETARIAT TRAINING INSTITUTE  
(STI)**

## **SECRETARIAT TRAINING INSTITUTE (STI)**

### **INTRODUCTION**

Secretariat Training Institute (STI) was established in January 1956 at Karachi as an integral part of the Establishment Division. STI was declared an attached department of the Establishment Division on July 1, 1960 and is housed in its own building at H-9, Islamabad since December 1987. Primary mandate of the Institute is capacity building of Federal Government Employees. The training has two main streams i.e. Specialized Trainings and General Capacity Building. STI is the specialized training academy for CSS probationers belonging to Office Management Group (OMG) parallel with the mandate to conduct Domain Specific Training to the officers in BPS-18 attending Mid-Career Management Course (MCMC). Moreover, different capacity building courses are also designed and held round the year for officials and officers belonging to Federal Government.

### **VISION**

To develop Secretariat Training Institute as a Center of Excellence and a catalyst for change in the Public Sector.

### **MISSION**

To work with the public sector organizations for developing and delivering high quality need based training programs related to secretariat work as well as in the field of management, in order to build capacity, improve skills and bring attitudinal change among the government functionaries so that they are able to perform their duties in an efficient, effective and economical manner within the framework of law and to the satisfaction of the people.

### **ROLE AND FUNCTIONS**

Mandatory pre-service / in-service specialized training programs are designed for new entrants into Office Management Group and Domain Specific Training for the officers attending the Mid-Career Management Course on a full-time basis. Apart from initial training, importance of in-service / pre-service training is beyond any explanation. Therefore, the Institute, with focus to cater diversified training requirements of different Public Sector Organizations, arranges training courses relating to Rules of Business, Office Procedures, Management and Personality Development during the period under reference. These courses includes subjects like problem solving and decision making, Stress Management, promotion policy / rules, procurement rules and procedures, service laws & rules, Public Sector Management, budget Preparation and personal effectiveness etc. As regards training of staff (BS 1-16), STI is the primary organization for providing opportunity of skill enhancement to this category of employees in the Federal Government in the field of service laws / rules and English / Urdu stenography. STI also provides customized training to various Federal Government Organizations according to their needs and requirements as it has developed a reputation as Centre of Excellence in imparting knowledge on Secretariat Instructions, Rules of Business, Service Laws & Rules and Official Procedures.

As technical expertise to use Information Technology needs to be enhanced in Federal Government offices, the Institute has also given priority to Information Technology courses as mandatory part of its Annual Training Programme in order to enhance capacity of public sector employees to apply IT tools in the office management.

### **GOALS / TARGETS**

The activities of STI during Financial year 2022-2023 were carried out keeping in view following goals and targets.

i.	To bring attitudinal change and equip OMG probationers with basic knowledge and skills in Office Management enabling them to perform their jobs efficiently and effectively.
ii.	During the Domain Specific Training of Mid-Career Officers, the core competencies of evidence base decision making, problem solving skills and critical reasoning characteristics are specially emphasized, so that they can contribute significantly in :- <ul style="list-style-type: none"> <li>• Assisting Evidence based policy formulation.</li> <li>• Strategizing policy Implementation.</li> <li>• Analyzing Qualitative and Quantitative data/ information.</li> <li>• Managing all resources (tangible and intangible) including knowledge.</li> <li>• Team building.</li> </ul>
iii.	To impart knowledge and enhance skills of officers in various disciplines to prepare them for their organizational needs.
iv.	To upgrade the knowledge of the staff in Secretariat norms, practices, procedures and rules.
v.	To train officers and staff in the field of Information Technology.
vi.	To enhance skills of the staff in the areas of shorthand/typing. MIS and E-Government.
vii.	To organize courses for officers and staff in Daftri Urdu and Urdu Composing.
viii.	To enhance skills of the officers & staff to develop capacity in Urdu correspondence to meet the constitutional requirements.

### **EXECUTIVE PROGRAM (EP) WING**

- a) During the period 2022-23, EP Wing conducted three Domain Specific Trainings of 34<sup>th</sup>, 35<sup>th</sup> and 36<sup>th</sup> MCMC per following details:-

<b>Duration</b>		<b>No. of Weeks</b>	<b>No of participants</b>
<b>From</b>	<b>To</b>		
05-09-2022	30-09-2022	4	29
26-12-2022	20-01-2023	4	36
17-04-2023	12-05-2023	4	28

- b) During the period 2022-23, EP Wing conducted three Capacity Building Trainings Courses officers of BS-17 and above as per following details:-

<b>Duration</b>		<b>No. of Week</b>	<b>No of participants</b>
<b>From</b>	<b>To</b>		
13-02-2023	17-02-2023	1	50
13-03-2023	17-03-2023	1	45
20-03-2023	24-03-2023	1	16

### **MODULES OF MCMC**

1.	<p><b>Governance &amp; Administration: -</b></p> <ul style="list-style-type: none"> <li>• Constitution of Pakistan.</li> <li>• Public Policy and Governance.</li> <li>• Federal Legislative Process.</li> <li>• IMF Bailout Package.</li> <li>• Summaries for the President, Prime Minister and Cabinet.</li> <li>• Energy crises in Pakistan.</li> <li>• Corporate Governance Structure in State Owned Enterprises.</li> <li>• Climate Change in Pakistan.</li> <li>• Federal Taxation System in Pakistan.</li> <li>• Appointment, Promotion and Transfer Rules.</li> <li>• Secretariat Instructions.</li> <li>• Rule of Business- 1973.</li> <li>• How to Prepare Budget Estimates.</li> <li>• Financial Management and Act 2019.</li> <li>• Change Management.</li> <li>• Defence Policy of Pakistan.</li> <li>• Current Trade Regime Policy of Pakistan.</li> <li>• Ensuring Mental Health and safer environment at work place.</li> <li>• How to ask Smart Questions.</li> <li>• Analytical Writing.</li> <li>• Communication Skills.</li> <li>• Professional Ethics.</li> <li>• Civil Service Reforms.</li> <li>• Cyber Security.</li> <li>• Design Thinking.</li> <li>• Income Tax Return Filling.</li> </ul>
2.	<p><b>Finance &amp; Accounts :-</b></p> <ul style="list-style-type: none"> <li>• Economy of Pakistan.</li> <li>• Federal Taxation System in Pakistan.</li> <li>• Financial Management.</li> <li>• Income Tax Return Filing.</li> <li>• Budget Preparation.</li> </ul>
3.	<p><b>Information, Communication &amp; Technology:</b></p> <ul style="list-style-type: none"> <li>• MS. Office.</li> </ul>
4.	<p><b>Legislation</b></p> <ul style="list-style-type: none"> <li>• Constitution of Pakistan.</li> <li>• Legislative process in Pakistan.</li> </ul>
5.	<p><b>Interpersonal Skill :-</b></p> <ul style="list-style-type: none"> <li>• Analytical Writing.</li> <li>• Communication Skills.</li> <li>• How to Ask Smart Questions.</li> <li>• Social Media Platform.</li> <li>• Conflict Management.</li> </ul>
6.	<p><b>Leadership and Designed Thinking.</b></p>



7.	<b>Research Work</b> <ul style="list-style-type: none"> <li>• Rules of Business.</li> <li>• Secretariat Instructions.</li> <li>• A Guide to Performance Evaluation.</li> <li>• Appointment, Promotion, Transfer &amp; Conduct Rules, and Compendium of Pension Rules and Orders.</li> </ul>
8.	<b>Case Study:</b> <ul style="list-style-type: none"> <li>• How to conduct an inquiry.</li> </ul>
9.	<b>Simulation Exercise :</b> <ul style="list-style-type: none"> <li>• Performance of state owned enterprises and impact of corporate governance Rules.</li> </ul>
10.	<b>Sports and culture activities</b>

### OFFICE MANAGEMENT WING

During the period 2022-23, OMG Wing conducted 3 Specialized Training Programmes (STPs) of 49<sup>th</sup>, 50<sup>th</sup> Common Training Program (CTPs) and Section Officer Promotional Examination -2020 as per following details:-

CTP No.	STP No.	Duration		No. of Weeks	No of participants
		From	To		
49 <sup>TH</sup>	44 <sup>TH</sup>	21-03-2022	05-08-2022	20	13
50 <sup>TH</sup>	45 <sup>TH</sup>	26-04-2023	08-09-2023	20	31
SOPE-2020	2022	14-11-2022	03-02-2023	12	56

### COURSE CONTENTS OF STP

- Constitution of Pakistan 1973.
- Rules of Business 1973.
- Secretariat Instructions and Office Procedures.
- General Financial Rules.
- Services Laws and Rules.
- Government and Administration.
- Secretariat Noting and Drafting.
- Public Speaking.
- Inland Study Tour.
- Visit to National Assembly, Ministries/Divisions.

### STAFF DEVELOPMENT WING

Training imparted and activities performed by SD Wing during the period 2022-23 are tabulated as under:-

S.No.	Description of Course (s)	Number of	No. of
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		<b>Courses Conducted</b>	<b>participants</b>
i.	Office Procedures, Service Laws/Rules and Financial Rules including Ethics, Manners & Hospitality (BS-1 to 16)	15	970
ii.	English/Urdu Stenography	5	200
iii.	IT/Computer Courses (MS Office/Inpage Urdu).	9	510
iv.	Customized Training Programs/Courses	8	566
	<b>Total:</b>	<b>37</b>	<b>2246</b>

**OTHER ACTIVITIES:**

<b>S.No.</b>	<b>Detail of Activities</b>	<b>No. of participants / applicants</b>
1.	63 <sup>rd</sup> Proficiency Test for APS, Stenotypists & LDCs. for grant of Proficiency Allowance equivalent to Two Increments.	<b>222</b>
2.	64 <sup>th</sup> Proficiency Test for APS, Stenotypists & LDCs. for grant of Proficiency Allowance equivalent to Two Increments.	<b>203</b>
3.	Facilitated National Assembly Secretariat, Islamabad on their request to conduct typing test for promotion to the post of L.D.C	<b>03</b>
4.	Facilitated M/o Overseas Pakistanis and Human Resource Development, Islamabad on their request to conduct typing test for promotion to the post of L.D.C	<b>06</b>
5.	Facilitated M/o Overseas Pakistanis and Human Resource Development, Islamabad on their request to conduct written/skill tests in Short-hand typing for Assistants, APS and Stenotypst for selection CWA foreign mission abroad.	<b>26</b>



**NATIONAL SCHOOL OF PUBLIC POLICY  
(NSPP)**

## NATIONAL SCHOOL OF PUBLIC POLICY (NSPP)

### INTRODUCTION

The National School of Public Policy (NSPP) is mandated, by the Federal Government to impart training, research and education to the civil servants in Pakistan and also to the allied officers nominated by the friendly countries. In pursuance of its motto “Knowledge to serve the people”, the NSPP functions as the premier training institute of the country *for imparting skills to govern* to the participants of its various training programs conducted by the integral and constituent units across the country. It undertakes research in the field of public policy through its dedicated unit called National Institute of Public Policy (NIPP). It also offers skill development short training programs in the fields of public policy, leadership and management for the chief executives and senior officers of the public and private sector organizations in Pakistan through its Executive Development Institute (EDI). The collaboration with several world class universities and institutions of repute including Harvard Kennedy School has enabled the NSPP to further improve the quality of its teaching, training and research programs.

### **Functions of NSPP**

The key functions of the NSPP are:-

- i. To provide instruction, tuition, higher education, training, research, demonstration and service in such branches and disciplines of public administration, public policy, law, economics, finance, management sciences and any other relevant discipline to improve the service delivery.
- ii. To provide in-service training
- iii. To develop standards, conduct examinations and to award degrees, diplomas, certificates and other academic distinctions to persons who have been admitted to and have passed its examinations under prescribed conditions.
- iv. To serve as a research institute for the Federal Government on matters of public policy and to advise the Federal Government on such policy matters as are referred to it.

### **Details of Institutions of the NSPP and Programs**

The National Management College (NMC), Executive Development Institute (EDI) and National Institute of Public Policy (NIPP) are the Integral Units of NSPP. The National Institutes of Management (one each at Islamabad, Karachi, Lahore, Peshawar & Quetta) are its Constituent Units.

The mandatory in-service training courses i.e., Mid-Career Management Course (MCMC), Senior Management Course (SMC) and the National Management Course (NMC) are offered on the recommendations of the Establishment Division, Islamabad, at three levels as per seniority to qualify for promotion of civil servants to the next grades.

Mid-Career Management Course (MCMC) has been devised to bridge the training gap between Mid-Level and Senior Level. This course is conducted at National Institutes of Management for the officers in BS-18. The course being tactical in nature focuses on public service delivery at local level.

The Senior Management Course (SMC) is offered at the National Institutes of Management, Lahore, Karachi, Peshawar and Islamabad at the operational level for Basic Scale-19 officers so as to strategize policy implementation.

The National Management Course (NMC) takes place at the National Management College, Lahore for BS-20 officers. It requires the course participants to learn strategic skills and understand the factors bearing on formulation, implementation and perspective of policy making at the national level.

The Executive Development Institute (EDI), offers short courses to meet the learning needs of senior leaders of public and private sectors, engaged in legislation, law, business, executive, industry, journalism and academia.

The National Institute of Public Policy (NIPP) is a 'research institute for the Federal Government on matters of public policy'. It is growing well and focuses on emerging as a 'Think Tank' for the Government of Pakistan on Public policy-related issues and concerns. It has undertaken a number of wide-ranging research studies of national importance.

### **Programs offered by NSPP**

Following programs are offered by NSPP:-

- i) 10-Week Mid-Career Management Course for BS-18 officers at National Institute of Management located at Lahore, Karachi, Peshawar, Quetta and Islamabad.
- ii) 16-Week Senior Management Course for BS-19 officers at National Institute of Management located at Lahore, Karachi, Peshawar and Islamabad.
- iii) 18-Week National Management Course for BS-20 officers at National Management College, Lahore.

## **PERFORMANCE DURING 2022-23**

### **Board of Governors and Executive Committee**

The NSPP functions under the Board of Governors, headed by the President of the Islamic Republic of Pakistan. The affairs of the NSPP are managed through the BoGs and its Executive Committee. During the period under review, 21<sup>st</sup> and 22<sup>nd</sup> meeting of the Board of Governors of NSPP were held on 30.09.2022 and 02.03.2023. Furthermore, 32<sup>nd</sup>, 33<sup>rd</sup> and 34<sup>th</sup> meetings of the Executive Committee of the Board of Governors of NSPP were held on 25.07.2022, 12.08.2022 and 07.02.2023 respectively.

### **Education, Research & Training Achievements**

NSPP provides a congenial, conducive and creative environment to nurture advanced leadership qualities of the trainee officers at the National Management College, National Institutes of Management, National Institute of Public Policy and the Executive Development Institute. All the training programs have been designed to bring about distinct changes in the participant's knowledge, skills and attitudes, emphasizing the quality of thinking, quality of judgment and quality of decision making for better governance and improved public service delivery. Therefore, the focus of training during 2022-2023 has remained on pragmatic and strategic management skills, corresponding to improve governance on continuous basis.

It is pertinent to mention here that NSPP training programmes are being delivered in a hybrid mode. All units of NSPP have established standardized hi-tech studios for conducting online classes. Similarly, IT Wings at all the campuses have been upgraded in terms of staff and equipment to cater to the challenges of conducting online classes successfully.

The following Education Training and Research activities were accomplished effectively and in a befitting manner during the report period (1<sup>st</sup> July, 2022 to 30<sup>th</sup> June, 2023).

Objectives	Achievements			
	Institution	Course	Period	No. of Participants
<i>1. To provide in-service training to all the nominees of the Establishment Division at the Integral and Constituent Units of the NSPP.</i>	National Management College, Lahore	116 <sup>th</sup> NMC	9 <sup>th</sup> May to 9 <sup>th</sup> September 2022	51
		117 <sup>th</sup> NMC	24 <sup>th</sup> October, 2022 to 24 <sup>th</sup> February, 2023	52
		118 <sup>th</sup> NMC	10 <sup>th</sup> April to 11 <sup>th</sup> August, 2023	53
	National Institute of Management, Lahore.	31 <sup>st</sup> SMC	23 <sup>rd</sup> May to 9 <sup>th</sup> September, 2022	47
		32 <sup>nd</sup> SMC	7 <sup>th</sup> November, 2022 to 24 <sup>th</sup> February, 2023	49
		33 <sup>rd</sup> SMC	25 <sup>th</sup> April to 11 <sup>th</sup> August, 2023	48
		34 <sup>th</sup> MCMC	20 <sup>th</sup> June to 26 <sup>th</sup> August 2022	45
		35 <sup>th</sup> MCMC	17 <sup>th</sup> October to 23 <sup>rd</sup> December, 2022	55
		36 <sup>th</sup> MCMC	6 <sup>th</sup> February to 14 <sup>th</sup> April, 2023	54
		37 <sup>th</sup> MCMC	29 <sup>th</sup> May to 4 <sup>th</sup> August, 2023	31
	National Institute of Management, Islamabad	31 <sup>st</sup> SMC	23 <sup>rd</sup> May to 9 <sup>th</sup> September, 2022	33
		33 <sup>rd</sup> SMC	25 <sup>th</sup> April to 11 <sup>th</sup> August, 2023	43
		35 <sup>th</sup> MCMC	17 <sup>th</sup> October to 23 <sup>rd</sup> December, 2022	48
		36 <sup>th</sup> MCMC	6 <sup>th</sup> February to 14 <sup>th</sup> April, 2023	48
		37 <sup>th</sup> MCMC	29 <sup>th</sup> May to 4 <sup>th</sup> August, 2023	48
	National Institute of Management, Karachi.	31 <sup>st</sup> SMC	23 <sup>rd</sup> May to 9 <sup>th</sup> September, 2022	45
		32 <sup>nd</sup> SMC	7 <sup>th</sup> November 2022 to 24 <sup>th</sup> February, 2023	39
		33 <sup>rd</sup> SMC	25 <sup>th</sup> April to 11 <sup>th</sup> August, 2023	37
		34 <sup>th</sup> MCMC	20 <sup>th</sup> June to 26 <sup>th</sup> August 2022	45
		35 <sup>th</sup> MCMC	17 <sup>th</sup> October to 23 <sup>rd</sup> December, 2022	35
		36 <sup>th</sup> MCMC	6 <sup>th</sup> February to 14 <sup>th</sup> April, 2023	36
		37 <sup>th</sup> MCMC	29 <sup>th</sup> May to 4 <sup>th</sup> August, 2023	34

		MCMC		
	<i>National Institute of Management, Peshawar.</i>	31 <sup>st</sup> SMC	23 <sup>rd</sup> May to 9 <sup>th</sup> September, 2022	41
		32 <sup>nd</sup> SMC	7 <sup>th</sup> November 2022 to 24 <sup>th</sup> February, 2023	38
		33 <sup>rd</sup> SMC	25 <sup>th</sup> April to 11 <sup>th</sup> August, 2023	34
		34 <sup>th</sup> MCMC	20 <sup>th</sup> June to 26 <sup>th</sup> August 2022	45
		35 <sup>th</sup> MCMC	17 <sup>th</sup> October to 23 <sup>rd</sup> December, 2022	55
		36 <sup>th</sup> MCMC	6 <sup>th</sup> February to 14 <sup>th</sup> April, 2023	54
		37 <sup>th</sup> MCMC	29 <sup>th</sup> May to 4 <sup>th</sup> August, 2023	31
	<i>National Institute of Management, Quetta.</i>	34 <sup>th</sup> MCMC	20 <sup>th</sup> June to 26 <sup>th</sup> August 2022	43
		35 <sup>th</sup> MCMC	17 <sup>th</sup> October to 23 <sup>rd</sup> December, 2022	41
		36 <sup>th</sup> MCMC	6 <sup>th</sup> February to 14 <sup>th</sup> April, 2023	37
		37 <sup>th</sup> MCMC	29 <sup>th</sup> May to 4 <sup>th</sup> August, 2023	42
<b>Objectives</b>	<b>Achievements</b>			
	<b>Institution</b>	<b>Course</b>	<b>Period</b>	<b>No. of Participants</b>
<i>2. To conduct special programmes for the Federal and Provincial government employees in BS 21 and above which may also include nominees from the private sector and members of Federal and Provincial legislatures.</i>	<i>Executive Development Institute (EDI), Lahore</i>	Public Financial management (v), Online.	11 <sup>th</sup> -12 <sup>th</sup> August, 2022	23
		Civil Service Reforms and Change Management for Effective Service Delivery and Professionalism in Service: Lessons for South Africa and Pakistan.	27 <sup>th</sup> October, 2022	62
		Cyber Crime and PECA: Does it Draw the Right Balance Between Crime Control and the Rights of Citizens.	21 <sup>st</sup> December, 2022	120
		Impact of Climate Change: Pakistan's Experience with Climate Induced Disasters.	25 <sup>th</sup> -26 <sup>th</sup> January, 2023	28
		One Day Seminar on "International Climate Change Negotiations".	27 <sup>th</sup> January, 2023	36
		Webinar on "Culture as a tool to celebrate people's value system and sense of self"	08 <sup>th</sup> March, 2023	150

		Training Workshop on “Project Management”	03 <sup>rd</sup> -04 <sup>th</sup> May, 2023	35
The officers participated in programmes and procedures ( <i>Grand Total</i> ):				<b>454</b>
<b>National Institute of Public Policy (NIPP)</b>	The following research projects were completed during 2022-23			
	<b><u>Publications</u></b>			
	➤ Pakistan Administration A journal of NSPP. Two publications i.e., Volume 43 and Volume 44.			
	➤ NSPP Annual Report 2021.			
	➤ Compilation of NSPP Quarterly Newsletter (Jan-March, 2023 & April-June, 2023).			
	<b><u>Policy/Research Paper</u></b>			
	➤ Future of Employees Social Security Institutions (ESSI) in Pakistan. (Dr. Saif Ullah Khalid and Ms. Kalsoom Saqib)			
	➤ Social Protection in Pakistan: Past, Present and Future. (Dr. Safdar A Sohail and Ms. Neha Malik)			
	➤ Cash Transfer Research at a Dead end in Pakistan (Ms. Ambreen Ashfaq.)			
	➤ Going Green with Lean Manufacturing in Pakistan (Dr. Sumreen Khalil)			
	<b><u>Conference</u></b>			
	➤ NSPP 1 <sup>st</sup> Public Policy Conference (PPC) held on September 19-20, 2022			

National School of Public Policy has successfully concluded its academic activity and training courses during the specified report period. NSPP has also effectively overcome the challenges faced in the wake of COVID-19 pandemic. The training programmes were delivered in a hybrid mode. We pray to Almighty Allah to help us to efficaciously continue NSPP’s mission of improving governance through effective capacity building of public servants.





**CIVIL SERVICES ACADEMY  
(CSA)**

## **CIVIL SERVICES ACADEMY (CSA)**

### **COMMON TRAINING PROGRAMME (CTP)**

#### **1. HISTORY OF CSA**

The Civil Services Academy was established in 1948 for training of the fresh entrants to the Pakistan Administrative Service (PAS) and was originally named “The Pakistan Administrative Service Academy”. Since then, it has undergone many changes in organizational structure and location. With the adoption of the Civil Service of Pakistan (CSP) Resolution, the Academy was renamed “The Civil Service Academy.”

2. After the Administrative Reforms of 1973, it was decided to organize a Common Training Programme (CTP) for all fresh entrants to various Central Superior Services (renamed as Occupational Groups). The Civil Services Academy and the Finance Services Academy were merged for this purpose. The merged institution was renamed “The Academy for Administrative Training” (AAT). This name was changed to Civil Services Academy by the President of Pakistan during his visit to the Academy on 1<sup>st</sup> November, 1981.

#### **2. AIMS AND OBJECTIVES OF CTP**

CTP aims to develop Probationary Officers into civil servants, enabling them to perform their duties judiciously and effectively in accordance with law. Its objectives are:

- i.** To promote harmony amongst the probationary officers belonging to various regions and federal services of Pakistan.
- ii.** To facilitate an understanding of the social, political, economic, administrative and national security related issues that confront Pakistan.
- iii.** To equip the probationary officers with basic knowledge and management skills required for their future responsibilities.
- iv.** To sensitize the probationary officers about the need for integrity, discipline, objectivity and effectiveness for optimization of public value and providing improved service delivery to the people – particularly the poor and the disadvantaged.
- v.** To enable the probationary officers to play their role as future leaders within the civil service of Pakistan.
- vi.** To achieve the course aim and objectives, the CTP focuses on inculcating the core competencies of evidence based decision making and problem solving in its participants.

### 3. AREAS OF STUDY

<b>Academic</b> Public Sector Management Public Sector Economics Government & Society in Pakistan Government Procedure & Management Information Technology	<b>Co-Curricular Activities</b> Finding Solutions for Poverty: Learning from Community (LFC) Learning from History (LFH) Learning from Nature (LFN) Public Speaking Current Issue Presentation Book Review Sports Small Arms Training
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#### 50<sup>TH</sup> CTP

The probationary officers of 50<sup>th</sup> Common Training Programme (CTP) completed their CTP at Walton Campus on 14<sup>th</sup> April, 2023 and moved onwards for their Specialized Training to their respective Specialized Training Institutes (STIs). Schedule of the activities undertaken by the probationers during CTP.

The breakup of Province/Region and gender allocation of 50<sup>th</sup> CTP is as under:

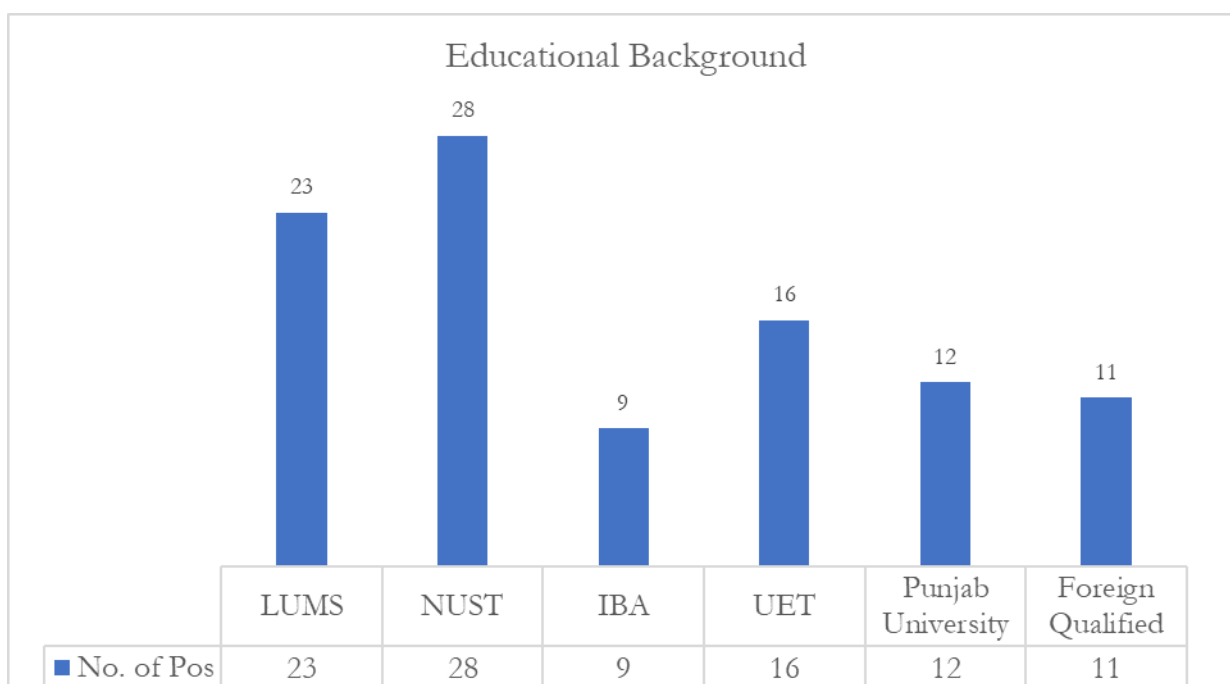
Province/ Region	Gender Wise Breakup				Male	Female
	Female	Male	Total	Overall % of Batch		
<b>Punjab</b>	43	67	110	55	60.91	39.09
<b>Sindh</b>	16	40	56	28	71.43	28.57
<b>KPK</b>	5	15	20	10	75	25
<b>Baluchistan</b>		7	7	3.5	100	0
<b>G.B.</b>	2	2	4	2	50	50
<b>Fata</b>	1	1	2	1	50	50
<b>AJK</b>	1		1	0.5	0	100
<b>Total</b>	<b>68</b>	<b>132</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>

The breakup of Province/Region, gender allocation and occupational group of 50<sup>th</sup> CTP is as under:

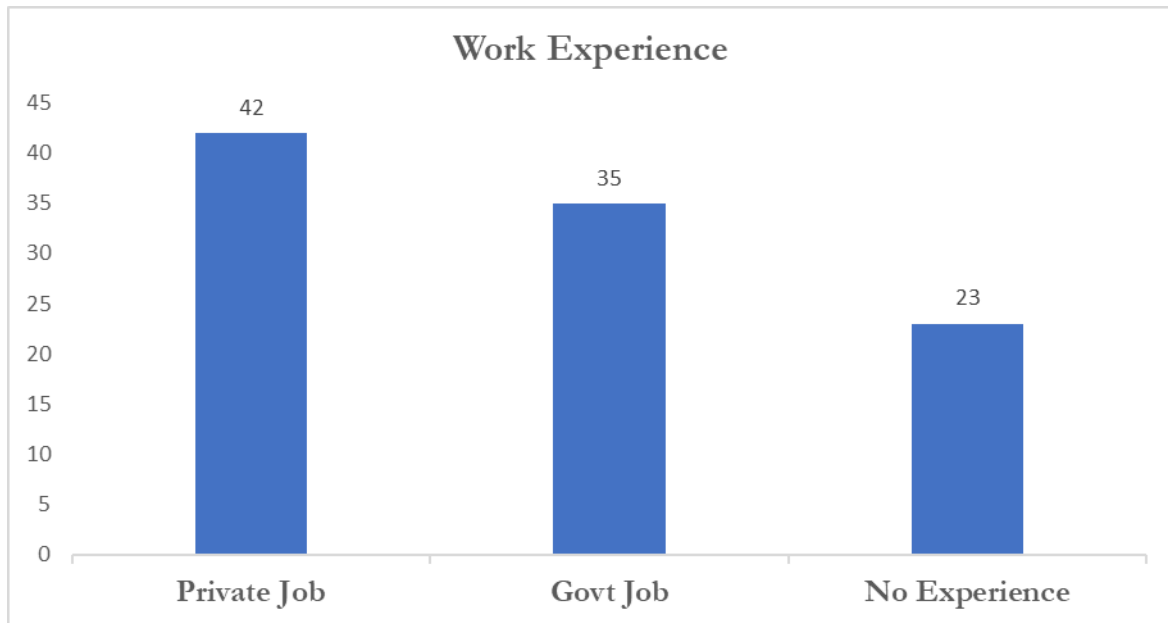
In terms of academic qualifications, the probationary officers, like all other previous batches, came from a diverse educational background. 99 probationary officers constituting 49.5 % of the 50<sup>th</sup>

Occupational Groups	Punjab		Sindh		KPK		Balochistan		Azad Kashmir		G.B / Fata		Total
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
Commerce & Trade Group	-	-	-	3	-	-	-	-	-	-	-	-	3
Foreign Service of Pakistan	4	8	1	5	2	2	-	1	-	-	-	-	23
Information Group	5	-	-	-	-	-	-	-	-	-	1	-	6
Inland Revenue Service	8	7	1	4	-	2	-	2	-	-	1	-	25
Military Lands & Cantonments Group	-	-	-	1	-	1	-	-	-	-	-	-	2
Office Management Group	7	9	2	9	1	1	-	-	-	-	-	1	30
Pakistan Administrative Service	2	18	3	3	1	3	-	2	1	-	1	-	34
Pakistan Audit & Accounts Service	3	6	3	1	-	2	-	-	-	-	-	-	15
Pakistan Customs Service	7	4	2	4	-	1	-	1	-	-	-	-	19
Police Service of Pakistan	2	13	1	8	-	2	-	1	-	-	-	2	29
Postal Group	4	1	1	-	1	-	-	-	-	-	-	-	7
Railways (Commercial & Transportation) Group	1	1	2	2	-	1	-	-	-	-	-	-	7
<b>Grand Total</b>	<b>43</b>	<b>67</b>	<b>16</b>	<b>40</b>	<b>5</b>	<b>15</b>		<b>7</b>	<b>1</b>		<b>3</b>	<b>3</b>	<b>200</b>

CTP had completed degrees from some prestigious institutions at national level such as LUMS, NUST, IBA, UET and Punjab University.



Around 42% probationary officers of the 50<sup>th</sup> CTP had work experience in Private Sector Job, 35% had worked in Public Sector and only 23% had no prior work experience.



### Co-Curricular Activities

#### A. LEARNING FROM COMMUNITY (LFC)

##### i. Introduction

Civil Services has been subjected to severe criticism for non-performance and indifference towards problems faced by common man of the country. Although pre-service training at Civil Services Academy focuses on bringing desired attitudinal change required for their transformation from college students to responsible civil servants, however, it is strongly felt that unless the probationary officers see for themselves the issues faced by the poor common man in the areas of health, education, environment, sanitation etc. they will not be able to understand the gravity of the problems and contribute efficiently and effectively towards bringing about desired change. This field experience is also aimed for developing better understanding of requirements of Sustainable Development Goals (SDGs) and reasons of Pakistan lagging behind the set targets. The exercise is conducted right at the onset of the CTP. Probationary Officers are briefed about the objectives and requirement of exercise and are then sent to the selected households.

##### ii. Aims & Objectives

- To sensitize / provide first hand opportunity to observe/ experience life of common man living in poverty.
- To create empathy and compassion among the probationary officers.

##### iii. Learning Outcomes

- To analyze and suggest out of box solutions to improve condition of common man.
- To understand the bottlenecks in current Government policies which an impediment in achieving targets set out in SDGs.
- To develop necessary skills for carrying out action research and writing case study.

## **B. LEARNING FROM HISTORY (LFH)**

### **i. Aim & Objectives**

- Learning by doing
- Practical application of theories of Public Sector Management

### **ii. Learning outcomes**

- Leadership
- Time Management & Team Work
- Financial Management
- Negotiation Skills
- Decision Making.

## **C. LEARNING FROM NATURE (LFN)**

Learning from Nature was a group activity. All the groups undertook the exercise to explore nature. The purpose was to walk to different parks/places located in Lahore.

### **i. Learning outcomes**

- Time Management
- Team Work
- Environment Awareness
- Knowing Flora & Fauna.

## **D. PUBLIC SPEAKING**

Exercise was carried out in 50<sup>th</sup> CTP in order to instill confidence among probationary officers. The objective behind this activity is to improve oratory skills of probationary officers and help them learn about various issues in Pakistan and worldwide from different perspectives.

## **E. CURRENT ISSUES PRESENTATION**

Presentation on current issues was an important graded activity of 50 CTP. The rationale behind this activity was to improve analytical skills and knowledge of probationary officers and to inculcate spirit of tolerance among them.

## **F. CSA CLUBS**

Civil Services Academy aims to foster all round development of a probationary officer. Accordingly, they are encouraged to partake in co-curricular activities to encourage intellectual, physical and social development. During the 50<sup>th</sup> CTP, several clubs including Music, Singing, Painting, Pottery, Calligraphy, Dramatics and Sculpture were created and each probationary officer chose to be part of a club of interest to them.

## **G. BOOK REVIEW**

Each probationer / group of probationers is assigned a book on general topic for review Books reviewed are as under:

- i. Jinnah: Creator of Pakistan by Hector Bolitho
- ii. Grey Wolf: An intimate study of a Dictator by Mustafa Kemal
- iii. Mission Economy: A Moonshot Guide to Changing Capitalism by Mariana Mazzucato
- iv. Siddharta: an Indian tale by Hermann Hesse
- v. JUSTICE: What's the right thing to do? by Michael J. Sandel
- vi. How China Escaped the Poverty Trap by Yuen Yuen Ang

## H. EXTENSION LECTURES

Extension Lectures were delivered on selected topics by experienced administrators and distinguished speakers who have achieved eminence in their respective fields of specialization. In 50<sup>th</sup> CTP, CSA invited following Guest Speakers:

- i. Mr. Jourdain Vaillant, Expert of French National Institute of Public Service for lecture on SDG-13: Climate Change and its Framework.
- ii. Mr. Mohyuddin Ahmad Wani, Chief Secretary, Gilgit Baltistan, for lecture on GB Governance with a new Perspective.
- iii. Mr. Ali Kemal, Chief SDG's, Ministry of Planning, Development & Special Initiatives and Planning Commission for a Talk on SDGs framework.
- iv. Mr. Shahid Nadeem, Executive Director, Ajoka Theatre to deliver a lecture on Drama vs Reality.
- v. Mr. Aamir Mumtaz held a lecture on Banishing Bureaucracy: Reinventing Government.
- vi. Mr. Muhammad Kashif Mushtaq Kanju, DIG Technical Procurement, Punjab gave a lecture on Performance Enhancement Model.
- vii. Dr. Ishtiaq Ahmed, Professor Emeritus, Stockholm University, Sweden gave a lecture on Re-Imagining the Foundations of Pakistan.
- viii. Syed Tariq Fatemi, Special Assistant to the Prime Minister (Coordination) gave a lecture on Pakistan's Foreign Relations.
- ix. Madam Arifa Saboohi, former Director General CSA gave a lecture on Professional Ethic.

## I. SPORTS

All possible arrangements were made to cater to the physical well-being of probationary officers by making sufficient facilities available to them for sports and physical training. In this regard, the main objective was to provide an environment for maintaining good health, inculcating team spirit and character building. Sports was a mandatory activity. The Academy offered facilities for the following games for male and female probationers:

### i. Individual Games

- Badminton
- Table Tennis
- Lawn Tennis

### ii. Group Games

- Football
- Cricket
- Volleyball

In addition to these, indoor facilities for Snooker and Squash will also be available. There is a Gymnasium for physical exercise in the Academy.

#### **J. PUNJAB SPORTS BOARD**

While CSA encourages probationary officers to participate in different graded sports activities for which an ample in-house space and opportunity is available at Walton campus, CSA also feels that there is a need to expose the officers to international standards of coaching and competition along with an opportunity to spend some time at some world class sports environment. Keeping this in mind, an intensive sports module for the probationary officers of 50<sup>th</sup> CTP was designed to be held at the Punjab Sports Complex from December 26<sup>th</sup> to 30<sup>th</sup> December, 2022.

#### **K. SMALL ARMS TRAINING**

The aim of the training is to provide probationary officers various opportunities to link theory with practice. In this regard to acquaint the Probationary Officers with key concepts of handling of small arms, a small arms training was organized.

#### **L. PASSING OUT CEREMONY**

The Final Passing out Ceremony of the 50<sup>th</sup> CTP was held on 14<sup>th</sup> April, 2023. Mr. Muhammad Baligh Ur Rehman, Governor of Punjab was the Chief Guest.

### **SCHEDULE OF ACTIVITIES FOR 50<sup>TH</sup> COMMON TRAINING PROGRAMME (CTP)**

<b>Activities</b>	<b>Period/Duration</b>
Duration of CTP	Monday, 14 <sup>th</sup> November, 2022 to Friday, 14 <sup>th</sup> April, 2023
Charge Assumption	Monday, 14 <sup>th</sup> November, 2022

<b>First Term</b>	<b>15<sup>th</sup> November , 2022 to Friday, 6<sup>th</sup> January, 2023</b>
Orientation Days & Briefing on Community Work	Tuesday, 15 <sup>th</sup> November & Wednesday, 16 <sup>th</sup> November, 2022
Finding Solutions for Poverty – Learning from Community	Thursday, 17 <sup>th</sup> November, 2022 to Friday, 2 <sup>nd</sup> December, 2022
Presentations by Thematic Groups Finding Solutions for Poverty – Learning from Community	Monday, 5 <sup>th</sup> December, 2022 & Tuesday, 6 <sup>th</sup> December, 2022
Group Interviews by Director General	Wednesday, 7 <sup>th</sup> December, 2022 to Friday, 9 <sup>th</sup> December, 2022
Learning from History	Monday, 12 <sup>th</sup> December, 2022
De-Briefing on Learning from History	Tuesday, 13 <sup>th</sup> December, 2022
Learning from Nature	Wednesday, 14 <sup>th</sup> December, 2022



De-Briefing on Learning from Nature	Thursday, 15 <sup>th</sup> December, 2022
Lessons to be learnt from fall of Dhaka	Friday, 16 <sup>th</sup> December, 2022
Sports Activities at Punjab Sports Complex (Team Work, Leadership-Workshop)	Monday, 19 <sup>th</sup> December, 2022 to Friday, 23 <sup>rd</sup> December, 2022
Emotional Intelligence, Mental wellbeing	Monday, 26 <sup>th</sup> December, 2022 to Friday, 30 <sup>th</sup> December, 2022
Classes commence + Sports Activities + Club Activities + Cultural Nights + Sports Gala + Book Review + Current Issue Presentations	Monday, 2 <sup>nd</sup> January, 2023 to Friday, 6 <sup>th</sup> January, 2023

<b>Second Term</b>	<b>Monday, 16<sup>th</sup> January, 2023 to Friday, 14<sup>th</sup> April, 2023</b>
Classes commence + Sports Activities + Club Activities + Cultural Nights + Sports Gala + Book Review + Current Issue Presentations	Monday, 16 <sup>th</sup> January, 2023 to Wednesday 5 <sup>th</sup> April, 2023
Final Examination	Thursday, 6 <sup>th</sup> April, 2023 & Friday, 7 <sup>th</sup> April, 2023
Interviews by DG, CSA	Monday, 10 <sup>th</sup> April, 2023 & Tuesday, 11 <sup>th</sup> April, 2023
Clearance / Passing Out Rehearsal	Wednesday, 12 <sup>th</sup> April, 2023 & Thursday, 13 <sup>th</sup> April, 2023
<b>Passing out Ceremony</b>	<b>Friday, 14<sup>th</sup> April, 2023</b>

## **SPECIALIZED TRAINING PROGRAMME (STP)**

### **1. History of PAS Campus (CSA)**

The Specialized Training Programme (STP) for the Pakistan Administrative Service (PAS) is organized by the Civil Services Academy at its PAS Campus, Lahore. The Academy was established at its present location in 1950 to train officers newly recruited to the then Civil Service of Pakistan (CSP), a corps of professionally trained administrators whose members performed their duties as Assistant Commissioners, Deputy Commissioners and Commissioners in the field and also held positions in the Federal and Provincial Secretariats. In 2012, DMG was renamed as Pakistan Administrative Service (PAS). So far 45 DMG/PAS Specialized Training Programmes have been organized by the Civil Services Academy.

### **2. Aims and Objectives of STP**

The STP aims to develop probationary officers into capable and proactive civil servants in the true spirit, enabling them to perform their duties judiciously and effectively in accordance with law. The core component of the training programme is the impartation of professional knowledge and skills to the probationary officers, with a special focus on the Sustainable Development Goals (SDGs). An equally critical aspect of the training is to foster an understanding of the ethos of public service. In more granular form, the STP is designed to:

- a. Afford a clear insight into the social, economic, institutional and administrative environment that forms the broad context within which the civil bureaucracy functions;
- b. Develop a clear perspective concerning the functions, responsibilities and duties of PAS officers in relation to the demands and requirements of public service;
- c. Bring about an attitudinal change in the officers to ensure that their working is impartial, transparent, responsive, accountable and participatory;
- d. Inculcate the time-honored norms and values of public service such as: dedication to duty; an impartial application of rules and law; a concern for fairness and equity; a commitment to the protection of the public interest and promotion of the commonweal; high standards of personal integrity and probity; humility in conduct; and a sense of being accountable for the preservation of professional ethics;
- e. Prepare PAS officers to undertake multidimensional leadership roles.

The Civil Services Academy, PAS Campus imparts pre-service training which consists of two phases

- (i) Specialized Training at PAS Campus and
- (ii) field training in the districts, commonly known as District Under Training (UT) Programme. Satisfactory completion of both parts is a prerequisite for completion of the probationary period.

### 3. Areas of Study

I) Core Subjects	II) Supportive Subjects
a. Public Governance b. District Administration & Local Government c. Revenue Administration d. Right to Property e. Financial Management f. Sustainable Development g. Sustainable Cities & Communities h. Sustainable communities and Rural Areas i. Climate Action j. Human Rights: The National and International Statutory Framework k. QSO, PPC and Procedural Laws	a) Regional Languages b) Syndicate Work / Selected Readings; etc.

### 4. Feature of the 45<sup>th</sup> Specialized Training Programme

The 45<sup>th</sup> Specialized Training Program (STP) of Pakistan Administrative Service (PAS) commenced on 15<sup>th</sup> March, 2022. The programme was designed for 44 weeks and thus continued till 14<sup>th</sup> January, 2023. Schedule of activities is as under:-

A total number of 40 officers of Pakistan Administrative Service officers joined the training programme out of the 40 probationary officers, 30 % were female. Number of female officers in the service is on the rise and much beyond the 10% female quota.

The 45<sup>th</sup> STP had representation from all over Pakistan. The breakup of Province/Region, gender and provincial allocation of 45<sup>th</sup> STP as under:

Province/ Region	Gender Wise Breakup				Male	Female	Provincial allocation
	Male	Female	Total	Overall % of Batch			
Punjab	17	7	24	60	70.83	29.17	5
Sindh (R&U)	3	3	6	15	50	50	19
KPK	4	0	4	10	100	0	9
Balochistan	3	0	3	7.50	100	0	1
G.B.	1	1	2	5	50	50	6
AJK	0	1	1	2.50	0	100	0
<b>Total</b>	<b>28</b>	<b>12</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40</b>

Four probationary officers were inducted in PAS from Armed Forces. Two from the Pakistan Army, two from the Pakistan Air Force.

The average age of the probationary officers at the time of joining the STP was 28 years. In terms of academic qualifications, the probationary officers, like all other previous batches, came from a diverse educational background. However, 14 probationary officers constituting 35 % of the 45<sup>th</sup> STP has degrees from some prestigious institutions at national and international levels such as LUMS, IBA, NUST and other foreign university.

Around 82.50% probationary officers of the 45<sup>th</sup> STP-PAS had prior work experience. Out of these, 55% of the probationary officers had work experience in public sector whereas 17.50% had

worked in the private sector. The number of officers joining PAS with work experience has substantially increased over the years.

## **2. Achievements during the Year 2022-23**

45<sup>th</sup> Specialized Training Programme (STP) was successfully conducted from 15<sup>th</sup> March, 2022 to 14<sup>th</sup> January, 2023 wherein 40 officers of the Pakistan Administrative Service were trained.

46<sup>th</sup> Specialized Training Program (STP) of Pakistan Administrative Service (PAS) which started on 14<sup>th</sup> April, 2023 is currently in progress and 36 officers are participating in this programme, 27 % are female. The breakup of Province/Region, gender and provincial allocation of 46<sup>th</sup> STP is as under:

Province / Region	Gender Wise Breakup				Male %	Female %	Provincial Allocation
	Male	Female	Total	Overall % of Batch			
Punjab	17	4	21	58.33	80.95	19.05	10
Sindh (R&U)	3	3	6	16.66	50	50	10
Khyber Pakhtunkhawa	3	2	5	13.88	60	40	9
Balochistan	2	0	2	5.55	100	0	6
AJK	0	1	1	2.77	0	100	-
ICT	1	0	1	2.77	100	0	-
GB	0	0	0	0	0	0	1
<b>Total:</b>	<b>26</b>	<b>10</b>	<b>36</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>36</b>

Four probationary officers were inducted in PAS from Armed Forces. Three from the Pakistan Army, one from the Pakistan Navy.

### **Activities Undertaken by Programme Wing during the year 2022-23**

During the 45<sup>th</sup> Specialized Training Programme the following new initiatives were introduced in the training programme in order to improve its quality and to make it comparable with any other similar international training program:

#### **Key Events**

##### **Orientation and Campus Tour**

The 45<sup>th</sup> specialized training program started off with probationary officers seated on floor mats placed on the green lawns of the PAS campus. The Director General gave a briefing to orient the officers regarding the principles and core areas of focus of the STP. Subsequently, the officers had a tour of the PAS Campus.

**Field Visits was an important activity to develop understanding of field training during STP which included:**

The very first field visit of the STP provided the officers an opportunity to interact with the highest offices of the Punjab Government and Administration. Hosted by the Chief Secretary at the

historic Darbar Hall of the Civil Secretariat, the probationary officers were given presentations by the Secretaries of the S&GAD,P&D,IT and various other departments of the Punjab Government. This informative session was followed by a visit to the Punjab Archives housed in the Tomb of Anarkali.

### **Meeting with Chief Secretary Punjab**

The probationary officers visited the Civil Secretariat , Lahore and interacted with the CS, Punjab followed by a visit to the Punjab Archives, Tomb of Anarkali, Civil Secretariat, Lahore

### **Visit to Central Police Office, Lahore**

Probationary officers visited the Central Police Office, Lahore and interacted with the senior officers of the Punjab Police. The officers were apprised of various problems being faced in the domain of policing and law enforcement, as well as the coordination between police and district administration.

### **Attending Proceedings at the Lahore High Court**

A brilliant opportunity was afforded to the probationary officers, where they got to witness court proceedings conducted by the Chief Justice of Lahore High Court at the historic Courtroom 1. Officers got to see how writ proceedings are practically conducted, allowing them to link knowledge from the classroom to the actual practice.

### **Meeting with Chairman P&D**

At the Planning & Development Board, Punjab, probationary officers were apprised of the conceptual and practical details of the Punjab Annual Development Program. Presentations of various experts exposed probationary officers to a number of development projects being conducted by P&D.

### **Visit to Punjab Safe Cities Authority**

Probationary officers spent a few hours at the Punjab Safe Cities Authority and witnessed how technology can be leveraged for public service delivery.

### **First acquaintance with Disaster Management**

The aim of the training regime designed at PAS campus is to provide probationary officers varied opportunities to link theory with practice. In this regard, to acquaint the POs with key concepts of Disaster Management, a research project was assigned to POs whereby they were required to draft Multi-Hazard Vulnerability and Risk Assessment (MHVRA) documents for their districts of origin.

Following this research assignment, POs were again sent into the field to see how Disaster Management is being conducted in practice. A visit to the Provincial Disaster Management Authority of Punjab (PDMA Punjab) was organized on the 8<sup>th</sup> of May 2022. Probationary officers interacted with the Director General of PDMA and asked various questions which had emerged from their research into MHVRA of various districts.

The findings from both theory and practice were condensed and presented by the POs in subsequent sessions at PAS Campus.

### **Understanding Ramzan Bazaars and Price Control**

A Ramzan Bazar visit was planned for the Probationary officers of the 45<sup>th</sup> STP under the supervision of AC Model Town and AC Cantt. The one-day exercise offered a great first-hand learning experience to the POs who discovered how various stakeholders come together and interact to set up a successful Bazar to ensure the provision of subsidy to the common man. The concepts of Market Committees, Agriculture Fair Price Shops, wheat procurement cycles, etc. were explored in detail. An

evaluation session by the respective ACs a few days later brought this well planned exercise to its successful end.

### **Interfaith Harmony: A visit of PAS Probationers to Gurdwara Dera Sahab and Samadhi Ranjit Singh**

Probationary officers of the 45<sup>th</sup>STP visited two important sites for Sikhism in Lahore on Saturday 21<sup>st</sup>May,2022. The sites chosen were the Gurdwara Derasahab and Samadhi of Ranjit Singh; and the aim of the visit was to appreciate interfaith harmony and cooperation being manifested in the multicultural milieu of Lahore. The sites have been cared for by Muslim caretakers since partition and there is a close collaboration between Sikhs and Muslims for the maintenance and proper functioning of the complex. Muslim Rababi musicians were present inside the samadhi to present Gurbaani, reciting excerpts from Guru Granth Sahab, the holy book and living Guru of Sikhism. Religious proceedings inside the samaadhi were halted in respect of the azaan, when the Muslim call to prayer was heard from the nearby Badshahi masjid. Sikh community leaders warmly welcomed the probationary officers, apprised them of the Sikh faith and also served langar in the langar hall as a token of respect for their guests. Their warm hospitality and openness to share their faith made the entire experience enjoyable, worthwhile and full of learning.

### **Meeting with Administrator Metropolitan Corporation Lahore in the historic Lahore Town Hall**

The Probationary officers visited Lahore Town Hall to have a detailed discussion with Deputy Commissioner Lahore, Mr. Umer Sher Chattha, on the various working of Metropolitan Corporation Lahore. The structure of the organization, its resource-base as well as the various projects being conducted by MCL were discussed in detail during the visit. The POs also got to witness an extraordinary e-governance initiative at the E-Khidmat Markaz inside the Town Hall complex.

### **Land Revenue Workshop: Mapping Masavis!**

One of the hands-on activities during the 45<sup>th</sup>STP, was the workshop organized in collaboration with the Punjab Revenue Academy. Probationary officers were tasked with designing a full-fledged masavi (field map) of the PAS Campus. Probationary officers were seen running around the campus with measuring tape to assess different measurements of the land area of the campus. Once measurements were made, the POs then drew accurate maps of the campus on actual Masavis provided by the Punjab Revenue Academy. POs learnt how to assess the area of the land using conversions from feet to karam; and then from square feet to Kanals and Marlas.

### **Primer on Public Policy Analysis**

Dr. Saeed Shafqat, Head of the Centre for Public Policy and Governance spoke to the probationary officers about the principles of public policy analysis. The lecture provided guidance to the POs on how they would be going about their own public policy analyses in upcoming assignments. For this purpose, the whole batch of 45<sup>th</sup>STP probationary officers was divided into 8 groups consisting of 5 probationers each to work on the following areas:

Sr. No.	Areas of Policy Analysis
1	Climate and Water
2	Food Security

3	Gender Security
4	Population and migration
5	Health Security
6	Internal Security
7	Securing our Economic Future
8	National Cohesion

## **New Initiative**

### **Civil Services Academy signs Declaration of Intent with United Nations**

In furtherance of the global Sustainable Development Goals and Pakistan's Vision 2025, Civil Services Academy and the United Nations (represented by the Office of the Resident Coordinator in the Islamic Republic of Pakistan) signed a Declaration of Intent on the 13<sup>th</sup> of January 2022.

The cooperation document was signed as part of the United Nations Sustainable Development Cooperation Framework (UNSDCF) and through UN's SDG Partnership Flagship Program. Partnership and collaboration is intended in the areas of Knowledge Enhancement, Capacity Development and Curriculum Improvement.

### **PAS Campus collaborates with Punjab Revenue Academy: Memorandum of Understanding signed**

PAS Campus and the Punjab Revenue Academy, Board of Revenue Punjab entered into a collaboration for the advancement of Revenue Training, Capacity Building and Research in March 2022. Both agreed, to carry out joint research in the areas of Land Revenue Administration, taxation, digitization of public services, public policy, governance, skills and human resource development. The purpose is to help formulate and suggest comprehensive policies, programs and training modules for the practicable and effective carrying out of research in Land Revenue Administration and other aforementioned fields.

### **Education Attachment**

Civil Services Academy, PAS Campus is laying great emphasis on field attachment of officers. Therefore, the probationary officers were attached with primary, middle and high schools in remote tehsils of South Punjab for a week. They were attached as teachers with public schools as part of their Specialized Training Programme from 27.08.2022 to 3.09.2022.

### **Flood Attachment**

Civil Services Academy approached the Establishment Division to attach the probationary officers of 45<sup>th</sup> STP- PAS in the worst flood hit areas in the provinces of Balochistan, Sindh, KPK and Punjab for a period of one month which was later extended for another one month.

### **Aims of the Flood Attachment**

The aim of this initiative by the Civil Services Academy was to play an active part in the national relief work and provide probationary officers with an opportunity for hands-on experience to participate in disaster management and rehabilitation work. This will also sensitize the probationary officers with the intricacies of problem solving and service delivery.

### **COUNTRY STUDY TOURS PROGRAMMES**

As part of STP, a mini Country Study Tour (CST) was scheduled. The CST provided ample exposure to the probationary officers of district, provincial and federal government functioning.

### **PASSING OUT CEREMONY**

The Final Passing out Ceremony of the 45<sup>th</sup> STP was held on 14.01.2023. Mr. Muhammad Shahbaz Sharif, Prime Minister of Pakistan was the Chief Guest.

### **Features of the 46<sup>th</sup> Specialized Training Programme**

The probationary officers of 46<sup>th</sup> Specialized Training Program (STP) of Pakistan Administrative Service (PAS) completed 50<sup>th</sup> Common Training Program (CTP) at Walton Campus, Civil Services Academy (CSA) and assumed charge at PAS Campus for their STP on 14<sup>th</sup> April, 2023.

The average age of the probationary officers at the time of joining the STP was 28 years. In terms of academic qualifications, the probationary officers, like all other previous batches, came from a diverse educational background. However, 17 probationary officers constituting 47 % of the 46<sup>th</sup> STP has degrees from some prestigious institutions at national and international levels such as LUMS, IBA, NUST and other foreign university.

Around 78% probationary officers of the 46<sup>th</sup> STP-PAS had prior work experience. Out of these, 53% of the probationary officers had work experience in public sector whereas 25% had worked in the private sector. The number of officers joining PAS with work experience has substantially

## **2. Activities Undertaken by Programme Wing PAS Campus during the year 2022-23**

During the 46<sup>th</sup> Specialized Training Programme the following new initiatives were introduced in the training programme in order to improve its quality and to make it comparable with any other similar international training program:

### **Key Events**

#### **Orientation and Campus Tour**

The 45<sup>th</sup> specialized training program started off with probationary officers seated on floor mats placed on the green lawns of the PAS campus. The Director General gave a briefing to orient the officers regarding the principles and core areas of focus of the STP. Subsequently, the officers had a tour of the PAS Campus.

#### **Field Visits**

#### **Placement Of Probationary Officers Of 46<sup>th</sup> STP Of Pakistan Administrative Service In Sub-Districts Of Lahore For Special Ramzan Package Attachment**

The Probationary officers of the 46<sup>th</sup> STP were attached under the supervision of AC Model Town and AC Cantt. AC City, AC Shalimar and AC Raiwind to study the Special Ramzan package for two days. The two days exercise offered a great first hand learning experience to the POs who discovered



how various stakeholders come together and interact to set-up a successful special package to ensure the provision of subsidy to the common man. An evaluation session by the Deputy Commissioner, Lahore, a few days later, brought this well planned exercise to its successful end.

### **Meeting with Chief Secretary Punjab followed by a visit to the Punjab Archives, Tomb of Anarkali, Civil Secretariat, Lahore**

The very first field visit of the STP provided the officers an opportunity to interact with the highest offices of the Punjab Government and Administration. Hosted by the Chief Secretary at the historic Darbar Hall of the Civil Secretariat, the probationary officers were given presentations by the Secretaries of the S&GAD, P&D,IT and various other departments of the Punjab Government. This informative session was followed by a visit to the Punjab Archives housed in the Tomb of Anarkali.

### **Small Arms Training**

The aim of the training is to provide probationary officers with an opportunity to experience and learn weapon handling specially small arms in view of ongoing security situation in the country.

### **Muharram Attachment (26.07.2023 to 29.07.2023)**

Muharram arrangement is an integral part of the District Administration's responsibilities geared towards ensuring peaceful conduct of Muharram without any untoward incident. In order to acquaint the probationary officers with the arrangements during the first 10 days of Muharram, probationary officers were divided into smaller groups and sent to the following districts to give them an exposure to Muharram duties during these days:

- Lahore
- Sheikhpura
- Kasur
- Faisalabad
- Jhang
- Chiniot

On their return from the Muharram Attachment, the probationary officers made group presentations which were mostly reviewed by the practitioners of Pakistan Administrative Service, namely, Mr. Muhammad Ali Randhwa, Commissioner, Lahore Division, and D.G. CSA.

### **A visit to Multan and Bahawalpur Divisions.**

As part of the Specialized Training Programme, a visit to South Punjab (Multan & Bahawalpur Divisions) was conducted from 12<sup>th</sup> August, 2023 to 19<sup>th</sup> August, 2023.

On their return from the above visit, the probationary officers made group presentations which were mostly reviewed by the practitioners of Pakistan Administrative Service, namely, Mr. Asif

Ali Farrukh, Director General Religious Affairs, Auqaf Department, Lahore Commissioner, Lahore Division, and Ms. Ammara Khan, Provincial Coordinator, DAFPAK-PSSD Project foreign and Commonwealth Development office (FCDO) UK Government.

### **Southern Areas Country Study Tour Programme**

As part of STP, a Southern Areas Country Study Tour (CST) was scheduled on 22<sup>nd</sup> October, 2023 to 29<sup>th</sup> October, 2023. Groups were formed for writing synopsis and making presentations on return from the CST. The activities were completed as per plan. The CST provided ample exposure to the

probationary officers of district, provincial and federal government functioning. The objective of the CST is developing probationary officers' understanding of the administrative set up and major governance/public policy issues at Federal and Provincial levels and providing an opportunity to understand culture and cultural heritage as well as law & order situation in provinces/regions visited; and Studying inter-departmental relationship and coordination in various tiers of government.

### **DOMAIN SPECIFIC MID-CAREER MANAGEMENT COURSE (DSMCMC)**

The Pakistan Administrative Service (PAS) Campus plays a pivotal role in nurturing and enhancing the capabilities of civil servants in Pakistan. Beyond its traditional Specialized Training Programme (STP) for probationary officers, the PAS Campus has undertaken an essential additional mandate - to conduct Domain Specific Mid-Career Management Courses (DSMCMC) for officers of PAS prior to their promotion from BS-18 to 19. This initiative seeks to empower mid-career officers with specialized knowledge and skills to effectively contribute to policy-making and implementation.

Since December 2020, the MCMC Wing of PAS Campus has conducted a total of seven Domain Specific MCMCs. The first two courses were conducted online and followed a pattern similar to the training imparted at the National Institutes of Management (NIMS). However, from December 2021, there was a significant shift in the training approach. This transformation was influenced by a Training Needs Analysis (TNA) held at the Civil Services Academy (CSA) Walton. The focus shifted to the critical role of PAS officers in evidence-based policy making, setting the stage for the third DSMCMC as a pilot project.

The PAS Campus has forged valuable collaborations with several key stakeholders to ensure the success and impact of these Domain Specific MCMCs. These partnerships have significantly enriched the training curriculum and experience. The collaborating institutions and organizations include:

**United Nations Resident Coordinator's Office (UNRCO), Pakistan:** The UNRCO in Pakistan brings a wealth of international expertise and resources to enhance the understanding of global issues and best practices in governance and development.

**Center for Public Policy and Governance (CPPG), FCCU, Lahore:** This collaboration leverages the academic expertise of FCCU's CPPG to provide a strong foundation in public policy analysis and governance.

**Lahore University of Management Sciences (LUMS), Lahore:** LUMS, a renowned institution in Pakistan, contributes to the training with academic rigor and contemporary insights into management and policy issues.

**Punjab Economic Research Institute (PERI), Government of Punjab, Lahore:** PERI, as a government institution, offers access to valuable data, research, and resources related to the economic landscape of Punjab, enriching the training content with a regional perspective.

**Punjab Public Private Partnership Authority, Lahore:** The collaboration with the Punjab PPP Authority brings forth the intricacies of public-private partnerships and the role they play in policy implementation.

**United Nations Department of Economic and Social Affairs (UNDESA):** UNDESA's involvement ensures access to global best practices, research, and insights into economic and social affairs, thereby broadening the horizons of policy understanding.

These collaborations have greatly enriched the training experience and have positioned PAS officers to be well-equipped for the dynamic and complex challenges of policy-making and implementation in Pakistan. The

Domain Specific MCMCs are a testament to the commitment of PAS Campus to nurturing a cadre of civil servants who are well-prepared and competent in contributing to the development and governance of the nation.

## **AIM AND SCOPE OF DOMAIN SPECIFIC MCMC**

### **Aim**

To equip the participants with suitable skills required for maximum realization of goals during new phase of their professional career by understanding various aspects of evidence based policy formulation through localization of internationally adopted best practices of sustainable development.

### **Scope**

- 1) To equip participants with apposite skills in public policy frameworks.
- 2) To help participants understand group dynamics and research methodologies.
- 3) To provide hands-on experience in performing their roles as policy makers.
- 4) To discuss case studies on public sector reforms with the view of enhancing participants' knowledge from the best practices around the world that could either be replicated or used with certain modifications.
- 5) To inculcate the value of community service and learning through sharing each other's experiences of public service.

## **Training Methodology and Modules**

### **Training Methodology:**

While fully grasping the true spirit of this split and learning from the experience of past batches, management of PAS Campus realized that mere repetition of the same topics taught at NIM would not suffice the training needs of the officers at the threshold of next phase of their professional life. In order to equip them with adequate knowledge of evidence-based policy making, it was decided to give them hands on experience through making them work on Policy Papers which paves the way for critical thinking amongst the trainees and helps in analysis policies to come up with alternative policy proposals. In this respect following methodologies were adopted to fulfill the purpose:

- I. Group work.
- II. Groups select topics derived from main theme of Climate Action / Living Indus River Initiative and sub-theme of PPP.
- III. Each group is supervised/guided by external and Directing Advisors.
- IV. Lectures Discussions, Case Studies, Workshops, Key Note Lectures relevant to the topics are conducted by the renowned guest speakers with the purpose to feed the groups for their research work on policy papers.
- V. Individual and group presentation.

### **Modules:**

Module 1: Public Sector Transformation - UNSDCF 2023-27

- Module 2: Changing the Mindset Toolkit - UN DESA
- Module 3: PPP Solution & Financial Analysis.
- Module 4: Public Sector Management & Governance.
- Module –5: Research - Evidence Based Policy Formulation.
- Module 6: Peer Sharing: Learning from Experience.

## **OBJECTIVE OF THE MODULES:**

### **Module 1: Public Sector Transformation - UNSDCF 2023-27**

The objective of this module is to make the officers of Pakistan Administrative Service (PAS) understand the true spirit of Sustainable Development Goals (SDGs) and provide them adequate knowledge to help them benefit from the localization of these goals for effective public service delivery. The focus will be on stakeholders' analysis, identification of cross-cuttings and mapping the SDGs.

### **Module 2: Changing the Mindsets Toolkit - UN DESA**

Objective of this module is to provide necessary knowledge and tools to understand the concept of the 2030 Agenda and to implement its goals. This workshop will cover topics such as the importance of the 2030 Agenda, the challenges facing Pakistan in achieving its goals, the importance of changing mindsets in public institutions, and the strategies that can be used to promote effective implementation of the 2030 Agenda. Attendees will also be provided with resources that they can use to help them understand various skill sets to bring about change in their respective organizations.

### **Module 3: PPP Solution & Financial Analysis**

The objective of this module is to develop an understanding of theoretical & practical basis of the policy implementation during projects of public private partnership.

### **Module 4: Public Sector Management & Governance**

The objective of this module is to develop an understanding of the theoretical & practical framework of public sector management & governance. A number of renowned practitioners and government functionaries of relevant experience would be invited to deliver lectures on various topics of Public Sector Management & Governance.

### **Module 5: Research - Evidence Based Policy Formulation**

The objective of this module is to enable/guide the officers to write a policy paper on topics linked with public policy and basic themes of the training by analyzing the current state of affairs, identifying the underlying causes and assessing potential policy options. Through this exercise, the officers will be able to offer specific recommendations or solutions to address the identified problems based on research findings, expert opinions or best practices. This activity will allow the participants to harness their skills for evidence based public policy formulation.

### **Module 6: Peer Sharing: Learning from Experience**

The main objective of this module is to learn through field experience of other participants in different provinces/regions and to develop their professional skills through peer sharing in order to improve public service delivery and administrative role in field.

As a result of above training regime, PAS Campus produced the following research works as Policy Papers:

- I. Good Health and Well Being SDG 3.
- II. Street Vending: Secure Livelihoods and Sustainable Cities SDG 8.
- III. Sustainability of Lahore: How can city meet its SDG 11 Target.
- IV. Zero Plastic Waste Cities Along Indus River: Sensitization and Awareness on Separation of Plastic Waste Through Behavioral Change Intervention in Students at Elementary Level School Level in Faisalabad City.
- V. Intervention to introduce an e-marketplace and barter financing model for livestock and cultural commodities in DG Khan.
- VI. Nature based & Climate Resilient Agriculture: Introducing latest technologies to achieve climate resilient rice cultivation through Public Private Partnership in Sheikhpura.
- VII. Controlling /Manipulating work hours (staggered) to decrease traffic congestion, and subsequently carbon emission in Lahore city
- VIII. Urban Forests Along the Indus: Assisting Communities in Sustainable Forest Management of urban forestation through Public Private Partnerships along River Ravi in Lahore.
- IX. Revitalising Ecotourism in Punjab: A Case Study of Soon Valley.
- X. Sustainable Ground Water Governance in Lahore.
- XI. Rainwater Harvesting for Protecting Biodiversity and Climate Resilient Agriculture: A Policy for integrated Freshwater Community Ponds in Potohar Region of Northern Punjab.
- XII. From Greenhouse Gases to Sustainability: Tackling Transport Greenhouse Gas Emissions in Lahore.

Detail of the DSMCMCs conducted at PAS Campus is as under:

Course No.	Course Period	No. of Participants	Male	Female	Nature of Course
1 <sup>ST</sup>	14 <sup>th</sup> Dec.2020 to 08 <sup>th</sup> Jan.2021	19	13	06	03 weeks on line 4 <sup>th</sup> week in- person.
2 <sup>ND</sup>	12 <sup>th</sup> April 2021 to 07 <sup>th</sup> May 2021	16	08	08	On line for 4 week due to Covid
3 <sup>RD</sup>	20 <sup>th</sup> Dec.2021 to 14 <sup>th</sup> Jan 2022	19 PAS 03 DMS GB	16	06	In- Person
4 <sup>TH</sup>	26 <sup>th</sup> Sep.2022 to 21 <sup>st</sup> Oct.2022	12	11	1	In-Person
5 <sup>TH</sup>	23 <sup>rd</sup> Jan. 2023 to 17 <sup>th</sup> Feb.2023	24	17	7	In- Person
6 <sup>TH</sup>	22 <sup>nd</sup> May 2023 to 16 <sup>th</sup> June 2023	24	19	5	In- Person
7 <sup>TH</sup>	7 <sup>th</sup> Aug 2023 to 1 <sup>st</sup> Sep. 2023	20	17	3	In-Person
	<b>Total</b>	<b>137</b>	<b>101</b>	<b>36</b>	



**STAFF WELFARE ORGANIZATION  
(SWO)**

## **STAFF WELFARE ORGANIZATION (SWO)**

### **INTRODUCTION**

Staff Welfare Organization is an Attached Department of Establishment Division setup to look after exclusively the welfare needs of Federal Government Employees and their Dependents through provision of welfare services under the four broader categories; Direct Financial assistance, Indirect Financial Assistance, Other Welfare Services and Recreational Facilities. It has a countrywide setup with Headquarter at Islamabad and Regional Offices at four provincial capitals i.e. Lahore, Karachi, Peshawar and Quetta. As per annual Statistical Bulletin **2020-21** published by the PPARC Establishment Division, this Organization caters for the welfare needs of about **519,050** Federal Government Employees. If the average family size is assumed as **5**, the number of potential beneficiaries goes upto **2,595,250**.

### **ROLE AND FUNCTIONS:**

Efficiency of a good public administration depends on how best the organization is operating the administrative machinery for the benefit of its clientele. The Staff Welfare Organization's functions are regulated through a charter which has recently been revised and comprises of the following broader areas:-

- (i) Assess needs and problems of the Federal Government Employees receiving their salaries from Civil Estimates.
- (ii) Initiate and execute schemes designed to promote the general well-being of the Federal Government Employees in collaboration with the public/private entities.
- (iii) Provide educational assistance through Award of Stipends to the school, college and university going children of Federal Government Employees studying only in government owned institutions.
- (iv) Establish Ladies Industrial Homes and Vocational Training Centres to train/equip the wives /daughters of the Federal Government Employees in various handicrafts and skills enabling them to earn their livelihood and contribute to the household kitty.
- (v) Provide emergency relief (in cash) to low-paid F.G Employees in the event of such distress as T.B., prolonged illness or death in the family and to rehabilitate the disabled Federal Government Employees and their dependents through provision of various rehabilitation Aids in kind.
- (vi) Setup Multi-Purpose Community Centers to provide platform to the Federal Government Employees and their Dependents for organizing social, cultural and indoor sports activities and entertainment programs as well as for mobilizing voluntary efforts of the Government Servants for the solution of their community problems on self-help basis.
- (vii) Provide the facility of Holiday Homes and picnic resorts to the Federal Government Employees and their dependents for recreation during their leisure time.
- (viii) Provide Libraries/E-Libraries for the intellectual development of the FGEs' and their family members.

- (ix) Establish the Grievances Cell for handling of complaints from the FGEs in the matter of such amenities as transport, supply of Water, Electricity, Gas Fuel etc.
- (x) Provide shelter accommodation to newly appointed/transferred Federal Government Employees (Male & Female).

**ACHIEVEMENTS DURING THE YEAR 2022-23**

Target	Achievements
01	<b>Ambulance, Mortuary Van and Coaster Service:</b> The ambulance service is provided to the Federal Government employees and their family members in case of illness to pick and drop to hospital/residence. The <del>Overall Rs.100 million</del> <b>General Stipend Award</b> <del>Rs.75.738 Million</del> <b>Rs.2.917 Million</b> was disbursed against the <del>25791</del> <b>1818</b> applications of FGEs/dependents under this scheme; Karachi and Quetta. It works within the municipal limits of these cities. <b>General Stipend Award</b> <del>Rs.75.738 Million</del> <b>Rs.2.917 Million</b> was disbursed to <del>23830</del> <b>1818</b> employees/dependents under the general award scheme during the year from residence to native town within a radius of <b>350 K.M.</b> In order to facilitate the F.G. Employees, coaster service is being provided at Islamabad and Lahore for marriage functions within a radius of <b>500 K.M.</b> Disbursed <b>Rs.2.345 million</b> to <b>143</b> Huffaz-e-Quran who completed their Hifz upto the age of 20 years.
02	<b>Federal Staff Relief Fund 22-23</b> <b>1014</b> F.G. Employees availed Ambulance Service, <b>66</b> Mortuary Van Service <del>Rs.372.505 Million</del> <b>Rs.0.2091 Million</b> and <del>Rs.0.1986 Million</del> <b>Rs.0.1986 Million</b> were disbursed to <del>60</del> <b>60</b> dependents of Federal Government employees in case of self-death. Disbursed <b>Rs.10.5 million</b> to <b>1060</b> Federal Government employees in case of dependent-death.
08	<b>Vocational and Trade Training Centre:</b> <b>2177</b> Federal Government employees and their dependents availed the facility of training in the skills of typing, shorthand and basic computer courses in <b>11</b> Vocational/Trade <del>Rs.2.257 million</del> <b>Rs.0.2934 million</b> to <b>199</b> FGEs for purchase of optical <del>Rs.0.2934 million</del> <b>Rs.0.2934 million</b> for purchase of optical
03	<b>Rehabilitation Aid:</b> <b>2</b> at Islamabad, <b>4</b> at Lahore, <b>3</b> at Karachi, one each at Peshawar and Quetta. <b>Rs.3.326</b> <del>Overall Rs.3.5974 million</del> <b>Rs.3.326</b> Million was generated as revenue.
09	<b>Provided 30 Wheel Chairs and 2 tri-cycles at 10 Centers</b> <del>Rs.0.5895 Million</del> <b>Rs.0.5895 Million</b> to <b>62</b> FGEs/dependents. These <del>Community Centers</del> <b>Community Centers</b> were set up to provide <del>Rs.0.2055 million</del> <b>Rs.0.2055 million</b> to Family Foundation Rawalpindi and Mayo Hospital Lahore for development of <b>12</b> FGEs/dependents. <b>110</b> Hearing Aids attached at <del>Rs.2.75M</del> <b>Rs.2.75M</b> at <b>110</b> FGEs/Dependents at Karachi and one at Quetta.
04	<b>Day Care Centre:</b> <b>14</b> children of working women benefited from the facility of Day Care Centre throughout the year at Islamabad and this activity generated non tax revenue of <b>Rs.0.118 Million</b> . Membership of indoor games held in community centers remained as <del>4562</del> <b>4562</b> and <b>Rs.0.111 million</b> earned as
10	<b>Holiday Homes:</b> Rest and Recreation Facility was provided to the families of <b>1471</b> FGEs at SWO Holiday <del>Rs.3.934 million</del> <b>Rs.3.934 million</b> as revenue during
05	<b>Hostel for Federal Government Female Employees:</b> SWO Established this Hostel to provide the facility of shelter accommodation for the females newly Appointed/Transferred at Islamabad/Rawalpindi from different parts of the country and to encourage women to join Government Service and thus help to supplement their
06	<b>Ladies Industrial Homes:</b> The aim of this scheme is to impart training in useful and market oriented skills such as <del>Rs.922 million</del> <b>Rs.922 million</b> the female dependents of Federal Government employees. LIH at Islamabad has
11	<b>Sports and Cultural Activities:</b> short duration, healthy, leisure time activities like computer courses, Beautician Courses, Handicraft work which are of great help in supplementing the income of the families. These courses and tournaments were arranged by staff welfare organization, Islamabad, Lahore, Peshawar, Karachi and Quetta. A large number of Federal Government employees and their dependents participated in these <del>Rs.1.599 million</del> <b>Rs.1.599 million</b> were earned as revenue. <b>Work-order-centers:</b> Two work-order-centers are established one each at Islamabad and Peshawar to enable the female dependents of FGEs to earn their livelihood and support their families' income. During the year <del>2258</del> <b>2258</b> work-orders were booked and a revenue to the tune of <b>Rs.0.1466 Million</b> was earned.
	Cultural programs were also arranged at Regional Offices of Staff Welfare Organization to increase the harmony and positive mental approach of the Federal Government Employees and their dependents, to celebrate National days and Religious festivals. Total <b>21</b> numbers of Cultural Programs were held.
12	<b>Libraries:</b> An amount of <b>Rs.0.105 million</b> generated from <b>7</b> Libraries of SWO located <b>2</b> at Islamabad, <b>2</b> at Lahore one each at Peshawar, Karachi and Quetta. <b>2336</b> library members availed the facility of Reading room and benefitted from issuance of books, magazines etc. this year.
13	Various complaints were redressed by the Staff Welfare Organization during the year <b>2022-23</b> received at Pakistan Citizen Portal.



### **Initiatives during the Year**

- i. SWO proposed the following projects for funding through PSDP during 2023-24:

<b>Sr#</b>	<b>Name of Project</b>
1.	Construction of Multipurpose Community Centre at I-8 Markaz, Islamabad
2.	Construction of Multi-Purpose Community Centre Pakistan Mint Colony, Lahore
3.	Construction of Holiday Homes Sandspit, Karachi
4.	Construction of Hostel for Federal Government Employees (Officers/Officials) (Phase-I) SH: Hostel BlockH-8/4, Islamabad.

The Standing Committee on Cabinet Secretariat, in its meeting held on 28-02-2023 kept pending these PSDP proposals of SWO for the year 2023-24 due to financial Constraints in the country and the projects shall again be placed before the committee for funding during the F.Y.2024-25.

ii. **Taken over of illegally occupied Petrol Pump Plot located at Karachi from PSO/Contractor.**

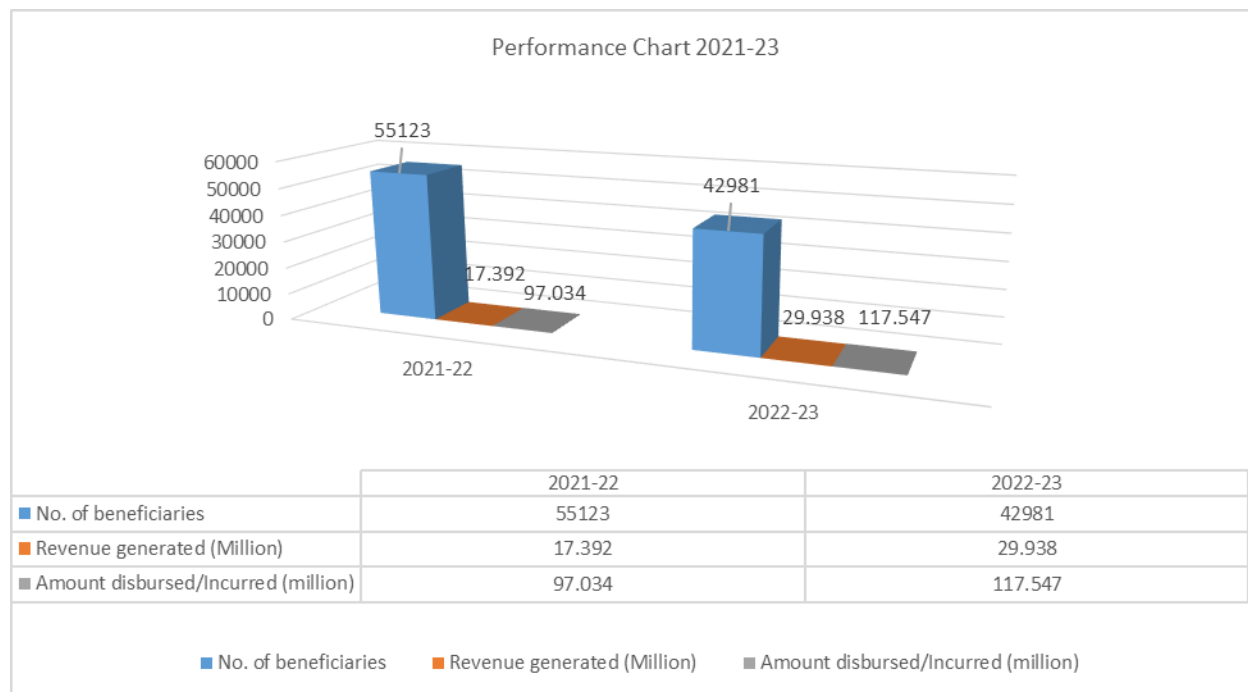
The said plot was allotted to the SWO in 1962 to generate funds for financing the welfare schemes. SWO signed a lease agreement with the PSO from 1963-1993 to run that Petrol Pump on payment of monthly rent. However, the said premises remained illegally occupied by the PSO/dealer and was finally vacated on 12-10-2022. During the F.Y 2022-23 SWO attempted to auction the tenancy rights of this Plot on 06-06-2023 but SWO had to postpone the process due to stay order issued by the Sindh High Court Karachi on 02-06-2023.

### **ANALYSIS OF ACHIEVEMENTS AND TARGETS**

The SWO performance during the F.Y.2022-23 with respect to the preceding year can be summed up as under:

Staff Welfare Organization provided welfare services to 42,981 beneficiaries during the F.Y.2022-23 which is about **1.474 %** less than the preceding year. However, the non-tax revenue generated from these services has shown a significant increase of almost 100%. Likewise, the amount

disbursed in cash/kind for the direct wellbeing of the FGEs was also increased by 20.513 M as compared to the preceding year:



The decline in the number of beneficiaries during the year is mainly attributed for excluding the wards of FGEs studying in the private educational institutions as per recommendation of PMIC from the scope of the Stipend Scheme so as to make it need based with increased stipend amount. The Multi-Purpose Community Centers also remained underutilized mainly due to depleted condition of SWO Buildings.

Repair and maintenance of SWO Buildings is primarily mandate of PWD, which could not be materialized since long despite tireless efforts on the part of SWO to persuade PWD to allocate funds for the purpose. Due to scarcity of funds, the buildings have depleted to such an extent that the FGEs are least interested to avail the services which resulted in decline in the clientele during the year.

Nonetheless, SWO managed to get its two Community Centers located at Islamabad rehabilitated/upgraded with funding from Sustainable Development Goal Initiative with the support of local MNA at a cost of Rs.38.230 million and 22.071 million respectively during the year 2021-22. SWO has also repaired some portions of its five buildings at Lahore, Karachi and Quetta with Rs.5.975 million from recurring budget during 2022-23. Nevertheless, the buildings' repair /maintenance issue has worsen to such an extent that it cannot be resolved in bits unless a special fund to the tune of at least Rs.1200 million is earmarked to rehabilitate 41 SWO owned buildings throughout Pakistan for effective service delivery.



**FEDERAL EMPLOYEES BENEVOLENT  
& GROUP INSURANCE FUND  
(FEB&GIF)**

## **FEDERAL EMPLOYEES BENEVOLENT AND GROUP INSURANCE FUNDS**

### **Introduction**

Federal Employees Benevolent & Group Insurance Funds (FEB&GIF) were established in April 1969 through promulgation of the FEBF & GI Act, 1969, with primary objective to provide financial relief in the shape of Benevolent Grant, Sum Assured and other benefits to the Federal Government/Autonomous Bodies' employees and their families. The Funds made collection of contributions from the employees and invest surplus funds and to provide financial benefits under its welfare schemes as admissible under the provisions of the Federal Employees Benevolent Fund and Group Insurance Act, 1969 and the Rules made thereunder. The Funds are managed by a Board of Trustees (BoT) constituted under Section 4 of the FEBF & GI Act, 1969, headed by Secretary Establishment, Government of Pakistan.

2. Roles & Functions of FEB & GIF are as follows:

- a. Collection of contributions from the employees recovered by the concerned accounts offices through their monthly pay bills.
- b. Investment of funds to finance its welfare schemes.
- c. Sanction and payment of claims under its following welfare schemes:
  - i) Monthly Benevolent Grant on death during service or during retirement or on medical grounds.
  - ii) Additional Monthly Benevolent Grant (in addition to monthly benevolent grant mentioned at Sr. i above) is paid to family of a deceased employee who dies during service in a security related incident.
  - iii) Farewell Grant on retirement after twenty years' service.
  - iv) Sum Assured on death of an employee during service.
  - v) Special Lump Sum Grant ranging from 200,000 to 500,000, (in addition to payment of Sum Assured as mentioned at Sr. iv above) to family of deceased employee who dies during service in a security related incident.
  - vi) Lump Sum Grant on Retirement of an employee on medical grounds.
  - vii) Burial Charges on death of an employee.
  - viii) Marriage Grant on marriage of one child of a serving, retired or a deceased employee.
  - ix) Educational Stipends for post-matric studies upto M.Phil / MS level.

- x) Reimbursement of semester/annual fee upto a maximum of Rs. 100,000/- for studies in Medical, Engineering, IT, Business Studies, D. Pharmacy and Architecture in public sector universities, colleges and institutions.
  - xi) Annual Cash Awards on Essay Writing Competition among children of Federal Government employees.
- d. Preparation of proposals for further improvement in the benefits admissible under the Federal Employees Benevolent Fund & Group Insurance Act, 1969 and the Rules made thereunder.
- e. Utilization of surplus funds by introducing new schemes for the welfare of the employees and their family members.

### **Mission**

To provide common benefits to the Federal Government employees and certain autonomous bodies and to provide for their Group Insurance Fund

#### **1. Target set for the year 2022-23**

Target set for the year 2022-23 were as follows:

- a) Receipts – Receipts on account of contributions of Benevolent and Group Insurance Fund from the employees, Rs.9,523.77 million, receipt on account of investment income Rs. 4,691.00 million and rental income Rs.153.66 million was estimated for 2022-23.
- b) Disbursements- Disbursement of grants of Rs.7,452.71 million was planned for 2022-23 to the Federal Government employees, employees of autonomous bodies and their family members.

#### **2. Achievement during the year 2022-23**

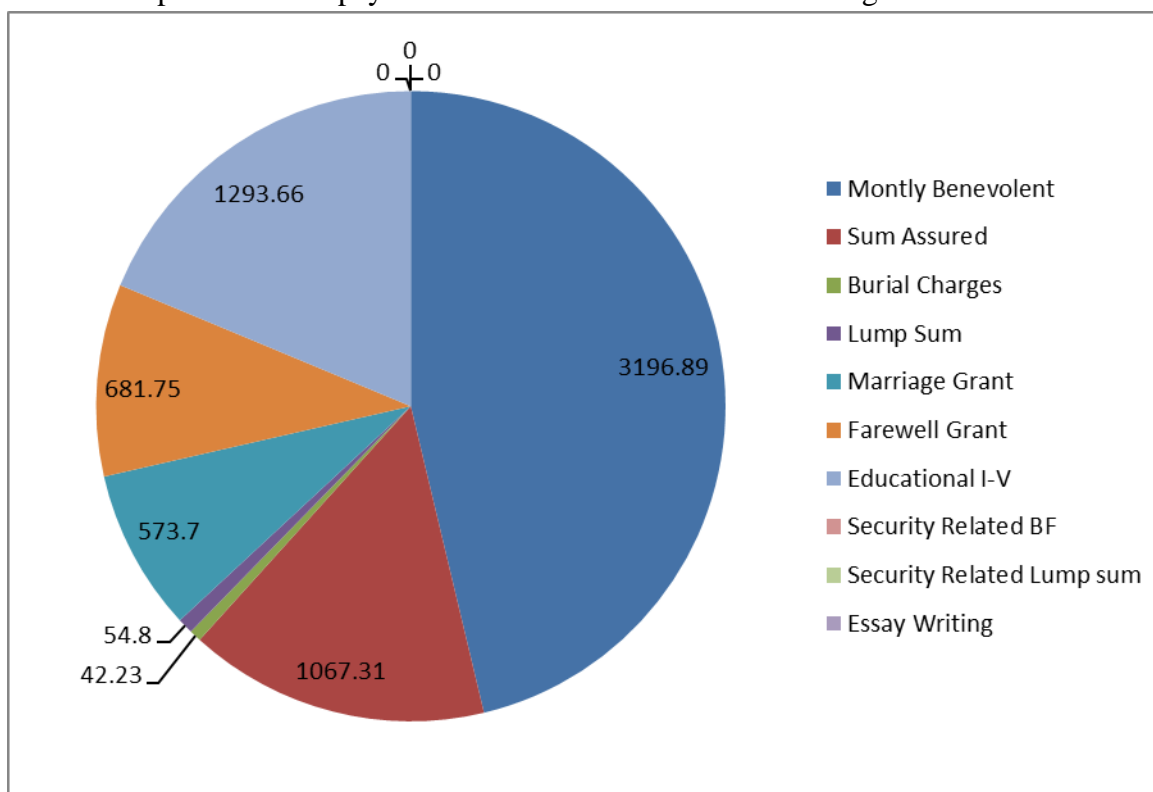
- a) There was a total receipt of Rs.10,487.69 million on account of contributions, investment income of Rs.8,732.45 million BF building rent of Rs.96.60/ million while total grant paid by the FEB & GIF and under its eleven (11) welfare schemes were Rs.6,910.34 million.
- b) The schemes related PM package i.e Security related Monthly Benevolent Grant and Special Lump sum have to be implemented since 15.06.2013 for which the required amendment in FEB&GIF Act,1969 has been made and duly published in the extra ordinary Gazett on 09.05.2023. Payments against such claims will be made after making amendments in the FEB & GIF Rules 1972 the case is in process.

#### **3. Analysis of Achievement with Goals and Targets**

Objective of launching the FEB & GIF schemes, as specified in the preamble of Federal Employees Benevolent Fund and Group Insurance Act, 1969 was to provide common benefits to Federal Government employees and certain autonomous bodies and to provide for their Group Insurance.

In addition to the above objectives of Funds, Sections 14-A, and 17(5) of the Federal Employees Benevolent Fund and Group Insurance Act, 1969 authorize the Board of Trustees to make schemes for the benefits of employees and their families including retired employees if the sufficient funds are available after discharging its liabilities under this Act..

4. During 2022-23, the FEB & GIF disbursed Rs.6,910.34 million on account of grants. Welfare schemes-wise disbursement is given in the Chart 1. Prime object of Funds is to pay Benevolent Grant and provide for Group Insurance to the Federal Government employees and their families. The grants under welfare schemes of Monthly Benevolent Grant, Sum Assured on death during service, Lump sum Grant on invalid retirement and Burial charges relate to the objectives specified in the preamble of the Act, 1969. Other welfare schemes of Marriage Grants, Educational Stipends, and Reimbursement of semester / annual fee and Farewell Grants are ancillary objectives. Share of disbursement under these three schemes remained 37% of the total disbursements, which is on lower side. A comparison of the payments under these welfare schemes is given in the Pie Chart-



5. The FEB & GIF may endeavor to achieve its main objective and increase benefits under those schemes.

6. The Board of Trustees of FEB & GI Funds is conscious of the fact that maximum benefits should be extended to the employees/ their families every year. The Board reviews the position of benefits in light of the recommendations of Consultant Actuary. During Fy 2022-23 the Funds position remained as under: -

Year	Contributions	Disbursements	No. Of beneficiaries
2022-23	10,487.69	6,910.34	122,096

7. The above table reveals that a total amount of Rs.6,910.34 million has been disbursed to the 122,096 beneficiaries during the year 2022-23 while contributions the tune of Rs.10,487.69 million were received from the employees.

## **Other notable Activities/Accomplishments**

9. With a view to construct buildings for raising rental income of the Funds, the development work on two valuable plots of the FEB & GIF is under process. Latest actions in this regard are as under:

- A) BF Tower Project in Blue Area, Islamabad
- B) 90 Kanal Plot in Finance and Trade Center, M.A Johar Town, Lahore

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