



YEAR BOOK

2020- 2021

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



In the Name of Allah,
the beneficent, the Merciful



Imran Khan

Prime Minister

Minister Incharge of
Establishment Division

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(IV)
FOREWORD

Establishment Division is mandated to provide quality human resource for supporting functions of the government. Establishment Division has maintained highest possible standards for recruiting, training and placing right persons for right jobs. Moreover, the Division is determined to ensure welfare of staff and open avenues for betterment of the federal government employess.



In pursuance of Rule 25 (2) of the Rules of Business, 1973, I present the Year Book 2020-2021 which gives highlights of the policies, formulated directly by this Division or through its supporting organizations. It also contains a gist of the major activities and milestones achieved by Establishment Division during the calendar year.

The audience of this Year Book is governemnt officials, academia and general public having a keen interest in activities of Establishment Division. Feedback in the from of comment(s) and suggestion(s) is welcomed for improvement.

(Afzal Latif)
Secretary
Establishment Division

(v)

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.

Rules 25 & 26 of the Rules of Business, 1973

25. Periodical reports of activities of Division:-

- (1) Omitted vide SRO 135(I)/98, dated 3rd March, 1998.
- (2) At the beginning of each financial year, each Division shall, for the information of the Cabinet and for general public, prepare and upload on its website as a permanent record a Year Book which shall contain—
 - a) The details of its activities, achievements and progress during the preceding financial year giving only the unclassified information which can be used for reference purposes;
 - b) The programme of activities and targets set out for itself during the preceding financial year and the extent to which they have been realized; and
 - c) The relevant statistics properly tabulated.

Note:- The Secretary of the Division shall ensure that only unclassified material is supplied for the Year Book so that the information contained therein may be available for the use of academics, scholars and other interested.

- (3) Secretary of each Division shall inform the Cabinet Secretary, within ninety days at the end of the financial year under report, about availability of the Year book, who shall disseminate this information to all members of the Cabinet and all Divisions.

26. Annual Report:

- (1) There shall be prepared by the Cabinet Division an annual report on the observance and implementation of the Principles of Policy in relation to the affairs of the Federation in terms of clause (3) of Article 29.
- (2) The Law and Justice Division shall cause the report to be laid before each House of the Majlis-e-Shoora (Parliament).
- (3) The provisions of rule 25(2) and (3) shall apply for the preparation and submission of the report to Cabinet as they apply to a Year Book.

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;
 - (ia) Promotion;
 - (ii) Verification of character and antecedents;
 - (iii) Conduct and discipline; and
 - (iv) 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 Administration Karachi, Quetta and Peshawar;
 - (c) Pakistan Academy for Rural Development, Peshawar; and
 - (d) Civil Services Academy, Lahore.

6. Federal Government functions in regard to the Federal Public Service Commission.

7. General service matters, such as-
 - (i) Casual leave;
 - (ii) Office hours;
 - (iii) Liveries of Government servants;

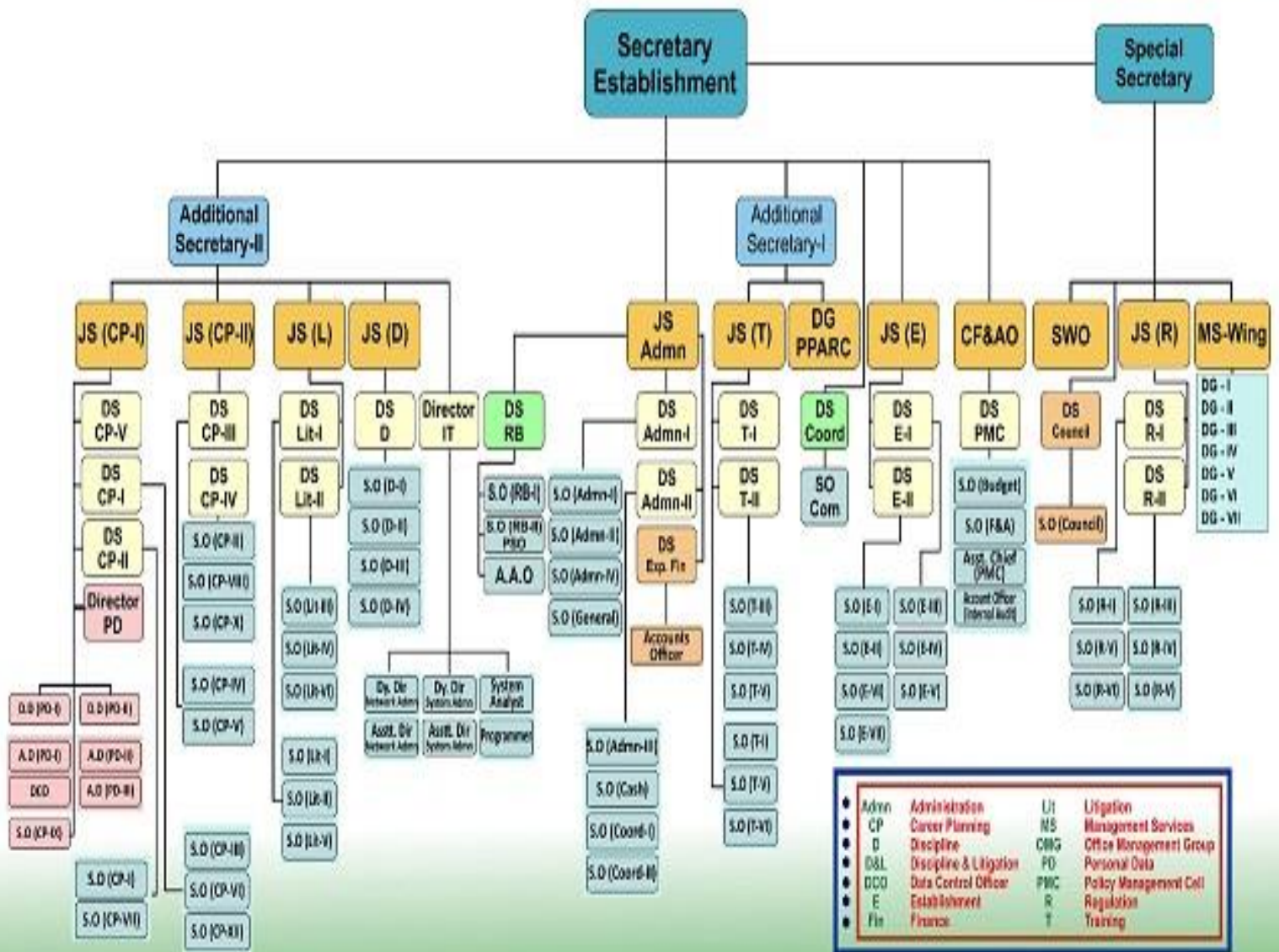
- (iv) Policy questions regarding association of Fed. Govt employees;
 - (v) List of persons debarred from future employment under Government.
8. Matters relating to-
 - (i) Central Selection Board;
 - (ii) Special Selection Board, except the Special Selection Boards constituted in the Divisions relating 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.



ORGANIZATIONAL CHART

Establishment Division



• Admn	Administration	Ut	Litigation
• CP	Career Planning	NS	Management Services
• D	Discipline	OMG	Office Management Group
• D&L	Discipline & Litigation	PD	Personal Data
• DCO	Data Control Officer	PMC	Policy Management Cell
• E	Establishment	R	Regulation
• Fin	Finance	T	Training

INTRODUCTION

The Establishment Division is headed by the Establishment Secretary who is assisted by (02) Additional Secretaries, (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 890 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 (PARD), Peshawar.

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

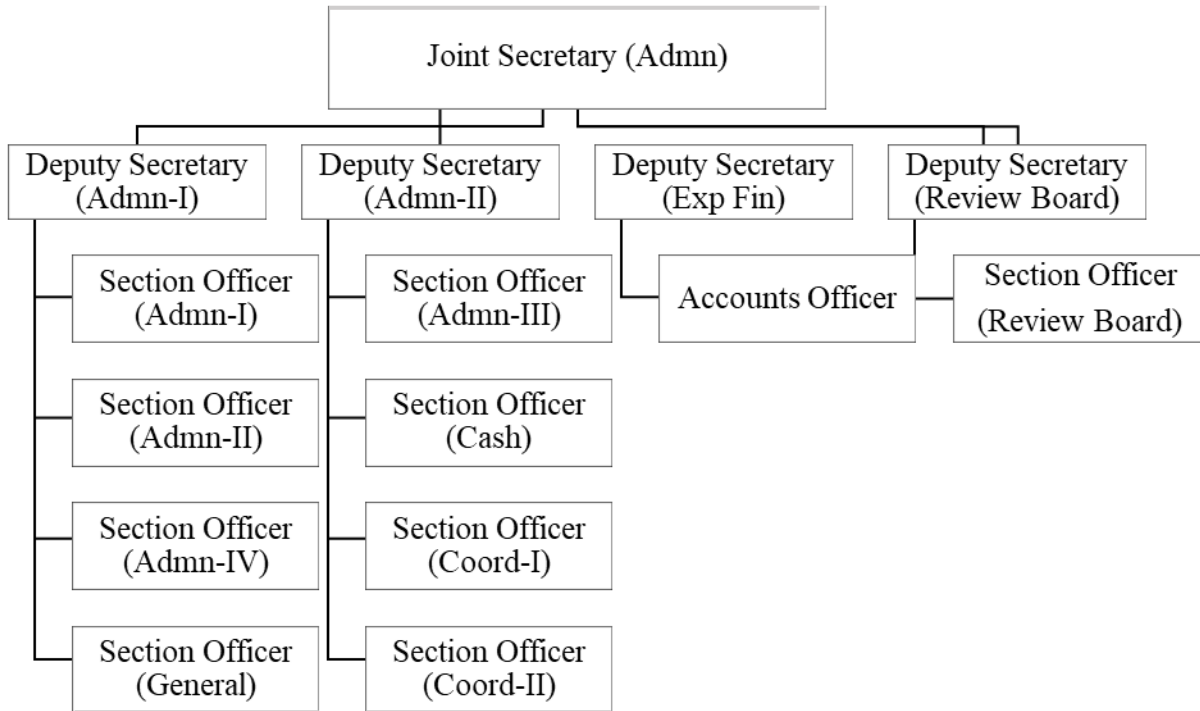
S. No.	Name	Tele No	Web/Email
1.	Staff Welfare Organization, Islamabad	051-9244563	www.swo.gov.pk
2.	Staff Welfare Organization, Lahore	042-99211933	www.swo.gov.pk
3.	Staff Welfare Organization, Karachi	021-99203312	www.swo.gov.pk
4.	Staff Welfare Organization, Peshawar	091-9212566	www.swo.gov.pk
5.	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, 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



WINGS OF THE ESTABLISHMENT DIVISION

**STRENGTHENING BONDS WITH MUSLIM WORLD AND PROMOTING INTERNATIONAL
PEACE ETC.**

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 the 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 (OSD's).
2. Writing and countersigning of Performance Evaluation Reports of Officers of the Establishment Division.
3. Allocation of subjects to various Section /Wings of the Establishment Division.
4. Pension & Farewell Grant etc. cases of officials/officers of Establishment Division including officers OSD's.
5. Assistance Package to families of Govt. Officers/Officials including OSD's of the Establishment Division including OSD's, if any, who died while in service and appointment of widow or one child under the Package.
6. NOC-Permission to visit India through Ministry of Interior.
7. Issuance of Gratis Passport.
8. All administrative matters relating to staff of BS-1-16 and also the Private Secretaries.

9. Processing of Performance Evaluation Reports of officers/ officials BS-04 to 16 and Private Secretaries BS-17 to BS-19.
10. Cases regarding grant of NOC for issuance of Passport, visits abroad and NOC for appearing against various posts in other Government Departments.
11. Adjustment of staff of defunct devolved Ministries/Divisions.
12. Grant of honorarium to the employees of Establishment Division.
13. Census of employees of Establishment Division from BS-01 to BS-16.
14. Nomination for Seasonal Hajj duty.
15. Purchase & Issue of durable / consumable stores and liveries.
16. Maintenance / repair etc. of all stores.
17. Provision of office accommodation
18. To provide the facilities of Telephone and Internet to Officers of Establishment Division (Related with Telephone Section)
19. Books / Magazines / Newspapers provided / issued to officers on their request for official use (Related with Library)
20. Work relating to Hiring of Official Accommodation for Officers/Officials/OSD's (BS: 1 to 22) of Establishment Division.
21. Re-imburement of Medical Claims of Employees Officer/Officials for serving & Retired Officer/Officials including Ex-Cadres Officers, (Superintendent/PS)
22. Issuance of Temporary Security Passes to the Officers/Officials.
23. Issuance of Security Passes to Retired Govt. Officers/Officials.
24. Initiating & Processing of Permanent Security Passes through M/o Interior.
25. Custody of Booklet on "Security of Classified Matter in Government Departments and its relevant matters.
26. Work relating to ISO certification.

Achievement and Performance for the year 2020-21:

- i. Creation of posts of OSD's in the Establishment Division is a regular feature. There were 64 OSD's from 1st July, 2020 to 30th June, 2021 whose posts were created and continued on quarterly basis to enabling them to draw their pays and allowances from the Budget of Establishment Division.
- ii. 52 cases of Performance Evaluation Reports, received from officers of Establishment Division, were forwarded to counter signing officers and finally passed on to Director PD.

- iii. Preparation of replies starred and un-starred questions of the National Assembly and Senate of Pakistan and their timely submission to the relevant forum.
- iv. Farewell grant of 11 officers / OSD's were finalized.
- v. More than 124 medical claims received from the officers/officials of Establishment Division, OSDs and retired officers were processed and finalized.
- vi. 10 cases of TA on retirement/Transfer of officers were finalized.
- vii. 03 No Objection Certificate (NOCs) were issued in respect of officers of Establishment Division and also the OSDs for travel abroad.
- viii. 90 RNR Certificates were issued in lieu of PER.
- ix. Granted BS-17 (Time Scale) to three Superintendent of BS-16.
- x. Promoted four Data Entry Operators (BS-14) to the post of Data Control Assistant (BS-16).
- xi. Appointed one Assistant (BS-15) and one UDC (BS-11) on contract basis under Prime Minister's Assistance Package.
- xii. Completed recruitment process for appointment against 30 vacant posts from BS-01 to BS-04 in Establishment Division (Main) in July, 2020.
- xiii. Granted Senior Scales i.e BS-05 & 07 to the 2x Dispatch Riders in April, 2021.
- xiv. Completed recruitment process for appointment of 10 Contingent paid Staff for 48 Family Suites.
- xv. Extended contracts of the four employees working under "Federal Government Policy regarding medically incapacitated employees".
- xvi. Processed 35 cases of children of employees of Establishment Division (Main), for grant of Educational Stipend.
- xvii. Granted honorarium to officials/officers on the occasion of Eid-ul-Fitr 2021.
- xviii. 785 Cases of Hiring processed, 51 De-Hiring Cases Processed and an amount of Rs. 69.45 Million has been expended for rent of residential accommodation hired for officers/officials of Establishment Division, within the Finance Year-2020-21.
- xix. 75 Permanent Security Passes, 122 Temporary Security Passes were issued and 20 cards issued to Retired Employees.
- xx. Successfully switched over to 100% E-Filing module in official business.
- xxi. Arrangements were made and facilities provided for the conduct of following meetings.
 - i. High Power Board BS-21 to BS-22
 - ii. Departmental Promotion Committee BS-17 to BS-18
 - iii. Central Selection Board BS-20 to BS-21
 - iv. Central Selection Board BS-19 to BS-20
 - v. Departmental Selection Board BS-18 to BS-19

- xxii. Repair / Maintenance / purchase miscellaneous items / machinery / furniture's services provided on requests through requisitions.
- xxiii. Successfully renovated / updated the whole library and canteen/cafeteria of Establishment Division.
- xxiv. Fixation of tiles in various offices / sections of Establishment Division were started and successfully installed / fixed tiles in ten offices / sections besides installed Electric Water coolers at 1st, 2nd and 4th floor.

PENSION WELFARE CELL

- Pension Welfare Cell was established in Establishment Division in 2016, on the recommendations of the Wafaqi Mohtasib with the objective to facilitate pensioner's in early / timely settlement of their pension cases. The initiative is geared to fast track and improve the pension process in the public sector to address systematic issues attached with pension settlement process.
- During the **FY 2020-21** Pension Welfare Cell successfully settled / finalized **57** Pension cases of employees of Establishment Division, including officers on special duties (OSDs), officers, awaiting posting and reinstated sacked employees as under:-

2020-21

S. No.	Cases Finalized	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Total
1.	Regular Employees	09	04	04	03	20
2.	Family Pension (In Service Death)	-	02	03	03	08
3.	Transfer of Family Pension (After Retirement Death)	02	04	03	03	12
4.	OSD (Officer on Special Duty)	02	-	04	05	11
5.	Invalid Pension (on Medical Grounds)	-	-	01	01	02
6.	Restoration of Commuted Portion of Pension	01	-	01	-	02
7.	Revision of pension	01	-	01	-	02
Total		15	10	17	15	57

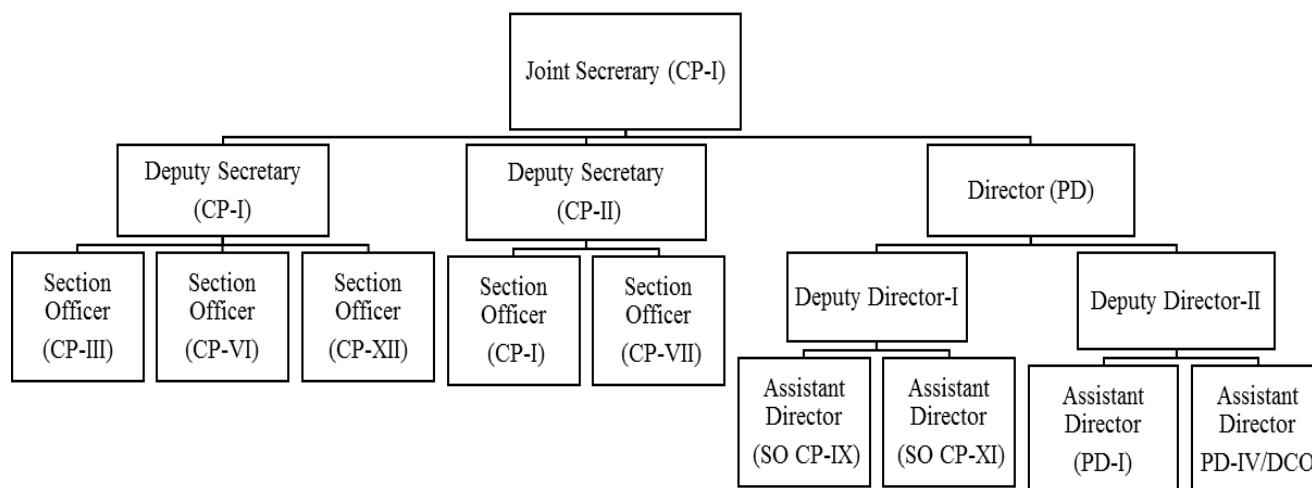
PRIME MINISTER'S PERFORMANCE DELIVERY UNIT (PMDU)

- Prime Minister's Performance Delivery Unit (PMDU) was 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.
- Establishment Division (Main) and its attached departments have received a total of 8,451 complaints out of which 8,233 complaints have been resolved. Considering the citizens as an aggrieved party PMDU has started to re-open complaints on the basis of citizen's feedback the re-opened complaint have been reviewed 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 76 tasks were assigned to Establishment Division out of which 74 tasks were completed successfully completed whereas 2 tasks are in process.
- In order to institutionalize the citizen centric governance and making Establishment Division's dashboard maximum responsive and dynamic, an exercise of in-house meetings has been made a regular feature with focal persons of all attached departments and Establishment Division (main).

CAREER PLANNING WING-I

INTRODUCTION

CP-I Wing is headed by Joint Secretary (Career Planning-I), a BS-20 level officer. Two Deputy Secretaries and one Director Personal Documentation (PD) are directly supervised by JS (CP-I). Two Deputy Secretaries (DS CP-I and DS CP-II) of CP-I Wing supervise five Section Officers. 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 (BS-17) for seniority & promotion.
- xi) CP-IX Section is responsible for Maintenance/up-dation of CR Dossiers record, ICP Charts in respect of 2700 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 about 2700 officers of PAS, PSP, Sectt 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-II/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 includes entering/authentication of PERs/TERs in computer data base, provision of synopsis/ quantification sheets, preparation/provision of I.C.P charts, as and when requisitioned of retired officers and maintenance of C.R. Dossiers along with disposing the representations thereof.
- 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 2020-2021

- i. During the years 2019-2020, 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>23rd October, 2020</u>	
	Panel	Recommended for Promotion
PAS	64	10
PSP	07	02

MEETINGS OF CSB

<u>(BS-20 to BS-21)</u>		
Groups/Services	<u>04th to 07th January, 2021</u>	
	Panel	Recommended for Promotion
PAS	46	23
PSP	20	06
SG	70	21

<u>(BS-19 to BS-20)</u>		
	<u>04th to 07th January, 2021</u>	
	Panel	Recommended for Promotion
PAS	38	27
PSP	47	14
SG	147	49

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

DSBs During 2020-2021	Detail of the DSB	Number of officers on Panel	Number of officers recommended for promotion
16.10.2020	PAS	63	12
	PSP	86	12
	OMG	08	02
24.02.2021	PAS	92	30
	PSP	69	28
	OMG	39	04
Total		357	88

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

Group/Services	Panel	Recommended for promotion
Ex-Cadre	510	242

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

Groups/Services	<u>29th October, 2020</u>		
	Panel	Recommended for Promotion	Recommended for Acting Charge
PAS	39	33	-
PSP	37	34	-
OMG	84	34	17

- i. During the year (commencing from July, 2020 to June, 2021) **1932 (One Thousand Nine Hundred Thirty-Two)** PERs and **2272 (Two Thousand Two Hundred Seventy-Two)** certificates/CR Dossiers letter were received. Almost **4204 (Four Thousand Two Hundred and Four)** certificate/CR Dossiers were entered in the automated system and ICP Charts were updated.
- ii. **1402 (One Thousand Four Hundred and Two)** Synopsis/Quantifications Sheets were prepared for the meetings of Departmental Promotion Committee (DPC), Departmental Selection Board (DSB), Central Selection Board (CSB) and High-Power Selection Board (HPSB) for promotion from BS-17-22.

OTHER ACHIEVEMENTS

RELATED TO DEFINED JOB DESCRIPTION OF CP-I WING

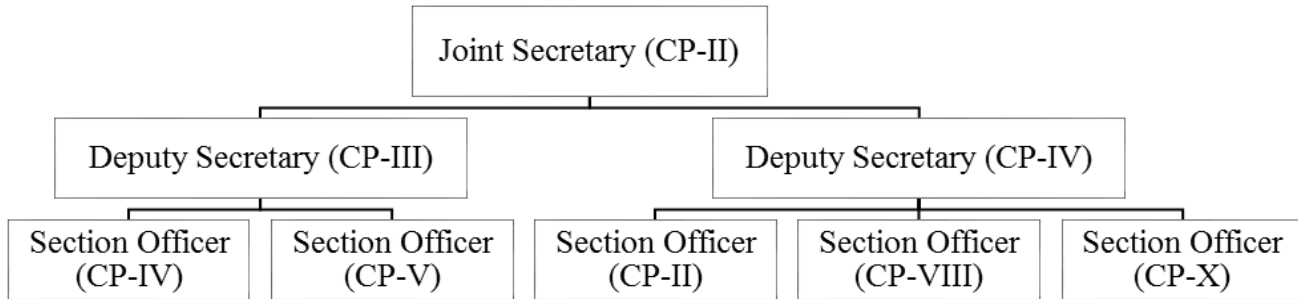
- i. Fixation of seniority of PAS BS-18, 20 and 21 officers was determined and circulated.
- ii. Fixation of seniority of PSP BS-21 officers was Fixed.
- iii. Provisional inter-se-seniority of OMG officers (BS-17 & BS-18) were updated and circulated.
- iv. Inter-se-Seniority of OMG probationers of 45th CTP was determined provisionally and circulated.
- v. Revised provisional inter-se-seniority of PSP probationers of 44th CTP was determined and circulated.
- vi. 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.
- vii. About **1402** Officers of PAS, PSP, OMG, SG and Ex-cadre officers from BS-17 to BS-18, 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.
- viii. Representations/ Appeals of PAS, PSP and OMG officers regarding fixation of seniority were dealt.
- ix. Representations regarding correction of date of joining service and promotion notifications of PAS and OMG officers were addressed.
- x. Conversion of supersession of officers who were superseded in the meetings of CSB held in December, 2016 into deferment in pursuance of Supreme Court's order dated 25.10.2018 read with Islamabad high court's judgment dated 27.09.2018.
- xi. Updated 1100 History Cards of serving officers of PAS, PSP, Secretariat Group and OMG.
- xii. Ten cases relating to interpretation of PER rules/promotion according to AGPE, 2004 were processed/disposed of and accordingly, clarifications have been issued to different Ministries/Divisions.
- xiii. New Data-base has been established for updation of ICP Charts in respect of about 2700 officers belonging to PAS, PSP, SG and OMG (BS-17 to BS-22). i.e. conversion of manual ICP Charts into E-ICP Charts.
- xiv. The following Posting lists of PAS, SG, PSP and OMG officers (BS-17-22) were computerized/processed, generated and printed for circulation to President's Sectt, PM's Office, all Chief Secretaries and all concerned officers of the Establishment Division.

Name of Groups	Posting Lists issued in
SG, PAS, PSP & OMG (BS.17 -22)	July, 2020
SG, PAS, PSP & OMG (BS.17-22)	November, 2020
SG, PAS, PSP & OMG (BS.17-22)	March, 2021

CAREER PLANNING-II WING

INTRODUCTION:

A BS-20 officer called JS (CP-II) heads CP-II Wing. Being head of the Wing, Joint Secretary (CP-II) supervise, monitors and evaluate 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 CP-II Wing are:

- i. Civil Servants 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. Civil Servants (Directory Retirement from Service) Rules, 2020 and its interpretations.
- viii. Processing of cases under Civil Servants (Directory Retirement from Service) Rules, 2020 of Secretariat Group and OMG officers.
- ix. To coordinate for placement of cases before Retirement Board and Retirement Committees.

- x. FST/ Court cases on the issues pertaining to seniority, supersession, deferment, etc. of Secretariat Group and OMG officers. Preparation of parwise comments and production of record in the courts/FST as and when required.
- xi. Determination of seniority of SG officers in BS-19, BS-20, BS-21 and BS-22.
- xii. Processing of cases for exemption from mandatory training for specialist cadre.
- xiii. Processing of cases for termination of probation period of PAS, PSP and OMG officers.
- xiv. Custodian of policy for Grant of BS-21 to Technical Cadre on Meritorious Services and processing of cases.

ACHIEVEMENTS:

1. 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
DSB (BS-18 to BS-19)	OMG	16.10.2020	08	02	-
		24.02.2021	39	04	11
CSB (BS-19 to BS-20)	Secretariat Group	4th – 7th January, 2021	147	49	-
	Ex-Cadre	4th – 7th January, 2021	191	41	-
	Other Occupational Groups	27th – 29th January, 2020	155	48	-
CSB (BS-20 to BS-21)	Secretariat Group	4th – 7th January, 2021	70	21	-
	Ex-Cadre	4th – 7th January, 2021	30	08	-
	Other Occupational Groups	4th – 7th January, 2021	232	87	02

2. POLICY / RULES

i. CIVIL SERVANTS PROMOTION (BPS-18 TO BPS-21), RULES 2019

Amended Civil Servants Promotion (BPS-18 to BPS-21), Rules 2019 with the approval of Prime Minister of Pakistan.

ii. CIVIL SERVANTS (DIRECTORY RETIREMENT FROM SERVICE) RULES, 2020

Amended Civil Servants (Directory Retirement From Service) Rules, 2020 with the approval of Prime Minister of Pakistan. The meeting of the Retirement Committees of Ministries / Divisions have been held under these rules.

iii. AMENDMENT IN POLICE SERVICE OF PAKISTAN (COMPOSITION, CADRE AND SENIORITY) RULES, 1985

- a) Amended Police Service of Pakistan (Composition, Cadre and Seniority) Rules, 1985 to allow encadrement of officers of Gilgit Baltistan Police into Police Service of Pakistan with the approval of the Prime Minister of Pakistan.
- b) Proposal for amendment in Rule 11 was processed.

iv. MERITORIOUS PROMOTION

- A Summary for revision of policy for Grant of BS-21 for Meritorious Services has been forwarded to Prime Minister's Office on 17.03.2021 through Finance Division for approval.
- Cases of 02 officers were processed and approval was obtained from Prime Minister for grant of BS-21 to officers on Meritorious Services.

v. CONSOLIDATION OF O.MS

Consolidated O.Ms were prepared on two subjects i.e Induction of AFOs in Civil Service and RE-employment of Retd, AFOs on Civil Posts.

vi. CLARIFICATION REGARDING PROMOTION POLICY / RULES.

18 cases regarding clarification of Promotion Policy / Rules were disposed of.

vii. CASES RELATING TO EXEMPTION FROM MANDATORY TRAINING

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

viii. **CASES OF PERFORMANCE EVALUATION REPORTS**

20 cases of interpretation of Performance Evaluation Policy were received from different Ministries/ Divisions and disposed off as per Rules/Policy.

ix. **POLICY FOR INDUCTION OF ARMED FORCES OFFICERS**

An O.M No. 7/3/2006-CPiv/CP-V was issued wherein an inter-se-ratio of 4:1:1 (Pak Army: Pak Airforce: Pak Navy) was fixed for induction of Armed Forces on Civil Service through FPSC.

x. **PERFORMANCE MANAGEMENT SYSTEM.**

Exercise was initiated for Revision of PER forms for BS-17 and above officers. The views / comments from Ministries / Divisions and provincial governments has been sought to finalize the matter.

MISCELLANEOUS

i. **CASES RELATING TO AGE RELAXATION**

28 cases of Age Relaxation were examined and processed as per Rules/Policy.

ii. **SUMMARIES FOR THE PRIME MINISTER**

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

iii. **COURT CASES**

99 cases were processed / prepared relating to Para-wise comments pertaining to Litigation cases in FST, High Courts and Hon'ble Supreme Court of Pakistan with reference to different matters.

iv. **MOVE-OVER**

05 cases of Move Over from BS-18 to BS-19 were processed as per rules / policy and disposed of accordingly.

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

101 cases (36 OMG + 36 PSP + 29 PAS) for termination of probationary period were approved by the competent authority i.e. Establishment Secretary.

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

- a. 43 cases of retired officers of Secretariat Group were processed for FR-17(I) Committee of Finance Division for grant of antedated / proforma promotion to BS-20, BS-21 and BS-22.
- b. 07 cases of officers of Ex-cadre were referred to the FR-17(I) Committee of Finance Division for grant of antedated / proforma promotion.
- c. 18 cases of officers of other Occupational Group were examined for consideration by FR-17 (1) Committee for antedated / proforma promotion.

vii. **REPRESENTATIONS / VIEWS**

- a) Processed 114 representations / references from officers of SG, Other Occupational Groups and Ex-cadre were processed.
- b) Views / comments were rendered in 15 cases received from different wings/ sections.

viii. **CASES FOR RETIREMENT BOARD.**

Data of 176 officers of SG was prepared for meeting of Directory Retirement Board held in April, 2021.

ix. **INDUCTION OF ARMED FORCES OFFICERS**

08 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 2019.

x. **WITHDRAWAL OF REQUISITION FROM FPSC**

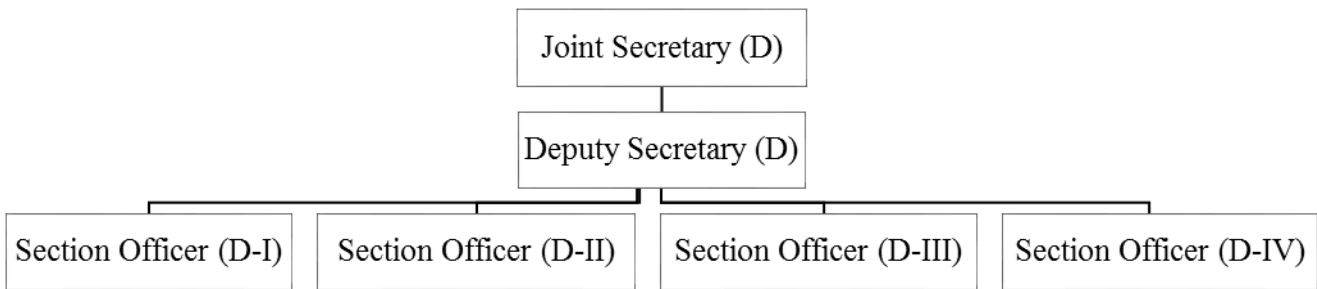
Processed 05 cases of withdrawal of respective Ministries / Divisions from FPSC in respect of Ex-Cadre Officers.

DISCIPLINE WING

INTRODUCTION

Government Servants play an important role in running the administration of Pakistan. 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 them. 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 offices for effective resolution.

Disciplinary action is taken 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 Civil Servants (Efficiency & Disciplinary) Rules, 2020. 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 to BS-19 are in the purview of Secretary Establishment Division. Meanwhile, BS-20 & above officers of these service cadres and other occupational groups and Ex-cadre officers of BS-20 & above are referred to the Prime Minister's Office after being evaluated by this Wing.

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

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 officers of PAS, PSP, Secretariat and OMG.

TARGETS SET FOR YEAR 2020-21

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 2019-2020.
4.	Computerization / scanning of Declaration of Assets of APUG / OMG Officers.

ACHIEVEMENTS DURING THE YEAR 2020-21

S. No.	ACHIEVEMENTS
1.	Twenty-nine (29) cases of appeals, under the Civil Servants (Appeal) Rules, 1977, were received out of which Eighteen (18) were decided by the Appellate Authorities i.e. the President and Prime Minister. Eleven (11) 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: 1985 officers have forwarded declaration of assets for the year 2020-2021 to Establishment 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 826 officers of PAS, PSP, SG and OMG have been scanned / computerized

PREDICAMENTS (IF ANY):

The predicaments have been overcome by setting Standard Operating Procedures for nomination of Authorized Officers/Inquiry Officers in disciplinary proceedings. In addition, continuous monitoring through reminders has contributed in reducing time for completion of inquiries. In many cases, direct show cause notices were issued to delinquent officers and minor penalties were imposed after affording them a chance to be heard in person.

CONCLUSION:

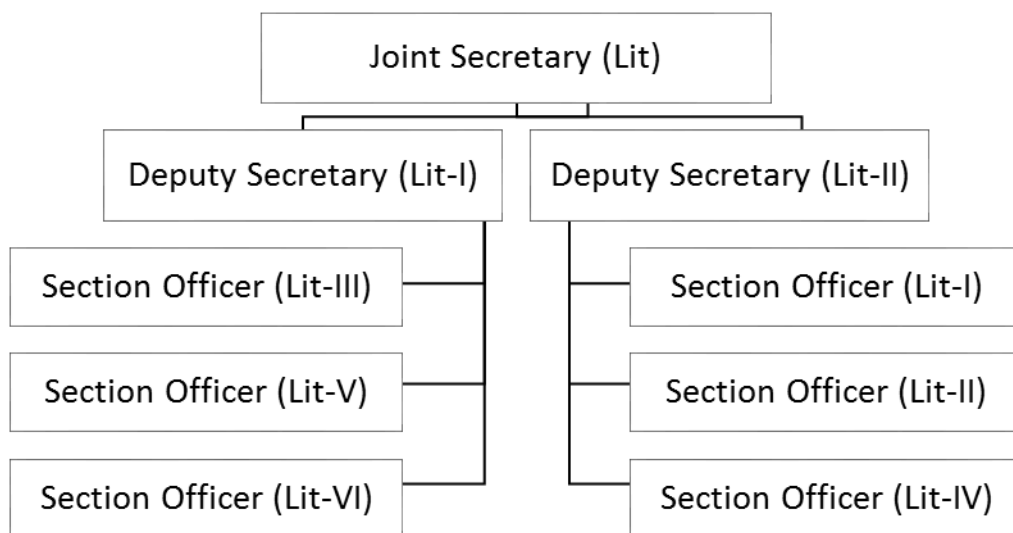
- i. **Disciplinary Cases:** In order to ensure transparency and to maintain the efficiency and discipline measures disciplinary cases were initiated against the officers belonging to PAS / PSP / Secretariat Group / OMG / other groups and services, controlled by the Ministries / Divisions. After observing the due Efficiency & Discipline procedure as laid down in Efficiency & Discipline Rule, 1973 and Civil Servants (E&D) Rules, 2020, **06** (six) major penalties and **13** (thirteen) minor penalties have been imposed upon officers while **16** (sixteen) officers were exonerated from the charges.
- ii. **Appeals / representations:** 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 **18** (ten) appeals, accepting **04** (four) and rejecting **14** (ten) appeals.
- iii. **Cases other than representations:** The cases under Government Servants Conduct Rules, 1964, were also received, out of which **14** (fourteen) finalized and permission granted, whereas, **19** (nineteen) cases are in process. **02** (two) cases, under Government Servants (Marriage with Foreign Nationals) Rules, 1962, were received, **01** (one) finalized / permission granted and **01** (one) cases are in process.
- iv. **Complaints received in Prime Minister's (Service) Delivery Unit:** **57** complaints were forwarded to this Wing through the citizen's portal which have been addressed within stipulated time frame.

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 parawise 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:-

Name of Courts	Pendency on 30-06-2020	Institution 1-7-2020 to 30-06-2021	Total Cases upto 30-6-2021	Disposed of during the period	Remaining as on 30-6-2021
FST Islamabad, Lahore and Karachi	352	206	558	146	412
Islamabad High Court, Islamabad Ex-Cadre Officer	288	187	475	163	312
Islamabad High Court, Islamabad APUG	1339	53	1392	1233	159
Lahore High Court	239	138	377	75	302
Peshawar High Court	171	53	224	145	79
Sindh High Court, Karachi	141	50	191	20	171
Balochistan High Court	13	15	28	02	26
Supreme Court of Pakistan	142	54	196	32	164
Total	2685	756	3441	1816	1625

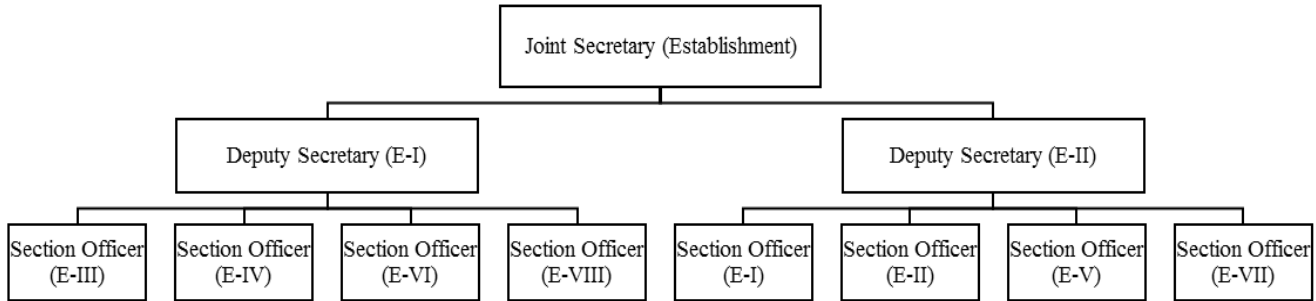
GOALS AND TARGETS FOR THE YEAR 2020-2021

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.

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/deputation of PAS, PSP, SG and OMG officers.
- Appointment against statutory posts.
- Secondment of officers of Armed Forces against civil posts.
- Appointment and Policy matters against management pay scales.
- Re-employment
- Contract appointment
- Deputation of Government officers and their terms & conditions of deputation.
- Encadrement of Provincial Police Officers in PSP.
- 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.
- Notifying the termination of probation of PAS, PSP and OMG officers.
- Implementation of different policies and incentive packages.
- 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.
- Financial assistance package for families of Government employees, who dies in service, and its policy matters/implementation.
- Constitution of the Selection Board of the Corporations.

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 2020-21

- i. Notified "Rotation Policy for PAS and PSP Officers-2020"
- ii. Rationalization of PAS Cadre Strength.
- iii. Issued "PMS/PSC Induction into Pakistan Administrative Service Rules, 2020" in consultation with FPSC. Under Rules ibid, 51 posts have been forwarded to FPSC for selection through competitive process. Accordingly, FPSC held written examination on 12.06.2021 to 13.06.2021; result whereof has also been declared on 24.09.2021. 15 officers out of 21 candidates have qualified written examination.
- iv. Issued "Appointment by Transfer in Office Management Group (OMG), (Conduct of examination) Rules, 2020" in consultation with FPSC. Under Rules ibid, 74 posts have been forwarded to FPSC. The selection through competitive process is under way in FPSC
- v. Issued Management Position Scales Policy-2020.
- vi. Issued consolidated General Criteria for Need Assessment Recruitment and Performance Evaluation for hiring contractual appointment in Special Professional Pay Scales (SPPS-I, II & III) in Ministries / Division.
- vii. Published a booklet namely "Reforms Initiatives: An Overview of Two and a Half Years August, 2018 to February, 2021".
- viii. The following number of officers belonging to PAS, PSP, SG & OMG were placed against various positions on their promotions to higher scales, in their respective Service / Group: -

Promotion to Scales	Name of Occupation Group/Service			
	PAS	PSP	SG	OMG
BS-22	24	01	-	-
BS-21	22	06	21	
BS-20	27	13	49	-
BS-19	37	39	15	-
BS-18	33	34	-	48

- ix. 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	OMG
BS-22	24	7	34	-
BS-21	26	33	76	-
BS-20	14	98	199	-
BS-19	12	89	147	-
BS-18	58	98	-	287
BS-17	08	45	-	54
Total	142	370	456	347

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

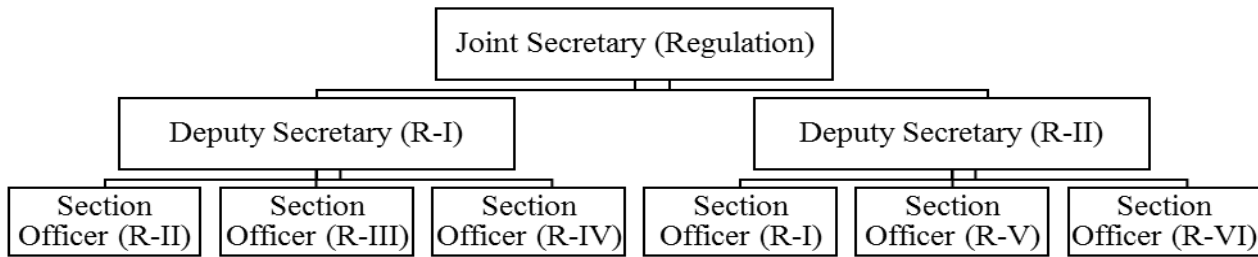
- x. The following number of officers were appointed in BS-17 on the recommendations of the FPSC in PAS, PSP & OMG: -

	Name of Occupation Group/Service		
Scale	PAS	PSP	OMG
BS-17	41	24	21

- xi. The following number of summaries to the Prime Minister have been initiated and endorsed by E-Wing: -

Number of Summaries Initiated or endorsed by E-Wing	480
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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:

- 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.
- The Civil Servants Appeal Rules, 1977.
- Civil Servants (Service in International Organization) Rules, 2016.

Recruitment / Service Rules:

- Uniform Recruitment Rules of Ministerial Posts and Recruitment Rules of Private Secretaries (BS-17) to Secretary/Additional Secretary.
- Vetting of Service Rules framed under the Civil Servants (Appointment, promotion & Transfer) Rules, 1973 in respect of different Organizations under the Federal Government.
- Vetting of Service Rules of Autonomous/Semi-Autonomous Bodies/Corporations under the Federal Government.

Policies:

- (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.

GOALS / TARGETS SET FOR THE YEAR 2020-2021:

There was no specific goal / target assigned during the year 2020-2021 except routine work.

ACIEVEMENTS:

In a series of meetings with Pakistan Public Administration Research Centre (PPARC), appropriate advice(s) were given to PPARC in respect of O.Ms issued from time to time from Regulation Wing in connection with the preparation to edit / update the next Edition of ESTACODE, 2020.

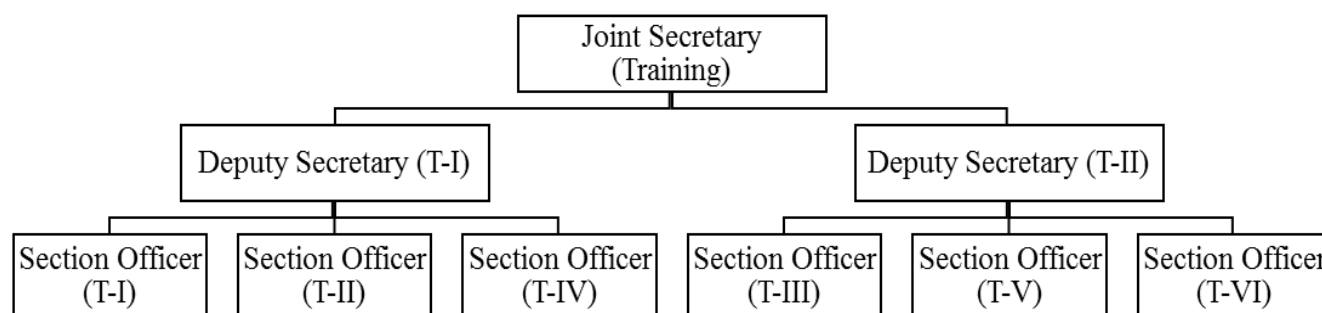
The following cases received from Ministries / Divisions were disposed off / decided:-

S. No.	Nature of Cases	Number of cases disposed off
1.	Amendment in Article 27(1) of the Constitution of Islamic Republic of Pakistan, 1973 regarding extension in the period of observance of regional/provincial quota policy for a further period of 20 years from 14.08.2013. Upon a summary for the Prime Minister by this Division, the Prime Minister has been pleased to constitute a Committee under the convener ship of Minister for Law & Justice to look into the pros and cons of the issue and submit a consensus proposal to resolve the matter. The Committee was notified vide Notification dated 22.04.2020.	01
2.	Amendment in Schedule to Civil Servants (Service in International Organization) Rules, 2016 has been made vide SRO No. 1198(1)/2020 dated 05.11.2020.	01
3.	Rule 14 of the Civil Servants (Appointment, Promotion & Transfer) Rules, 1973 has been amended vide SRO No. 747(I)/2020 dated 19.08.2020 by incorporating the administrative instructions regarding regional / provincial quota as part of the Rules, ibid.	01
4.	In order to implement the Cabinet decision under Case No. 181/08/2020 dated 10.03.2020, Rule 15 and 16 of the Civil Servants (Appointment, Promotion & Transfer) Rules, 1973 has been amended vide SRO No. 791(1)/2020 dated 20.08.2020.	01
5.	Government Servants (Efficiency & Discipline) Rules, 1973 have been repealed and Civil Servants (Efficiency & Discipline) Rules, 2020 have been promulgated.	01
6.	Up gradation/re-designation of posts in respect of Ministries/Divisions/Departments.	192
7.	Creation of posts except those of Ministry of Finance and Establishment Division.	25
8.	Terms & conditions of Deputation and interpretation thereof.	11
9.	Lien/Right of reversion	10
10.	Court Cases	42
11.	Summary for the Prime Minister	09
12.	Miscellaneous cases of all Sections of Regulation Wing.	722
13.	Acting Charge Appointments	19

14.	Interpretation of Civil Servants Act, 1973 and Rules made thereunder.	113
15.	Regional/Provincial Quota policy	100
16.	Contract appointment, regularization and other matters	129
17.	Parliamentary Business.	34
18.	Interpretation of Government Servants (Efficiency & Discipline) Rules, 1973, Civil Servants (Efficiency & Discipline) Rules, 2020 withdrawal of LPR and withdrawal of Resignation.	30
19.	Vetting of Service Rules/ Regulations in respect of Autonomous Bodies/ Corporations.	75
20.	Cases for advice and interpretation in respect of autonomous bodies/corporations.	80
21.	Seniority cases	68
22.	Deputation cases.	104
23.	Grant of Senior Scale cases	32
24.	Composition of Departmental Promotion Committee/ Departmental Selection Committee cases.	61
25.	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.	94
26.	Interpretation of Initial Appointment to civil posts (Relaxation in upper age limit) Rules, 1993.	04
27.	All matters relating to Ministerial Staff, including Private Secretaries and Interpretation of Uniform Recruitment rules of Ministerial posts and Recruitment rules of Private Secretaries (BS-17) to Secretary/Additional Secretary.	305
28.	Up-gradation of posts in BPS-15 and below of all Ministries/Divisions/Departments.	190
29.	Vetting/Amendment of Recruitment Rules framed under Civil Servants (Appointment, Promotion & Transfer) Rules, 1973 in respect of Ministries/Divisions allocated to R-6 Section.	85
30.	Complaints received from Prime Minister Delivery Units.	45
	Grand Total:	2584

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 needs assessment (TNA) of the civil servants and accordingly developing training & capacity building strategies within the country and abroad.
2. Processing and selection of officers for mandatory training programmes (MCMC, SMC, NMC & NSWC).
3. Managing administrative and financial matters of various 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 course is conducted twice a year at

National Management College, NSPP Lahore. BS-20 officers are allowed to undergo either National Management Course or the National Security & War Course conducted once time each year by National Defense University against the slots reserved for the civil officers.

During the year 2020-21, 113th NMC, 114th NMC and NS&WC 2020-21 were conducted. As a result 114 (52+62+32) government officers were nominated for said course and NS&WC respectively, and 04 officers were nominated for NSW-22, who successfully completed the courses.

(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 2020-21, 26th and 27th SMC were conducted and 323 government officers were nominated for the said course, who successfully completed the course.

(iii) Mid-Career Management Course (MCMC)

The course is mandatory for civil servants BS-18/ equivalent for promotion in BS-19. However, officers of Provincial Governments including Gilgit-Baltistan and AJ&K/ Autonomous Bodies/ Semi-autonomous Bodies/ Corporation have been allowed for the course. The course is conducted twice a year at National Institutes of Management Lahore, Karachi, Peshawar, Quetta and Islamabad.

During the year 2020-21, 30th MCMC and 31st MCMC were conducted and 404 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.

Funds amounting to Rs. 9.7 million were released for the National Security Workshop (NSW-22) conducted during the year 2020-21 and four officers were nominated to participate in the Workshop held during the year. However, refund of unspent balance Rs.1,673,215/- owing to reduced number of vacancies due to Covid-19 for NSW-22.

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.458,595,000/- for the Financial Year 2020-21 for the purpose. The expenditures/ course fee in respect of participants belonging to various Occupational Groups for the courses 113th, 114th & NS&WC 2020-21, amounting to Rs.127,472,388/- 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. Akhtar Hameed Khan, National Centre for Rural Development (AHK NCRD), Islamabad
2. Federal Public Service Commission (FPSC), Islamabad
3. Pakistan Academy for Rural Development (PARD), Peshawar
4. Secretariat Training Institute (STI), Islamabad
5. National School of Public Policy (NSPP), Lahore
6. Civil Services Academy (CSA), Lahore

FOREIGN TRAININGS AND POSTINGS OF NON-FOREIGN SERVICE OF PAKISTAN OFFICERS

Establishment Division's Training Wing is the Secretariat of Special Selection Board, is vested with the responsibility to process all cases of postings of non-Foreign Service of Pakistan officers in Pakistan's missions abroad like Commercial Secretaries, Educational Attaches, Labor Attaches, Information Officers, etc. (excluding Intelligence and Defense personnel); grant of diplomatic status to such officers and also deputation of all government servants to international agencies/ foreign governments and UN Specialized Agencies, some other functions of Training Wing are as:

- 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.
- Timely response of PMDU cases pertaining to Age relaxation, quota policy and number of attempt etc.
- All matters relating to STP of probationer officers of PAS, PSP and OMG.
- Coordination within Training Wing and attached Departments/Autonomous bodies of Training Wing on miscellaneous matters.
- 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.

TARGETS:

- i. To process the NOC to avail and apply for open merit scholarships (Fulbright, Chevening & Aus-Aid etc.)
- ii. Process cases of grant of diplomatic status to eligible officers posted abroad as per rules/policy.

ACHIEVEMENTS

1. In order to revamp the existing training system in Pakistan Training Need Assessment (TNA) is being conducted through consortium for Development Policy research (CDPR), International Growth Centre (IGC) Centre for Economic research in Pakistan (CERP) and the Institute of Development and Economic Alternatives (IDEAS). TNA report prepared by NSPP has been forwarded to CDPR for further necessary action at their end.
2. During the period 106 Officers have been granted NOC to apply and avail various scholarships and 06 nominations of Officers were forwarded to EAD.
3. In order to revamp the foreign trainings, framed the draft policy guidelines for foreign trainings (both under Technical Assistance Programme and Open Merit Scholarship).
4. During the period 13 cases processed for deputation with International organizations against middle level professional and senior positions belonging to APUG/ occupational groups and Ex- cadre of Federal government.
5. Processed extension in deputation of 06 Officers with International organizations against middle level professional and senior positions belonging to APUG as per rules/ policy during the year.
6. During the year, 05 cases of granting of diplomatic status to eligible officers posted abroad were processed as per policy.
7. Allocation/ reallocation of CSS-2020.
8. Preliminary work on competency-based CSS Exam.
9. Preliminary work on Introduction of Screening Test in CSS Examination.
10. Preliminary work for conduct of CSS Exam for 226 unfilled vacancies.

MANAGEMENT SERVICES WING

INTRODUCTION:

Management Services Wing (MSW) is a constituent wing of the Establishment Division and is organized into six 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 programmes 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.

“75. 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 got 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

3. The achievements of the Management Services Wing during the year 2020-21, are briefly as under: -

- i) During the period under review, the Wing has received 303 references relating to Management Studies/Staff review/creation of Posts/status Determination of Organizations and Re-designation / up-gradation of posts etc. referred to it by Ministries / Divisions. Out of which 154 assignments have successfully been completed. Whereas, the remaining assignments are in progress. In addition, the Wing has also disposed off 323 miscellaneous cases received from different Ministries / Divisions / Organizations and Rendered advices / views in 41 cases received from different Ministries / Divisions / Organizations. The advice

rendered therein by the Wing facilitated these organizations in solving their management problems.

- ii) Six (02) short term training courses were conducted under the Managerial Effectiveness Program during the period. Details are as under: -

1.	One day in House Training on “ Organization Behavior with Special Focus on Stress Management ” (28 th October, 2020).	25	Islamabad
2.	One day Training on “How to Conduct Management Study” (06 th April, 2021).	06	Islamabad
Total		31	

- Due to COVID 19, three (03) training / workshops have been cancelled.

- iii) The Management Services Wing has also dealt with **1046** cases related to Surplus Pool and implementation of recruitment policy as per details below: -

(a) NOC issued for direct recruitment	:	357
(b) Summary forwarded to PM/PM Citizen Portal/Senate/NA	:	76
(c) Complaints received against recruitment process	:	15
(d) Absorption orders of surplus Civil Servants issued	:	65
(e) Court Cases	:	19
(f) Miscellaneous Correspondence made	:	514

4. As a result of Constitutional 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 2020-21: -

S. No.	Activities	No. of cases attended / disposed off
1.	Re-transfer / adjustment of Officers / Officials of devolved Ministries / Divisions / Departments	16
2.	Court Cases	03

ISO 9001:2015 Certification of Establishment Division

Establishment Division is an ISO 9001:2015 certified Division since June, 2017. After successful completion of the first certification cycle of three years (2017 – 2020), another ISO certification firm namely TUV Austria Bureau of Inspection & Certification (Pvt) Limited was hired through competitive bidding process under PPARA Rules for ISO 9001:2015 recertification of Establishment Division. The Certification Firm carried out audit and after its outcome awarded ISO 9001:2015 certificate to the Establishment Division for a further period of three years (i.e. 2020-2023). In order to maintain and continually improve the Quality Management System based on ISO 9001:2015 standards established and implemented at Establishment Division; the Quality

Management Cell established in MS Wing has undertaken the following initiatives during the 3rd quarter of financial year 2020-2021: -

- Conducted two ISO Internal Audits of all Wings of the Establishment Division including MS Wing/PPARC.
- Convened ISO MR meeting on 05-11-2020 which was chaired by Additional Secretary, Establishment Division and attended by all Wing Heads.
- Two Refresher Training on the scope and operations ISO 9001:2015 QMS were held on 10-11-2020 and 27-10-2020 for the orientation of the officers of Establishment Division.
- Held a ceremony for the award of ISO 9001:2015 Certificate to Establishment Division for the second cycle of three years (2020-2023) on 03-03-2021 wherein the Country Director, TUV Austria (Bureau of Inspection & Certification) handed over the ISO 9001:2015 Certificate of Establishment Division to Establishment Secretary.
- ISO 9001:2015 external audit reports shared with all Wings with the request to address the non-conformities and observations identified in the external audit report.
- Client Satisfaction Survey form of MS Wing, PPARC, Admin Wing, Training Wing and Regulation Wing sent to their clients for taking their feedback. After receipt of the feedback from the client organizations, the level of client satisfaction will be evaluated and sent to the respective Wings for their information and necessary corrective action, if any.
- Consultative meeting of Client Satisfaction Survey form conducted with Establishment, CP-I and CP-II Wings for finalization of form.

CHIEF FINANCE & ACCOUNTS OFFICE

INTRODUCTION:

Pursuant to Section 28 of Public Finance Management Act, 2019 (Amended upto 30th June, 2020), to assist Principal Accounting Officers in financial management, there shall be Chief Finance and Accounts Officer positioned in Ministries and Divisions and Financial Advisers' Organization shall stand disbanded.

According to regulation 30 of Financial Management and Powers of Principal Accounting Officers Regulations, 2021 issued by the Finance Division (Budget Wing) vide S.R.O. 285(I)/2021, dated 8th March, 2021, the office of chief finance and account officer shall be headed by a senior level officer responsible for assisting and supporting the principal accounting officer in managing the financial affairs of the Division concerned or more Divisions if so allocated and all the organizations or departments of offices under the administrative control of that Division.

As per regulation 31 of the Regulations *ibid*, the procedures relating to the Office of the Chief Finance and Accounts Officer shall include,-

- (i). The Chief Finance and Accounts Officer shall be provided suitable office accommodation and adequate supporting staff by the Ministry or Division. The Deputy Secretary or equivalent and Section Officer or equivalent officers responsible for budget, finance and accounts in a Ministry or Division shall work and report to Chief Finance and Accounts Officer; and
- (ii). Keeping in view the allocated functions, volume of official work and responsibilities of the Division, Department and Sub-Ordinate Offices, the Secretary (Principal Accounting Officer) concerned of a Ministry or Division shall decide all matters relating to posting of subordinate officers or officials as deputy or assistant chief finance and accounts Officers.

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 2020-21.
- 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 Audit of the Ministry/Division, Attached Departments and Subordinate Offices and incorporate the results of these inspections in the form of an inspection report and furnished the Internal Audit 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 information relating to Development of Budget Strategy Paper 2020-21-2022-23, to the Finance Division.
- 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 Audit 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 2020-21:-

ACHIEVEMENTS:

- Budget Estimates of Establishment Division (Main) and Attached Departments/Organizations for F.Y. 2020-21 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 2020-21 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 2020 to June 2021 pertaining to Establishment Division (Main Secretariat) was carried out every month regularly throughout the year.

- During the financial year, 2020-21, 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 11-09-2020 to discuss the Appropriation Accounts for the Financial Year, 2009-10 and Audit Report for the Audit Year, 2010-11.
 - b) Meeting of the Public Accounts Committee (PAC) was held on 30-09-2020 to examine the Audit Report for the Audit Year, 2010-11.
 - c) Meeting of the Departmental Accounts Committee (DAC) was held on 03-02-2021 to discuss the Draft Audit Report (1st Batch) for the Audit Year, 2020-21.
 - d) Meeting of the Departmental Accounts Committee (DAC) was held on 17-03-2021 to discuss the Audit Reports for the Audit Years, 2012-13 to 2018-19.
 - e) Meeting of the Public Accounts Committee (PAC) was held on 04-05-2021 to examine the Audit Reports for the Audit Years, 2012-13 to 2018-19.
 - f) Meeting of the Pre-Departmental Accounts Committee (DAC) was held on 25-05-2021 to discuss the Audit Report for the Audit Year, 2019-20.
 - g) Meeting of the Departmental Accounts Committee (DAC) was held on 18-06-2021 to discuss the Audit Report for the Audit Year, 2019-20.

- Although, the Internal Audit Section is in existence since decade but it has not been remained as functional as in last financial year. During the financial year 2020-21, Internal Audit section has conducted internal audit of following attached/autonomous departments of this Division:-
 - a) Staff Welfare Organization (SWO) DG Office, Islamabad.
 - b) SWO Community Center G-9, Islamabad.
 - c) SWO Holiday Homes, Murree.
 - d) Staff Welfare Organization (SWO), Lahore.
 - e) Staff Welfare Organization (SWO), Peshawar.
 - f) Staff Welfare Organization (SWO), Karachi.
 - g) Staff Welfare Organization (SWO), Quetta.
 - h) Pakistan Academy for Rural Development (PARAD), Peshawar.
 - i) Federal Employees Benevolent and Group Insurance Fund (FEB&GIF), Regional Office, Lahore.
 - j) Federal Employees Benevolent and Group Insurance Fund (FEB&GIF), Regional Office, Karachi.
 - k) Secretariat Training Institute (STI), Islamabad.
 - l) National Center for Rural Development (NCRD), Islamabad.
 - m) Management Services Wing (MSW), Establishment Division, Islamabad.
 - n) Pakistan Public Administration Research Center (PPARC), Islamabad.

- The internal audit of above listed entities/departments has been conducted successfully in accordance with the audit plan duly approved by worthy Secretary Establishment. The internal audit reports have also been prepared and issued to concerned entities/departments for seeking formal management response on audit observations.

- Execution of the following development projects/schemes was coordinated with the concerned departments during 2020-21 :-
 - Construction of Compound Wall, Watch Towers, Electric Flood Lights, Power Supply and Electric Wiring at NIM, Karachi.
 - Construction of First Floor of Academic Block at CSA, Walton, Lahore.
 - Construction of Second Floor of Bolan Hostel at CSA, Walton, Lahore.
 - Establishment of IT Wing and Online Training Facility at NSPP, Lahore.
 - Provision of Security Measures at CSA, Walton, Lahore.
 - Up-gradation of NCRD Hostel and Premisis Chak Shahzad, Islamabad.
 - Computer Based Testing (CBT) for various test/exam conducted by Federal Public Service Commission (FPSC).
 - Construction of Classrooms and other Training Facilities at NIM Training Complex, Peshawar.
 - Construction of Road of PARD Campus, Peshawar.
 - Providing & Installing of 250 KVA Generating Set at New Hostel SMC Block, Replacement of Pumps, and Up-gradation of Over Head / Under Ground Tank at NIM Complex, Karachi.

ANALYSIS OF ACHIEVEMENTS WITH GOALS AND TARGETS:-

- All the targets as mentioned above have been successfully achieved.
- By signing the above report/material for the Year Book 2020-21, I hereby certify that the information given in this Report/Material is unclassified and reliable.

PAKISTAN PUBLIC ADMINISTRATION RESEARCH CENTRE (PPARC)

VISION

As envisaged in the policy statement of the Establishment Division Research aims to make the state machinery more responsive, fair and expeditious to come up to the expectations of the masses of Pakistan.

MISSION STATEMENT

To contribute towards good governance by introducing the best administrative practices and to provide updated information regarding Federal Government employees, laws, rules and procedures in composite form for improved decision making in the Government.

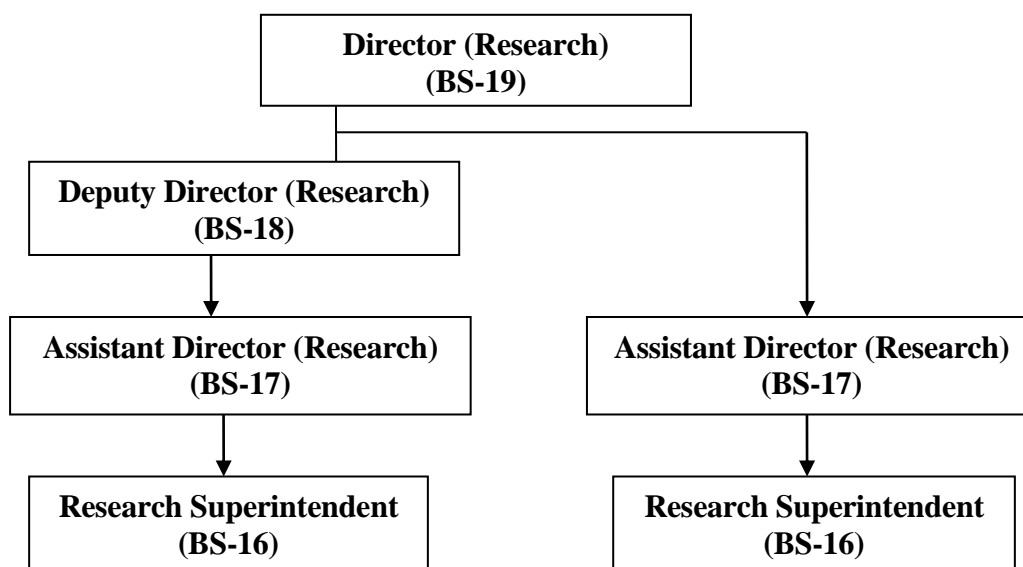
RESEARCH SECTION

Research is a systematic study to find out plausible solutions and best practices to improve the existing issues, problems & procedures and is vital to development, through constant up-gradation of existing way of doing the things. For the conduct of administrative research a distinct unit with the name **Pakistan Public Administration Research Centre** exists as a part and parcel of the Establishment Division. As derived from the functions assigned to PPARC under the Rules of Business, the Research Section is responsible to perform the following functions:

Functions

- Special assignment regarding observance of 6% employment quota for Balochistan under Aghaz-e-Haqooq-e-Balochistan Package (AHBP) in Federal Government.
- Administrative Research.
- Simplification of Forms, Systems & Procedures.
- Idea Award Scheme.

Organogram of the Research Section



ASSIGNMENTS COMPLETED DURING THE YEAR 2020-21

- Special assignment relates to Aghaz-e-Haqooq-e-Balochistan Package (AHBP) and observance of 6% Balochistan quota for employment in all the Federal Government Organizations. The Research Section has been able to identify **17,589** posts under the Balochistan quota out of which **11,281** posts were got filled upto December, 2020.
- Represented Establishment Division in both the houses of the Parliament & prepared a number of briefs & working papers regarding quota observance under Aghaz-e-Haqooq-e-Balochistan Package (AHBP).
- Annual Statistical Bulletin of Federal Government Employees (2019-20).
- Annual Statistical Bulletin of Employees of Autonomous / Semi-Autonomous bodies/ Corporations under the Federal Government (2019-20).

ASSIGNMENTS IN HAND (2020-21):

- Review of Civil Forms in coordination with PCPP as the function has been transferred to it after the winding up of Department of Stationary & Forms, Karachi.
- Special assignment regarding observance of 6% employment quota for Balochistan under Aghaz-e-Haqooq-e-Balochistan Package (AHBP) in Federal Secretariat and in all organizations under its control.
- Verification of the domiciles of the employees belonging to Balochistan under Senate Resolution No. 296.
- Organization & Functions of the Federal Secretariat (Part-I).
- Decision of the Standing Committee of Senate on Cabinet Secretariat (Verification of domiciles KPK & GB).
- Preparation of working papers / briefs for the questions regarding quota observance for the Assembly Business / Senate Business as and when received.
- Report of 17th Census of Federal Government Civil Servants is under print in PCPP.
- Data processing of 18th Census of Federal Government Civil Servants is under process in computer lab of PPARC.
- Annual Statistical Bulletin of Federal Government Employees for 2020-21 is at approval stage.
- Annual Statistical Bulletin of Employees of Autonomous / Semi-Autonomous bodies/ Corporations under the Federal Government for 2020-21 is at approval stage.
- Recording, Indexing of Files and Weeding out of Old Records (regular activity).
- Annual Statistical Bulletins for the period 2021-22 with reference time 01-07-2021 has been launched and data collection for said bulletins is in progress.
- Cost estimate for printing of 19th Census of Federal Government Civil Servants questionnaire has been taken from the PCPP and under submission for approval.

MANUALS & PUBLICATIONS SECTION

The Pakistan Public Administration Research Centre (PPARC) is the sole agency for preparation/revision and printing of the Administrative Codes & Manuals, which are intended to facilitate/disposal of official business. These codes and manuals particularly the Estacode have served as tools for decision-making and standard reference books in expenditure settlement of Government business in the Federal Government Offices, such as Ministries/Divisions/Attach Departments and Subordinate Offices, even the Provincial Governments have been making use of the information contained in these manuals.

2. During the financial year 2020-21 the Manuals and Publications Section under took the work to review/updated of the following publications and published revised editions.

ASSIGNMENT FINALISED:

(a) **Printing of Year Book 2019-20**

The printing of the Year Book 2019-20 has been completed.

A Manual of Staff Welfare Organization (Edition-2020)

The draft of booklet on Staff Welfare Organization has been composed and vet by Staff Welfare Organization.

(c) **A Manual on Benevolent & Group Insurance Benefits**

The draft of booklet on Benevolent Fund has been composed and vet by Federal Employees Benevolent & Group Insurance Fund (FEB & GIF).

(d) **Sale of Publications**

No. of Books Sold during Financial Year 2020-21	:	935
Amount Deposited in National Exchequer	:	Rs.358,281/-

IN-HAND ASSIGNMENTS:

(a) **ESTA-CODE (Edition-2020)**

The publication is in final process for approval by Secretary, Establishment Division.

(b) **Secretariat Instructions**

Introduction of instruction No. 76 alongwith user guidelines of Appendix 'G' is under revision process at Ministry of Information Technology & Telecommunication (MOITT) & National Information Technology Board (NITB).

(c) **Establishment Manual (Edition-2020)**

Revision of draft in progress.



**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 (PARAD)
- (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)

Achievements/ activities in this regard are reflected in the following paragraphs;

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 18th Amendment on July, 29 2011 AHKNCRD was declared as Attached Department of newly formed Ministry of Professional and Technical Training, however, on 20th March, 2013 AHKNCRD was declared an Attached Department of Establishment Division, and it was declared as an Executive Department of Establishment Division on 14th April, 2020.

AHKNCRD is promoting the cause of rural development and poverty alleviation in Pakistan through capacity building of mid-level officials/functionaries of Nation Building Departments and Local Government functionaries from all over the country. AHKNCRD also provides assistance to provincial Local Government Training Institutions in curriculum planning and training programmes. The Centre organizes seminars, workshops and training courses in which esteemed experts are invited to share knowledge and relevant experience on the given subject. The capacity building programmes are of orientation level in which participants' knowledge and ideas are enhanced and awareness is created regarding the most pressing national development issues. Besides, catering to the capacity building and research needs of rural development, AHKNCRD liaises with various national & international organizations which are engaged in Rural Development.

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. FUNCTIONS:

- (i) Training of mid-level officials/ functionaries of National Building Departments;
- (ii) Training of Local Government Functionaries;
- (iii) Assistance to provincial Local Government and Rural Development Training Institutions in curriculum planning and training programs;
- (iv) Liaison with national and international organizations & NGOs;
- (v) Training of elected representatives of Local Governments of all provinces/ regions;
- (vi) Training of representative of NGOs and members of civil society;
- (vii) Research studies on different aspects/ issues of Rural Development;

5. 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 in designing Training Modules etc.

6. 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 multi media 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 which cater to the needs of NCRD and NIM Islamabad also. A separate section contains AARDO and CIRDAP, 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.

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 35 to 40 training programmes are organized per year which 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;
- Environmental Concerns in Development.

c. **Number of Training Programmes Organized upto June 2021:**

NCRD Organized 1012 training courses, workshops, and seminars during the years 1983 to June 2021 and trained around 30,442 participants. During the year 2020-21, AHKNCRD conducted 37 training programmes and trained 1359 participants from all Provinces and Federating Units of Pakistan in collaboration with national/international organizations on pressing issues being faced in the country as per following details:

Training Courses, Workshops and Seminars 2020-21			
Sr No.	Courses/Workshops/Seminars	No. of Courses	No. of Participants
1	Training Courses	23	751
2	Training Workshops	09	271
3	National Policy Seminars	03	135
4	International Workshops	02	202
Total:		37	1359

8. **LIAISON WITH INTERNATIONAL ORGANIZATIONS:**

Pakistan being a member country and AHKNCRD being a link institution liaises with three international organizations so as to promote the cause of Rural Development by hosting International Training Programmes for officials from the member countries. AHKNCRD also fetch nominations for the collaborative programmes organized in the member countries As the link institution, AHKNCRD also fulfils the mandate of three 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), of which Pakistan is a member. Establishment Division is the focal/contact Ministry while AHKNCRD is the Link Institution to

work with these organizations on behalf of Government of Pakistan. With the collaboration of these international organizations, experts from various countries visit Pakistan and share their experiences regarding various aspects of rural development as part of two-way learning process. During FY- 2020-21 AHKNCRD nominated 53 Pakistani development professionals for AARDO & CIRDAP sponsored International Training Programmes being organized in member countries, as per following detail:

S. #	Title of Training/Duration/Host Country	No. of Pakistani delegates availed the International Training Opportunity of AARDO
1.	AARDO-NIMSML International Online Training Programme on “Adaptive and Innovative Strategies for SME Development (AISSD)”, NIMSML, India , July 20-31, 2020	01
2.	Online Training Programme on “Covid-19 and its Impact on Small and Medium On-Farm and Off-Farm Agro-Based and Cottage Enterprises, RDA, Bogura, Bangladesh , 17-28 August, 2020	02
3.	AARDO-CMFRI Online Workshop-cum-Training Programme on “Fisheries and Aquaculture”, Central Marine Fisheries Research Institute (CMFRI), Kochi, Kerala, India , 12-23 October, 2020	07
4.	AARDO-BARD Online International Training Programme on “Poverty Alleviation through Micro Finance: State of Art in COVID-19 Period”, BARD, Cumilla, Bangladesh , 02-11 November, 2020.	01
5.	AARDO’s Online -Training Programme on “Women Empowerment through Participatory Approaches in Rural Development”, National Institute of Rural Development and Panchayati Raj (NIRD-PR), Hyderabad, India , December 14-24, 2020	02
6..	AARDO Online Training Programme on “Agriculture Mechanization: The Korean Experience”, South Korea, 15-16 December, 2020	09
7.	AARDO Online Training Programme on ” Information & Communication Technologies and Geo-informatics Applications in Rural Development” at National Institute of Rural Development and Panchayati Raj (NIRD-PR), Hyderabad, India 18-28 January 2021	04
8.	AARDO-IIML Online International Training Programme on “Contemporary and Strategic Issues in Food and Agribusiness Management”, Indian Institute of Management Lucknow (IIML), Lucknow, UP, India, February 04-09, 2021	06
9.	Online International Training Programme on “Natural Resource	02

	Management and Climate Change Adaptation”, National Institute of Rural Development & Panchayati Raj (NIRDPR), Hyderabad, India February 15-24, 2021	
10.	AARDO Online Training Programme on “Food Production And Processing Technologies For Sustainable Development” At National Institute For Micro, Small And Medium Enterprises (Nimsme), Hyderabad, India , Feb 22-Mar 04, 2021	05
11.	AARDO Online Training Programme on “Disruptive Agri-Tech for Promotion of International Trade in African-Asian Countries” At National Institute For Micro, Small And Medium Enterprises (Nimsme), Hyderabad, India , Mar 15-25, 2021	05
12.	Online International Training Programme on “Clean Energy Solution and Waste Management for Sustainable Development”, IIT Delhi, India, 14-18 June, 2021	06
13.	AARDO Online Training Programme on “Agri-Tech Solutions and Approaches to Sustainable Rural Development”, at IIT Delhi, India, 21-25 June, 2021	03
Total:		53

The brief information of above mentioned three international organizations is as follows:

i. **CIRDAP**

CIRDAP is a regional, inter-governmental, autonomous organization. Pakistan became one of the founding members of CIRDAP when it signed Final Act of establishment of CIRDAP at Kualaumpur, Malaysia on 29th August, 1978. CIRDAP HQ is based at Dhaka, Bangladesh, and has 15 member countries from Asia and the Pacific region. In Pakistan, Establishment Division is the contact Ministry while AHKNCRD is the Link Institution to work with CIRDAP. The Government of Pakistan pays annual membership fee of US\$ 37,766 to CIRDAP, being a member country.

ii. **AARDO**

AARDO is a New Delhi based International Organization. It has 33 member countries from Asia and Africa regions. Pakistan became member of AARDO with the prior approval of the Ministry of Foreign Affairs in the year 1997. Establishment Division is contact Ministry while AH NCRD in the Link Institution of AARDO in Pakistan. AARDO declared AHKNCRD as its Centre of Excellence in 2011 for organizing International Training Programmes, Workshops and Seminars. The Government of Pakistan pays annual membership fee of US\$ 44,700 to AARDO, being a member country.

iii. **LOGOTRI**

LOGOTRI was Established in 1999 and its headquarter is in Manila, Philippine. It is engaged primarily in local government training and research. Pakistan became its member in 2000. For the last many years, LOGOTRI has been dormant.

iv. Regional Office of AARDO at AHKNCRD:

Seventeenth General Session of AARDO Conference approved sixth Regional Office for South and Central Asia at AHKNCRD, Islamabad, Pakistan. The Director General, AHKNCRD is the Honorary Regional Representative of AARDO for South and Central Asia. It promotes the interest of AARDO for socio-economic empowerment of rural and the under-privileged for sustainable development in the member countries. Following activities have been organized by AHKNCRD being regional office of AARDO for Central and South Asia:

- i. AHKNCRD-AARDO Regional Office's Collaborative One-Day National Policy Seminar on "COVID-19: Challenges, Mitigation and Adaptation", September 24, 2020.
- ii. AHKNCRD-AARDO Regional Office Organized Collaborative One-Day National Policy Seminar on "Eco-Tourism for Rural Economy" on November 19, 2020.
- iii. AHKNCRD-AARDO Collaborative International Online Training Programme on "Disaster Risk Reduction and Management", December 14-18, 2020.
- iv. AHKNCRD-AARDO Collaborative International Online Training Programme on "Responsible Citizenship for Rural Development Issue and Way Forward", 1st April, 2021.
- v. AHKNCRD-AARDO Collaborative International Online Training Programme on "Climate Change- Implications and Adaptation", 31 May-04 June, 2021.

9. RESEARCH WORK:

The Research Work has not been conducted for many years due to some issues but the Research Work has been initiated recently on the following important topics to address the issues of poverty alleviation and unemployment in the rural areas:

- (i) Ecotourism for Income Generation and Poverty Alleviation
- (ii) Impact of Technical and Vocational Education on Human Capital and Creation of Employment Opportunities in Pakistan

10. DEVELOPMENT PROJECT UNDER PSDP (2020-21):

A PC-I titled "Upgradation of AHKNCRD Hostel and Premises, Chak Shahzad" was approved for an amount of Rs.33.090 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 implementation status of the project is as under:

Sr. No	Item of work	Status
1.	Construction of Boundary wall	Completed
2.	Car parking shed	Completed
3.	Boring work	Completed
4.	Underground Water Tank	Completed
5.	Overhead Water Tank	Completed
6.	CCTV Camera and walkthrough gate	Completed

11. NEW PC-1 (2021-22):

New PC-1 (2021-22) as Phase-II of the ongoing PSDP project (2020-21) has been approved to continue the work on upgradation of the centre during the current Financial Year 2021-22. The project aims to provide secured, clean and conducive learning environment to the officials, residents of colony and participant/ delegates at AHKNCRD. The project includes the following items of work:

- (i) Fencing of Boundary Wall with barbed wire.
- (ii) Construction of Filtration Plant.
- (iii) Construction of six rooms on 1st floor of hostel and stairs halls I/C furniture.
- (iv) Construction of Store Rooms.
- (v) Construction of Sports Room with Sports Facilities.
- (vi) Electrical Work.

12. PHYSICAL DEVELOPMENT PLAN:

Besides PSDP Project, following initiatives have been undertaken in AHKNCRD regarding physical development of AHKNCRD premises and upgradation of training facilities:

- (i) AHKNCRD has undertaken the renovation of AHKNCRD Hostel i.e repair of the toilets/rooms.
- (ii) AHKNCRD canteen has been renovated.
- (iii) LED Screen has been installed in training hall.

FEDERAL PUBLIC SERVICE COMMISSION (FPSC)

I. Mandate of the Federal Public Service Commission (FPSC):

Federal Public Service Commission is the premier federal agency mandated with recruitment of qualified persons established in terms of Article 242 of the Constitution of the Islamic Republic of Pakistan, 1973. The Commission discharges its duties and performs functions in accordance with the Constitution of the Islamic Republic of Pakistan and assists the Government of Pakistan in achieving sustainable good governance by providing quality human resource through fair, transparent and open competition. The Commission performs its statutory responsibilities under Section 7 of the Federal Public Service Commission Ordinance, 1977, which 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 and,
- d. Performing quasi-judicial functions by taking decisions on representations and review petitions of aggrieved candidates.

II. The Commission and the Secretariat:

<u>Chairman</u>	<u>Secretary</u>
➤ Captain (R) Zahid Saeed	Ms. Humaira Ahmed (10.06.2020 to date)
<u>Ex-Chairman</u>	<u>Secretariat</u>
➤ Mr. Haseeb Athar (Tenure completed)	Existing strength 620
<u>Members</u>	BS-16 & Above 185
➤ Mr. Nadeem Hassan Asif (Tenure completed)	BS-15 & Below 435
➤ Mr. Abid Saeed (Tenure completed)	Sanctioned Budget F.Y.2020-21 '30.064M
➤ Mir Zubair Mahmood S.I (Tenure completed)	Numbers of Wings/Directorates 07
➤ Mr. Khizer Hayat	Number of Provincial Offices 04
➤ Mr. Shoaib Mir	Number of Regional Offices 04
➤ Mr. Arbab Muhammad Arif	
➤ Major. Gen. (R) Syed Abid Hasan HI(M)	
➤ Captain (R) Maroof Afzal	

- Mr. Fazal Abbas Maken
- Ambassador/ High Commissioner (R) Muhammad Nafees Zakaria
- Mohammed Tahir
- Captain (R) Shahid Ashraf Tarar

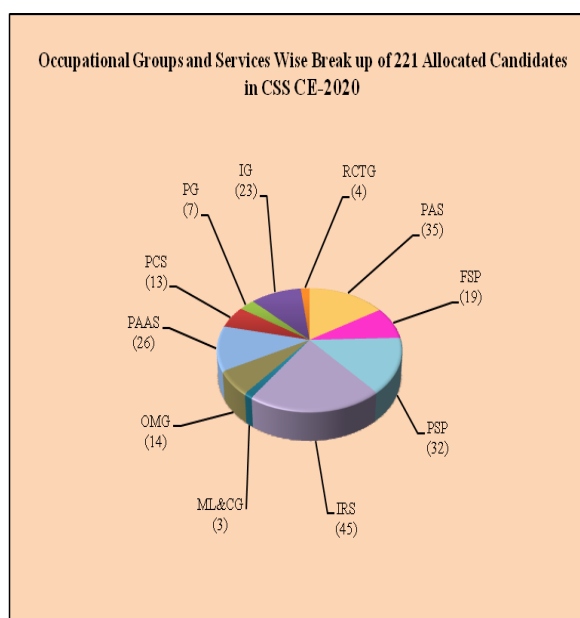
III. Performance Highlights:

- Examinations and Tests Conducted during 2020-21:
- Central Superior Services Competitive Examination 2020 and 2021:

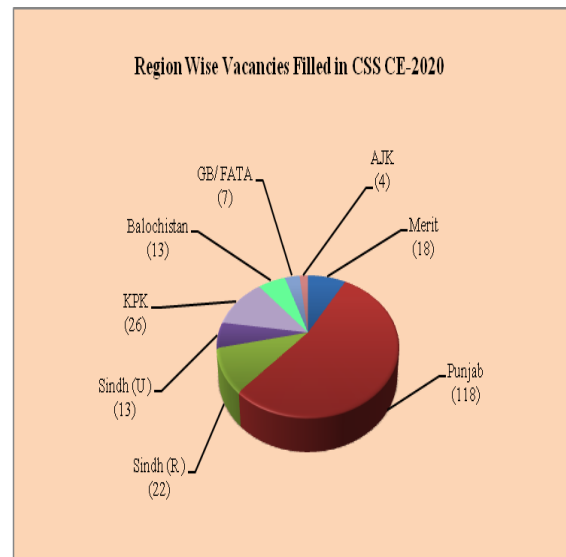
Category	CSS CE 2020	CSS CE 2021
Total Number of Applicants	39,630	39650
Total Candidates Appeared	18,553	17239
Qualified in written exam	376	Result of Written Part awaited
Finally Qualified after Viva Voce	364	
Vacancies Available	447	-
Candidates Allocated	221	
• Male	142	
• Female	79	
Vacancies Carried Forward	226	-

- **Distribution of vacancies:** The FPSC in consultation/approval of Establishment Division announced vacancies for CSS-2020 and made allocations as per following detail:

Group/Service Wise	Fresh vacancies	Carried over vacancies	Total	Allocated	Unfilled
PAS	36	4	40	35	5
FSP	22	3	25	19	6
PSP	32	8	40	32	8
IRS	45	30	75	45	30
ML&CG	3	1	4	3	1
OMG	16	62	78	14	64
PAAS	29	17	46	26	20
PCS	15	6	21	13	8
PG	12	24	36	7	29
IG	32	25	57	23	34
CTG	0	13	13	0	13
RCTG	3	9	12	4	8
Total	245	202	447	221	226



Quota wise	Fresh vacancies	Carried over vacancies	Total	Allocated	Unfilled
All Pakistan Merit (7.5%)	18	0	18	18	0
Punjab (50%)	123	43	166	118	48
Sind(R) (11.4%)	28	49	77	22	55
Sind(U) (7.6%)	19	20	39	13	26
KPK (11.5%)	28	19	47	26	21
Balochistan (6%)	15	54	69	13	56
GB FATA (4%)	09	15	24	07	17
AJK (2%)	05	02	07	04	03
Total	245	202	447	221	226



- **CSS-2021:** The written part of CSS Competitive Examination-2021 held at 19 cities from 18.02.2021 to 26.02.2021 and out of 39,650 candidates 17,239 candidates appeared in the Examination.
- **Psychological Assessment:** During financial year 2020-21, the Commission conducted Psychological Assessment for CSS CE written exam qualified candidates, selective ex-cadre posts under General Recruitment, Cases of Pakistan Navy and Induction of Armed Forces Officers into civil posts details as follows:

Centre	No. of candidates called for Psychological Assessment CE-2020	No. of candidates called for General Recruitment cases	No. of candidates called for Cases of Pakistan Navy	No. of candidates called for Armed Forces Inductees for CSS-2019
Islamabad	103	33	31	30
Lahore	195	--	14	--
Peshawar	13	07	--	--
Karachi	37	--	24	--
Quetta	--	08	--	--
Multan	28	--	--	--
Total	376	48	69	30

- **Viva Voce:** During financial year 2020-21, the Commission conducted Viva Voce for CSS Competitive Exam (CE) written exam qualified candidates as per following schedule.

S.No.	Centre	From	To	No. of candidates
1.	For CSS CE-2020	11.01.2021	16.04.2021	376
2.	For Induction of Armed Forces Officers through CSS CE-2020	05.10.2021	09.10.2021	30

- **Final Passing Out Examination:** FPOEs of 12 Occupational Groups and Services for Probationary Officers of (47th CTP) were held from 13.01.2020 to 24.10.2020. Details as below:

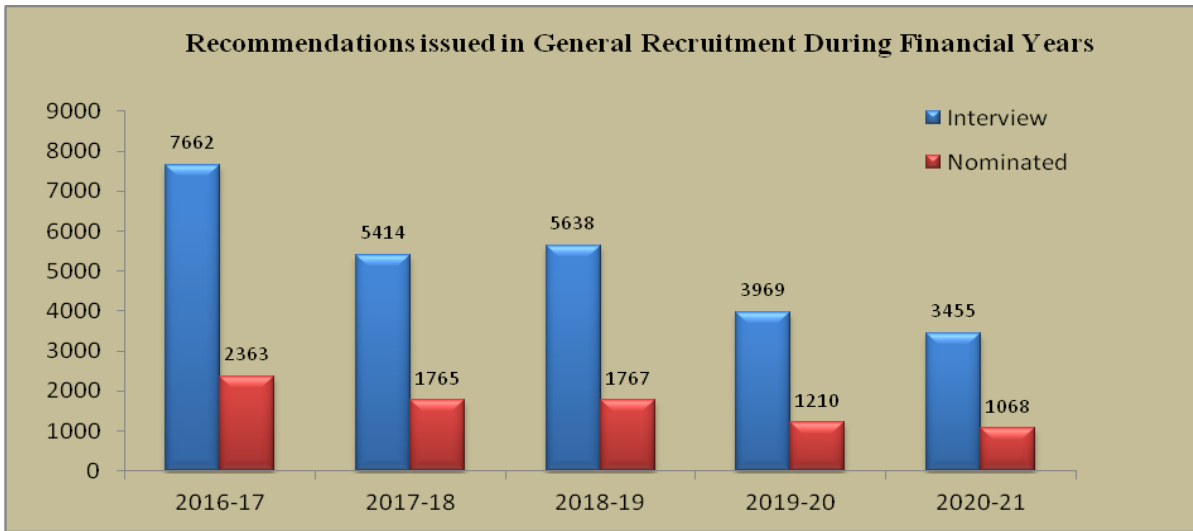
S. No	Occupational Groups and Services	Probationers of 47 th CTP		
		Registered	Pass	Fail
i	Information Group	07	17	--
ii	Postal Group	06	02	04
iii	Police Service of Pakistan	18	17	01
iv	Commerce & Trade Group	25	Result awaited	
v	Military Lands & Cantonments. Group	07		
vi	Office Management Group	95		
vii	Railways (C & T) Group	02		
viii	Foreign Service of Pakistan	22		
ix	Inland Revenue Service	70		
x	Pakistan Administrative Service	47		
xi	Pakistan Audit & Accounts Service	32		
xii	Pakistan Customs Service	30		
Total		361		

- **General Recruitment for Ex-Cadre Positions in BS-16 and above:**

On receipt of requisitions from various Ministries/Divisions/Departments, FPSC initiates recruitment process for ex-cadre posts in BS-16 & above. During financial year 2020-21, the Commission processed recruitment for various technical and professional/ex-cadre posts as per following detail:

Table: 07

Recruitment for Ex-Cadre Posts in BS-16 & above	Financial year 2020-21
Consolidated advertisements issued	10
Vacancies advertised	1566
Applications received against finalized cases	2,82,410
Cases finalized	127
Vacancies finalized	1196
Candidates called for interview	3455
Recommendations issued against finalized cases	1068



- **Professional Screening (MCQ/Descriptive/Written/APS Typing) Tests:** During financial year 2020-21, the Commission in response to consolidated Advertisement Nos. 11-12/2019 and consolidated Advertisement No. 1-2/2020 conducted combined Phases I&II for Screening (MCQ)/Written (Descriptive)/Shorthand/Typing Tests. Details as below:

Activity	Screening (MCQ) Tests	Written(Descriptive) Tests	Shorthand/Typing Tests	Total
Number of cases	71	32	03	106
Number of posts	1596	542	180	2318
Registered candidates	4,61,681	9,158	13,059	4,83,898
Appeared candidates	2,28,523	4,464	2,266	2,35,247
Percentage	49.49%	48.74%	17.35%	48.61%

- **Other Allied Examinations/tests:** In addition to the above, the Commission conducted following tests/examinations.

Tests/Examinations	Registered		Registered
i. Assistant Director (BS-17), Survey of Pakistan	229	ii. Section Officers Promotional Examination-2020	1208
iii. Appointment by Transfer in Office Management Group	876	iv. Examination for induction of Officers (PMS/PCS) to Pakistan administrative Service (PAS)	66
v. Regularization of Contractual Employees	692	--	--

IV. FPSC Services provided during Financial Year 2020-21:

- Appointments under Prime Minister's Assistance Package: 05 appointments made (BS-1-15).
- Received 100% online applications online for CSS/GR/SOPE/ABT for OMG/Regularization of contract employees.
- Issued 100% admission certificates online for General Recruitment/Competitive Examination candidates.
- 100% detailed marks sheets for CSS were made available online.
- Online result sharing with candidates.
- 100% communication through SMS/E-mails.
- Online editing facility of applications.
- Biographical verification of candidates appearing in CSS/GR maintained through NADRA veriSys connectivity.
- Facilitation Centre provided services to respond to candidates to queries on phone calls/E-mails.
- Result of recommended Armed Forces Officers placed on website.
- Online Marks Recounting facility made available for CSS-2020.
- Online application processed for Assistant Director (BS-17), Survey of Pakistan.
- Online application received for induction of Provincial Management Services/Provincial Civil Services (PMS/PCS) into Pakistan Administrative Service (PAS).
- Online Mark Sheets made available for General Recruitment candidates in finalized cases.
- Online Change of Centre facility provided to General Recruitment candidates.

V. New initiatives for Improvement in services of FPSC:

1. Re-vamping FPSC website and making it more user-friendly.
2. Uploading Recruitment Rules of all professional and technical ex-cadre posts in BS-16 & above on FPSC website for information of Public/candidates.
3. Holding of regular video link meetings of FPSC Headquarters with Provincial/Regional offices.
4. Online Mark Sheets of CSS & General Recruitment finalized cases on FPSC website.
5. Online Marks Recounting Facility provided to CSS candidates.
6. Online Change of Center Facility non-expended to candidates.
7. Forensic examination of Electronic Gadgetries found in possession of candidates in the examination Halls to assist the Commission in determining penalty for the candidates as per rules.
8. Branchless Banking System for FPSC exam/test Fee deposits.

VI. Test Scheme & Syllabi Design for Federal Posts:

Syllabi & Test Scheme for conducting exam/test for professional and Technical posts in BS-16 and above (Appointment by Transfer in OMG, Contract appointment in different Ministries/Divisions/ Departments during financial year 2020-21) as per following details:

Type of Syllabi	Financial year 2020-21
Syllabi designed for screening/professional tests for various ex-cadre posts in BS-16 & above	1566 cases
Syllabi designed for CSS Competitive Examination	Proposals under process
Vetting of syllabi of Final Passing Out Examination	12 groups/services

VII. 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 current financial year, the Commission tendered its advice to various Ministries/ Divisions/ Departments on recruitment related issues as below:-

Advice issued in Recruitment Rules/Cases (BS-16 & Above)	2020-21
Fresh Recruitment Rules received for advice of the Commission	163
Recruitment Rules finalized	30
Cases of Recruitment Rules under process	117
Recruitment Rules under submission to Commission	16

I. Quasi-Judicial Functions of the Commission

IN TERMS OF SECTION 7 (3)(A) OF THE FPSC ORDINANCE 1977, THE COMMISSION HELD PERSONAL HEARINGS FOR **110** REJECTED CANDIDATES RELATING TO CSS AND 695 REJECTED CANDIDATES RELATING TO GENERAL RECRUITMENT. SIMILARLY, THE COMMISSION AFFORDED OPPORTUNITIES PROVIDED BY THE SECTION 7(3), THE APPEALS/PETITIONS ETC. FILED BY AGGRIEVED CANDIDATES AT OTHER FORUMS OF LAW. ACCORDINGLY, **535** CASES WERE REPORTED IN COURT OF LAW/TRIBUNALS THROUGHOUT THE COUNTRY. OUT OF WHICH, **133** CASES WERE DECIDED AND REMAINING **402** CASES WERE UNDER PROCESS TILL END OF THE CURRENT FINANCIAL YEAR.

II. Research and Publications

In accordance with Section 9 of the FPSC Ordinance 1977, Annual Report 2018 and 2019 were presented to the President of Islamic Republic of Pakistan and distributed to all concerned. News Bulletins covering the six quarters from Jan 2020 to June 2021 were also finalized.

III. Meetings

a) **Commission Meetings:** The following meetings were held at FPSC Headquarter's Islamabad. Chairman, FPSC presided the meetings and Members of the Commission and Senior Officers of the Secretariat attended. Deliberations were held and important decisions were taken/ implemented.

S.No.	Activity	Meeting held on
1.	159 th Commission Meeting	1 st September, 2020
2.	160 th Commission Meeting	15 th December, 2020
3.	161 st Commission Meeting	24 th December, 2020
4.	162 nd Commission Meeting	22 nd March, 2021

b) **CSS Reforms:** A series of Meetings on CSS Reforms were held on 25.03.2021, 28.04.2021, 24.05.2021, 27.05.2021. 31.05.2021 and 23.06.2021 respectively at FPSC Headquarters to revisit the existing scheme of competitive examination in light of feedback of the stakeholders and international best practices and to improve the examination system. Deliberations were also held with the Task Force on Civil Service Reforms and Establishment Division.

c) **Outreach Program/Meeting with Governors of Balochistan and Sindh:** Every year a number of seats remain un-filled due to non-availability of suitable candidates from respective quotas, suitable candidates apply and appear in CSS Exam but failed to qualify written part, in particular from Sindh and Balochistan. To highlight the issue and engage with the key stakeholders, FPSC reached out to the Governors of Balochistan and Sindh. Chairman, FPSC and Members of the Commission held meetings with Governor Balochistan on 10.11.2020 and Governor Sindh on 02.03.2021. Vice Chancellors of selected Public and Private sector universities were also invited and urged to encourage the youth to opt for federal services as a career choice.

d) **Computer Based Testing (CBT) Project:** In line with e-government policy of federal government, a development project titled "Computer Based Testing (CBT) for various test/exam conducted by Federal Public Service Commission (FPSC)" is being implemented at FPSC HQ and establishment of CBT labs at agreed locations across the country with an objective to speed up the recruitment process while maintaining transparency, security and credibility of the Commission's tests and exams.

IV. Obituary

FPSC expresses deepest condolences on loss of a competent and dedicated officer, Capt (R) Maroof Afzal, the designated Chairman FPSC on 10.12.2020. Civil Service of Pakistan & the Commission have lost a capable, humane and well respected human being. May his soul rest in eternal peace. (Aameen).



Picture Gallery:



The President of Pakistan Dr. Arif Alvi administering the oath of office to Capt. (R) Zahid Saeed as Chairman, Federal Public Service Commission at Aiwan-e-Sadar, Islamabad on December 22, 2020



Chairman, FPSC Captain (R) Zahid Saeed, presented FPSC Annual Reports to the President of Islamic Republic of Pakistan



Chairman FPSC, Captain (R) Zahid Saeed in a meeting with Governor Sindh, Mr. Imran Ismail and Vice Chancellors of Universities at Governor House, Karachi highlighting issues of unfilled vacancies in federal services from Sindh.



Group Photo of Governor of Balochistan, Chairman and Members FPSC, Vice Chancellors of Universities from Balochistan



CSS Competitive Examination-2021 in progress



Interview Committee engaged for interviews-2020-21

PAKISTAN ACADEMY FOR RURAL DEVELOPMENT (PARD), PESHAWAR

INTRODUCTION

Pakistan Academy for Rural Development, Peshawar, established in 1957, is the oldest and premier national institution for in service training 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

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

Major functions

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.

REPORT/MATERIAL FOR THE YEAR BOOK 2020-21

ACHIEVEMENTS

a) Training:

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:

During the period from July 2020 to June 2021, PARD targeted and conducted 29 training programmes in which a total of 731 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. Related to areas are Participatory Rural Development, Project Planning and Management, Natural Resource Management, Agriculture Extension, Environmental Impact Assessment, Gender and Development and other themes of relevance to rural development.

Various training programmes were conducted in collaboration with other national and international organizations like SRU, Public Health & Election Commission of Pakistan. During the period July, 2020 to June 2021, 731 numbers officers/officials, farmers and elected representatives were trained in various themes related to their jobs.

Detail of Achievements of Training During the Year 2020-21

Year	No. of Courses	KPK	Punjab	Sindh	Baluchistan	Azad Kashmir	Gilgit-Baltistan	Federal Govt.	FATA	NGOs	Total
2020-21	29	581	98	18	05	20	02	07	-	-	731

Details of PARD Training Programmes Conducted during July 2020 to June, 2021

S.No.	Programme Title	Period	No. of Participants
1	Two-day Training course on “Delimitation Committees/Authorities in L.G Election (in-collaboration with PEC/UNDP (Training-1))	July 20-21, 2020	17
2	Two-day Training course on “Delimitation Committees/Authorities in L.G Election (in-collaboration with PEC/UNDP (Training-2))	July 20-21, 2020	9
3	Two-day Training course on “Delimitation Committees/Authorities in L.G Election (in-collaboration with PEC/UNDP (Training-3))	July 22-23, 2020	15
4	Two-day Training course on “Delimitation Committees/Authorities in L.G Election (in-collaboration with PEC/UNDP (Training-4))	July 22-23, 2020	11
5	One-day Seminar on “Rural Development in Post COVID-19 Scenario” (in collaboration with SRSP)	July 23, 2020	19
6	Two-day Training course on “Delimitation Committees/Authorities in L.G Election (in-collaboration with PEC/UNDP (Training-5))	July 24-25, 2020	15
7	Two-day Training course on “Delimitation Committees/Authorities in L.G Election (in-collaboration with PEC/UNDP (Training-6))	July 24-25, 2020	15
8	Three-day online training course on “Income Generation Opportunities for Rural Development”	August 11-13, 2020	14
9	Three-day online training course on “Office Procedure and Management in Public Sector	August 18-20, 2020	49
10	Three-days Training course on “Capacity Building on “KPPRA Rules and E-Tendering” (In collaboration with SRU/Public Health Engineering Department KP)	September 08-10, 2020	26
11	Two-Day Orientation Workshop for Officers working in Madaris Registration and Facilitation Offices (in collaboration with Ministry of Federal Education & Professional Training, Directorate General of Religious Education (DGRE) Peshawar	September 14-15, 2020	43
12	Two-day Training Course on “Water Supply Networks Modeling (EPANET Software) (In collaboration with SRU/Public Health Engineering Department KP)	September 15-16, 2020	16
13	Five-day Training course on “Project Cycle Management (PCM)	October 05-09, 2020	18
14	Three-day Monitoring and Evaluation of Rural Development Projects”	October 20-22, 2020	33
15	Three-day Training Course on “Capacity Building Training on KPPRA Rules and E-Tendering” (In collaboration with SRU/Public Health Engineering Department KP)	October 26-28, 2020	17
16	Three-day Training Course on “Capacity Building Training on KPPRA Rules and E-Tendering” (In collaboration with SRU/Public Health Engineering Department KP)	November 02-04, 2020	21
17	Two-day Capacity Building Training Course on “Water Supply Network (EPANET Software) (In collaboration with	November 05-06, 2020	15

	SRU/Public Health Engineering Department KP)		
18	Three-day Training Course on “Water Resources of Pakistan: Availability & Requirements”	November 16-18, 2020	10
19	Adult Literacy Programme for PARDe Illiterate Employees	Feb 16 to	33
20	Three-day Training course on “File Income Tax Returns for Employees of PARD/NIM/PPSA”	February 23-25, 2021	30
21	Five-day Training course on “Gender Equality, Social Services and Leadership Skills (Off-campus at Lahore)	March 01-05, 2021	61
22	Four-day Training course on “Women Empowerment through Entrepreneurship”	March 15-18, 2021	32
23	Three-day Training course on “Application on Geographical Information System (GIS) (Incollaboration with PHED/SRU (1-Batch)	March 24-26, 2021	20
24	Three-day Training course on “Income Generation Opportunities for Rural Youth”	March 29-31, 2021	41
25	Three-day Training course on “Application on Geographical Information System (GIS) (Incollaboration with PHED/SRU (II-Batch)	March 31-April 02, 2021	19
26	Two-day Workshop/Mela for Community Development Planning (Incollaboration with GIZ)	April 07-08, 2021	74
27	Promotion of Sustainable Rural Development	June 07-10, 2021	16
28	Five-day Training Course on “New Trends and Prospects in Library and Information Science”	June 14-18, 2021	19
29	Four-day Training course on “Noting, Drafting and Computer Skills”	June 28-July 01, 2021	23
Total			731

b) 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.

Journal of Rural Development & Administration (JORDA)

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.

JORDA Vol. XLVIII- No.2 (July – December, 2016) has been printed and distributed. Similarly, articles for the Vol. XLVIX- No.1 (January – June, 2017) have been reviewed and under proof reading stage. The same will be issued shortly.

c) 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)

1. Masjid Maktab (Mosque Feeder School Project)

The Academy started this project in 1967 by establishing Masjid Maktab in nine villages around Peshawar. The project was based on the idea that in villages where primary schools did not exist, such schools could be started to fill the void. In some villages, where large landholdings and feudal set up was prominent, schools were not encouraged. Some of these villages were picked up and the village community was associated in opening these schools. The village community at times, provides premises for such schools. When a regular primary school is established by the Provincial Education Department, the Maktab School is shifted to another village.

The Academy provides Rs. 1500/- per month as stipend to the Maktab Teachers. In addition, books, black board and ground mats are provided to each Maktab. Every year, an official of the Provincial Education Department conducts the examinations, so that these students can carry government primary certificates for further education. The course of these schools is the same as of the provincial government schools. The project is run with the minimum expenses, if compared with the expenses of primary schools in the Government Sector. The trainees of different training courses of PARD, NIM and PPSA are also inspecting these schools. The Masjid Maktab are evaluated regularly.

Presently there are 04 such schools located in Peshawar District including 03 schools exclusively for girls, 01 for boys. This project is presently benefiting more than 250 students.

2. 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. It is pertinent to mention that Vocational Training Center for Women PARD remained closed due to covid-19 during the year 2020-2021.

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 **27** during the year 2020-2021.

3. Fish Pond

Fish rearing is an effective income generating activity that has the potential of being used as an important means of poverty reduction amongst the resource poor local communities. It is an employment generating multi-dimensional activity involving community mobilization and use of idle local resources.

PARD has established a demonstrative Fish Pond over an area of half an acre. Some 1300 seeds of different fish species namely Raho, Silver, Grass and Morvi are stocked in the pond. The netting

ceremony is held once a year through Fisheries Department and provided to the staff members on subsidized rate particularly to low paid employees of the Academy.

4. Bio Flock Fish Farming Project

Initiated the Action Research Project on “Bio-Floc Fish Farming” on March 14, 2021. The project aim to introduce and implement a modern concept of high density fish rearing in a water tank. It is an economic activity for low income rural population and a source for their better livelihood.

Benefits:

- a) It is a part of Research & Experimentation mandate of PARD
- b) It is a sustainable and eco-friendly process.
- c) It is a highly economical and easy source of income for the poor.
- d) It is also a ready source of Protein, required for a healthy population.
- e) It is also a source of recreation for women and kids,
- f) It is vital in reducing rural poverty in the country.
- g) This can be established at micro and macro level.

5. Wara Lassoona Project: (Pashto Phrase meaning “Small Hands”)

The Academy organized the Wara Lassoona Project in 1967 incorporating co-curricular activities for boys in rural primary schools. The Project as designed to supplement the prevalent prescribed syllabus with co-curricular activities so that the boys after getting education upto the primary level, not only receive inputs of vocational training but are also motivated to develop their lives within the rural setting.

This project has been revived with Government High School, Academy Town, and Peshawar as the pilot site. The following activities have been initiated and completed.

- Summer Vegetable Sowing
- Basic Skills in Computer Training Course for students of 8th class
- Winter Vegetable Cultivation
- Hygiene/Hand washing and First Aid Training arranged for children of school.

BABY DAY CARE CENTRE

A Baby Day Care Centre has been established at the PARD Campus for facilitation of the working women folk of the local/ adjacent areas. Limited number i.e. 15 children are admitted and facilitated to provide better facilities.

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.

a. 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.

b. 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 ZaraiTarqiati 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.

Kissan Conventions

This Academy regularly conducts Kissan Conventions wherein small farmers throughout the country are invited to raise their issues with Service Providers in Agriculture and take home solutions of their problems. So far, ten Kissan Conventions have been successfully held at PARD wherein some 2000 small farmers participated from all over the country, even from far flung places of Baluchistan, Sindh, AJK, Gilgit Baltistan, Chitral & FATA.

COMPLETED PROJECTS

a. The Ulema Project

The Academy organized an Ulema Centre Project in Peshawar tehsil in 1967. The Project as designed to tap the talent potential of rural Ulema and Pesh Imams for development work by making them more effective religious leaders and agents of social change. The Project was based on the view that Ulema wield great influence and command respect especially in rural areas.

b. Integrated Basic Services for Women

The Academy organized a project for welfare of rural women folk on experimental basis with financial assistance for UNICEF. The prime objective of this project was to involve women folk in the process of development by enabling them to benefit from services and facilities available, so that they can perform income generating activities more efficiently.

c. Integrated Rural Development Programme (IRDP)

IRDP was launched at Daudzai in 1972, to organize a comprehensive experiment in rural development administration. The three basic components of the Project were:

- i. Provision of services and facilities both in public and private sectors, well-coordinated and adequately supported by supplies.
- ii. Upgrading the skills of rural population to enable them to make the best use of the services being provided.
- iii. Integration of public agencies such as development departments with elected Local Councils.

The Project helped in undertaking more clearly the concept, objectives and principle of rural development, in designing training courses for people involved in rural development, in preparing reading materials, providing opportunities for practical work by the participants and formulation of guideline for future course of action.

d. German Aid Projects

The Academy opened 5 IRDP Projects in Peshawar in 1976 with financial assistance from the Federal Republic of Germany to test the viability of Daudzai approach in varied conditions. Most of the findings of these projects were passed on to concerned agencies for use in policy formulations.

e. Assets Based Community Development Project (ABCD)

Keeping in view PARD past successful records of launching model Projects like IRDP and Daudzai etc, PARD has launched ABCD model for work in communities on January 4, 2018. Asset Based Community Development (ABCD) is a strategy for sustainable community-driven development in education, health, access to safe drinking water and youth empowerment through skills improvement. Beyond the mobilization of a particular community ABCD builds on the assets that are already found in the community and mobilizes individuals, associations, and institutions to come together to build on their assets– irrespective of their needs. PARD strongly believes that more valued strategy for sustainable rural development can be recommended while implementing ABCD. For example:

- i. **Access to safe Drinking water** in Panam Dehri Peshawar.
- ii. **Medical care** was extended to Schools children through Free Medical Camps wherein some 1400 students were medically screened and treated.
- iii. **Youth Skills improvement Centre/ Vocational Training Centre for Women:** Youth empowerment is underway in rural communities in Computers; kitchen gardening and stitching trades etc.
- iv. **Capacity building & Skills enhancement** measures for community 50 elected representative of project area on Right to information and Right to basic service acts completed.

AGRICULTURAL FARM

The Farm was established in 1967 to conduct demonstration of improved agricultural techniques for dissemination to the farming community and to establish linkages with different research institutes and replicate their basic research. The Farm is spread over an area of around 8 acre wherein some 5 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	During the year 2020-21 two
ii.	Lemon Orchard -2	3 kanal	

iii.	Pear Orchard	4.5 kanal	field crops and one fruit crop generated a handsome income around 08 lacs during the year under report.
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.	Fish Pond	4 kanal	
ix.	Open field for crops including Wheat, Maize , Barseem, Pulses and Fodder Crops	2.4 acres	
Total		65 kanal/ say 8 acre	

1. The newly established Orchards are not in full bloom bearing. It will take few more years to come in full scale fruit bearing.
2. Maize, Moong, Barasicca, followed by Rabi crops like Wheat and Fodders grown over an 08 acre Farms at PARD during the year under report.
3. Maize Research on 33 fodder varieties trial in collaboration with NARC
4. Trimming of all Trees carried-out and auction of small tree branches/firewood finalized in September, 2020. The tree branches were attained from trimming of trees at PARD Campus (from time to time).
5. Fruits and Vegetables sale to staff on subsidized rate stand continued alongside value added products of the farm.

RECOMMENDATIONS FOR IMPROVEMENT:

- Linking up PARD training to the career planning of functionaries of Government line departments which would 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;
- Better service structure that provides sufficient opportunities of career building to the Faculty. Present service structure was designed in the 1950s and 1960s and does not meets the present-day requirements.

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SECRETARIAT TRAINING INSTITUTE (STI)

INTRODUCTION

Secretariat Training Institute (STI) is an attached department of Establishment Division, with major activity of initial specialized training for Section Officers (BS-17) recruited through CSS and those selected through Promotional Examination held by the FPSC. STI is also entrusted with responsibilities of organizing in-service training for the officers (BS-17 to 19) and officials (BS 1 to 16) in order to enhance their professional skills. Keeping in view defined responsibilities, the achievements of STI from 1st July, 2020 to 30th June 2021 include the following:-

ROLE AND FUNCTIONS:

Mandatory pre-service specialized training programmes were designed for new entrants into Office Management Group on a full-time basis. Apart from initial training, importance of in-service training / re-fresher courses is beyond any explanation. Therefore, the Institute, with focus to cater diversified training requirements of different Public Sector Organizations, arranged training courses relating to Rules of Business, Office Procedures, Management and Personality Development during the period under reference. These courses included 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 (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 is also providing customized training to various Federal Government Organizations according to their need and requirements, as it has developed a reputation as Centre of Excellence in imparting knowledge on Secretariat Instructions, Rules of Business and Official Communication. Whereas technical expertise to use Information Technology needs to be enhanced in Federal Government officers, 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 with regard to STP of OMG Probationers following 4 subjects have been introduced for internal examination in addition to 10 core subjects of FPOE:-

- i) Public Policy Formulation
- ii) Public Finance & Public Economics
- iii) Information Technology and Future of work
- iv) Project Management

Moreover, in rapid response to COVID-19 situation, STI pioneered the online MCMC & SMC courses.

GOALS / TARGETS:

The activities of STI during financial year 2020 – 2021 were carried out keeping in view following goals and targets.

S.No.	Goals / Targets
i).	To bring attitudinal change and equip OMG probationers with basic knowledge and skills in Office Management enabling them to perform their job effectively.
ii).	To impart knowledge and enhance skills of officers in various disciplines to prepare them for their organizational needs.
iii).	To up-grade the knowledge of the staff in Secretariat Norms, practices, procedures and rules.
iv).	To train officers and staff in the field of information Technology.
v).	To enhance skills of the staff in the areas of shorthand / typing. MIS and E-Government etc.
vi).	To improve performance of the public sector organizations by improving efficiency of the staff.
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 in pursuance of Government's resolved to give preference to Urdu as an official language.

Above goals / targets were achieved by conducting training courses during the financial year 2020 – 2021 tabulated as under:-

S.NO.	Achievements (Financial year 2020 - 2021)	No. of Courses conducted	No. of Participants / Beneficiaries
1.	STI is successfully switched to e-office		
2.	Specialized Training Programmes for Section Officers (Probationers) (OMG) of 47 th & 48 th CTPs. (online/in person)	02	96
4.	30 th and 31 st MCMC Course conducted under Executive Programme for officers in BS-18 (online)	02	42
5.	Customized Training Programme on the special request of Ministries/Divisions/Departments including ASL Khuldana- Muree	04	231
Other Achievements			
1.	Conducted Proficiency Test in Shorthand and Typing of APS and Stenotypists of M/o Overseas Pakistani and HRD, Islamabad		08
2.	Re-Assessment Test of Stenotypists in Shorthand Typing Test of M/o Industries and Production, Islamabad		15
3.	Conducted Shorthand & Typing and Computer Literacy Test for Recruitment of APSs. of FPSC, Islamabad		2500
4.	Test for the posts of APSs. in Shorthand / Typing of Prime Minister's Office (Public) Islamabad		59
5.	4-weeks (part time) Office Automation / IT Course (Suspended due to Covid-19)		105
6.	4-Month (part time) English Shorthand Theory course (Suspended due to Covid-19)		98
Total		08	3154

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

3. 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.

4. 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.

5. 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.

6. 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.

7. 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.

8. 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.

9. 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

10. 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 2020-21

Board of Governors and Executive Committee

11. 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, the 17th, 18th and 19th meetings of the meetings of the Board of Governors were took place on 21.10.2020, 14.01.2021 and 19.4.2021 respectively. Furthermore, 28th meeting of the Executive Committee took place on 25.5.2021.

Education, Research & Training Achievements

12. 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 2020-2021 has remained on pragmatic and strategic management skills, corresponding to improve governance on continuous basis.

13. 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.

14. The following Education Training and Research activities were accomplished effectively and in a befitting manner during the report period (1st July, 2020 to 30th June, 2021).

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	113 th NMC	12 th October, 2020 to 12 th February, 2021	52	
		114 th NMC	24 th May to 24 th September, 2021	62	
	National Institute of Management, Lahore.	28 th SMC	26 th October, 2020 to 29 th January, 2021	46	
		29 th SMC	7 th June to 24 th September, 2021	54	
		30 th MCMC	5 th October to 11 th December, 2020	49	
		31 st MCMC	1 st February to 9 th April, 2021	52	
	National Institute of Management, Islamabad	29 th SMC	7 th June to 24 th September, 2021	50	
		30 th MCMC	5 th October to 11 th December, 2020	32	
	National Institute of Management, Karachi.	28 th SMC	26 th October, 2020 to 29 th January, 2021	48	
		29 th SMC	7 th June to 24 th September, 2021	53	
		30 th MCMC	5 th October to 11 th December, 2020	50	
		31 st MCMC	1 st February to 9 th April, 2021	53	
	National Institute of Management, Peshawar.	28 th SMC	26 th October, 2020 to 29 th January, 2021	38	
		29 th SMC	7 th June to 24 th September, 2021	50	
		30 th MCMC	5 th October to 11 th December, 2020	37	
		31 st MCMC	1 st February to 9 th April, 2021	50	
	National Institute of Management, Quetta.	30 th MCMC	5 th October to 11 th December, 2020	38	
		31 st MCMC	1 st February to 9 th April, 2021	43	

Objectives	Achievements			
	Institution	Course	Period	No. of Participants
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.	Executive Development Institute (EDI), Lahore	Public Financial Management II (online) The course was focused for refers to a set of laws, rules, systems and process use by government to mobilize resources, allocate funds, undertaking public spending, accounts for funds and audit results.	03-04 September, 2020	37
		Enabling Environment for Ease of Doing Business, Online The course was to expose the participants to a variety of proven strategies that have produced results in a diverse set of circumstances. The focus was to be on the broad areas of governance and strategic management.	26-27 November, 2020	47
		Public Financial Management III (online) The course was conducted on the recommendation of the participants and successfully completed. The course was organized with the cooperation and guidelines of Mr. Tariq Bajwa, ex-Governor of SBP.	05 - 06 April, 2021	51
The officers participated in programmes and procedures (<i>Grand Total</i>):				992
Research Projects Completed	National Institute of Public Policy (NIPP)	The following research projects were completed during 2020-21 <u>Policy Paper</u>		

		<ul style="list-style-type: none"> ➤ “Impact of Covid-19 on Training at NSPP” ➤ Occupational Stress in Pakistan Mid-Level Bureaucracy ➤ “Public Sector Projects in Environmental Uncertainty: Influence of Absorptive Capacity on Performance” ➤ “Critical Examination of Legal Infrastructure and Procedures of the Powers and Functions of Revenue Courts vis-a-vis Civil Courts” (In Progress) <p><u>Publications:</u></p> <ul style="list-style-type: none"> ➤ <i>Pakistan Administration: A Journal of the National School of Public Policy, Issue Vol.41 & Vol.42 (2020)</i> ➤ NSPP Library Data Bulletin (In Progress) ➤ Review of MCMC & SMC Syllabi. (In Progress) <p style="padding-left: 40px;">New NSPP Brochure (In Progress)</p>
		<p><u>Other work:</u></p> <p><u>International Cooperation</u></p> <ul style="list-style-type: none"> ➤ Consultation Meeting on “Governance Station” under the direction of Cabinet Committee on Institutional Reforms
<p>Developing strengthening of linkages with international training institutes</p>	<p>National School of Public Policy</p>	<p>The following is status of MoUs between NSPP and counterpart foreign institutions:</p> <p><u>In Progress:</u></p> <ul style="list-style-type: none"> ➤ MoU with NSPP and Asian and Pacific Centre for Transfer of Technology (APCTT) United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) (Republic of Korea)

		<ul style="list-style-type: none"> ➤ MoU with NSPP and State Civil Service Academy of the Republic of Turkmenistan ➤ MoU with NSPP and National Management Institute (NMI), Cairo
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15. 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 have been delivered in a hybrid mode. It has been ensured that by aligning its procedures and processes, the National School of Public Policy adheres to the spirit and dynamism of Vision 2025. 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)

INTRODUCTION

The Civil Services Academy (CSA), Lahore is a premier training institution of Pakistan for pre-service training of Civil Servants selected by Federal Public Service Commission through a competitive mechanism known as Central Superior Services Examination and recruited by the Establishment Division, Government of Pakistan, Islamabad. The Civil Services Academy (CSA) conducts the following two training programmes:

- Common Training Programme (CTP) at Walton Campus
- Specialized Training Programme (STP) for Probationary Officers of Pakistan Administrative Services (PAS) at Mall Campus.

CTP is a six months long pre-service training for newly recruited BS-17 officers in 12 Occupational Groups of Federal Civil Services in its Walton Campus. These new entrants, called Probationary Officers, are selected on the basis of a Competitive Examination (CSS) held annually by the Federal Public Service Commission.

AIMS AND OBJECTIVES OF COMMON TRAINING PROGRAMME:

THE VISION

To become a Center of Excellence in pre- service Public Sector Training

THE MISSION

To conduct the pre-service training, in-line with the best international practices, and to enable the young officers to transform themselves into responsive, participatory, accountable and efficient Civil Servants through knowledge enhancement, skill development and attitudinal change, to cope with the socio-economic challenges faced by common man.

AIMS AND OBJECTIVES OF CTP

Common Training Programme primarily aims at grooming young probationary officers into responsible and efficient public servants. To achieve this aim targeted training activities are designed to achieve followings three objectives:

- i. Knowledge Enhancement:
 - To enhance the knowledge about major current issues, policies, rules, regulations and government structure.
 - To perform their functions in accordance with laws, rules and policies.
 - To take evidence based decisions
- ii. Skill development - practical hands on skills required to become an efficient and effective public servant
- iii. Attitudinal Change - to empathize and serve with professionalism and inculcate traits of integrity, impartiality and leadership

ACHIEVEMENTS DURING THE YEAR 2020-2021

- 48th Common Training Programme (CTP) was successfully conducted in hybrid mode from 19th October, 2020 to 29th March, 2021 wherein 213 officers, were trained.
- The 49th CTP comprising 219 probationary officers has commenced w.e.f. 14th November, 2021. The training is being conducted on campus.

MODEL OF 48TH CTP IN THE WAKE OF CORONA PANDEMIC

48th CTP was conducted in hybrid mode. The probationary officers were divided into two cohorts and were invited for two weeks during the third term. During the last week of CTP both cohorts were combined and some activities like Passing Out, Pakistan Night were organized.

SALIENT FEATURES OF 48TH COMMON TRAINING PROGRAMME

During 48th CTP following new initiatives have been introduced in the training programme in order to improve its quality and to make it comparable with any of the similar international training program:

i. Learning Management System

- CSA is pioneer in developing Moodle based digital Learning Platform in public sector training institutions. Moodle-LMS was implemented for 46th CTP and 47th CTP.
- Upgraded version of LMS, a software called SKIP was launched for 48th CTP. It is more robust and customized according to the requirements for CSA.
- It provides ease of learning, paperless training environment and enhanced the efficiency of the training program.
- Course contents, time table, details of faculty, list of activities, assignment submissions and important announcements are online.
- Web-based discussion forums for various modules to monitor and guide probationers.
- It also includes advanced features like online quiz and gamification, international network, digital books, video tutorials etc. An all-in-one education portal.
- Online examination was also conducted through LMS during 48th CTP

ii. Academic Component

- Diagnostic and Proficiency Test & Class participation were graded activities.
- Introduction of the Current Issue Presentations. These were preceded by FASAHAT (Public Speaking).
- Guest lectures (28) in number were conducted by eminent guest speakers from across the country.
- Accountability Leadership workshop was conducted.
- Integrity icon of 48th CTP was conducted.
- More focus on workshops & seminars, which were part of evaluation.
- One panel discussion and two workshops were conducted online.
- Exams were held on LMS term-wise at the end of each term.
- BCURE-Building Capacity for Using Research Evidence conducted in collaboration with CERP. Two modules were conducted online.

- Enhancing Psychological Capital for effective service delivery – four workshops of psycho-social capital conducted.
- Online lectures by image consultant on improving dressing sense of probationary officers.

iii. **Co-curricular activities**

- 10 clubs were constituted. Special initiative club was introduced with mandate to carry out assignments pertaining to beautification and upgradation of facilities at CSA.
- More emphasis placed on the projects being conducted by clubs.
- Field work and community work were clubbed and their format was revised. It included comparison of working of Public and Private sector.
- More syndicate groups i.e. 14 groups on diversified topics were constituted.
- Pakistan Night was conducted at the conclusion of CTP.

iv. **Extra-curricular activities**

- Emphasis on physical wellbeing of probationary officers.
- Field visits to historical places like walled city, museum conducted.

v. **New additions in the training facilities**

- All training related notices have been digitalized.
- Provision of faculty lounge for visiting faculty.
- Owing to corona pandemic the training was conducted online. Necessary training of faculty and staff members was held. Zoom licenses obtained and all training facilities were duly equipped to simultaneously run zoom sessions. The training was conducted smoothly and no issues were faced.

NEW INITIATIVES FOR 49TH CTP

- i. An exercise Finding Solutions for Poverty: Learning from Community has been introduced. The objectives are 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, to analyze and suggest solutions to improve condition of common man, to understand the bottlenecks in current Government policies which are an impediment in achieving targets set out in SDGs, to develop necessary skills for carrying out action research and writing case study.

The probationary officers will be attached in individual selected households. The households have been identified with the help of Akhuwat. The individual attachment will culminate in series of panel discussions planned in a sequence to reap full benefit of lessons learnt. The exercise will conclude by presentations on thematic areas assigned to probationary officers.

- ii. **Learning Soft Skills through Sports:** The exercise is based on theoretical framework of public sector management module. Soft skills like leadership, team building, negotiations etc. will be learnt through various sports activities. De-briefing sessions will be held at the conclusion of exercise. The exercise spans over a period of two weeks.

- iii. **Eight Groups have been constituted** for CTP activities. Each group is headed by a faculty member. The faculty member in-charge is responsible for making activity calendar, conduct of various activities, to act as mentor, to write pen pictures.
- iv. Development of CSA Website.
- v. Celebration of Pakistan Day and Sports Gala.

Specialized Training Program (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. Till 1958, training consisted of an integrated four phase programme, which included (i) an eight months course at the Academy; (ii) a six months stay in East Pakistan for an exposure to practical administration; (iii) a one year programme at Oxford or Cambridge in Public Administration, Development Economics, Constitutional Law and History; and (iv) a field posting of over one year as Assistant Commissioner (under training) to gain practical experience. The training in England and in East Pakistan was discontinued from 1959.

Specialized training at the Academy was discontinued after the year 1973. The basic functions of the former CSP were assigned to the District Management Group (DMG). The DMG probationers were assigned directly to districts as Assistant Commissioners (Under Training) on completion of the Common Training Programme (CTP) which consisted of 08 months of joint training for probationers of all service groups at the Walton Campus of the Academy. The adverse effects of a basic training in the functional requirements of the DMG soon became evident and after a review of the training programme in 1979, it was decided that on completion of the CTP, the DMG probationers would undergo a Specialized Training Programme (STP) organized by the Civil Service Academy. The first programme was conducted by the Academy in June, 1980 at the Pakistan Academy for Rural Development, Peshawar, as adequate facilities were not available at the Civil Services Academy at its Lahore Campus. Subsequent programmes were, however, organized by the Civil Services Academy in Lahore. In 2012, DMG was renamed as Pakistan Administrative Service (PAS). So far 44 DMG/PAS Specialized Training Programmes have been organized by the Civil Services Academy.

2. Aims and Objectives of STP

STP aims to develop Probationary Officers into Civil Servants in the true sense of the word and spirit, enabling them to perform their duties judiciously and effectively in accordance with law. The primary objective of the training programme is to impart professional knowledge and skills to the probationers. It aims to equip the probationers with a thorough understanding of Local Government System, Public Policy, Macro-Economic Management, Urban Governance, Public Sector Management and Government Finance. In addition, the training also seeks to develop a working knowledge of constitutional law, administrative law and jurisprudence. The probationary officers are also provided with an extensive exposure to Law of Evidence, Revenue Laws, Pakistan Penal Code and procedural laws such as Criminal Procedure Code and the Civil Procedure Code. Significant exposure to practical aspects of the training is also ensured through field attachments and visits.

Its objectives are:

- a. To afford a clear insight into the social, economic, institutional and administrative environment that form the broad context within which the civil bureaucracy functions.
- b. To develop a clear perspective concerning the functions, responsibilities and duties of the PAS in relation to the demands and requirements of public service and to undertake leadership roles.
- c. To bring about an attitudinal change to ensure that their working is more scientific, objective, transparent, responsive, accountable and participatory.
- d. To inculcate the traits of integrity, honesty, humility, discipline, confidence and self-reliance.
- e. 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) ship Programme. Satisfactory completion of both parts is a prerequisite for completion of Probationary period.

3. Areas of Study

<p>I) Core Subjects</p> <p>a) Public Management & Governance</p> <p>b) Public Administration & Procedures</p> <p>c) Economic Development & Social Change</p> <p>d) Local Government System</p> <p>e) Urban Development</p> <p>f) Land Revenue Laws</p> <p>II) Ancillary Subjects</p> <p>a) Public Financial Management</p> <p>b) Qanoon-e-Shahadat Order</p>	<p>III) Supportive Subjects</p> <p>a) Constitution, Administrative & Special Laws</p> <p>b) Civil Procedure Code (C.P.C.)</p> <p>c) Pakistan Penal Code (P.P.C.)</p> <p>d) Criminal Procedure Code (Cr.P.C.)</p> <p>e) Regional Languages</p> <p>f) Syndicate Work / Selected Readings; etc.</p>
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5. FEATURES OF THE 43rd STP

The 43rd STP commenced on 21st April, 2020. The Programme was designed for 42 weeks and thus continued till 15th February, 2021.

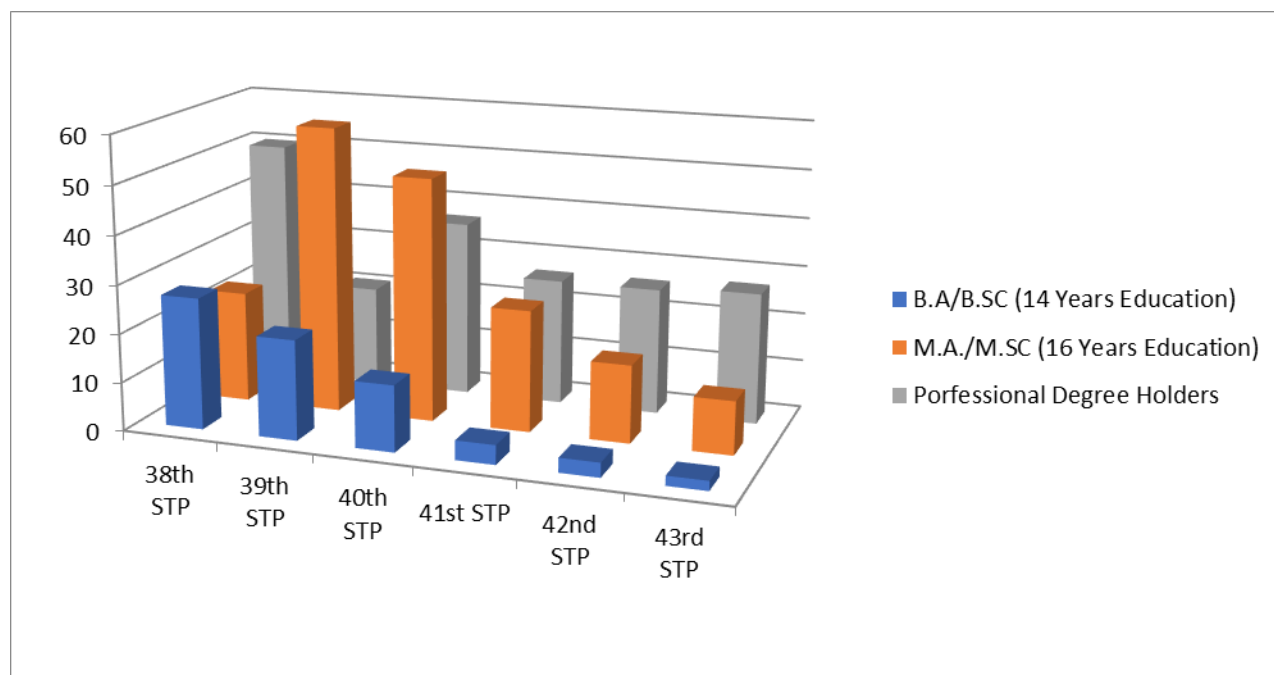
A total number of 40 officers of the Pakistan Administrative Service officers joined the training programme. Out of the 40 probationary officers, 37% were female. Number of female officers in the service is on the rise and much beyond the 10% female quota.

The 43rd STP had representation from all over Pakistan. Regional / Provincial break-up of the probationary officers of the 43rd STP is given as under:

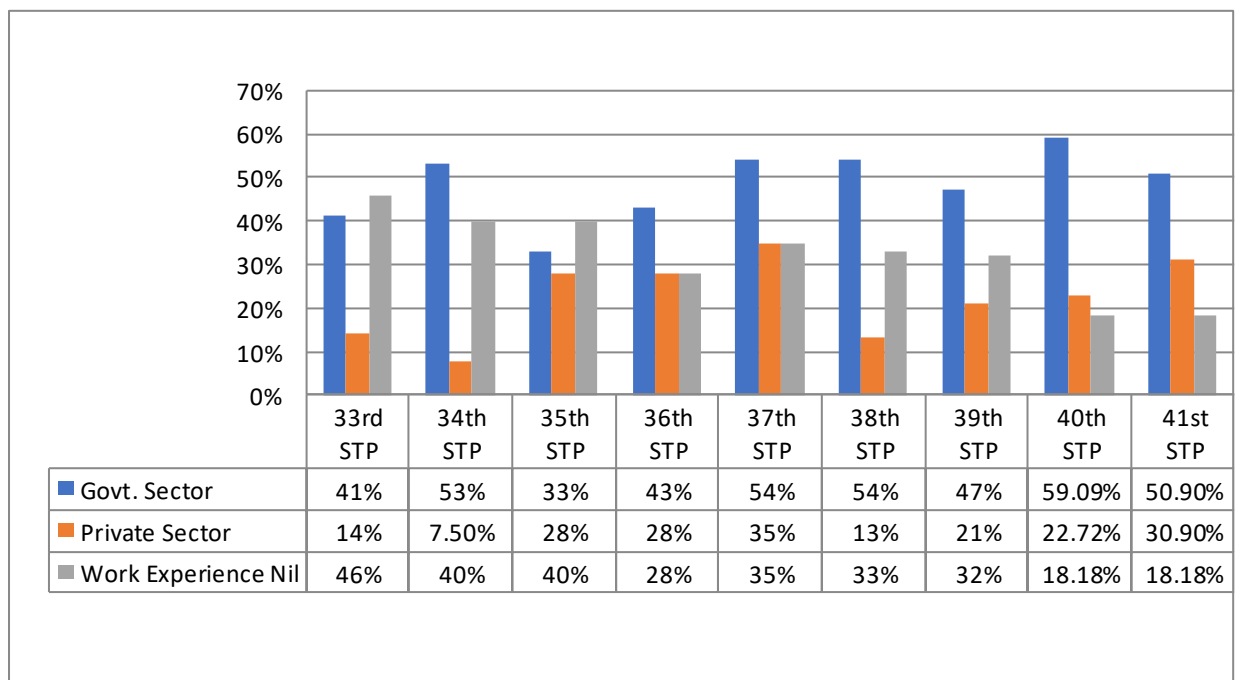
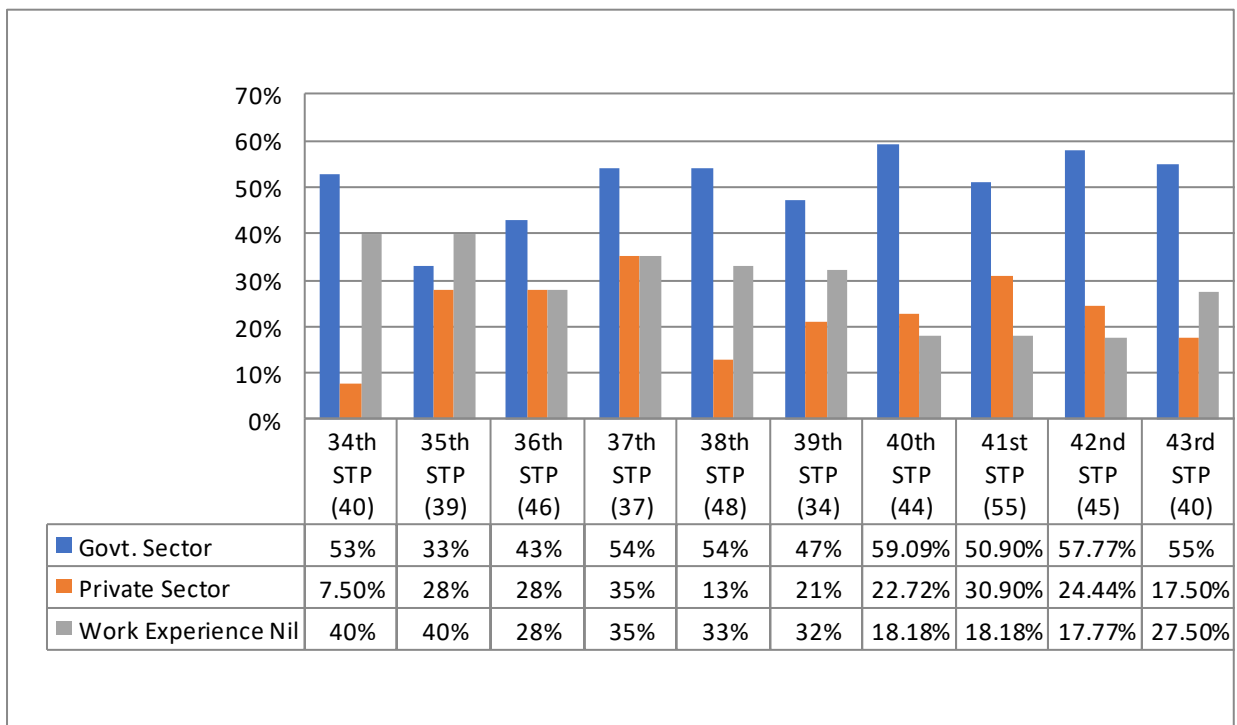
Province/ Region	Gender Wise Breakup				Breakup of Provincial Allocation of PAS officers	Percentage of Married Probationar y officers
	Male	Female	Total	Overall % of Batch		
Punjab	14	10	24	60	9	
Sindh	6	1	07	17.50	9	
KPK	4	0	4	10	14	
Balochistan	1	1	2	5	5	
G.B.FATA	0	2	2	5	2	
AJK	0	1	1	2.50	0	
ICT					1	
Total	25	15	40	-	40	

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, 10 probationary officers constituting 25 % of the 43rd STP had degrees from some prestigious institutions at national and international levels such as LUMS, IBA, NUST and other foreign university. A comparison of the educational qualification is given as under:



Around 82.50% probationary officers of the 43rd 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. The following bar chart shows work experience of the officers of the last eight STPs:



5. Achievements during the Year 2020-21

43rd Specialized Training Programme (STP) was successfully conducted from 21st April, 2020 to 15th February, 2021 wherein 40 officers of the Pakistan Administrative Service were trained.

44th Special Training Programme (STP) which started on 29th March, 2021 is currently in progress and 40 officers are participating in this Programme. . The breakup of Province/Region and gender of 44th STP is as under:

Province/ Region	Gender Wise Breakup				Male	Female
	Male	Female	Total	Overall % of Batch		
Punjab	14	9	23	56.09	60.86	39.13
Sindh (R&U)	5	2	7	17.07	71.42	28.57
KP	4	2	6	14.63	66.66	33.33
Balochistan	1	2	3	7.31	33.33	66.66
G.B.FATA	2	0	2	4.87	100	0
Total	26	15	41	-	-	-

6. Activities Undertaken by Programme Wing during the year 2020-2021

43rd Specialized Training Programme

During the 43rd 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:

Online Training at PAS Campus, CSA

The probationary officers of 43rd Specialized Training Program (STP) of Pakistan Administrative Service (PAS) completed 47th Common Training Program (CTP) at Walton Campus, Civil Services Academy (CSA) and assumed charge at PAS Campus for their STP in absentia on 21st April 2020 due to the outbreak of COVID-19 pandemic. In light of the decision of closure of the educational and training institutions by the Government, it was decided to start Online Training for the Probationary Officers (POs).

Online Training from 22nd April, 2020 to 1st June 2020

Different possibilities were worked out and it was decided that lectures, videos and other material will be shared with the probationary officers via Google Drive and discussion on the topics as per timetable will be carried out on dedicated subject-wise WhatsApp groups. In the beginning, only permanent faculty of PAS Campus, Civil Services Academy (CSA), involving the Chief Instructors (CIs) Dr. Tasneem Zafar and Mr. Mohammad Asim were engaged to teach the subjects of Economic Development and Social Change and Public Management and Governance respectively. During this period 20 and 23 sessions of the above mentioned subjects were held and 43% and 38% of the total course of the given subjects respectively was covered

Moreover, recorded videos, relevant material and presentations of selected Extension Lectures were shared with the Probationary Officers and was followed by discussion with the concerned Resource Person on the dedicated WhatsApp group. Since class timings used to be shorter than usual during the holy month of Ramadan, therefore, two hours discussion on one subject with the relevant faculty was arranged daily.

Provision of Reading Material

Before commencement of Online Classes of the 43rd STP, syllabus, reading material, Books of all the courses to be taught to the probationary officers were initially shared with them online and then dispatched on their residential addresses for self-study and better understanding of the topics to be taught.

Online Training since June 2020

It was assumed that formal classes would begin from 1st June, 2020 onwards; however, due to the prevailing situation, educational institutions were further closed down till 15th July, 2020. This necessitated on the part of Academy to further enhance the online training component. Therefore, online classes via Zoom software application were started in the 2nd week of June 2020. For this purpose, the Academy took consent of all the faculty members who first came to the Academy to deliver online lectures and later, upon proficiency on Zoom, most of them connected to the probationary officers from their residences. A trial version of Zoom was used in the beginning which allowed a 40 minutes session in one login. Later on, the Academy shifted classes on paid version of Zoom for uninterrupted sessions throughout the day.

Syllabus / Course Outlines For FPOE & NON FPOE

For the convenience and understanding of the probationary officers, the syllabus has been bifurcated into two parts with part-A delineating the syllabus which they would have to study for the FPOE and similarly into Part-B which would although be evaluated and graded by the Academy but would not be made part of the FPOE Exam. Probationers scoring less than required marks in graded activities and Exam regarding Part-B would not be eligible to sit for FPOE and their Admission for FPOE would not be forwarded.

Syndicate Research Work

Additionally, in order to equip the probationary officers with requisite skills that would enable them to perform their duties and responsibilities effectively in the field, topics have been assigned to the probationary officers for Syndicate Research which are of practical nature involving case studies on issues relevant to the future work of the probationary officers. For this purpose, the whole batch of 43rd STP probationary officers was divided into 8 groups consisting of 5 probationers each. The Syndicate Advisors have also been attached with the groups to guide the groups in their syndicate research work.

Moodle Based Learning Management System

The Learning Management System (LMS) for STP is being used as an interactive platform for faculty and probationers. The web-based platform has exclusive electronic Discussion Forum for every subject. This may also help Syndicate Advisors to monitor the performance of each Syndicate in real time and is expected to add value to the existing Syndicate Research activity. Moreover, soft copies of study material of the courses to be taught to the 43rd STP probationary officers are available on Moodle based LMS for easy access.

Online Book Club

An online book discussion club has been formed for the 43rd STP probationary officers. The purpose of this club is to encourage discussion among Probationary Officers on the books which they have read. This may also foster scholarly debate on the key ideas and components of the books under discussion.

Strengthening of Online Training

To further strengthen the Online Training Experience, SOPs have been developed in coordination with NSPP to regulate participation, attendance, dress code and allied matters. The objective is to formalize the procedures and further enhance the sanctity of Online Classes. Library facilities are also being upgraded on various Digital Libraries around the world.

Muharram Attachment (26.08.2020 to 30.08.2020)

The probationary officers have been placed in home districts in Punjab, Sindh, KP, ICT and AJK in view of Covid-19 outbreak. The district of attachment are Lahore, Kasur, Gujranwala, Gujrat, Sialkot, Hafizabad, Rawalpindi, Sahiwal, Pakpattan, Multan, and Khushab, Karachi South & East, Hyderabad and Ghotki, Peshawar, Abbottabad and Bannu, ICT and Muzaffarabad.

On their return from the Muharram attachment, the probationary officers sent daily reports and group report which were reviewed by the Faculty Member of Pakistan Administrative Service:

District Land Revenue Attachment

The purpose of the District Land Revenue Attachment was to give the probationary officers hands-on experience in land revenue management. The probationary officers had to study different aspects of land revenue administration like mutation, demarcation of land, partition cases and collection of land revenue/other government dues like agriculture income tax, water rate and so on.

The probationary officers of the 43rd STP completed their LG attachment in the following districts:

- Sheikhupura
- Kasur
- Nankana Sahab
- Peshawar
- Charsadda
- Nowsher
- Hyderabad
- Mirpurkhas

1. Moodle Based LMS

Probationary officers started interacting with the Faculty through newly developed web-based Moodle dashboard. It is a user friendly dashboard which enhanced mobility through smart phones. Through this Probationary officer accessed:

- Schedule/timetable, attendance details & violations ;
- Course Reading Material, Assignments & Test results;
- Discussion Forum for each course module;
- Syndicate Groups and Syndicate Activities; and,
- Sports Activities and Announcements

2. New Additions in the Curriculum

For the convenience and understanding of the Probationers, the syllabus was bifurcated into two parts with Part-A delineating the syllabus which they had to study for the FPOE and similarly into Part-B which was evaluated and graded by the Academy but not made part of

the FPO Exam. Probationers had to obtain passing marks in graded activities and Exams of Part-B so as to be eligible to sit for FPOE. Major focus was on workshops & seminars. Moreover, exams were held term wise at the end of each term, and Class participation was made a graded activity.

3. New additions in Co-curricular activities

Eigh Syndicate Groups on diversified topics were constituted. Cultural nights were planned to provide probationary officers with an opportunity to interact with the senior officers.

Probationary officers of 43rd STP were divided into groups of 5 members each and were attached with senior DMG/PAS Officers who served as their mentors. The Mentors were seasoned ex-civil servants who had held important leadership assignments in the past and were expected to provide guidance on career, professional development, service ethics, etc in an informal setting.

4. Country Study Tour and Field visits

As part of STP, two Country Study Tour (CSTs) were planned as under:

- a. Islamabad Capital Territory / Northern Areas Country Study Tour Programme
- b. Southern Areas Country Study Tour Programme

The said activities were not conducted in view of Covid-19 SOPs.

5. New Additions in Extra-Curricular Activities

In order to improve the physical wellbeing of probationary officers, the following sessions were held:

- Daily sports sessions;
- The Riding and swimming were not held due to Covid-19 SOPs,

6. New Additions in the Training Facilities/Activities:

Teaching Methodology

More emphasis was given on case study method and workshops. Also a series of extension lectures panel discussions by eminent civil servants were planned.

- a) **Workshop on “Media Management.** The following officers of the Pakistan Peace Collective attended the training proceedings as an eminent speakers Mian Shabbir Anwer Ms. Mahreen Khan Syed Akbar Mahmood Shirazi Mr. Asif Mehmood Mr. Muhammad Sohaib Mr. Zeeshan Riaz Lt. Gen (R) Shahid Iqbal Mian Sanaullah, Ms Saddiqa Batool.
- b) **Workshop on “Stress Management”** The following were invited Mr. Amir Zahoor, Stress Management Consultant and Dr. Yallay Shahid, Clinical Psychologist as an eminent speakers.
- c) **Workshop on “Team Building”** Mr. Rafiq Jaffer, Director, Institute of Social Sciences invited as an eminent speakers

7. Assessment Policy

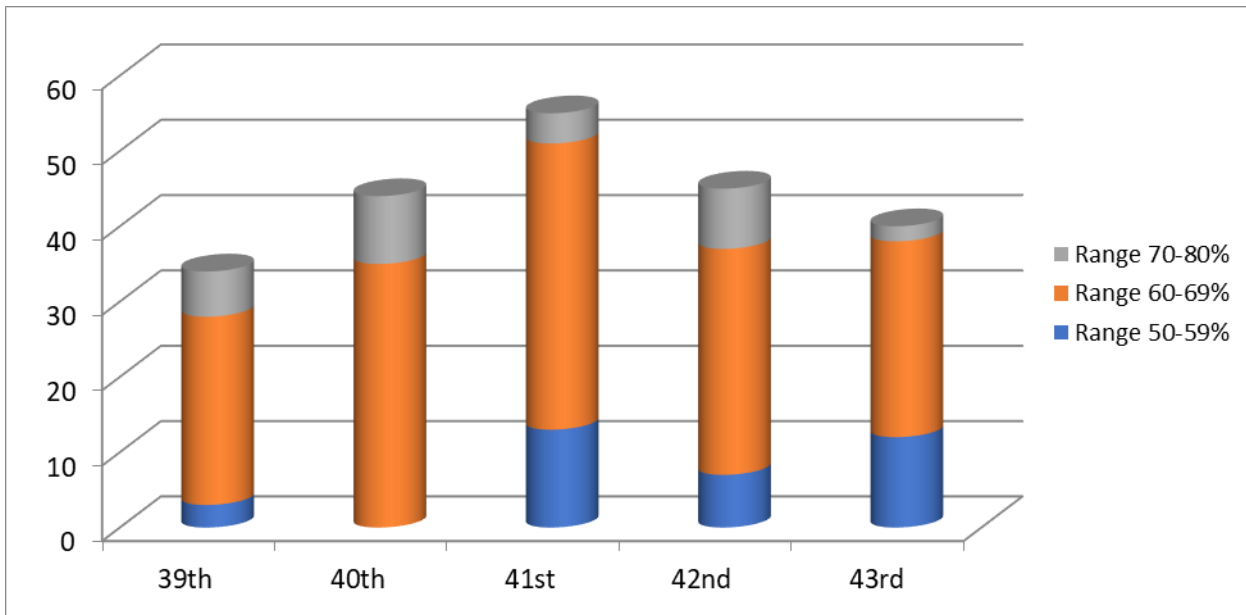
- The overall activities in the Specialized Training Programme carried 600 marks in total. Of these, 485 marks were for academic subjects, which were judged through formal Exam. For skill development 45 marks were allocated and for co-curricular activities 30 marks were allocated, while remaining 40 marks were adjudged by the faculty
- **Academic Assessment:** The examinees were required to obtain at least 45% marks for passing each subject and had to obtain an overall aggregate of 45% of the total marks. Exams were conducted in all subjects; 20% marks were allocated to the spot tests out of the total marks allocated to each subject in each term.
- The probationers were assessed in the prescribed academic courses through a combination of random tests, formal exams, class assignments, class participation, final term exams. The Exams were meant to make sure that the probationers were completely prepared for their Final Passing-Out Examination (FPOE) conducted by the Federal Public Service Commission (FPSC). The distribution of grades as per these Exams was as follows:
 - Final Exam 80%
- All the main courses started in the first term concurrently and their assessment was spread throughout the STP in all three terms as below:
- *Mid-Term Exam: The midterm exam was not conducted in view of Covi-19.*
- *Final Exam: The final exam covered the entire course including curricular, co-curricular and extracurricular activities like Sports, Syndicate Work, Attachments and CST. First Term, Mid-Term and Final Exam results were given weightage cumulatively in the final assessment.*
- **43rd STP – ANALYSIS**

Achievements/improvements

In view of the decision of the National Coordination Committee on Covid-19 for opening of all the education institutions, the Federal government and all the provincial governments lifted the ban on all economic and social activities. In this context, the PAS Campus had decided to divide the 43rd STP into two cohorts by 20 probationary officers in each cohort. The first cohort called on campus training activity on 30th September, 2020 for the period of six weeks. However, they were directed to get the reports of Covid-19 PCR before joining the PAS Campus. For this purpose, the Deputy Commissioners of the respective districts of the probationary officers were approached for the said tests. The duration of 6 weeks of first cohort was ended on 13th November, 2020. The second cohort of 20 probationary officers who were attending the online classes reported at PAS Campus on 21.11.2020 for on campus training for the period of 6 weeks. The screening of all the probationary officers were also got done before joining the Campus.

During the 43rd STP, some of the training activities a bit compromised in view of the Covid-19 break out.

- One of the main objectives of the 43rd STP was to provide the probationary officers with a clear insight into the socioeconomic, institutional and administrative environment within which the civil bureaucracy functions. The results achieved by the probationary officers in the academic courses remained good indicating that this objective was largely achieved. This year performance of the male probationary officers remained better. Eight male officers were amongst the top 10 of their batch. A male probationary officer obtained 1st position in overall result as well as in academics result. Two probationary officers secured marks ranging from 70-77%, 26 probationary officers secured marks ranging from 60-69% and only 12 secured marks ranging from 50%-59%. A comparison of the result of last three STPs is shown with the help of the following bar chart:



PASSING OUT CEREMONY

The Final Passing out Ceremony of the 43rd STP was held on 15.02.2021.

The Ceremony started with recitation from the Holy Quran followed by speeches by President Mess Committee, DG CSA and the Director (PAS). In his keynote address to the probationary officers of the 43rd STP, the Director General shared lessons learnt by him in his illustrious career. He advised the probationary officers to be God fearing and perform their functions honestly and efficiently. He also advised them to remain accessible to the common man and solve their problems on priority. He distributed prizes among the probationary officers who had distinguished achievements in the various aspects of the STP.

District Under Training Programme of 43rd Specialized Training Programme

The training of PAS officers consist of two parts (i) Specialized Academic Training at the PAS Campus, Civil Services Academy, Lahore and (ii) Field Training in the districts where officers are posted as Assistant Commissioner (Under Training).

The PAS Campus is also conducting the District Under Training Programme of 43rd STP. The UT period is consisted off (22 weeks). The probationary officers of 42nd STP-PAS had relinquished the charge on 15th February, 2021 after completion of STP at PAS Campus. According to the Provincial allocation of the probationary officers as notified by the Establishment Division, the probationary officers proceeded to the respective Provincial governments. Subsequently, the Provincial governments had posted them in different districts for completion of their 22 weeks UT Programme under the control of D.Cs.

The PAS Campus had prepared the guidelines for District Under Training Programme for the UT officers. According to the UT Handbook, every UT officer is required to prepare UT progress reports of his/her attachments as per the prescribed format and send to PAS, Campus, CSA, Lahore. In this regard, 34 reports are required to be submitted by each UT officer to CSA by covering all the UT areas as mentioned in the UT handbook. Debrief sessions of District Under Training were held during the month of August, 2021. In this context, all the UT Officers gave a detail briefing on the activities undertaken during UT programme on Zoom from their respective DCs offices.

FEATURES OF THE 44th STP

Online Training at PAS Campus, CSA

The probationary officers of 44th Specialized Training Program (STP) of Pakistan Administrative Service (PAS) completed 48th Common Training Program (CTP) at Walton Campus, Civil Services Academy (CSA) and assumed charge at PAS Campus for their STP in absentia on 29th March, 2021 due to the outbreak of COVID-19 pandemic. In light of the decision of closure of the educational and training institutions by the Government, it was decided to start Online Training for the Probationary Officers (POs).

Online Training from 29th March, 201 to April, 2020 to 21st May, 2021

Online classes via Zoom software application were started in the 1st week of April 2021. For this purpose, the Academy took consent of all the faculty members. During this period 190 sessions of different subjects were held and 20% of the total course of the given subjects respectively was covered.

Provision of Reading Material

Before commencement of Online Classes of the 44th STP, syllabus, reading material, Books of all the courses to be taught to the probationary officers were initially shared with them online and then dispatched on their residential addresses for self-study and better understanding of the topics to be taught.

Syllabus / Course Outlines For FPOE & NON FPOE

For the convenience and understanding of the probationary officers, the syllabus has been bifurcated into two parts with part-A delineating the syllabus which they would have to study for the FPOE and similarly into Part-B which would although be evaluated and graded by the Academy but would not be made part of the FPOE Exam. Probationers scoring less than required marks in graded activities and Exam regarding Part-B would not be eligible to sit for FPOE and their Admission for FPOE would not be forwarded.

SKIP Based Learning Management System

The Learning Management System (LMS) for STP is being used as an interactive platform for faculty and probationers. The web-based platform has exclusive electronic Discussion Forum for every subject. Moreover, soft copies of study material of the courses to be taught to the 44th STP probationary officers are available on Moodle based LMS for easy access.

On Campus Classes

The probationary officers were called on 24.05.2021 for on Campus classes. During the week No. 9 and 10 the Director General had shared his services experiences for this purpose week No, 9 was dedicated. Besides, during the week No.10 the following local visits were conducted:

- Punjab Civil Secretariat
- Deputy Commissioner's office
- IG Police
- Senior Member Board of Revenue
- Lahore High Court
- Advocate General of Punjab
- Walled City Lahore

Muharram Attachment (16.08.2021 to 20.08.2021)

The probationary officers have been placed in Punjab in view of Covid-19. The district of attachment are Lahore, Sheikhpura, Nankana Sahab, Gujranwala, Gujrat, Sialkot, Hafizabad, Faisalabad, Jhand and Chiniot. On their return from the Muharram attachment, the probationary officers submitted daily activity reports which will review by the practitioners of Pakistan Administrative Service.

Country Study Tours Programmes

As part of STP, two Country Study Tour (CSTs) were scheduled. The batch was divided into two groups during the Northern Areas CST programme i.e. Chitral and Gilgit Baltistan groups. However, during the Southern Areas CST Programme, the whole batch of probationary officers visited South Punjab Secretariat, Interior Sindh, Gwadar and Karachi. 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 44rd STP was held on 9.11.2021 at Prime Minister Office, Islamabad.

The Ceremony started with recitation from the Holy Quran followed by speeches by Director General, CSA and the Prime Minister of Pakistan. The Prime Minister also distributed prizes among the probationary officers who had distinguished achievements in the various aspects of the STP.

SCHEDULE OF ACTIVITIES FOR 44TH STP-PAS

Activities	Period/Duration
Duration of STP Charge Assumption	29 th March, 2021 to 18 th November, 2021 29 th March, 2021
First Term	29 th March, 2021 to 23 rd July, 2021
Online Regular Classes through Zoom Eid-ul-Fitr holidays (subject to sighting of Moon) On Campus Regular Classes Country Study Tour Northern Areas Term Break / Eid-ul-Azha holidays (10thZil Haj) subject to sighting of moon)	1 st April, 2021 10 th May, 2021 to 14 th May, 2021 25 th May, 2021 6 th July, 2021 to 17 th July, 2021 19 th July, 2021 to 23 rd July, 2021
Final Term	26 th July, 2021 to 12 th November, 2021
Independence Day Muharram Attachment (subject to sighting of moon) Milad-un-Nabi (12 th Rabi-ul-Awwal subject to sighting of moon) Final Exam (FPOE) Country Study Tour Programme (Southern Areas) Passing out Ceremony Clearance / Feedback Presentations on Curriculum Review Committee	14 th August, 2021 16 th August, 2021 to 20 th August, 2021 19 th October, 2021 16 th October, 2021 to 25 th October, 2021 26 th October, 2021 to 6 th November, 2021 9th November, 2021 12 th November, 2021 12 th November, 2021

MCMC/SMC SPECIALIZED TRAINING PROGRAMMES

The Secretary to Government of Pakistan, Establishment Division chaired a meeting on 24.02.2020 in the Establishment Division on the above cited subject. The meeting was attended by the Heads/ Representatives of the training institutions. The following proposals were discussed:

- MCMC and SMC will be divided into two parts. The first part will be undertaken by the NSPP and the second part will be undertaken by the respective training institutions.
- Proposed weightage of the two parts has been suggested as 75% for NSPP and 25% for STIs.
- STIs will be asked to arrange four weeks training for participants of MCMC and SMC.

STRENGTHENING OF TRAINING ACTIVITIES OF PAKISTAN ADMINISTRATIVE SERVICE

For strengthening of PAS Campus in view of additional training activities, a PC-I has been approved by the Establishment Division. All the requirements related to the infrastructure, training and logistics have been included in the PC-I. The total cost of the PC-I is Rs.225.202 million. The project is planned to be completed in next 2 years with major components being strengthening of HR and Programme side for advance courses.

AIMS AND OBJECTIVE OF THE SPECIALIZED MID CAREER MANAGEMENT COURSE:

To develop and enhance participants' knowledge, skills and leadership potentials in the roles to be performed by them in the field and secretariat at BS-19 so as to improve public service delivery.

OBJECTIVES:

1. To equip participants with higher skills in program management especially in international procurement, evidence-based decision making and monitoring & evaluation.
2. To develop participants' knowledge and skills in disaster management and media handling.
3. To provide hands-on experience to the participants in performing their roles as collector.
4. To make participants learn about the role and functioning of Public Procurement Regulatory Authority (PPRA).
5. To familiarize participants with the concepts and tools of contract management.
6. To discuss case studies on public sector reforms in view of enhancing participants' knowledge from the best practices around the world that could be either replicated or used with certain modifications.
7. To acquaint participants with the information on accountability tools and functioning of formal complaint redressal mechanism like Pakistan Citizen Portal.
8. To inculcate in participants the value of community service and discuss the initiatives that they have undertaken so far.

TRAINING OUTLINE, METHODOLOGY AND MODULES:

The specialized MCMC aimed at developing personal and professional competencies of the PAS Officers in BS-19. The syllabus thus covered job specific contents which are related to both field and secretariat assignments. So far 2 PAS Specialized MCMC Programmes have been organized by the Civil Services Academy. A mix of methodologies were used to impart the concepts under the following four modules in four working weeks:

1. Program Management
2. District Management
3. Working in the Secretariat
4. General Administration

Participants of the training were provided with the training material beforehand for self-study and come prepared in the class for discussion. The training methodologies were kept flexible according to the nature and requirements of the topics. The following methodologies mostly included:

1. Lecture Discussions (LD)
2. Panel Discussions (PD)
3. Group Work/Individual Work
4. Workshops
5. Simulation Exercises (SE)

STAFF WELFARE ORGANIZATION (SWO)

INTRODUCTION

Staff Welfare Organization is an executive department of Establishment Division setup to look after the welfare of Federal Government employees and their dependents. It provides social welfare services to Federal Government employees and their dependents through various welfare activities/services. It has a countrywide setup with headquarters at Islamabad and regional offices at four provincial capitals. As per annual Statistical Bulletin 2018-19 published by the PPARC Establishment Division, this Organization caters services to **565,082** Government servants. Assuming average family size as 5, the No. of potential beneficiaries goes upto **2,825,410**.

ROLE AND FUNCTIONS:

Efficiency of a good public administration depends on how best the organization is operating the administrative machinery for the benefits of its clientele. The functions of the Staff Welfare Organization as per its Charter are as under:-

- Assessment of needs and problems of all the F.G. Employees.
- Educational Assistance through award of stipends to F.G. Employees.
- Establishment of Ladies Industrial Homes where dependents of the F.G. Employees are taught various handicrafts/skills to supplement the income of the family and to provide employment opportunities.
- Provision of emergency relief to low paid individual employees in the event of such distress as T.B prolonged sickness or death in the family.
- Setting up of multi-purpose community centers for organizing social and cultural program as well as for mobilizing voluntary efforts of the Government servants for the solution of their community problems of self-help basis.
- Promoting recreational and sports activities amongst the Government servants through sports clubs formed by the employees themselves.
- Provision of Holiday Homes and picnic resorts and organizing subsidized excursions trips to the places of historic and scenic beauty.
- Arranging entertainment programs for Government servants and their families such as Mushairas, Qawwalis, Milad variety shows/film show, Eid re-union and Meena Bazaar etc.
- Provision of libraries for the intellectual benefit of the Government Servants and their family members and to provide them reading Room facility.
- Provision of equipment in the children parks of the government servants colonies and development of grounds for playing purposes.
- Handling of complaints from the government servants in the matter of such amenities as transport, supply of water, electricity, gas and fuel etc.
- Rehabilitation Aid to the disable Federal Government Employees & their dependents.
- Provision of shelter accommodation to the Female Federal Government Employees through establishing Women Hostel (at Islamabad only).
- Establishment of VTC/TTC for providing training in Typing, shorthand & Computer to the Federal Government Employees & their dependents.
- Provision of facility of “Day Care Centre” for the Children below aged 4 years to the Working Females of Federal Government Employees.

GOALS:

S#	GOAL
01	To take such welfare measures that would make Government service more lucrative so as to attract the best possible talents;
02	To fill those gaps in the provision of such services to Government servants which are not being provided by the agencies concerned.
03	To meet the economic, social and psychological needs of all Government servants in every sphere of their community life.
04	Direct Financial assistance
05	Indirect economic relief
06	Provision of recreational facilities
07	Provision of auxiliary services

TARGETS SET FOR THE YEAR 2020-2021:

S#	TARGET
01	Payment of Stipend Award amongst the Federal Government Employees.
02	Distribution of Federal Staff Relief Fund to the Federal Government Employees
03	Provision of Rehabilitation Aid to the disabled F. G. Employees and their dependents.
04	Provision of Day Care Centre facility to the Working Females of F.G. Employees
05	Provision of Holiday Homes facility to the Federal Government Employees
06	Provision of training facility in different trade to the Females of Federal Government Employees through Ladies Industrial Home
07	Provision of Ambulance, Mortuary Van Service/Coaster Service for Federal Government Employees and their dependents
08	Vocational Training Centre /Trade Training Centre for Federal Government Employees and their dependents
09	Multipurpose Community Centre/Community Clubs for Federal Government Employees and their dependents
10	Provision of shelter accommodation through Hostel for Federal Government Female Employees
11	Arrangement of Sports and Cultural Activities for Federal Government employees and their dependents
12	Arrangement of Quranic Classes for Federal Government Employees and their dependents
13	PSDP Schemes for Welfare of Federal Government Employees
14	Redressed of complaints received at Pakistan Citizen Portal

ACHIEVEMENTS DURING THE YEAR 2020-2021

Targets	Achievements
1.	Award of Stipend: An amount of Rs.86.300 million was disbursed to 36392 Federal Government Employees for the payment of tuition fee, purchase of books for their children. Cash Award to students for obtaining.
2.	Federal Staff Relief Fund: Amount of Rs. 16.454 million was disbursed to the 1954 Federal Government employees on account of death and/or their dependents / prolonged illness and purchase of optical.
3.	Rehabilitation Aid: The rehabilitation aid provided to 159 disabled Federal Government employees and their dependents in shape of rehabilitation items (Hearing Aid, Wheel Chairs, Tricycle, and Artificial Limbs) costing to Rs. 3.200 million to rehabilitate them and to make them self-supporting.
4.	Day Care Centre: The project / scheme aims to meet the requirements of working mothers who have no family member in their homes to look after the children. 17 children of working women benefited from the facility of Day Care Centre at Islamabad and this activity generated revenue of Rs.0.015 Million
5.	Holiday Homes: Holiday Home at Murree, Kheenjar Lake, Thatta and Ziarat (Baluchistan) were established to provide excursion facilities to the Federal Government Employees and their dependents. 1837 families of the Federal Government Employees availed the facilities of Holiday Homes at Murree, Kheenjar lake & Ziarat. Through this facility, revenue of Rs. 1.422 million was generated.
6.	<p>Ladies Industrial Home: The aim of this project is to provide training in useful and employment oriented skills such as knitting, embroidery etc. to the female dependents of Federal Government employees. LIH at Islamabad has further introduced new courses of short duration in market-oriented skills. These are computer courses, Beautician, Cooking, Handicraft work which are of great help in supplementing the income of the families. Computer courses, Beautification courses, Cooking, Handicraft works, Beads, Interior Decorations and training is provided for capacity building of the staff. About 853 female completed different skill trainings/Certificate/Diploma courses and Rs. 0.239 million were earned as revenue.</p> <p>Work-order-centers: Two work-order-centers are established at Islamabad and one at Peshawar to provide full support to the ladies to support their families' income and booked 1,721 work-orders and generated Rs. 41,067 as revenue.</p>
7.	<p>Ambulance, Mortuary Van and Coaster Service: 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 Service Charges are very nominal and service is being provided round the clock at Islamabad, Peshawar, Lahore and Quetta within the municipal limits.</p> <p>A mortuary van service is provided to carry the dead bodies of Federal Government Employees and / or their dependents from residence to native town within a radius of 350 K.M. which is only available at Islamabad.</p>

	<p>In order to facilitate the F.G. Employees, coaster service is being provided at Islamabad and Lahore for social functions within a radius of 500 K.M.</p> <p>As many as 1252 clients benefited from the above services and revenue generated was Rs.01.1141 million.</p>
8.	Vocational and Trade Training Centre: About 1,806 Federal Government employees and their dependents availed training in the skill of typing, shorthand and basic computer courses in 09 Vocational/Trade Training Centers and Rs. 0.7529 million generated as revenue.
9.	Multipurpose Community Centre/Community Clubs: Multipurpose Community Centre set up to provide avenues for promoting community awareness and social services through community development program. Federal Government employees benefited directly and indirectly by the facilities/services offered at Community Centers Islamabad, Peshawar, Lahore, Quetta and Karachi. Total 260 F.G. Employees got the Bookings of Auditorium and Wedding Halls and Rs. 1.950 million were earned as revenue. Membership of community centers remained as 390 and Rs.0.1298 million earned as revenue.
10.	Hostel for Federal Government Female Employees: Temporary Hostel facility is provided at Islamabad to the working women posted at Islamabad/Rawalpindi from different parts of the country and to encourage women to join services and thus help to supplement the family income. 44 females are at present residing in the Hostel for Federal Government female employees at Islamabad and revenue generated was amounting to Rs. 6.728 million.
11.	Sports and Cultural Activities: To provide healthy leisure time activities to the Federal Government employees and their dependents, sports club have been organized. Various sports events, exhibition matches 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 tournaments. Sports activities during the year 2020-21. Cultural programs were also arranged at Regional Offices of Staff Welfare Organization to increase their mental approach and to celebrate National days and Religious festivals. Total 07 numbers of Cultural Programs were held.
12.	Libraries: An amount of Rs. 11,439 generated from 7 Libraries. Approximately more than 390 library members benefit with books, magazines etc. each year.
13.	Quranic Classes: For teaching the Holy Quran free of any charges, Quranic classes have been arranged. Dependents of Federal Government employees were taught the Holy Quran at the Regional offices at Lahore, Peshawar and Quetta. About 544 F.G. Employees benefited from this program.
14.	Grant-in-Aid: An amount of Rs. 0.140 million under grant in aid is provided to 07 clubs/welfare agencies of Federal Government Employees and their dependents to encourage the employees to utilize their leisure time in healthy activities and to arrange tournaments.
15.	(39) Complaints were redressed during the year 2020-21 received at Pakistan Citizen Portal.

OTHER NOTABLE ACTIVITIES/ ACCOMPLISHMENT CARRIED OUT DURING THE YEAR 2020-21

S#	ACTIVITY/ACCOMPLISHMENTS:
1	Staff Welfare Organization established camp offices for collection and deposit of stipend forms for the convenience of the Federal Government Employees at Pak Secretariat, Ministry of Defense, Rawalpindi and M/O CAD, H-9, Islamabad
2	On the recommendations of PMIC, Staff Welfare Organization revised the rates of different services. It will help to meet the gap between target of revenue set by Ministry of Finance and revenue generated by this Organization. The relevant cases were forwarded to the Establishment Division & Finance Division for approval during the financial year 2020-2021.
3	Staff Welfare Organization prepared PC-Is of 4 new Development Projects to be funded through PSDP and placed in the meeting of DDWP held on 29-05-2021.
4	Staff Welfare Organization rehabilitated/renovated Community Centre, G-6 and Community Centre, G-9, Islamabad under sustainable Development Goals (SDGs) funded by Mr. Ali Nawaz Awan, MNA through his MNA Funds.
5	SWO initiated process for the revision of its charter with the consultation of Establishment Division. Hopefully it will be finalized shortly.

ANALYSIS OF ACHIEVEMENTS WITH GOALS AND TARGETS:

SWO provided direct financial assistance to the F.G. Employees through disbursement of stipend award and Federal Staff Relief Fund during the financial year 2020-21 and **Rs. 102.754 million** was disbursed amongst **38346** beneficiaries and achieved 100% Goals/Targets.

Besides provision of welfare services through direct financial relief, SWO also provided indirect financial assistance, recreational facilities and auxiliary services and generated revenue of **Rs. 13.3775 million**. **8577** Federal Government Employees availed benefits directly from these different schemes during financial year 2020-21 like Wedding Hall, Auditorium, Holiday Homes, Hostel for Working Women, Day Care Centre, Ladies Industrial Homes, Vocational Training Centre/Trade Training Centre, Provision of Mortuary Van Service, Ambulance and Coaster service, Rehabilitation Aid, Library, Sports and Cultural Activities, Quranic Classes and Indoor games provided indirect benefit to **42885** family members of **8577** Employees and achieved 100% Goals/Targets.

PREDICAMENTS (IF ANY):

The total revenue amounting to Rs. **13.3775 million** generated from SWO's different schemes was deposited into Government Treasury during the Financial Year 2020-21. It is too difficult to maintain SWO buildings/infrastructure in the absence of allocation of budget for repair maintenance of SWO buildings. Due to the prevailing Covid-19 situation in the last quarter of 2020-21 the facilities and services of Staff Welfare Organization remained suspended most of the time and a short fall in revenue and beneficiaries has been noted. Non-availability of finances for development project badly affected the projects and completion of such projects also delayed for many years.

CONCLUSION:

SWO is providing its facilities to the F.G. Employees & their dependents throughout the country with its full dedication, zeal and enthusiasm and working day and night for accomplishment of its set Target/Goals. During last Financial Year 2020-21 SWO completed/achieved its 100% targets and goals pertaining to the regular schemes.

It is fact that few reforms such as, Revision of SWO schemes rates/charges, revision of charter of this Organization and frame rules for Award of Stipend, Ladies Industrial Homes, Vocational Training Centre, Rehabilitation Aid were sent to Establishment Division for approval so that their SROs may be issued. We intend to use human and financial resources more efficiently and to believe in better service delivery to extend all out benefits to the end users i.e. Federal Government Employees Community.

There is always a room for improvement and to run SWO business in a more better way, the Officers and Staff of the Organization are committed but there is a need of support by superiors and sufficient funds so that SWO may address maximum number of Federal Government Employees.

FEDERAL EMPLOYEES BENEVOLENT & GROUP INSURANCE FUNDS
(FEB&GIF)



Proposed BF Tower

FEDERAL EMPLOYEES BENEVOLENT AND GROUP INSURANCE FUNDS

INTRODUCTION

The Federal Employees Benevolent & Group Insurance Funds (FEB&GIF) were established in April 1969 through promulgation of the FEBF & GI Act, 1969. Objective of launching the FEBF & GI scheme is 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. Presently, it is covering more than 716,034 employees.

ROLE AND FUNCTIONS

2. The basic role of the Federal Employees Benevolent and Group Insurance Funds is to provide financial relief to the Federal Government employees/their family members. The Funds collect contributions from the employees, invest surplus funds and 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 FEB & GIF are managed by a Board of Trustees constituted under Section 4 of the FEBF & GI Act, 1969.

3. 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.

—Section 13 of FEBF & GI Act,1969

- 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.

—Section 13 (5) of FEBF & GI Act,1969

- iii) Farewell Grant on retirement after twenty years' service.

—Rule 24 of FEBF & GI Rules, 1972

- iv) Sum Assured on death of an employee during service.

—Section 15 of FEBF & GI Act, 1969

- 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.

—Section 15A of FEBF & GI Act, 1969

- vi) Lump Sum Grant on Retirement of an employee on medical grounds.
—Rule 23 of FEBF & GI Rules, 1972
 - vii) Burial Charges on death of an employee.
—Rule 20 of FEBF & GI Rules, 1972
 - viii) Marriage Grant on marriage of one child of a serving, retired or a deceased employee.
—Rule 19 of FEBF & GI Rules, 1972
 - ix) Educational Stipends for post-matric studies upto M.Phil / MS level.
—Rule 25 of FEBF & GI Rules, 1972
 - 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.
—Rule 25-A of FEBF & GI Rules, 1972
 - xi) Annual Cash Awards on Essay Writing Competition among children of Federal Government employees.
—Rule 25(4) of FEBF & GI Rules, 1972
- 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

4. Provide common benefits to the Federal Government employees and certain autonomous bodies and to provide for their group Insurance Fund.

TARGETS SET FOR THE YEAR 2020-21

5. Targets set for the year 2020-21 were as follows:
- a) Receipts—Receipts on account of contributions of Benevolent and Group Insurance Fund from the employees, Rs. 8,951.58 million, receipt on account of investment income Rs. 2628 million and rental income Rs. 160 million were estimated for 2020-21.
 - b) Disbursements—Disbursement of grants of Rs. 7,103.46 million was planned for 2020-21 to the Federal Government employees, employees of autonomous bodies and their family members.

6. ACHIEVEMENTS DURING THE YEAR 2020-21

- a) There was a total receipt of Rs. 12,917.13 million on account of contributions, investment income of Rs. 3205.5 million and BF building rent of Rs.41 million while total grants paid by the FEB & GIF under its eleven (11) welfare schemes were Rs.6,600.87 million.

- b) Started payment of claims of security related deaths arising from 15.06.2013 to 09.02.2015 under Prime Minister Package. Accordingly, after getting approval to amend the effective date in Section 13(5) and 15(A) of FEBF & GI Act, 1969, the case for amendment was moved to Establishment Division.
- c) Actuarial study is in progress to assess the financial health of benevolent and group insurance funds. Reward of different benefits will be carried out on receipt of Actuarial report.

Other notable Activities/Accomplishments

7. With a view to construct buildings for raising rental income of the Funds under the provision of the Act, development work on two valuable plots of the FEB & GIF in Islamabad / Lahore is in hand. Latest actions in this regard are as under:

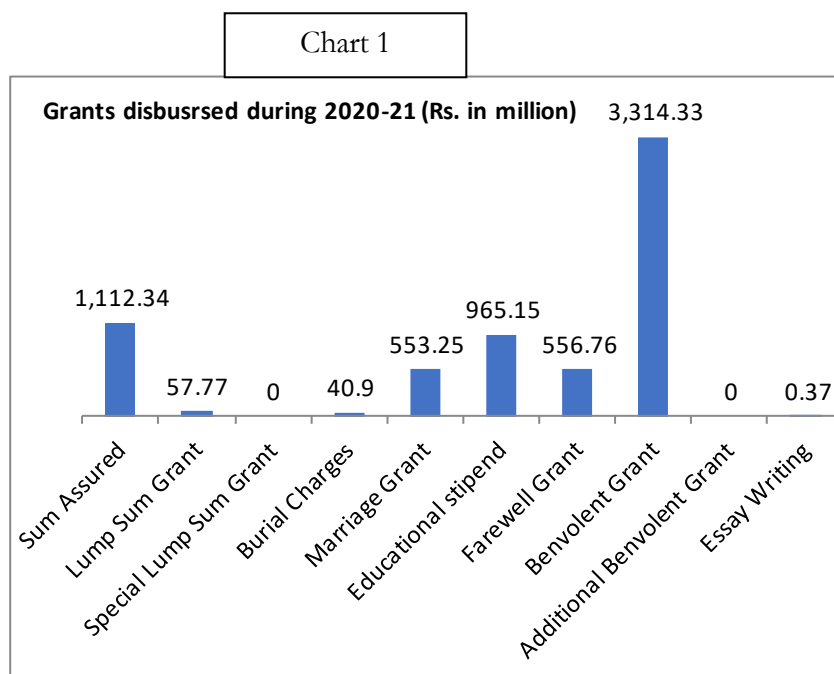
BF Tower Project in Blue Area, Islamabad

A plot measuring 4,608 sq. yards was purchased through open auction from CDA, during 2009 with total price of Rs. 967.680 million located at the commercial zone i.e. Jinnah Avenue Blue Area, Islamabad. A mixed use High Rise Building is under construction which consists of 28 levels (including six basements) containing Shopping Mall, Cineplex, Food Court, Swimming pool, Health Club, Offices and Roof top Restaurant with state of the art modern facilities with external solar system to save energy.

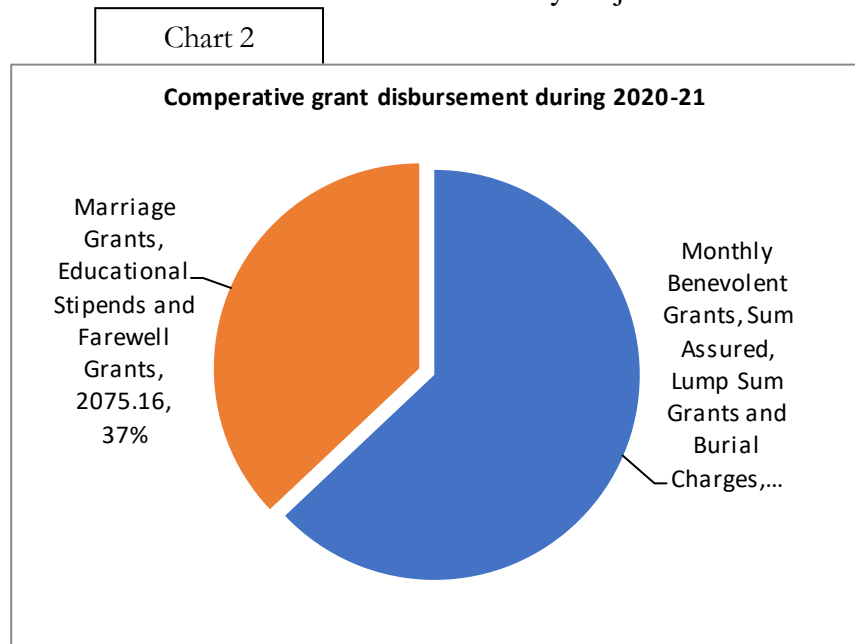
Analysis of Achievements with Goals and Targets

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

9. In addition to the above objectives of the 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 benefit of employees and their families including retired employees if the sufficient funds are available after discharging its liabilities under this Act.



10. During 2020-21, the FEB & GIF disbursed Rs. 6,600.87 million on account of grants. Welfare scheme-wise disbursement is given in the Chart 1. Prime objective of the Funds is to pay Benevolent Grant and provide for Group Insurance to the Federal Government employees and their families. The grants under welfares schemes of Monthly Benevolent Grant, Sum Assured on death during service, Lump Sum Grant on invalid retirement and Burial charges relates to the objectives specified in the preamble of the Act, 1969. Other welfare schemes of Marriage Grants, Educational Stipends, 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 payments under these welfare schemes is given in the Pie Chart-2. The FEB & GIF may endeavor to achieve its main objective and increase benefits under those schemes.



11. The Board of Trustees of FEB & GI Funds is conscious of the fact that maximum benefits should be extended to the employees/their families and every year, the Board reviews the position of benefits in light of the recommendations of Consultant Actuary. During the last five years, the Funds position remained as under:

Year	Contributions (Rs. in million)	Disbursements (Rs. in million)	No. of beneficiaries
2020-21	12,917.13	6,600.87	159,888

12. The above table reveals that a total amount of Rs. 6600.87 million has been disbursed to the 159,888 beneficiaries during the year 2020-21 while contributions to the tune of Rs. 12917.13 million were received from the employees.

CONCLUSION

13. The Federal Employees Benevolent and Group Insurance Funds is an autonomous organization under the Administrative control of the Establishment Division managed by a Board of Trustees for welfare of the Federal Government employees. It has successfully devised schemes for the benefit of the employees/their families including retired employees/families of the deceased employees and keeps on making improvements therein with conscious and safe investments. The welfare schemes of Educational Stipends, Re-imbusement of Tution/Semester fees and Marriage Grants in addition to the coverage have thrived the impact of the schemes. The grants under welfare schemes are sanctioned strictly according to the provisions of the Federal Employees Benevolent Fund and Group Insurance Act, 1969 and the Rules made thereunder. The BoT also makes efforts to generate additional resources to maximize benefits under its welfare schemes. For this construction of BF Tower is in progress. An actuarial study is underway to assure financial health of both the funds.

BASIC INFORMATION

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