



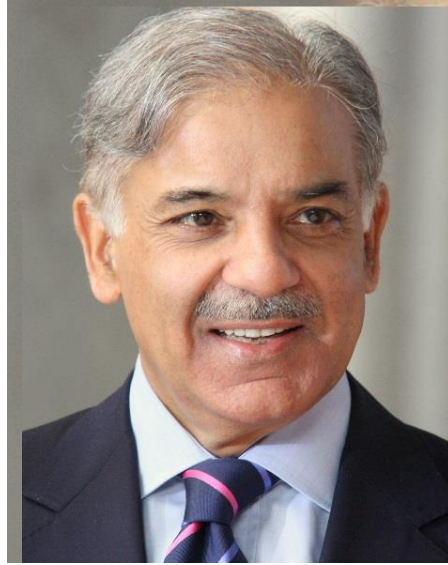
YEAR BOOK

2021- 2022

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



In the Name of Allah,
the Beneficent, the Merciful



Mian Muhammad Shehbaz Sharif
Prime Minister

Minister Incharge of
Establishment Division

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FOREWORD

It is a matter of great pleasure for me to present the Year Book 2021-2022 of Establishment Division, in pursuance of Sub-Rule(2) of Rule (25) of the Rules of Business 1973. It includes brief introduction of the Division, as well as its function and performance during the year.



The Year Book 2021-2022 highlights the policies formulated directly by this Division or through its supporting organizations. It is also a brief resume of the major activities and significant achievements / performance made during the calendar year.

The annual Year Book 2021-2022 is a manifestation of the efforts and progress of various Wings and attached formations of the Establishment Division to achieve its goal as envisaged in its vision statement. It also serves as a useful reference within the government as well as for general public who have an interest in the affairs of the Establishment Division.

The Establishment Division would welcome suggestions or comments (if any) to improve the quality of this Year Book.

(Inamullah Khan Dharejo)
Secretary
Establishment Division

VISION

Excellence in human resource management in public service.

MISSION STATEMENT

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

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

CHAPTER-I

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

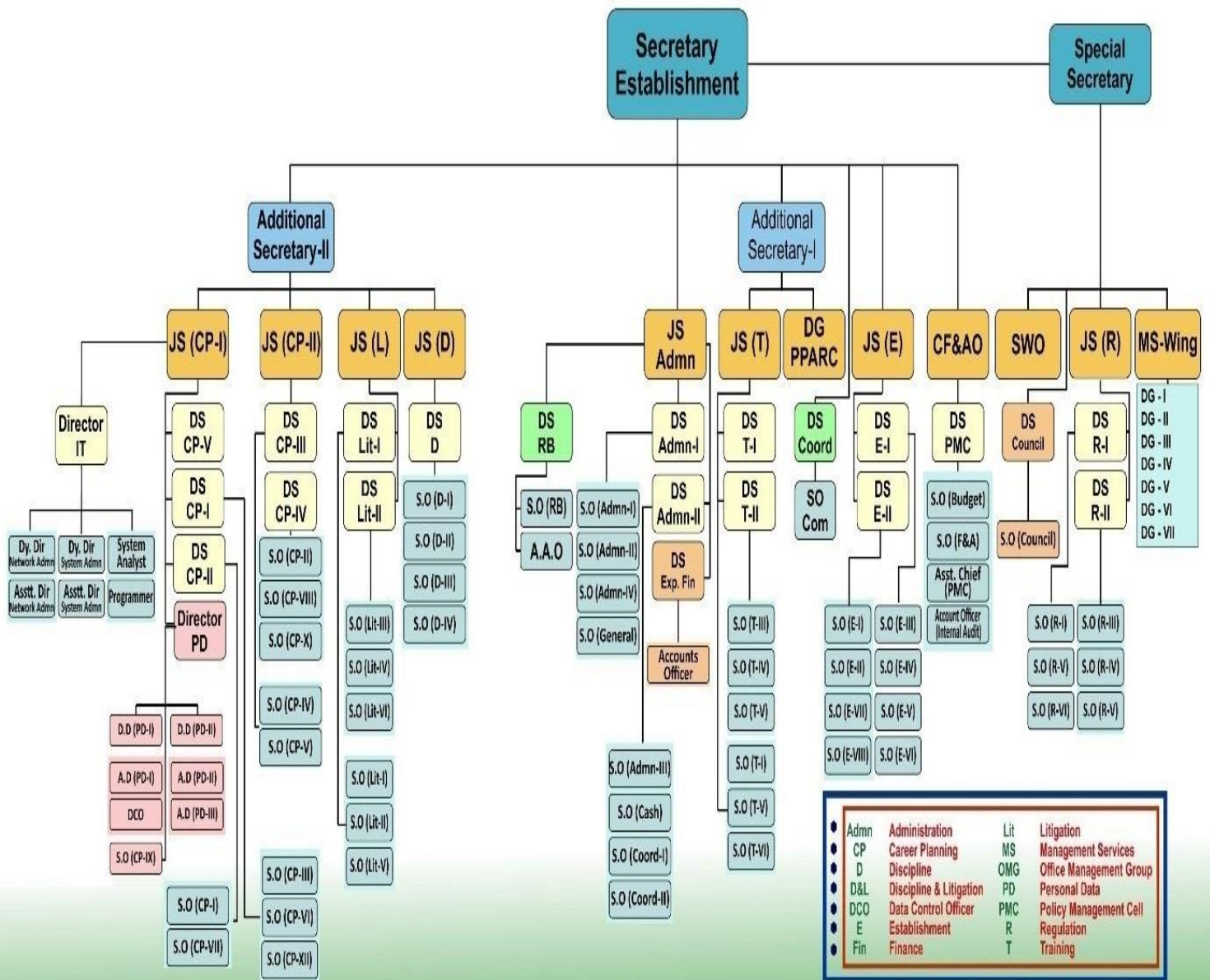
1. Regulation of all matters of general applicability to civil posts in connection with the affairs of the Federation:
 - (i) Recruitment;
 - (ii) Promotion;
 - (iii) Verification of character and antecedents;
 - (iv) Conduct and discipline; and
 - (v) Terms and conditions of service (including re-employment after retirement) other than those falling within the purview of the Finance Division.
2.
 - (i) Formation of Occupational Groups.
 - (ii) Policy and administration of:
 - (a) All-Pakistan Unified Groups; and
 - (b) Office Management Group (Federal Unified Groups)
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) National Management College, Lahore;
 - (b) National Institutes of Management Karachi, Quetta, Peshawar, and Islamabad.
 - (c) Pakistan Academy for Rural Development, Peshawar; and
 - (d) Civil Services Academy, Lahore.
6. Federal Government functions with regard to the Federal Public Service Commission.
7. General Service matters, such as:
 - (i) Casual leave;
 - (ii) Office hours;
 - (iii) Liveries of Government servants;
 - (iv) Policy questions regarding association of Fed. Govt. Employees;
 - (v) List of persons debarred from future employment under Government.
8. Matters relating to:
 - (i) Central Selection Board;
 - (ii) Special Selection Board, except the Special Selection Boards constituted in the Divisions relating to selection of officers for posting in Pakistan Missions abroad.
 - (iii) Selection Committee for Provincial Posts borne on All Pakistan Unified Grades;

9. (i) Career Planning;
 - (ii) Instructions for writing and maintenance of Annual Confidential Reports of 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. Administrative Reforms.
 12. Administration of the Civil Servants Act, 1973, and the rules made there under.
 13. 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.
 14. 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.
 15. Periodical review of staff strength in the Divisions, attached departments and all other Federal Government Offices.
 16. 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.
 17. Training of Government functionaries in techniques like O&M, CPM, PERT, systems analysis and operations research both within the country and abroad.
 18. Promotion of the knowledge and use of O&M concepts, PERT & CPM techniques, systems analysis and operations research within all government offices and organizations.
 19. Idea award scheme.
 20. Pakistan Public Administration Research Centre:
 - 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.
 21. Determination of the Status of Government Offices.



ORGANIZATIONAL CHART

Establishment Division



• Admn	Administration	Lit	Litigation
• CP	Career Planning	MS	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 (01) Special Secretary, (02) Additional Secretaries, (08) Joint Secretaries, (06) Director Generals, (21) Deputy Secretaries, (01) CF&AO, (01) Deputy Secretary Expenditure, (51) Section Officers, (14) Deputy Directors, (01) Data Control Officer, (01) Research Officer, (04) Private Secretaries and (01) Programmer alongwith supporting staff of various pay scales leading to a total sanctioned strength of 661 personnel.

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

- ❖ Administration Wing
- ❖ Career Planning 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 i.e. National Institute of Management (NIM), Islamabad, Karachi, Lahore, Peshawar and Quetta.
- ii. Pakistan Administrative Staff College (PASC), Lahore
- iii. Civil Services Academy (CSA), Lahore
- iv. Federal Employees Benevolent and Group Insurance Funds (FEB&GIF), Islamabad
- v. Pakistan Academy for Rural Development (PARD), Peshawar.

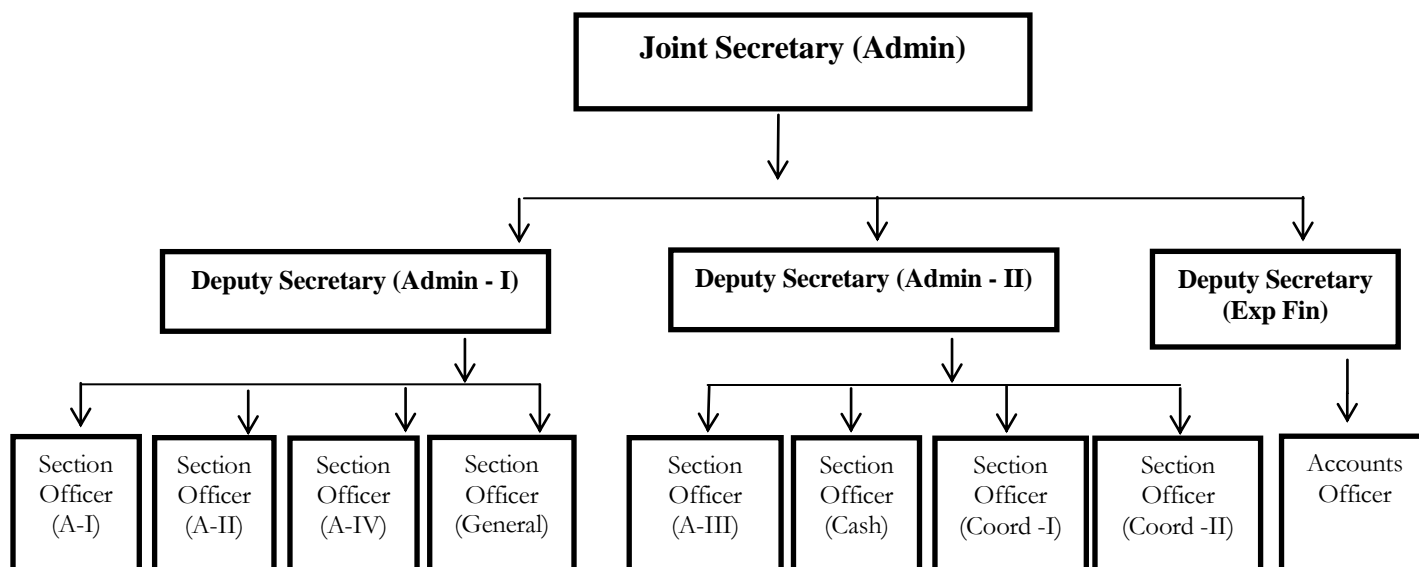
**LIST OF ATTACHED DEPARTMENTS / AUTONOMOUS BODIES WITH WEBSITE/EMAIL
ADDRESSES**

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	051-9259011	http://www.pakistan.gov.pk/divisions/establishmentdivision/media/REVISED_ATP_2006.htm
7.	FEB & GIF, Islamabad	051-9202935	http://www.pakistan.gov.pk/divisions/establishmentdivision/Benovilen/index.htm
8.	FPSC, Islamabad	051-9205075	http://www.fpsc.gov.pk
9.	National School of Public Policy (NSPP), Lahore	042-9202941	www.nspp.gov.pk
10.	National Management College (NMC), Lahore	042-99203883	www.nspp.gov.pk
11.	National Institute Management, Karachi	021-9244049	www.nim-khi.edu.pk
12.	National Institute of Management (NIM), Peshawar	091-9216270	www.nim.gov.pk
13.	National Institute of Management (NIM), Quetta	081-9254915	www.nimqta.edu.pk
14.	National Institute of Management (NIM), Islamabad	051-9255154	www.nimncrd.gov.pk
15.	National Institute of Management (NIM), Lahore	042-9200920	www.NSPP.gov.pk
16.	Civil Service Academy (CSA), Lahore	042-99202854	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	042-99203884	www.nspp.gov.pk
19.	PARD, Peshawar	091-9216270	www.pard.gov.pk



**ADMINISTRATION
WING**

ADMINISTRATION WING OF THE ESTABLISHMENT DIVISION



AIM / OBJECTIVES

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

1. Personal cases of Officers in BS-17 & above of Establishment Division (Main) including Officers on Special Duty (OSDs).
2. Writing and countersigning of Performance Evaluation Reports of Officers of the Establishment Division.
3. Allocation of subjects to various Sections /Wings of the Establishment Division.
4. Pension & Farewell Grant cases of officers of BS-17 & above in Establishment Division including OSDs.
5. Assistance Package to families of Govt. Officers in BS-17 and above of the Establishment Division including OSDs, if any, who die while in service.
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. Matter relating to Prime Minister's Assistance Package (PMAP) to families of Establishment Division's employees from BS-01 to 16 including OSDs who die during service and appointment of the widow or one child under the Package.
11. Pension, Marriage Grant, Farewell Grant and Benevolent Grant to officials from BS-01 to BS-16.

12. Cases regarding grant of NOCs for issuance of Passport, visits abroad and NOCs for appearing against various posts in other Government Departments.
13. Adjustment of staff of defunct devolved Ministries/Divisions.
14. Grant of honorarium to the employees of Establishment Division.
15. Census of employees of Establishment Division from BS-01 to BS-16.
16. Nomination for seasonal Hajj duty.
17. Purchase & issuance of durable / consumable stores and liveries.
18. Maintenance / repair etc. of all stores.
19. Provision of papers and stationary items, IT equipments, toners etc. (Related with stationary store cell of General Section).
20. Provision of office accommodation.
21. Day Care Facility for officers / staff wards.
22. To provide the facilities of transport to officers of Establishment Division.
23. To provide the facilities of telephone and internet to officers of Establishment Division.
24. Provision / issuance of books / magazines / newspapers to officers on their requests for official use.

Achievement and Performance for the year 2021-22:

- i. Creation of posts of OSDs in the Establishment Division is a regular feature. There were 84 OSDs from 1st July, 2021 to 30th June, 2022 whose posts were created and continued on quarterly basis enabling them to draw their pays and allowances from the Budget of Establishment Division.
- ii. 115 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. Prepared Fifty-Seven (57) replies of starred and un-starred questions of the National Assembly and Senate of Pakistan and timely submitted to the relevant forums.
- iv. Pension Cases of 08 officers (BS-17-22) and Farewell grant of 06 officers were finalized.
- v. Thirty-Five (35) medical claims received from the officers of Establishment Division, OSDs and retired officers were processed and finalized.
- vi. Appointed 06 Assistants (BS-15), 05 Stenotypist (BS-15), 01 LDC (BS-09) and 01 Farash (BS-01) against direct quota through open advertisement.
- vii. Appointed 01 LDC (BS-09) on contract basis under Prime Minister's Assistance Package (PMAP).
- viii. Promoted 02 Assistant Private Secretaries (BS-16) as Private Secretaries (BS-17).
- ix. Promoted 05 Assistants (BS-15) as Superintendents (BS-16).
- x. Promoted 01 Draftsman (BS-11) as Senior Draftsman (BS-16).
- xi. Promoted 07 Upper Division Clerks (BS-11) as Assistants (BS-15).

- xii. Promoted 08 Lower Division Clerks (BS-11) as Upper Division Clerks (BS-15).
- xiii. Extended contracts of the 09 contractual employees appointed under Prime Minister's Assistance Package (PMAP).
- xiv. Extended contracts of the 04 contractual employees working under "Federal Government Policy regarding medically incapacitated employees".
- xv. Granted senior scales i.e BS-05, 06 & 07 to 10 Staff Car Drivers.
- xvi. Granted time scales to 28 Naib Qasids / Farashs / Maids.
- xvii. Granted educational stipends to almost 50 children of Employees of this Division.
- xviii. Granted honorarium to five hundred and fifty-five (555) officers/officials/contingent staff of Establishment Division (Main) on the occasion of Eid-ul-Azha 2022.
- xix. Arrangements were made and facilities were provided for the conduct of following meetings.
- | | | |
|------|----------------------------------|----------------------------------|
| i. | High Power Selection Board | BS-21 to BS-22 |
| ii. | Central Selection Board | BS-19 to BS-20
BS-20 to BS-21 |
| iii. | Departmental Selection Board | BS-18 to BS-19 |
| iv. | Departmental Promotion Committee | BS-17 to BS-18 |
- xx. Working environment of the Division has been improved by renovating washrooms, offices, through better ventilation and floors tiles etc.
- xxi. Sacked Employees (Re-instatement) Act (SERA), 2010 was promulgated on 8th December, 2010 to provide relief to persons who were appointed during the period from 1st November, 1993 to 30th November, 1996, and dismissed, removed or terminated during the period from 1st November, 1996 to 12th October, 1999.
- xxii. Establishment Division appointed 525 sacked employees of defunct organizations and posted out most of them in the various Ministries/ Divisions/ entities. Presently, twenty-seven (27) unadjusted employees are on its pool.
- xxiii. Supreme Court of Pakistan declared the Sacked Employees (Reinstatement) Act, 2010 as ultra vires to the constitution of Islamic Republic of Pakistan 1973 vide its judgment dated 17-08-2021 passed in the C.A. No. 491/2012. Therefore, Establishment Division, with the approval of the Prime Minister of Pakistan, filed a "Review Petition" in the Supreme Court of Pakistan. The Apex Court dismissed the Review Petition vide its order dated 17.12.2021 in CRP No. 295/2021 in CA No. 491/2012. The Apex Court upheld its judgement, but in exercise of jurisdiction under Article 184(3) of the Constitution read with Article 187, it has taken into consideration the services rendered by the re-instated employees and granted relief to these employees with certain conditions. In compliance with the judgment *ibid*, all beneficiary employees working in the Establishment Division have been restored. Besides, the beneficiary employees who fall under the purview of para 41(i) of the judgment *ibid*, have been regularized, and the cases of other beneficiary employees have been referred to Federal Public Service Commission.

PRIME MINISTER’S PERFORMANCE DELIVERY UNIT (PMDU)

- Prime Minister’s Performance Delivery Unit (PMDU) has been established in 2018 with a vision to promote citizen-centric and participatory governance. PMDU has pioneered a nation-wide complaints and grievance redressal mechanism with special emphasis on facilitation of overseas Pakistanis, women, special persons and foreigners. The primary objective of the unit is to provide citizens an opportunity to communicate seamlessly with all government entities and get 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 submit their suggestions, personal complaints and grievances or report violations of laws by the people or seek guidance etc. The Unit takes it as a prime responsibility to ensure that all complaints and suggestions are handled fairly and efficiently by concerned organizations as per PMDU manual and instructions received from PMDU from time to time.
- Establishment Division has received a total of 9,842 complaints, out of which 9,803 complaints have been resolved. Considering the citizens as an aggrieved party, PMDU has reopened complaints on the basis of citizen’s feedback, and the re-opened complaints were reviewed and resolved as per PMDU guidelines.
- Task Management System was introduced by PMDU for the purpose of ensuring more efficient coordination between the Prime Minister's Office and the Ministries/Divisions. Establishment Division was assigned with important tasks like seniority fixation, formulation of recruitment rules, and long-awaited promotions etc. A total of 94 tasks were assigned to Establishment Division, out of which 93 tasks were completed successfully whereas one task is under 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) as well as with PMDU representatives.

PENSION WELFARE CELL

In pursuance of Honorable Wafaqi Mohtasib (Ombudsman)'s directive, the Pension Cell has been established w.e.f. 26 June, 2016 in Establishment Division.

PURPOSE

- To facilitate Pensioners and early/ timely settlement & finalization of Pension Cases of employees of Establishment Division.
- The Pension Cell has completed/finalized **88** cases during the financial year **2021-2022** as under:-

2021-2022

S. No.	Cases Finalized	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Total
1.	Regular pension cases	03	03	02	07	15
2.	Family pension (In Service Death)	04	--	01	01	06
3.	Transfer of family pension (after retirement or death)	07	05	05	06	23
4.	Invalid pension (on medical grounds)	04	--	01	--	05
5.	OSDs (Officers on Special Duty)	05	05	03	01	14
6.	Farewell grant on retirement	--	--	10	01	11
7.	Benevolent fund grant cases	02	02	03	01	08
8.	Restoration of Commuted Portion of pension	--	--	02	02	04
9.	Revision of pension	--	--	01	01	02
Total		25	15	28	20	88

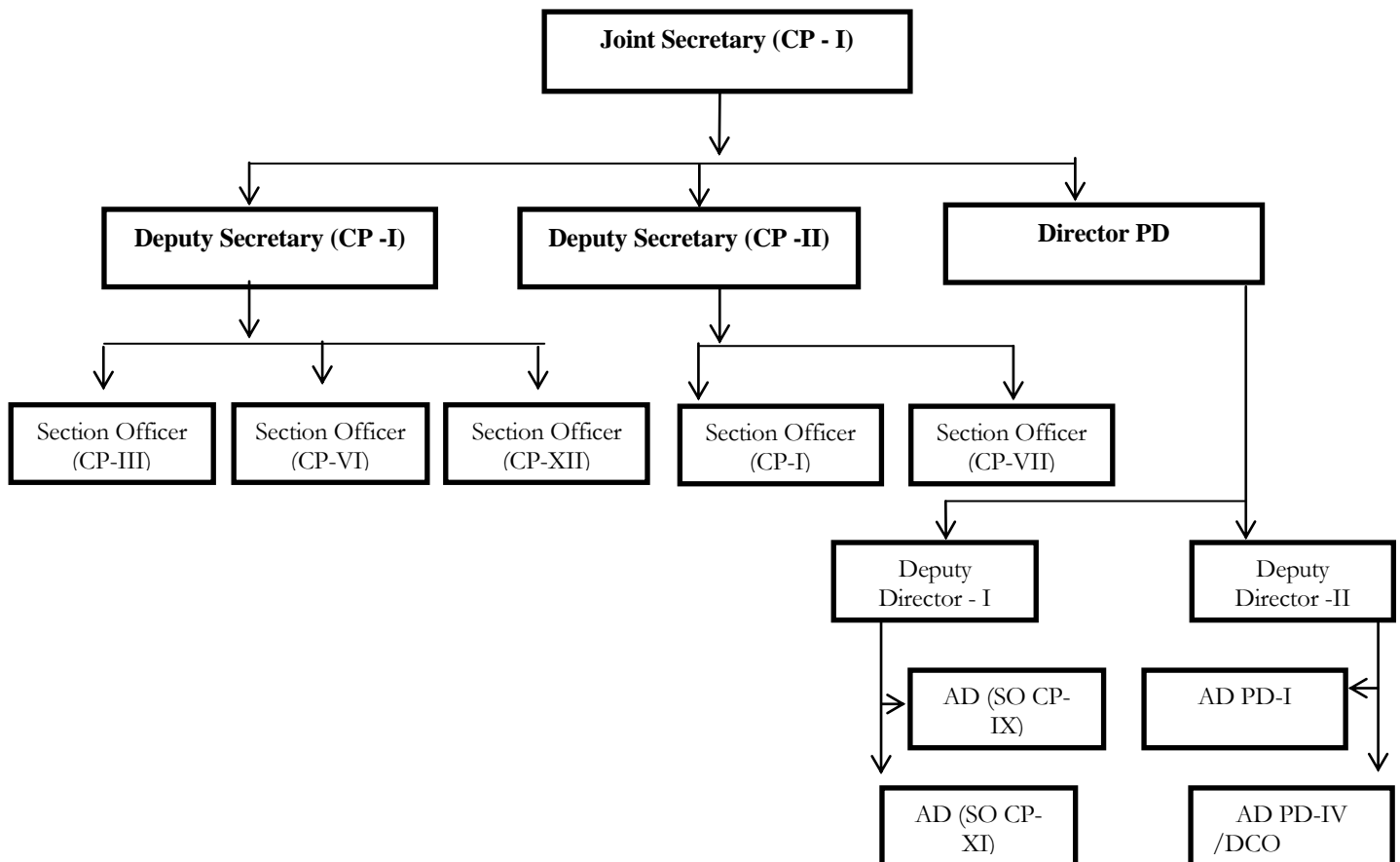


CAREER PLANNING-I WING

CAREER PLANNING WING-I

INTRODUCTION

CP-I Wing is headed by Joint Secretary (Career Planning- I), a BS-20 level officer. 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 Director and one Data Control Officer (DCO) of the Establishment Division.



- i) Processing the promotion cases of PAS, PSP, SG & OMG officers from BS-17 to BS-21.
- ii) Processing / settlement of the seniority representations/disputes of the said cadres.
- 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.
- 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 the requests of Federal Ministers/Ministers of State for posting of Private Secretaries with them.

- vii) Determination of seniority of PAS and PSP officers in BS-17, BS-18, BS-19, BS-20, BS-21 and BS-22.
- viii) Determination of seniority of OMG officers in BS-17 and BS-18.
- ix) Preparation of para-wise comments in cases filed by Officers in various courts including FST, regarding seniority and promotion issues.
- x) Catering to the representations of PAS, PSP and OMG Officers for Seniority & Promotion.
- xi) CP-IX Section is responsible for Maintenance/up-dation of CR Dossiers record, ICP Charts in respect of 2602 officers of PAS, PSP, SG and OMG from BS-22 to BS-17 for the purpose of HPSB, CSB, DSB and DPC. Moreover, quantification sheets, synopsis of PERs and up-dated ICP Charts are forwarded to concerned Sections of Establishment Division on their demand.
- xii) PERs grading in respect of PAS, PSP, SG and OMG officers, who apply for posting abroad as Community Welfare Attaché, DG (Hajj) or any other posting abroad are sent to Training Wing on their demand.
- xiii) The collection of data, maintenance of manual service History Cards of officers of PAS, PSP, Secretariat Group and OMG (BS-17 to BS-22), up-dation of posting lists in coordination with concerned wings of Establishment Division, Ministries/Divisions and the Provincial Governments, printing/circulation of seniority lists to all the concerned, preparation of manual Individual Career Planning (ICP) charts and submission of service history records of these officers to all concerned sections for various purposes including the HPSB, CSB, DSB and DPC, are the major duties of PD-1 Section. Collection/computerization of Officers Service Proformas of all groups. Provision of posting record of awaited PERs to CP-IX Section during HPSB, CSB, DSB and DPC meetings.
- xiv) PD-III/CP-XI Section is responsible for the 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) is also the assigned task of CP-XI section. The other responsibilities of the section include entering/ authentication of PERs/TERs in computer data base, preparation/ provision of I.C.P charts, as and when requisitioned from concerned sections in respect of retired officers and maintenance of C.R. Dossiers. The section also disposes of different representations made by Ex-Cadre officers.
- xv) PD-IV Section is responsible for maintenance of computerized data of about 2700 officers (BS-17-22) of PAS/PSP/SG & OMG cadres. The said information is compiled and printed in the form of Internal Posting Lists which is provided to President's Secretariat, Prime Minister's Office, Chief Secretaries/ Inspector General of Police and for internal use of senior officers as well as different Sections of Establishment Division. The required information is also provided to HPSB/CSB/DSB/DPC on need basis.

B. ACHIEVEMENTS/PERFORMANCE 2021-2022

- i. During the years 2021-2022, 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>18th and 19th May, 2022</u>	
	Panel	Recommended for Promotion
PAS	69	18
PSP	37	07
SG	26	05

MEETINGS OF CSB

<u>(BS-20 to BS-21)</u>		
Groups/Services	<u>28th to 30th September 2021</u>	
	Panel	Recommended for Promotion
PAS	41	09
PSP	27	09
SG	39	05
<u>(BS-19 to BS-20)</u>		
	<u>28th to 30th September 2021</u>	
	Panel	Recommended for Promotion
PAS	51	21
PSP	58	10
SG	88	21

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

DSBs During 2021 to 2022	Detail of the DSB	Number of officers on Panel	Number of officers recommended for promotion
27.02.2022	PAS	100	35
	PSP	88	26
	OMG	308	10
Total		496	71

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

Group/Services	Panel	Recommended for promotion
Ex-Cadre	521	102

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

Groups/Services	01 st December, 2021		
	Panel	Recommended for Promotion	Recommended for Acting Charge
PAS	45	37	-
PSP	32	29	-
OMG	100	46	18

- i. During the year (commencing from July, 2021 to June,2022) **2465 (Two Thousand Four Hundred Sixty-Five)** PERs and **2480 (Two Thousand Four Hundred Eighty)** certificates/ CR dossiers/letters were received. Almost **5416 (Five Thousand Four Hundred and Sixteen)** certificate/ CR Dossiers were entered in the automated system and ICP Charts were updated.
- ii. **876 (Eight Hundred and Seventy Six)** 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-20 and 21 officers was determined and circulated.
- ii. Fixation of seniority of PSP BS-20 and BS-21 officers was Fixed and circulated.
- iii. Provisional and Final Combined inter-se-seniority of OMG (BS-18) officers was updated and circulated.
- iv. Inter-se-seniority of OMG probationers of 46th CTP, SOPE-2016 and SOPE-2017 was determined provisionally and circulated.
- v. Provisional inter-se-seniority of PSP probationers of 45th and 46th 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 **1630** officers of PAS, PSP, OMG, SG and ex-cadre officers from BS-17 to BS-18, BS-18 to BS-19, BS-19 to BS-20, BS-20 to BS-21 and BS-21 to BS-22 were considered in the meeting of DPC, DSB, CSB and HPSB.

- 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. A comprehensive policy case was initiated for preparation and maintenance of a Roster for Appointments in OMG via CSS, SOPE and induction / Appointment by Transfer. A meeting under the chairmanship of Secretary, Establishment Division has already been held on 25-04-2022 to discuss the matter under Establishment Division's O.Ms No.21/1/90-R-5 dated 31-07-1991, 30-09-2015 and 12-11-2015.
- xi. An important policy matter regarding determination of eligibility of employees of ISI for SOPE examination was processed. Two comprehensive meetings under AS-II were held to discuss the matter on 13-12-2021 and 01-02-2022. Working papers and timelines were prepared and shared with CP-II, Regulation and Training Wings to allow all wings to provide informed policy inputs on the case. The matter was successfully disposed of after conclusion of the meetings and approval of Secretary, Establishment Division.
- xii. Conversion of supersession of officers who were superseded in the meetings of CSBs held in December 2016, because of application of overriding effect of 05 marks of integrity as well as placing in Category-C with the approval of the Prime Minister/competent authority.
- xiii. Updated 1050 History Cards of serving officers of PAS, PSP, Secretariat Group and OMG.
- xiv. New data-base has been established for updation of ICP charts in respect of about 2602 officers belonging to PAS, PSP, SG and OMG (BS-17 to BS-22). i.e. conversion of manual ICP charts into E-ICP charts.
- xv. 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 Secretariat, Prime Minister'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, 2021
SG, PAS, PSP & OMG (BS.17-22)	December, 2021
SG, PAS, PSP & OMG (BS.17-22)	June, 2022

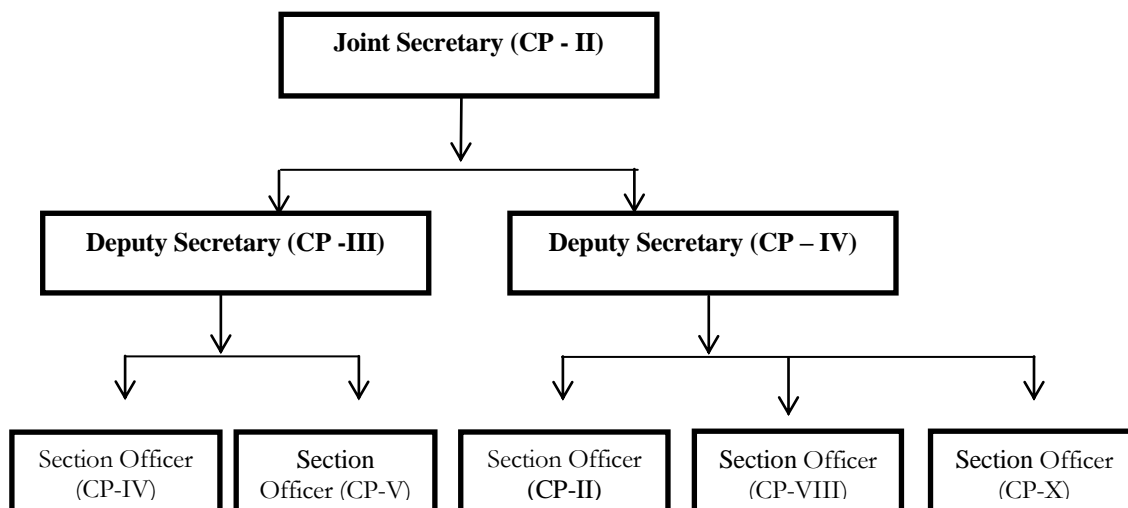


CAREER PLANNING-II WING

CAREER PLANNING-II WING

A. INTRODUCTION:

A BS-20 officer with the designation of JS (CP-II) heads CP-II Wing. Being head of the wing, Joint Secretary (CP-II) supervises, monitors and evaluates the cases processed by the Deputy Secretary (CP-III), Deputy Secretary (CP-IV). The organogram of CP-II Wing is as under: -



B. 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 also taken care 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 (Now repealed) and its interpretations.
- viii. Processing of cases under Civil Servants (Directory Retirement from Service) Rules, 2020 (Now repealed) 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 parawise 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.

C. 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	27th February, 2022	308	10	15
CSB (BS-19 to BS-20)	Secretariat Group	28th to 30th September, 2021	88	21	-
	Ex-Cadre	28th to 30th September, 2021	190	54	03
	Other Occupational Groups	28th to 30th September, 2021	212	58	01
CSB (BS-20 to BS-21)	Secretariat Group	28th to 30th September, 2021	39	05	-
	Ex-Cadre	28th to 30th September, 2021	25	07	-
	Other Occupational Groups	28th to 30th September, 2021	121	39	-
HPSB (BS-21 to BS-22)	Secretariat Group	18th to 19th May, 2022	26	05	-

2. SENIORITY FIXATIONS

Provisional Seniority of BS-19 officers of Secretariat Group, as on 01.01.2022, has been circulated.

3. POLICY / RULES

(i) REVISION OF MERITORIOUS SERVICE POLICY

A summary for revision of policy for grant of BS-21 for Meritorious Service has been forwarded to Prime Minister's Office on 17-03-2021 through Finance Division for approval by the Prime Minister, and the same is under process.

(ii) **CONSOLIDATION OF O.MS**

Consolidated O.Ms were prepared on two subjects i.e. Induction of Armed Forces Offices in Civil Service and Re-employment of Retired Armed Forces Officers on Civil Posts.

(iii) **CIVIL SERVANTS PROMOTION (BPS-18 TO BPS-21), RULES 2019**

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

(iv) **AMENDMENT IN POLICE SERVICE OF PAKISTAN (COMPOSITION, CADRE AND SENIORITY) RULES, 1985**

a) Proposal for amendment in Rule 11 was processed.

(v) **CLARIFICATION REGARDING PROMOTION POLICY / RULES**

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

(vi) **CASES RELATING TO EXEMPTION FROM MANDATORY TRAINING**

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

(vii) **CASES OF PERFORMANCE EVALUATION REPORTS**

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

(viii) **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 have been sought to finalize the matter.

4. **MISCELLANEOUS**

(i) **PROCEEDINGS UNDER CIVIL SERVANTS (DIRECTORY RETIREMENT FROM SERVICE) RULES, 2020 (NOW REPEALED)**

a) Cases of 14 officers from PAS, PSP, SG and attachment departments of Establishment Division were processed under Civil Servants (Directory Retirement from Service) Rules, 2020 (now repealed).

b) Information with regard to meetings held by different Ministries / Divisions under Civil Servants (Directory Retirement from Service) Rules, 2020 (now repealed), was received and compiled for onward submission to Prime Minister's Office.

(ii) **CASES RELATING TO AGE RELAXATION**

07 cases of age relaxation were examined and processed as per Rules / Policy.

(iii) INDUCTION OF ARMED FORCES OFFICERS

10 cases were processed for induction of Armed Forces Officers in BS-17 (PAS, PSP & FSP) against 10% quota reserved for them in the Competitive Examination 2020.

(iv) TERMINATION OF PROBATION (PAS, PSP AND OMG)

141 cases (54 OMG, 28 PSP and 59 PAS) for termination of probation period of officers were processed and finalized.

(v) CASES FOR FR-17(I) COMMITTEES OF FINANCE DIVISION

a. 49 cases of retired officers of Secretariat Group were processed for FR-17(1) Committee of Finance Division for grant of antedated / proforma promotion to BS-20, BS-21 and BS-22.

b. 12 cases of retired officers of Ex-cadre were referred to the FR-17(1) Committee of Finance Division for grant of antedated / proforma promotion.

(vi) SUMMARIES FOR THE PRIME MINISTER

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

(vii) REPRESENTATIONS / VIEWS

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

(viii) COURT CASES

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



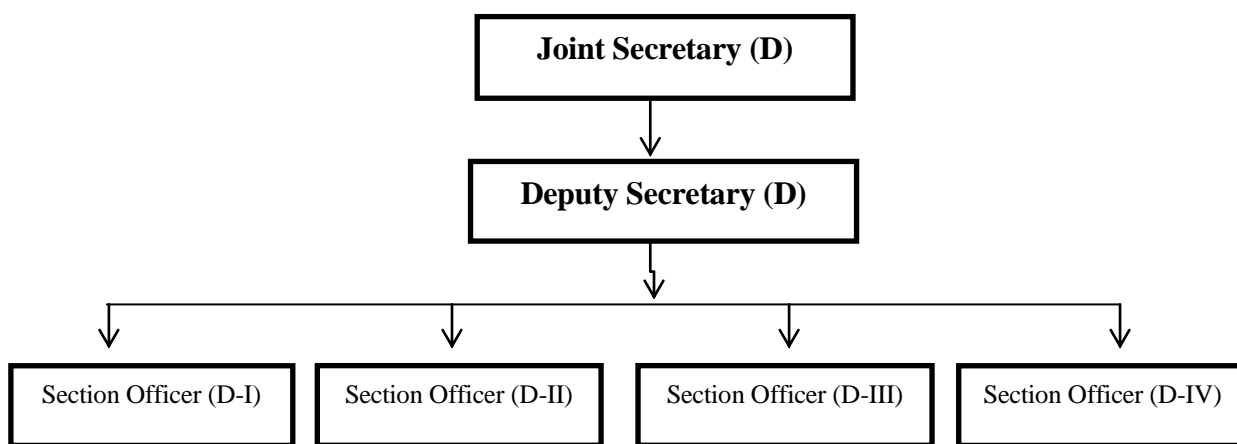
DISCIPLINE WING

DISCIPLINE WING

INTRODUCTION

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

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



ROLE AND FUNCTIONS

Discipline Wing is responsible to ensure that the fundamental principles of conduct of Government Servants are upheld. It deals with disciplinary cases of Civil Servants under Government Servants (Efficiency & Discipline) 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-BS-19 are in the purview of Secretary Establishment Division, whereas BS-20 & above officers of these groups and remaining nine other occupational groups and Ex-cadre officer BS-20 & above are referred to the Prime Minister's office after being evaluated by this Wing.

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

GOALS:

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

TARGETS SET FOR YEAR 2021-22

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 2021-2022.
4.	Computerization / scanning of Declaration of Assets of APUG / OMG officers.

ACHIEVEMENTS DURING THE YEAR 2021-2022

S. No.	ACHIEVEMENTS
1.	Twenty-five (25) cases of appeals, under the Civil Servants (Appeal) Rules, 1977, were received out of which twenty (20) were decided by the Appellate Authorities i.e. the President and Prime Minister. Five (5) 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: 2602 officers have forwarded declaration of assets for the year 2021-2022 to this Division. Streamlining of record according to grade / service.
3.	The declaration of assets of 1986 officers of PAS, PSP, SG and OMG have been scanned / computerized

PREDICAMENTS (IF ANY):

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

In addition to these, the Government Servants (Efficiency and Disciplinary) Rules 2020, are being revised which will incorporate clauses to rectify the anomalies in the concerned Rules.

CONCLUSION:

- i. **Disciplinary Cases:** In order to ensure the transparency and to maintain the efficiency and discipline measures, disciplinary cases were initiated against the officers belonging to PAS / PSP / Secretariat Group / OMG / other groups and services, controlled by the Ministries / Divisions. After observing the due Efficiency & Discipline procedure as laid down in Efficiency & Discipline Rule, 2020, **31** (five) major penalties and **50** (five) minor penalties have been imposed upon officers and **38** (nineteen) officers were exonerated.
- ii. **Appeals / representations cases:** The cases of appeals received under the Civil Servants (Appeal) Rules, 1977 were submitted to the Prime Minister's office for orders of the Prime Minister / Appellate Authority. The Prime Minister passed orders on **07** (seven) appeals, accepting **01** (one) and rejecting **06** (six) appeals.
- iii. **Cases other than representations:** The cases under Government Servants Conduct Rules, 1964, were also received, out of which **07** (seven) finalized and permission granted, whereas, **07** (seven) cases are in process. **04** (four) cases, under Government Servants (Marriage with Foreign Nationals) Rules, 1962, were received, **01** (one) finalized / permission granted, and **03** (three) cases are in process.
- iv. **Complaints received in Prime Minister's (Service) Delivery Unit:** **53** complaints were forwarded to this Wing through the citizen's portal, which have been addressed within stipulated time frame.



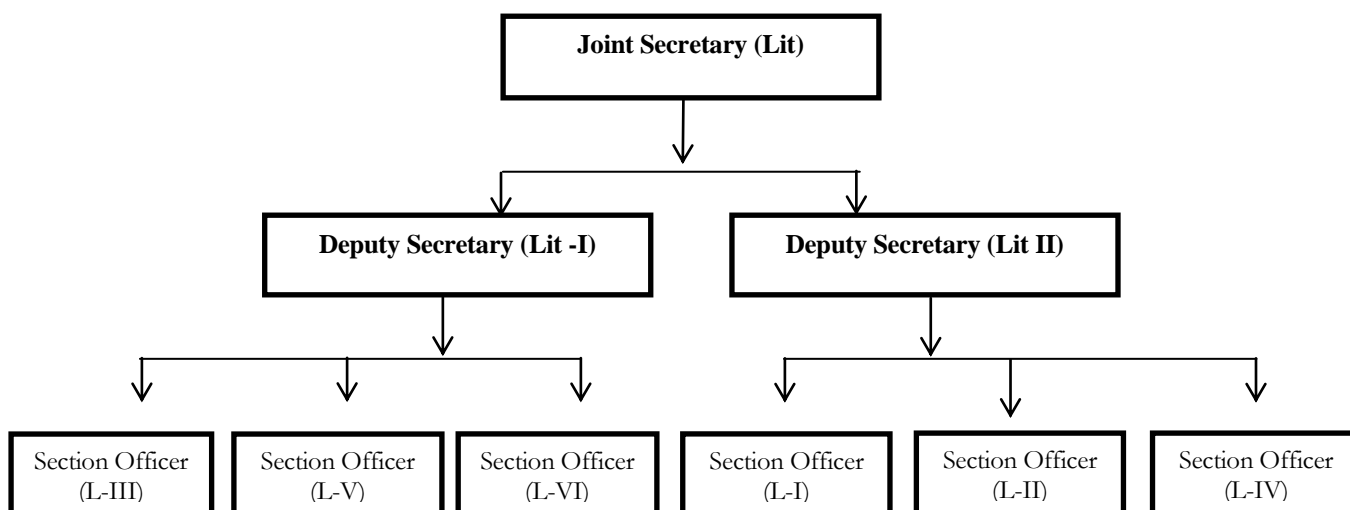
LITIGATION WING

LITIGATION WING

INTRODUCTION:

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

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



ROLE & FUNCTIONS ASSIGNED

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 Rules 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 30-06-2021	Institution 1-7-2021 to 30-06-2022	Total Cases upto 30-6-2022	Disposed of during the period	Remaining as on 30-6-2022
FST Islamabad, Lahore and Karachi	323	210	533	140	393
Islamabad High Court, Islamabad (Ex-Cadre Officers)	312	135	447	284	163
Islamabad High Court, Islamabad (APUG)	159	59	218	43	175
Lahore High Court	302	134	436	48	388
Peshawar High Court	79	48	127	59	68
Sindh High Court, Karachi	171	83	254	11	243
Balochistan High Court	26	17	43	02	41
Supreme Court of Pakistan	164	28	192	18	174
Total	1536	714	2250	605	1645

GOALS AND TARGETS FOR THE YEAR 2021-2022

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.

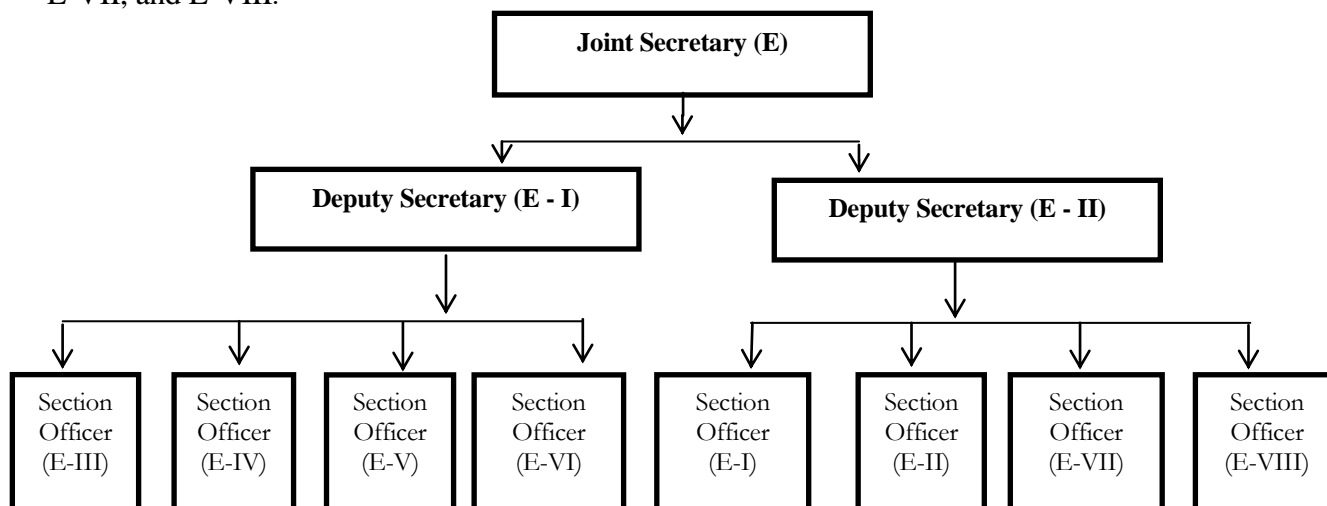


ESTABLISHMENT WING

ESTABLISHMENT WING

INTRODUCTION

E-Wing is headed by Joint Secretary (Establishment). E-Wing further comprises 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 is responsible for the HR Management 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 PSP, PAS & OMG including their allocation to provinces and termination of probation by E-III, E-V and E-VII Sections respectively.
- Appointments of Heads of the Departments in autonomous/semi-autonomous bodies, regulatory authorities, companies, commissions, corporations and independent project director etc.
- Appointment against Management Position Scales and their contract extensions by E-VIII sections.
- Transfers / postings of PAS (E-V Section), PSP (E-III Section, SG (E-I & II Sections) and OMG officers (E-VII Section)
- Re-employment
- Contract appointments
- Secondment of officers of armed forces against civil posts by E-IV Section.
- Notifying promotions of PAS, PSP, SG and OMG officers from BS-18 to BS-22.
- Custodian of Prime Minister's Assistance Package for in service death of civil servants, Special Professional Pay Scales (SPPS) Policy and Management Position Scale policy.
- Encadrement of provincial police officers in PSP by E-III Section.
- Processing the pension & gratuity cases of PAS, PSP, SG & OMG officers.
- Processing medical claims for reimbursement to the retired officers of PAS, PSP, SG & OMG.
- Coordination between CP-Wing and Provincial Government / Federal Government Organization for promotions & update cadre strength of PSP/PAS.

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 of good governance.

ACHIEVEMENTS DURING THE FINANCIAL YEAR 2021-22

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

S.#	Group	Scale	No of officers
1	Pakistan Administrative Service (PAS)	BS-22	18
2	Police Service of Pakistan (PSP)	BS-22	7
3	Secretariat Group (SG)	BS-22	5
4.	Others	BS-22	00
Total			30

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

S.#	Group	Scale	No of officers
1	Pakistan Administrative Service (PAS)	BS-19	44
2	Police Service of Pakistan (PSP)	BS-19	31
3	Secretariat Group (SG)	BS-19	15
4.	Others	BS-19	-
Total			90

- iv. From July, 2021 to June, 2022, 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	Others
BS-22	24	32	10	-	
BS-21	50	97	24	-	
BS-20	51	217	221	-	
BS-19	52	200	147	-	
BS-18	60	233	-	224	231
BS-17	30	38	-	73	
Total	267	817	456	297	231

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

- v. From July, 2021 to June, 2022, the following number of officers were appointed in BS-17 on the recommendations of the FPSC in PAS, PSP & OMG: -

Scale	Name of Occupation Group/Service		
	PAS	PSP	OMG
BS-17	39	61	
BS-18	-	-	-

- vi. From July, 2021 to June, 2022, the following number of summaries to the Prime Minister have been initiated and endorsed by E-Wing: -

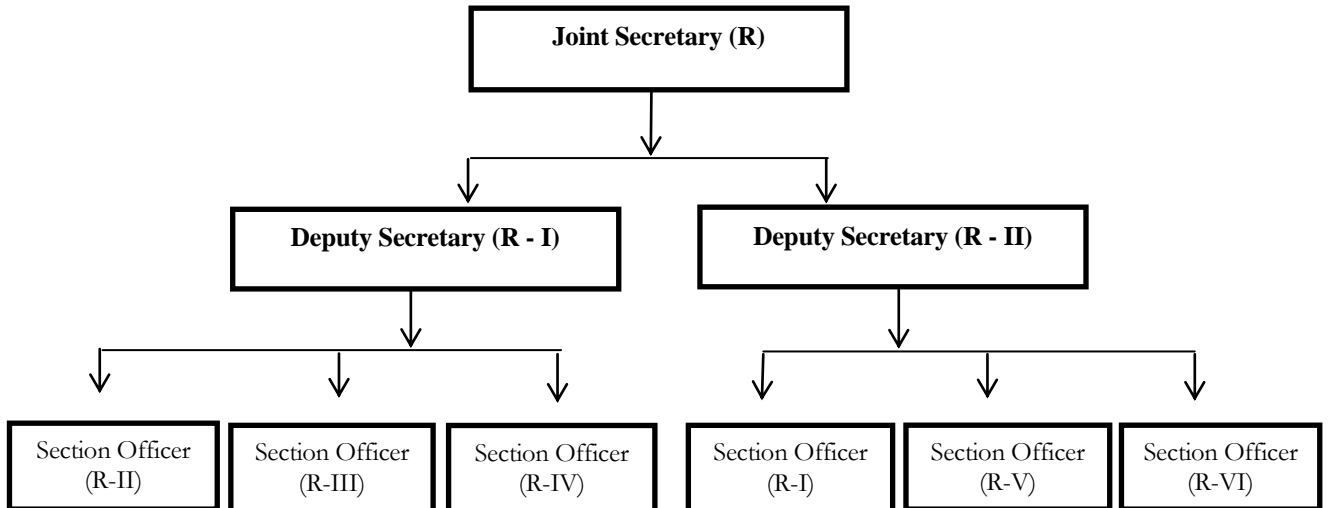
Number of Summaries Initiated by E-Wing	Number of Summaries endorsed by E-Wing	Total
155	489	644

- vii. Prepared working papers and synopsis for DPC regarding encadrement of provincial police officers into PSP.
- viii. Matters relating to the additional charge, current charge, terms & conditions of deputation, retirement, leave including leave ex-Pakistan, encashment of LPR, preparation of pension papers etc.
- ix. Notified the deputation of government officers and their terms & conditions of deputation in autonomous bodies.
- x. Matters/clarifications relating to Management Position Scale Policy.
- xi. Appointment against statutory posts.
- xii. Convened meetings of Performance Evaluation Committee for contract extensions under MP Scale Policy.
- xiii. Processed the cases of secondment and re-employment of Armed Forces Officers (All Graders).
- xiv. Matters/clarifications regarding financial assistance package for families of government employees, who dies in service.



REGULATION WING

REGULATION WING



INTRODUCTION:

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

Law:

- The Civil Servant Act, 1973.

Rules:

- The Civil Servant (Appointment, Promotion and Transfer) Rules, 1973.
- The Government Servants (Efficiency and Discipline) Rules, 1973 (repealed).
- 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 2021- 2022:

The work of Regulation Wing is of perennial nature and thus targets are not assigned.

ACHIEVEMENTS:

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. A bill to amend the said article has been introduced in National Assembly which is at present under consideration of the Standing Committee of the National Assembly on Cabinet Secretariat.	01
2.	In compliance of Cabinet decision in regards to replace the word "Federal Government" with appropriate authority(ies), in Civil Servants Act, 1973 a bill to amend the said act has been introduced in the National Assembly.	01
3.	In order to implement the decision of the Supreme Court of Pakistan in Suo Moto Case No. 1/2014 in regard to filling up the vacant posts under 5% minorities quota, this Division vide O.M No. 4/15/94-II dated 13.09.2021 and 13.10.2021 issued administrative instructions for strict compliance / observance of said quota for filling up vacancies across the board. The matter is being followed up coordination with Dr. Shoaib Suddle Commission (One Man Commission).	01
4.	Revised policy of up-gradation and re-designation of posts, 2022 has been issued vide Establishment Division's O.M. No. 8/36/2000-R-I dated 29-06-2022.	01
5.	Up-gradation/re-designation of posts in respect of ministries/divisions/departments.	155
6.	Creation of posts except those of Ministry of Finance and Establishment Division.	25
7.	Terms & conditions of deputation and interpretation thereof.	18
8.	Lien/right of reversion	15
9.	Court cases	69

10.	Summary for the Prime Minister	17
11.	Miscellaneous cases of all sections of Regulation Wing.	607
12.	Acting charge appointments	15
13.	Interpretation of Civil Servants Act, 1973 and Rules made thereunder.	75
14.	Regional/provincial quota policy	230
15.	Contract appointment, regularization and other matters	108
16.	Parliamentary Business.	27
17.	Interpretation of Government Servants (Efficiency & Discipline) Rules, 1973, Civil Servants (Efficiency & Discipline) Rules, 2020 withdrawal of LPR and withdrawal of resignation.	26
18.	Vetting of service rules/ regulations in respect of autonomous bodies/ corporations.	64
19.	Cases for advice and interpretation in respect of autonomous bodies/corporations.	130
20.	Seniority cases	66
21.	Deputation cases.	126
22.	Grant of senior scale cases	14
23.	Class-IV cases	11
24.	Composition of Departmental Promotion Committee/ Departmental Selection Committee cases.	62
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.	304
26.	Interpretation of Initial Appointment to civil posts (relaxation in upper age limit) Rules, 1993.	13
27.	Cases relating to disable quota	09
28.	Cases relating to maintenance of roaster	02
29.	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.	413
30.	Up-gradation of posts in BPS-15 and below of all ministries/divisions/departments.	157
31.	Vetting/amendment of recruitment rules framed under Civil Servants (Appointment, Promotion & Transfer) Rules, 1973 in respect of ministries/divisions allocated to R-6 Section.	70
32.	Complaints received from Prime Minister Delivery Units (PMDU).	17
	Grand Total:	2849

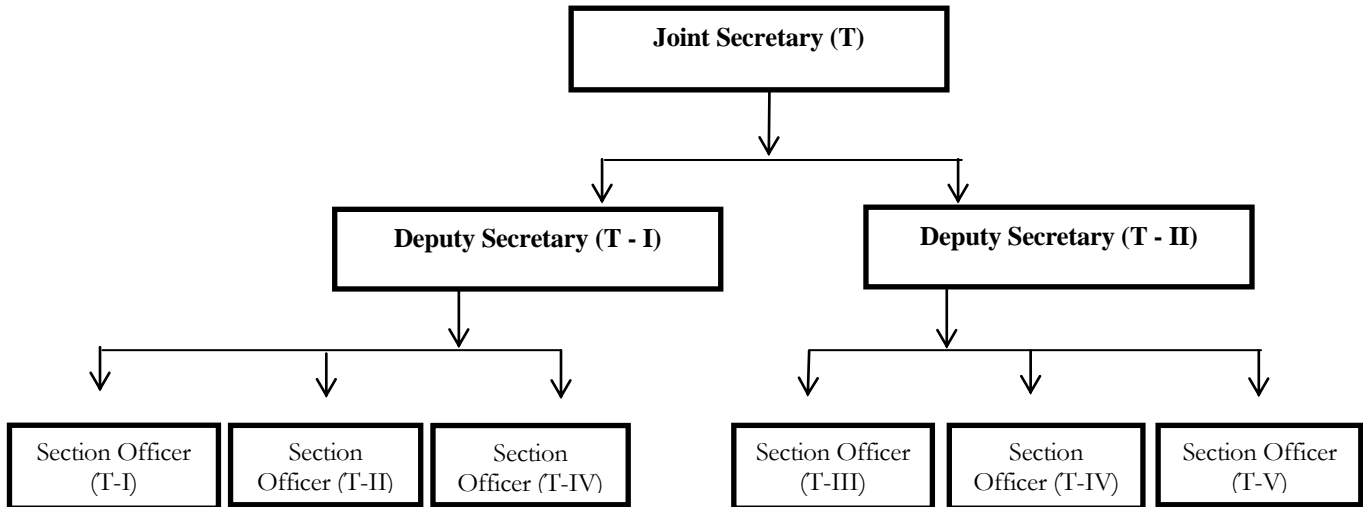


TRAINING WING

TRAINING WING

INTRODUCTION:

The Training Wing is headed by Joint Secretary (Training) 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 2021-22, 115th NMC, 116th NMC and NS&WC 2021-22 were conducted. As a result 113 (37+51+25) government officers were nominated for said course and NS&WC respectively, and 04 officers were nominated for NSW-23, who have 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 2021-22, 30th and 31th SMC were conducted and 262 government officers were nominated for the said course, who have 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 2021-22, 32nd MCMC and 33rd MCMC were conducted and 312 government officers were nominated for said course, who successfully completed the course.

Nominations and Conducting of Workshops

National Security Workshop

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

FINANCIAL MANAGEMENT

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

Finance Division allocated funds amounting to Rs.487,855,000/- for the Financial Year 2021-22 for the purpose. The expenditures/ course fee in respect of participants belonging to various Occupational Groups for the courses 115th, 116th & NS&WC 2021-22, amounting to Rs.138,300,000/- as 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 (PARAD), 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.

OTHER FUNCTIONS:

- Updating of relevant laws/rules/policies/OMs regarding foreign trainings/ deputations.
- To process the cases of nominations in respect of Officers of PAS, PSP, SG and OMG received from Provincial Governments/ Ministries/Divisions regarding short/long training scholarships/Master degree program/ seminars/workshops under Technical Assistance Programme.
- Dealing with the training matters of CTP in collaboration with CSA.
- 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.
- Rendering advice to Ministries/ Divisions on issues falling under the occupational groups and services (Probation, Training and Seniority) Rules, 1990 and occupational groups and services (Probation, Training and Seniority) Rules, 2003.
- Disposal of Assembly Business i.e. National Assembly/ Senate, starred and un-starred business questions related to CSS, SOPE and FPSC.

TARGETS:

- i. To process the NOC to avail and apply for open merit scholarships (Fullbright, Chevening & Aus-Aid etc.)
- ii. Process cases of grant of diplomatic status to eligible officers posted abroad as per rules/policy.
- iii. Nomination of officers BS-20 for National Management Course at NMC, Lahore and National Security Course at NDU, Islamabad.
- iv. Nomination of officers BS-21/22 for National Security Course at NDU, Islamabad.
- v. To deal with administrative and financial matters of Civil Services Academy, Lahore.
- vi. Management of funds allocated for incurring expenditure on mandatory training courses etc.
- vii. Nomination of officers BS-19 for Senior Management Course at NMC, Lahore, NIM Karachi/ Islamabad.
- viii. To deal with administrative and financial matters of NIM Karachi/ Peshawar/ Quetta, AHK National Centre for Rural Development and Pakistan Academy for Rural Development, Peshawar.
- ix. Nomination of officers BS-18 for Mid-Career Management Course at NIM Lahore/Karachi/ Quetta/ Peshawar/ Islamabad.
- x. To deal with administrative and financial matters of National School of Public Policy, Lahore, NIM Lahore/ Islamabad.
- xi. Processing cases of visits/ study abroad of APUG officers to attend scholarship/ training meeting, seminar, workshop, study tour.
- xii. All matters relating to STP/ FPOE of probationary officers of PAS, PSP and OMG.
- xiii. Miscellaneous matters relating to Federal Public Service Commission (FPSC).
- xiv. Matters relating to rules and regulations of competitive examination (CSS), allocation of groups to candidates, pre-service training probationers final passing out examination of probationers and various representations of probationers.
- xv. Assisting FPSC to recruit quality human resource.
- xvi. SOPE and certain administrative/ financial matters of FPSC.

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 164 Officers have been granted NOC to apply and avail various scholarships, and 05 nominations of Officers of Establishment Division were forwarded to Economic Affairs Division.

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, 14 cases processed/ approved for deputation with international organizations against middle level professional and senior positions belonging to APUG/ occupational groups and Ex- cadre of Federal Government.
5. Processed/ approved extension in deputation of 08 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, 12 cases for grant of diplomatic status to eligible officers posted abroad were processed as per policy.
7. Allocation/ reallocation of the candidates qualifying CSS Competitive Examination-2021 (50th Common).
8. Deferment from Common Training Programme (CTP) and Final Passing Out Examination (FPOE).
9. Completion of work i.e. amendments in CSS Competitive Examination Rules, 2019 regarding Introduction of Screening Test in CSS Examination w.e.f. 2022.
10. Preliminary work on competency-based CSS Exam/ restructuring of the main examination scheme.



MANAGEMENT SERVICES WING

MANAGEMENT SERVICES WING

INTRODUCTION:

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

ROLE AND FUNCTIONS:

The task assigned to the Management Services Wing falls into two broad categories viz., Consultancy and Training. As mandated by the Rules of Business, 1973, Establishment Division (Management Services Wing) offers management consultancy services to the Federal Government organizations, to assist them in solving the specific management problems and undertaking review focusing generally on rationalization of their organization structures, logical distribution of functions, and simplification of operational procedures and recommending effective staff strength for their smooth functioning. Training 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

The achievements of the Management Services Wing during the year 2021-22, are briefly as under: -

- i) During the period under review, the Wing has completed 228 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. In addition, the Wing has also disposed off 489 miscellaneous cases received from different ministries / divisions / organizations, 40 cases also completed as special assignments / task referred by the higher authorities and rendered advice / views in 39 cases received from different ministries / divisions / organizations. The advice rendered therein by the Wing facilitated these organizations in solving their management problems.

- ii) Under the Managerial Effectiveness Program during the period 2021-22, no workshop / training was conducted due to Covid-19.
- iii) The Management Services Wing has dealt with **904** cases related to Surplus Pool and implementation of recruitment policy as per details below: -
- | | | |
|---|---|-----|
| (a) NOC issued for direct recruitment | : | 325 |
| (b) Summary forwarded to PM/PM Citizen Portal/Senate/NA | : | 84 |
| (c) Complaints received against recruitment process | : | 15 |
| (d) Absorption orders of surplus civil servants issued | : | 85 |
| (e) Court cases | : | 16 |
| (f) Miscellaneous correspondence made | : | 379 |

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 2021-22: -

S. No.	Activities	No. of cases attended / disposed off
1.	Re-transfer / adjustment of officers / officials of devolved ministries / divisions / departments	09
2.	Court cases	10

ISO 9001:2015 Certification of Establishment Division

Establishment Division is an ISO 9001:2015 certified organization since June, 2017. The initial certification was awarded to this Division by National Quality Assurance (NQA) – a United Kingdom based certification body - on 21-06-2017 and later after the expiry of three (3) years certification period (2017-2020), another certification body namely TUV Austria (Bureau of Inspection & Certification) awarded ISO 9001:2015 certification to Establishment Division on 17-12-2020 for further period of three years.

In order to maintain and continually improve the Quality Management System based on ISO 9001:2015 standards established and implemented at Establishment Division; a Quality Management Cell (QMC) has been established in MS Wing. Following major tasks in respect of ISO 9001:2015 certification of Establishment Division were undertaken during the financial year 2021-22.

- Coordinated and facilitated first annual surveillance audit conducted on 22 & 23 November, 2021 by the certification body i.e. TUV Austria who after the audit recommended the continuation of ISO 9001:2015 certification to the Establishment Division.
- Shared ISO 9001:2015 surveillance audit reports with all Wings with the request to address the non-conformities and observations identified in the external audit report and carried follow-ups
- Conducted Client Satisfaction Survey of Administration Wing, Training Wing, MS Wing, PPARC, Regulation Wing, Discipline Wing and CF&A office.
- Conducted / coordinated ISO internal audits of wings of the Establishment Division
- Updated Quality Manuals and shared them with all the Wings



**CHIEF FINANCE
&
ACCOUNTS OFFICER
WING**

CHIEF FINANCE & ACCOUNTS OFFICER-WING

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 the 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 2021-22.
- 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 furnish 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 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 2021-22:-

ACHIEVEMENTS:

- Budget Estimates of Establishment Division (Main) and attached departments/organizations for F.Y. 2021-22 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 2021-22 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 2021 to June 2022 pertaining to Establishment Division (Main Secretariat) was carried out every month regularly throughout the year.
- During the financial year, 2021-22, 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 09-07-2021 to discuss the audit reports for the Audit Years, 2010-11 to 2018-19.
 - b) Meeting of the Public Accounts Committee (PAC) was held on 16-07-2021 to examine the Audit Reports for the Audit Years, 2010-11 to 2018-19.
 - c) Meeting of the Departmental Accounts Committee (DAC) was held on 08-10-2021 to examine the actionable points of the meeting of the DAC held on 16th July, 2021 and to discuss three (03) Audit Paras of the Audit Reports of the Audit Years, 2003-04 and 2008-09.

- d) Meeting of the Public Accounts Committee (PAC) was held on 13-10-2021 to examine the Audit Reports for the Audit Years, 2010-11 to 2018-19.
 - e) Meeting of the Departmental Accounts Committee (DAC) was held on 18-11-2021 to examine the actionable points of the meeting of the PAC held on 16th July, 2021 who examined the Audit Reports for the Audit Years, 2010-11 to 2018-19.
 - f) Meeting of the Public Accounts Committee (PAC) was held on 19-11-2021 to examine the Audit Reports for the Audit Years, 2010-11 to 2018-19.
 - g) Meeting of the Departmental Accounts Committee (DAC) was held on 11-02-2022 to discuss the Draft Audit Report (1st Batch) on the accounts of the Establishment Division for the Audit Year, 2021-22.
 - h) Meeting of the Departmental Accounts Committee (DAC) was held on 24-02-2022 to discuss the actionable points of PAC meeting held on 19th November, 2021 who examined the Audit Reports for the Audit Years, 2010-11 to 2017-18.
 - i) Meeting of the Public Accounts Committee (PAC) was held on 25-02-2022 to examine the actionable points of PAC meeting held on 19th November, 2021.
 - j) Meeting of the Departmental Accounts Committee (DAC) was held on 01-03-2022 to discuss the Appropriation Accounts for the financial year, 2018-19 and Audit Report for the Audit Year, 2019-20 on the accounts of the Establishment Division.
 - k) Meeting of the Public Accounts Committee (PAC) was held on 02-03-2022 to examine the Appropriation Accounts for the financial year, 2018-19 and Audit Report for the Audit Year, 2019-20 on the accounts of the Establishment Division.
 - l) Meeting of the Departmental Accounts Committee (DAC) was held on 11-03-2022 to discuss the left-over paras of the Audit Report for the Audit Year, 2019-20 and unsettled paras of Draft Audit Report (1st Batch) for the Audit Year, 2021-22 on the accounts of the Establishment Division.
 - m) Meeting of the Departmental Accounts Committee (DAC) was held on 18-03-2022 to discuss the Draft Audit Report on the accounts of Staff Welfare Organization (SWO), Peshawar for the Audit Year, 2021-22 and Audit Paras for the Audit Year, 2021-22 on the accounts of the Establishment Division.
- During the financial year 2021-22, Internal Audit section issued the internal audit reports of the following attached/autonomous departments of this Division under the approval of Secretary Establishment/PAO:-
 - i. Staff Welfare Organization (SWO) DG Office, Islamabad.
 - ii. SWO Community Center G-9, Islamabad.
 - iii. SWO Holiday Homes, Murree.
 - iv. Staff Welfare Organization (SWO), Lahore.
 - v. Staff Welfare Organization (SWO), Peshawar.
 - vi. Staff Welfare Organization (SWO), Karachi.
 - vii. Staff Welfare Organization (SWO), Quetta.
 - viii. Pakistan Academy for Rural Development (PARAD), Peshawar.
 - ix. Federal Employees Benevolent and Group Insurance Fund (FEB&GIF), Regional Office, Lahore.

- x. Federal Employees Benevolent and Group Insurance Fund (FEB&GIF), Regional Office, Karachi.
 - xi. Secretariat Training Institute (STI), Islamabad.
 - xii. National Center for Rural Development (NCRD), Islamabad.
 - xiii. Management Services Wing (MSW), Establishment Division, Islamabad.
 - xiv. Pakistan Public Administration Research Center (PPARC), Islamabad.
- Further, the internal audit meetings with the management of different auditee organizations were conducted under chairmanship of Secretary Establishment/CF&AO and directives against each internal audit observations were communicated for rectification of discrepancies and taking corrective measures.
 - Internal Audit Section successfully conducted internal audit of Civil Services Academy (CSA), Lahore for the financial year 2020-21 in accordance with the approved program. The internal audit observations have been shared with the management of CSA to seek formal response.
 - During the financial year 2021-22, internal audit section also conducted the verification of record/compliance reported in management replies.
 - It may not be out of place to mention that for the very first time since the creation of internal audit section, complete internal audit cycle was successfully adhered to, from planning to execution and submission of reports to issuance of PAO directives.
 - All above mentioned internal audit activities eventually resulted in the enhancement of overall check and balance in financial affairs of Establishment Division and its attached department/subordinate offices.
 - Execution of the following development projects/schemes was coordinated with the concerned departments during 2021-22 :-
 - Computer Based Testing (CBT) for various Test/Exams conducted by Federal Public Service Commission (FPSC), Islamabad.
 - Construction of Second Floor of Bolan Hostel at CSA, Walton, Lahore.
 - Establishment of IT Wing and Online Training Facility at NSPP, Lahore.
 - Construction of 28 New Attached Washrooms in Punjab Hostel at CSA, Walton, Campus, Lahore.
 - Establishment of National Institute of Management (NIM) in SAARC Building, Islamabad.
 - Installation of Roof Mounted Solar Electricity System on Building of Secretariat Training Institute (Campus & Hostel), STI.
 - Institutional Strengthening and Augmentation of Training & Research Facilities of National School of Public Policy, Lahore.
 - Strengthening of Training Activities of Pakistan Administrative Services Officers at Civil Services Academy, Lahore.
 - Up-gradation of NCRD Complex (Phase-II), Chak Shahzad, Islamabad.



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

PAKISTAN PUBLIC ADMINISTRATION RESEARCH CENTRE (PPARC)

The Pakistan Public Administration Research Centre (PPARC) is the sole agency for preparation/revision and printing of the Administrative Codes & Manuals, with the main objective 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 to Provincial Governments have been making to use of the information contained in these manuals.

FUNCTIONS

- Observance of 6% Balochistan quota for employment in the Federal Secretariat and in all organizations under the Federal Government etc. under Aghaz-e-Haqooq-e-Balochistan Package (AHBP) (Special Assignments).
- Administrative Research
- Simplification of Forms
- Simplification of Procedures
- Idea Award Scheme

ASSIGNMENTS COMPLETED DURING THE YEAR 2021-22

- During the financial year 2021-22 the Manuals and Publications Section under took the work to review/update of the following publications.
 - (a) **“ESTACODE (Edition-2021)”**
ESTACODE (Edition-2021) completed.
 - (b) **Secretariat Instructions**
Secretariat Instructions (Edition-2021) completed.
 - (c) **Establishment Manual (Edition-2021)**
The draft of Establishment Manual has been completed and sent to stakeholders for vetting process.
- The all Manuals/Codes and other publications of PPARC are priced and sale receipts are directly deposited in National Exchequer. During the Financial Year 2021-22 an amount of Rs.72,620/- has been deposited on account of sale of publications.
- Research is a systematic study to find out plausible solutions and best practices to improve the existing issues, problems & procedures.
- Special assignment relates to Aghaz-e-Haqooq-e-Balochistan Package (AHBP) and observance of 6% Balochistan quota for the employment in Federal Secretariat and in all Federal Government Organizations. The PPARC has been able to identify **17,864** posts under the Balochistan quota out of which **11,739** posts were got filled. (Quarterly reports).
- A review of report on “Making Service Delivery Reforms Work” lessons learned from Insaaf Afternoon Schools Program in Punjab.
- Representation in Senate and National Assembly as and when questions received.

ASSIGNMENTS IN HAND

- Simplification of Civil Standard Forms.
- Review of Redundant Forms.

- Observance of 6% Balochistan quota for employment in the Federal Secretariat and in all organizations under the Federal Government etc. under Aghaz-e-Haqooq-e-Balochistan Package (AHBP).
- Provision of information of the appointment of Balochistan domiciled employees in the Federal Government departments / autonomous bodies / corporations.
- Confirmation of employees belonging to Balochistan with their domiciles.
- Senate Resolution No. 296 regarding verification of Balochistan domiciles.
- Organization & Functions of the Federal Secretariat (Part-I).
- 15th Phase of Idea Award Scheme.
- Data processing of 18th Census of Federal Government Civil Servants.
- Annual Statistical Bulletin of Federal Government Employees for 2021-22.
- Annual Statistical Bulletin of employees of autonomous / semi-autonomous bodies/ corporations under the Federal Government for 2021-22.
- Recording, indexing of files and weeding out of old records (regular activity).
- Data collection on advertisements and recruitments regarding 5 % minority quota & share with Dr. Shoaib Suddle Commission for further necessary action at their end.
- Data collection of 19th Census of Federal Government Civil Servants is under process.



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

ATTACHED DEPARTMENTS/ AUTONOMOUS BODIES OF THE
ESTABLISHMENT DIVISION

The training wing of Establishment Division is primarily responsible for arranging the career related training for officers of the Federal Government and their capacity building through various resources. This purpose is achieved through training institutes. These institutes are;

- (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)

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



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

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

1. INTRODUCTION:

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. 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;
- (vii) Training of representative of NGOs and members of civil society;
- (viii) Research studies on different aspects/ issues of rural development;

3. Major Tasks Performed by the Organization during FY 2021-22:

The major tasks performed by the AHKNCRD are as follows:-

- (i) Training courses;
- (ii) Seminars;
- (iii) Workshops;
- (iv) Liaison with international agencies and organizations (AARDO, CIRDAP & LOGOTRI).

4. Performance During FY 2021-22

(i) Number of Training Programmes Organized upto June 2022:

During the FY 2021-22, AHKNCRD conducted 43 training programmes and trained 1993 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 2021-22			
Sr No.	Courses/Workshops/Seminars	No. of Courses	No. of Participants
1	Training Courses	22	844
2	Training Workshops	11	354
3	National Policy Seminars	03	275
4	International Workshops	02	288
5	Customized Training	05	232
Total:		43	1993

5. 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.

(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 a CIRDAP at Kualaumpur, Malaysia on 29th August, 1978. CIRDAP HQ is located in 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.

(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 AHKNCRD 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. During FY- 2021-22 AHKNCRD nominated 91 Pakistani development professionals for AARDO sponsored international training programmes organized in member countries, as per following detail:

Sr. No.	Programme Name	Country	Date	Participants
1.	AARDO-MARDI, Malaysia Joint Online Training Programme on Technology Transfer and Entrepreneurship Development.	Malaysia	July 26-August 05, 2021	14
2.	AARDO-BARD Online Training Workshop on “Achieving Sustainable Development Goals (SDGs): Financial Inclusion and Rural Transformation”.	Bangladesh	October 04-13, 2021	03
3.	AARDO-MARDI Joint Online Training Programme on Maximizing Livestock Productivity Through Efficient Resource Utilization.	Malaysia	16-26 August, 2021	11
4.	AARDO-KOICA Joint Online Training on “Sustainable Rural Development” (SRD).	Korea	27 September – 08 October, 2021	01
5.	AARDO’s Online Training Programme on “Advanced Techniques in Fishing and Fish Processing at ICAR-Central Institute of Fisheries Technology (CIFT), Kochi India.	India	31 August– 09 September 2021	05
6.	International Online Training Programme on “Green Innovation in Agriculture and Rural Development”, Rural Development Academy (RDA), Bogura, Bangladesh.	Bangladesh	21-30 September, 2021	01
7.	International Online Training Programme on “Food and Nutrition Security in a Post Pandemic World”, Centre for Technology Alternatives for Rural Areas Indian Institute of Technology Bombay (CTARA-IITB), Bombay, Mumbai, India.	India	14-23 September, 2021	06
8.	International Online Training Programme on “Sustainable Practices for Smart Agriculture and Livelihood in African-Asian Countries”, The Far East Regional Office (FERO), R O, Korea.	Korea	25-29 October, 2021	03
9.	AARDO-FERO Int’l Online Trg. Programme on “Sustainable Practices for	Korea	25-29 October, 2021	17

	Smart Agriculture and Livelihood in African-Asian Countries”, The Far East Regional Office (FERO), R O, Korea.			
10.	AARDO-MARDI Online Training Programme on “Role of Healthy Soil Plant Interactions towards achieving Resilient Agriculture” MARDI, Malaysia.	Malaysia	21-31 March 2022	19
11.	AARDO-MARDI Online Training Programme on “Advancements in Livestock Reproduction Technologies” MARDI, Malaysia.	Malaysia	Mar 21-31, 2022	07
12.	AARDO-IIT Delhi Online Training Programme on “Nontoxicity in the Agri Food Chain in African-Asian countries” IIT-Delhi, India	India	Feb 07– 11, 2022	01
13.	AARDO-IIT Delhi Online Training Programme on “Effective Utilization of Biomass for Food, Fodder and Fuel ” IIT-Delhi, India.	India	Feb 14-18, 2022	01
14.	AARDO-NIMSME, Online Training Programme on “Revival of MSME’s after Pandemic”, at National Institute of Micro, Small and Medium Enterprises (NIMSME), Hyderabad, India.	India	30 May – 03 June, 2022	01
15.	AARDO-NIMSME, Online Training Programme on “Strategies to Mitigate Challenges of Entrepreneurs”, at National Institute of Micro, Small and Medium Enterprises (NIMSME), Hyderabad, India.	India	May 23-27, 2022	01
				91

(iii) 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. AHKNCRD conducted one day national policy seminars and international training programmes on behalf of AARDO’s regional office at AHKNCRD as per following details:

One-Day National Policy Seminars in Collaboration with African-Asian Rural Development Organization (AARDO)			
S#	Title	Date	Total Participants
1	Responsible Citizenship for Socio-economic Development	Sep 09, 2021	41
2	Rapid Urbanization: Challenges & Solutions	Nov 04, 2021	51
3	Nation Building: Issues & Way forward	Jan 13, 2022	40
Grand Total			132
Online International Training Programmes in Collaboration with African-Asian Rural Development Organization (AARDO)			
S#	Title	Date	Total Participants
1	Disaster Management and Climate Change Adoption	Jan 31-Feb 04, 2022	192
2	Social Safety Nets and Sustainable Economic Development	May 16-20, 2022	96
Grand Total			288

6. **Development Project under PSDP (2021-22):**

A PC-I titled “Upgradation of AHKNCRD Complex (Phase-II) at Chak Shahzad” was approved for an amount of Rs.36.683 million. The project aims to make the learning environment conducive and stay of trainees (officials) of Nation Building Departments and international participants/delegations as well as residents of the AHKNCRD colony, clean and worth living. The implementation status of the project is as under:

Sr. No	Item of work	Station
1.	Construction of Six Rooms	85% completed
2.	Construction of Filtration Plant	100% completed
3.	Fencing of Boundary wall	100% completed
4.	Construction of Sports Room	85% completed
5.	Construction of Store Room	100% completed



**FEDERAL PUBLIC SERVICE
COMMISSION
(FPSC)**

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. Performance Highlights:

A. Examinations and Tests Conducted during 2021-22:

(i) Central Superior Services Competitive Examination 2021 and 2022:

Table: 01

Category	CSS CE 2021	CSS CE 2022	
		MPT	CSS-2022(Written Part)
Total Number of Applicants	39,650	61725	32065
Total Candidates Appeared	17,240	49038	20226
Qualified in written exam	365	48787	Result of Written Part awaited
Finally Qualified after Viva Voce	349		
Vacancies Available	436	-	
Candidates Allocated	206	-	
• Male	134		
• Female	72		
Vacancies Carried Forward	230	-	

(ii) **Distribution of vacancies:** The FPSC in consultation/approval of Establishment Division announced vacancies for CSS-2021 and made allocations as per following detail:

Table:02

Group/Ser vice Wise	Fresh vacancies	Carried over vacancies	Total	Allocated	Unfilled
PAS	36	05	41	35	06
FSP	22	06	28	21	07
PSP	27	08	35	26	09
IRS	25	30	55	25	30
ML&CG	03	01	04	03	01
OMG	27	65	92	32	60
PAAS	20	21	41	18	23
PCS	20	09	29	21	08
PG	09	29	38	08	31
IG	12	33	45	07	38
CTG	00	13	13	03	10
RCTG	05	10	15	08	07
Total	206	230	436	206	230

Figure: 01

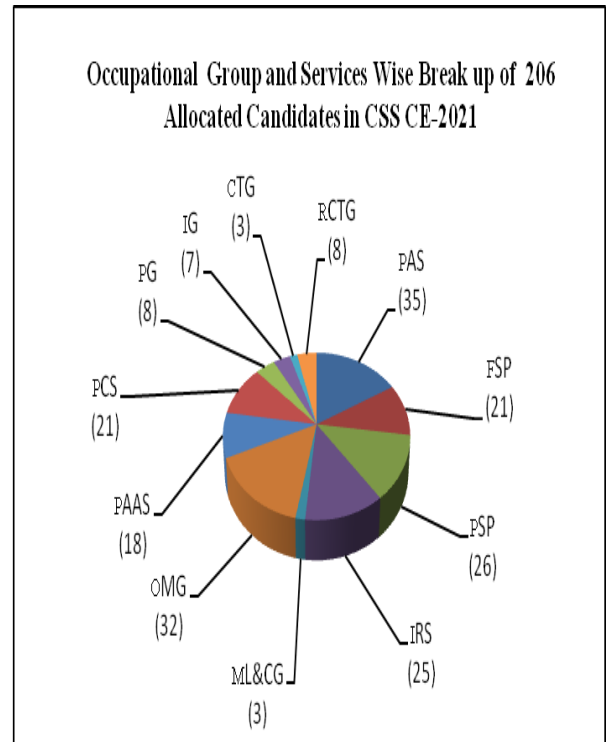
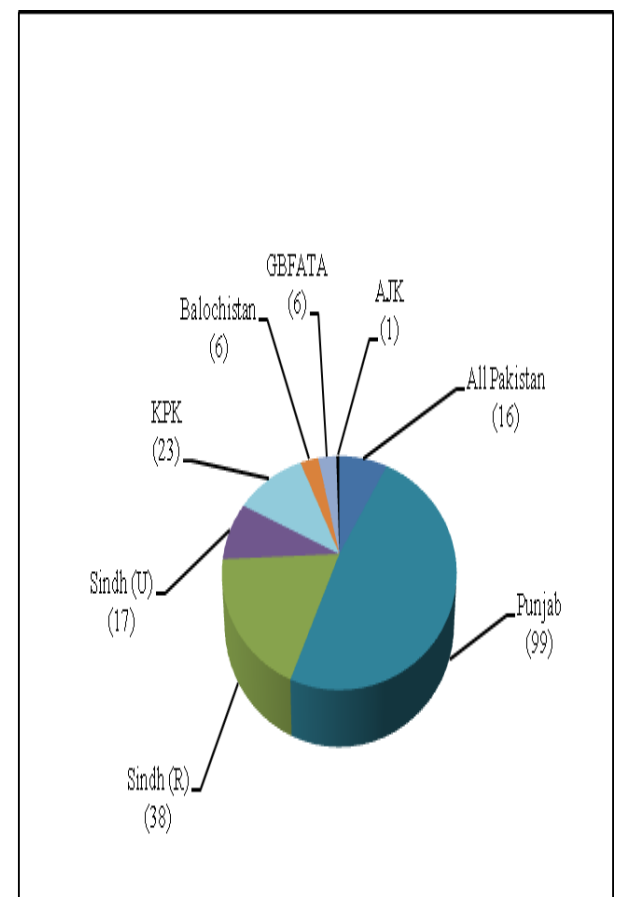


Table: 03

Quota wise	Fresh vacancies	Carried over vacancies	Total	Allocated	Unfilled
All Pakistan Merit (7.5%)	16	00	16	16	00
Punjab (50%)	103	48	151	99	52
Sindh(R) (11.4%)	24	57	81	38	43
Sindh(U) (7.6%)	15	26	41	17	24
KPK (11.5%)	23	22	45	23	22
Balochistan (6%)	13	56	69	06	63
GB FATA (4%)	08	18	26	06	20
AJK (2%)	04	03	07	01	06
Total	206	230	436	206	230

Figure: 02



(iii) **MPT for CSS-2022:** During the Financial Year 2021-22, Federal Government/Cabinet approved a qualifying MCQ based Preliminary Test before CSS written exam w.e.f CE-2022 notified vide SRO No. 1516(1)/2021 dated 27.11.2021. Consequently, advertisement was published on 28.11.2021 for online submission of applications from 28.11.2021 to 15.12.2021. The MCQs-based Preliminary Test (MPT) 2022 was held simultaneously at 20 cities on 20.02.2022 across the country, as per following detail:-

Table: 04

Domicile wise	Applied		Appeared		Pass		Failed	
	Male	Female	Male	Female	Male	Female	Male	Female
AJK	887	673	691	537	691	536	0	01
Balochistan	2627	584	2058	473	2046	469	12	04
Ex-FATA	1288	167	1060	138	1053	138	06	00
GB	1043	323	853	246	852	244	0	02
KPK	7230	2469	5605	1999	5585	1992	20	07
Punjab	18937	14211	14658	11542	14623	11481	35	60
Sindh(R)	6014	1217	4904	992	4855	974	48	18
Sindh(U)	2284	1771	1826	1456	1811	14378	15	19
Total	40310	21415	31655	17383	31516	17271	136	111
Percentage	65%	35%	65	35%	65%	35%	55%	45%
Grand Total	61725		49038		48787		247	

(iv) The written part of CSS Competitive Examination-2022 was held at 19 cities from 12.05.2022 to 20.05.2022, and out of 32,065 candidates 20,226 candidates appeared in the Examination.

B. Psychological Assessment: During financial year 2021-22, the Commission conducted Psychological Assessment for CSS CE written exam qualified candidates, selective ex-cadre posts under General Recruitment and Induction of Armed Forces Officers into civil posts details as follows:

Table: 05

Centre	No. of candidates called for Psychological Assessment CE-2021	No. of candidates called for General Recruitment cases	No. of candidates called for Armed Forces Inductees for CSS-2020
Islamabad	85	86	34
Lahore	170	85	--
Peshawar	21	21	--
Karachi	58	--	--
Multan	30	--	--
Total	364	192	34

C. Viva Voce: During financial year 2021-22, the Commission conducted Viva Voce for CSS Competitive Exam (CE) written exam qualified candidates as per following schedule.

Table: 06

S.No.	Centre	From	To	No. of candidates
1.	For CSS CE-2021	11.01.2021	16.04.2021	364
2.	For Induction of Armed Forces Officers through CSS CE-2020	05.10.2021	09.10.2021	34

D. Final Passing Out Examination: FPOEs of 12 occupational groups and services for Probationary Officers of (48th CTP) were held during financial year 2021-22. Details are as under:

Table: 07

S. No	Occupational Groups and Services	Probationers of 48 th CTP		
		Registered	Pass	Fail
i	Police Service of Pakistan	25	24	01
ii	Office Management Group	36	31	05
iii	Commerce & Trade Group	20	19	01
iv	Postal Group	12	12	00
v	Inland Revenue Service	85	80	05
vi	Pakistan Administrative Service	70	60	10
vii	Railways (C & T) Group	02	02	00
viii	Pakistan Audit & Accounts Service	31	22	09
ix	Pakistan Customs Service	08	05	03
x	Information Group	21	15	06
xi	Military Lands & Cantonments. Group	05	04	01
xii	Foreign Service of Pakistan	26	26	00
Total		341	300	41

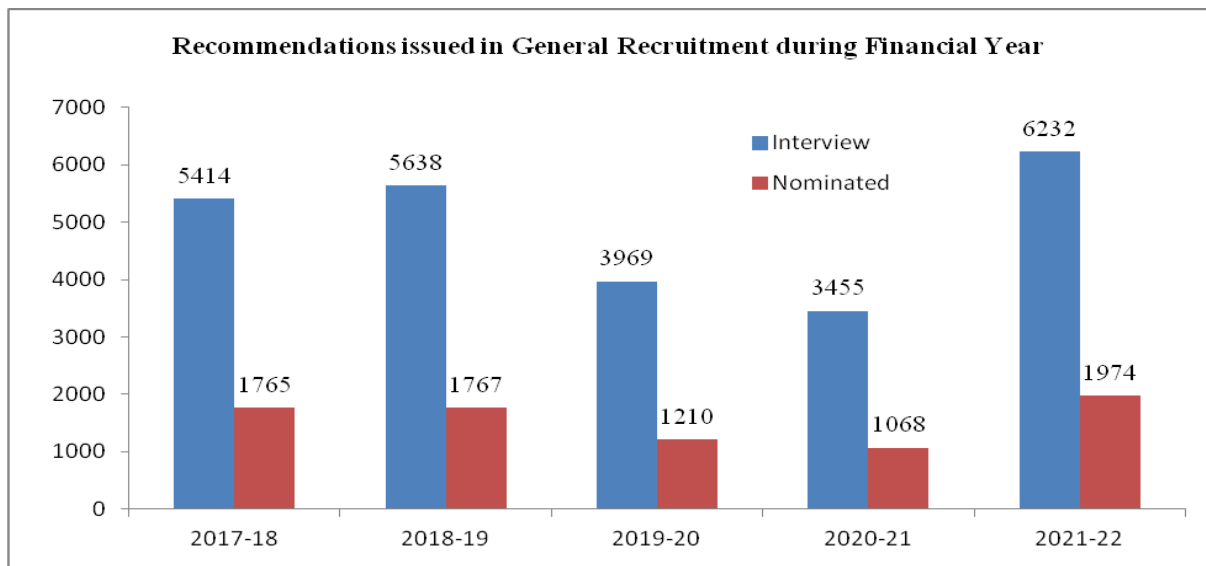
E. General Recruitment for Ex-Cadre Positions in BS-16 and above:

On receipt of requisitions from various ministries/divisions/departments, FPSC initiates recruitment process for ex-cadre posts in BS-16 & above. Accordingly, during financial year 2021-22, the Commission processed recruitment for various technical and professional/ex-cadre posts as per following detail:

Table: 08

Recruitment for Ex-Cadre Posts in BS-16 & above	Financial year 2021-22
Consolidated advertisements issued	12
Vacancies advertised	1749
Applications received against finalized cases	629810
Cases finalized	172
Vacancies finalized	2381
Candidates called for interview	6232
Recommendations issued against finalized cases	1974

Figure: 03



F. Professional Screening (MCQ/Descriptive/Written/APS Typing) Tests: During financial year 2021-22, in response to 12 consolidated Advertisements, the Commission conducted Phases I, II & III for Screening (MCQ)/Written (Descriptive)/Shorthand/Typing Tests. Details as below:

Table: 09

Activity	Screening (MCQ)Tests	Written (Descriptive) Tests	Shorthand/Typing Tests	Total
Number of cases	170	116	05	291
Number of posts	1899	453	223	2575
Registered candidates	424907	8729	16189	449825
Appeared candidates	180021	4155	2527	186703
Percentage	42.36%	48%	16%	41.50%

G. Other Competitive Examinations: In addition to the above, the Commission conducted following examinations during period under reference i.e. financial year 2021-22.

Table: 10

Other Competitive Examinations	Exam Date	Vacancies	Applied	Appeared	Remarks
i. Appointment by Transfer (BS-17) and (BS-18)	14.11.2021 to 16.02.2021	74	871	194	Final Result Awaited
ii. SOPE-2020	28.07.2121 to 31.07.2021	67	1208	337	
iii. GB Competitive Exam 2021	15.03.2022 to 20.03.2022	39	9478	4221	
iv. Civil Judge cum Judicial Magistrate	20.03.2022 to 22.03.2022	4	273	210	
v. Assistant Deputy District Public Prosecutor (BS16)	24.03.2022	3	484	272	
vi. Assistant Legal Advisor (BS-16)	25.03.2022	1	364	183	
vii. Assistant Director Survey of Pakistan	19.04.2022 to 25.04.2022	2	229	40	

III. FPSC Services provided during Financial Year 2021-22:

- Online declaration of results of all exams/tests.
- Received 100% online applications for FPSC exam/tests.
- Issued admission certificates 100% online for General Recruitment/Competitive Examination candidates.
- 100% detailed marks sheets for CSS were made available online.
- Online editing facility of applications.
- Biographical verification of candidates appearing in CSS/GR maintained through NADRA veriSys connectivity.
- Provided facility of guidance to candidates to queries on phone calls/E-mails.
- Online Marks Recounting facility made available for CSS-2021.
- Online application processing for Other Competitive Examinations.
- Online Mark Sheets available for General Recruitment candidates in finalized cases.
- Online Change of Centre facility provided to General Recruitment candidates.

IV. Initiatives for Improvement in services of FPSC:

1. Special CSS Examination.
2. Video link Interviews and Personal Hearings.
3. MCQ-based Preliminary Test (MPT) before CSS Main Examination.

4. E-Office solutions.
5. IT Infrastructure up-grading.
6. FPSC Staff capacity building.
7. Curtailment of time in recruitment process.
8. Computer Based Testing for FPSC exam/tests.
9. Up-gradation of online recruitment system of FPSC including introduction of online fee payment facility (under process)

V. Test Scheme & Syllabi Design for Federal Posts:

Syllabi & test scheme for conducting exam/test for professional and Technical posts in BS-16 and above in different Ministries/Divisions/ Departments during financial year 2021-22 as per following details:

Table:11

Type of Syllabi	Financial year 2021-22
Syllabi designed for screening/professional tests for various ex-cadre posts in posts BS-16 & above	1749
Syllabi designed for CSS Competitive Examination	Proposals under process
Vetting of syllabi of Final Passing Out Examination	12 groups/services

VI. 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:-

Table: 12

Advice issued in Recruitment Rules/Cases (BS-16 & Above)	2021-22
Fresh Recruitment Rules received for advice of the Commission	55
Recruitment Rules finalized	60
Cases of Recruitment Rules under process	23
Recruitment Rules under submission to Commission	03

Quasi Judicial Functions of the Commission

In terms of Section 7 (3)(a) of the FPSC Ordinance 1977, the Commission held personal hearings for **170** rejected candidates relating to CSS and 862 rejected candidates relating to General Recruitment.

Under Section 7(3) (d) of the FPSC Ordinance 1977, candidates who are not satisfied with the decision of the Commission, are provided an opportunity to seek redressal of their grievances. Apart from this mechanism, candidates also invoke writ jurisdiction of the High Court/Tribunals of competent jurisdiction on matters relating to recruitment through Competitive Examinations, General Recruitment and Human Resource. In this context, **663** candidates preferred appeals in Courts of Law/Tribunals throughout the country. Out of which, **175** cases were decided. Remaining **488** cases were under process till end of the current F.Y2021-22 as per following details:

Table: 13

S. No	Forum/Court	Registered Cases	Decided Cases	As on 30.6.2022
i	Supreme Court of Pakistan	68	29	39
ii	AJK Supreme Court	01	00	01
iii	Supreme Appellant Court, Gilgit-Baltistan	34	02	32
iv	Islamabad High Court	140	39	101
v	Lahore High Court	101	30	71
vi	High Court of Sindh	52	07	45
vii	Peshawar High Court	28	05	23
viii	Hih Court of Balochistan	08	02	06
ix	Gilgit-Baltistan Chief Court, Gilgit	32	14	18
x	Federal Services Tribunal	179	44	135
xi	Gilgit-Baltistan Service Tribunal, Gilgit	01	00	01
xii	Civil Courts/Misc	07	00	07
xiii	Wafaqi Mohtasib	03	02	01
xiv	Pakistan Information Commission	09	01	08
Total		663	175	488

VII. Research and Publications

In accordance with Section 9 of the FPSC Ordinance 1977, Annual Report 2020 was presented to the President of Islamic Republic of Pakistan on 31.10.2021. News Bulletins covering the period from July 2021 to June 2022 were also processed.

Picture Gallery:



Captain (R) Zahid Saeed, Chairman, FPSC presented FPSC Annual Report-2020 to the President of Islamic Republic of Pakistan on 31st December, 2021.



Special Assistant to Prime Minister visited FPSC Headquarter, Islamabad



Visit of delegation from (JICA) Japan at FPSC Headquarter, Islamabad



Chairman FPSC administered oath taking ceremony for newly appointed Member's at FPSC Headquarter Islamabad.



CSS Competitive Examination-2022 in progress



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

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 is 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, because 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 for 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.

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.

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 type of 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 boards 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 that 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, and 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 center 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.

b. Water Metering

The latest example of its socially responsible practices is metering of water usage at the Residential Colony of the Academy. Till 2018, like all other places, the Campus residents were paying the cost of

water usage at a flat rate. This practice on one hand encourages wastage of water and on the other causes losses to public exchequer due to the difference between costs of and recovery from water supply. In order to address both issues, water meters have been installed at the residential units.

c. Micro-Irrigation Systems Demonstration

Water conservation is direly needed in the country. To efficiently disseminate the message of water conservation and water saving, efforts were made to contact relevant organization discharge with the mandate of Water Management to install modern and smart micro-irrigation technologies at PARD Campus for the purpose of training of participants. In first phase Water Management Department Government of Khyber Pakhtunkhwa channeled all water courses at the PARD Farm and in second stage 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, in a well-coordinated manner 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 field crops and one fruit crop generated a handsome income around 08 lacs during the year under report.
ii.	Lemon Orchard -2	3 kanal	
iii.	Pear Orchard	4.5 kanal	
iv.	Peach & Plum Orchard	15 kanal	
v.	Ornamental Nursery	1.7 kanal	
vi.	Persimmon Orchard	6.5 kanal	
vii.	Olive Orchard	4.0 Kanal	
viii.	Fish Pond	4 kanal	
ix.	Open field for crops	2.4 acres	

	including Wheat, Maize , Barseem, Pulses and Fodder Crops		
	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 meet the present-day requirements.



SECRETARIAT TRAINING INSTITUTE (STI)

SECRETARIAT TRAINING INSTITUTE (STI)

INTRODUCTION

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

VISION

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

MISSION

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

ROLE AND FUNCTIONS

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

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

GOALS / TARGETS

The activities of STI during year 2021-2022 were carried out keeping in view following goals and targets.

i.	To bring attitudinal change and equip OMG probationers and MCMC participants with basic knowledge and skills in Office Management enabling them to perform their jobs efficiently and effectively at mid-career level.
ii.	To impart knowledge and enhance skills of officers in various disciplines to prepare them for their organizational needs.
iii.	To upgrade 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.
vi.	To organize courses for officers and staff in Daftri Urdu and Urdu Composing
vii.	To enhance skills of the officers & staff to develop capacity in Urdu correspondence to meet the constitutional requirements.

EXECUTIVE PROGRAM (EP) WING

During the period 2021-22, EP Wing conducted two Domain Specific Trainings of 32nd and 33rd MCMC per following details:-

Duration		No. of Weeks	No of participants
From	To		
20-12-2021	14-01-2022	4	35
09-05-2022	04-06-2022	4	32

MODULES OF MCMC

1.	<i>Governance & Administration:-</i> i. Sustainable Urbanization ii. Working of Management Service Wing iii. Change Management iv. Project Management v. Seminar on Corporate governance vi. Human Rights in Pakistan vii. Protracted Social Conflicts
2.	<i>Finance & Accounts :-</i> i. Economy of Pakistan ii. Federal Taxation System in Pakistan iii. Financial Management iv. Income Tax Return Filing v. Budget Preparation
3.	<i>Information, Communication & Technology:</i> MS. Office
4.	<i>Legislation</i> i. Constitution of Pakistan ii. Legislative process in Pakistan

5.	Interpersonal Skill :- i. Analytical Writing ii. Communication Skills iii. How to Ask Smart Questions iv. Social Media Platform v. Conflict Management vi. Leadership and Designed Thinking
6.	Research Work/simulation/Seminar i. Research work on Rules. ROB, SI, APT, Accommodation Rules and PER Manual ii. Simulation Exercise on SOEs

OFFICE MANAGEMENT WING

During the period 2021-22, OMG Wing conducted 2 Specialized Training Programmes (STPs) of 48th and 49th Common Training Program (CTPs) as per following details:-

CTP No	STP No	Duration		No of Weeks	No of participants
		From	To		
48	43	5-4-2021	17-8-2021	20	23
49	44	21-3-2022	5-8-2022	20	13

COURSE CONTENTS OF STP

- Constitution of Pakistan 1973
- Rules of Business 1973
- Secretariat Instructions and Office Procedures
- Financial Rules
- Services Laws and Rules
- Government and Administration
- Secretariat Noting and Drafting

STAFF DEVELOPMENT WING

Training imparted and activities performed by SD Wing during the period 2021-22 are tabulated as under:-

S. No.	Description of Course (s)	Number of Courses Conducted	No. of participants
i.	Office Procedures, Service Laws/Rules and Financial Rules including Ethics, Manners & Hospitality (BS-1 to 16)	16	820
ii.	English/Urdu Stenography	4	198
iii.	IT/Computer Courses (MS Office/Inpage Urdu)	13	548
iv.	Customized Training Programs/Courses	8	394
Total		41	1960

OTHER ACTIVITIES:

S. No	Detail of Activities	No. of participants / applicants
i.	Conducted 62 nd Proficiency test for APSs/ Stenotypists/ LDCs.	167
ii.	Facilitated Excise & Taxation Department (ICT), Islamabad on their request to conduct 2 recruitment tests for different positions.	10808
iii.	Facilitated M/o Overseas Pakistanis and Human Resource Development, Islamabad on their request to conduct 4 recruitment tests for different positions.	55
iv.	Facilitated PM's Office (Public), Islamabad on their request to conduct recruitment tests for steno typist.	1083
v.	Facilitated M/o Overseas Pakistanis and Human Resource Development, Islamabad on their request to conduct typing test for promotion to the post of L.D.C.	04
vi.	Facilitated PM's Office (Public), Islamabad on their request to conduct 2 short hand tests.	186
	Total	12303



NATIONAL SCHOOL OF PUBLIC POLICY (NSPP)

NATIONAL SCHOOL OF PUBLIC POLICY (NSPP)

Introduction

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

Functions of NSPP

2. 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 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.

10. 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 2021-22

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, 20th meeting of the Board of Governors of NSPP was held on 30.07.2021. Furthermore, 29th, 30th and 31st meetings of the Executive Committee of the Board of Governors of NSPP were held on 28.10.2021, 18.11.2021 and 07.03 2022 respectively.

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 2021-2022 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, 2021 to 30th June, 2022).

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	114 th NMC	24 th May to 24 th September, 2021	62
		115 th NMC	1 st November 2021 to 4 th March, 2022	37
		116 th NMC	9 th May to 9 th September 2022 (Ongoing)	51
	National Institute of Management, Lahore.	29 th SMC	7 th June to 24 th September, 2021	54
		30 th SMC	15 th November 2021 to 4 th March 2022	30
		31 st SMC	23 rd May to 9 th September, 2022	48
		32 nd MCMC	11 th October to 17 th December 2021	48
		33 rd MCMC	14 th February to 22 nd April 2022	31
		34 th MCMC	20 th June to 26 th August 2022 (Ongoing)	39
	National Institute of Management, Islamabad	29 th SMC	7 th June to 24 th September, 2021	50
		31 st SMC	23 rd May to 9 th September, 2022 (Ongoing)	33
	National Institute of Management, Karachi.	29 th SMC	7 th June to 24 th September, 2021 (Ongoing)	53
		30 th SMC	15 th November 2021 to 4 th March 2022	35
		31 st SMC	23 rd May to 9 th September, 2022 (Ongoing)	45
		32 nd MCMC	11 th October to 17 th December 2021	38
		33 rd MCMC	14 th February to 22 nd April 2022	33
		34 th MCMC	20 th June to 26 th August 2022 (Ongoing)	45
	National Institute of Management, Peshawar.	29 th SMC	7 th June to 24 th September, 2021 (Ongoing)	50
		30 th SMC	15 th November 2021 to 4 th March 2022	30
		31 st SMC	23 rd May to 9 th September, 2022 (Ongoing)	41

		32 nd MCMC	11 th October to 17 th December 2021	39
		33 rd MCMC	14 th February to 22 nd April 2022	30
		34 th MCMC	20 th June to 26 th August 2022	45
	<i>National Institute of Management, Quetta.</i>	32 nd MCMC	11 th October to 17 th December 2021	35
		33 rd MCMC	14 th February to 22 nd April 2022	21
		34 th MCMC	20 th June to 26 th August 2022 (Ongoing)	43
Objectives	Achievements			
	Institution	Course	Period	No. of Participants
<i>2. To conduct special programmes for the Federal and Provincial government employees in BS 21 and above which may also include nominees from the private sector and members of Federal and Provincial legislatures.</i>	<i>Executive Development Institute (EDI), Lahore</i>	Policy Dialogue on “Internal Migration: Issues and Recommendations” (Online)	26-27 July, 2021	37
		25 th Executive Development Program: “Public Financial Management”	09-10 September, 2021	24
		Policy Dialogue Workshop on “International Law: The Increasing Role of Public and Private International Law in the 21 st Century	05-06 January, 2022	41
		Project Management.	22-23 June, 2022	16
The officers participated in programmes and procedures (Grand Total):				1184
Research Projects Completed	National Institute of Public Policy (NIPP)	The following research projects were completed during 2021-22 Policy paper. <ul style="list-style-type: none"> ➤ Report on ‘Feasibility study on establishment of Governance Stations to fill Enforcement gaps’ ➤ Report on the ‘Critical Examination of Legal Infrastructure and Procedures of Revenue Courts vis-à-vis Civil Courts’ ➤ Report on Status of Frontier Technologies in Pakistan ➤ Discussion Draft for Ministry of MoIT: Critical Appraisal of Pakistan’s Global Rankings: The case of UNCTAD’s Technology Readiness Index 		

		<ul style="list-style-type: none"> ➤ Background Paper on “The Technology Readiness Index for Skills Development Challenges in Frontier Technologies in the context of UNCTAD's Technology Readiness” ➤ Report on ‘Addressing the Decline in Values and Public Service Orientations of Civil Servants by Better In-Service Training’ submitted to the Establishment Division ➤ Report on Impact Assessment of Right to Public Services Act for Improving Public Service Delivery in the Province of KPK ➤ Report on Assessment of the Local Government Capacity in Punjab for Improved Performance ➤ Report on Making Service Delivery Reforms Work: Lessons learned from Insaaf Afternoon Schools Programs in Punjab by <p>Workshops/Seminars/Conferences</p> <ul style="list-style-type: none"> ➤ NIPP organized an online session on Technology Readiness Index Data and Methodology between United Nations Conference on Trade and Development and National Institute of Public Policy ➤ NIPP organized an online session on Skills Development Challenges in Frontier Technologies in the context of UNCTAD's Technology Readiness Index. ➤ Knowledge Sharing Workshop on “Assessment of the Local Government Capacity in Punjab for Improved Performance” organized by NIPP ➤ Knowledge Sharing Workshop on Critical Examination of Powers, Procedures and Legal Infrastructure of Revenue Courts vis-à-vis Civil Courts organized by NIPP ➤ Organized the ITU-NSPP Conference on Digital Governance in the post pandemic world held on 26-27 March, 2022 ➤ Knowledge sharing workshop at NIM Peshawar on Impact Assessment of Right to Public Services Act for Improving Public Service Delivery in the Province of KPK ➤ Knowledge Sharing Workshop at Pakistan Administrative Services (PAS) Campus and NIM Peshawar on the Study ‘Critical Examination of Powers, Procedures and Legal Infrastructure of Revenue Courts vis-à-vis Civil Courts ➤ Conference paper presentation on Implementation Capacity: Absorptive Capacity, Project Performance and Environmental Uncertainty in Public Sector Projects, Pakistan
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		<p>at the 3rd International Workshops on Public Policy, Budapest</p> <ul style="list-style-type: none"> ➤ Training Workshop on Research Methodology <p>Publications</p> <ul style="list-style-type: none"> ➤ Prepared and published the first ever newsletter of NSPP ➤ Preparation and publication of Pakistan Administration, a Journal of NSPP, and published two Issues, i.e., June 2021 and December, 2021 ➤ Preparatory work done for NSPP’s Yearbook
<p>Developing strengthening of linkages with international training institutes</p>	<p>National School of Public Policy</p>	<p><u>Completed:</u></p> <ul style="list-style-type: none"> ➤ Approval of Signing of MoU between Academy of State Service under the President of Turkmenistan and the National School of Public Policy of the Islamic Republic of Pakistan. ➤ Constitution of Research Advisory Committee by NIPP under the directions of Board of Governance. ➤ Experts Group meeting on “South-South Integration and the SDGs: Enhancing Structural Transformation in Key Partner Countries of the Belt and Road Initiative <p><u>In Progress:</u></p> <ul style="list-style-type: none"> ➤ Memorandum of Understanding (MoU) between Civil Service College of the Republic of Singapore and the National School of Public Policy of the Islamic Republic of Pakistan ➤ Memorandum of Understanding (MoU) between the Institute of National Planning of the Arab Republic of Egypt and the National School of Public Policy of the Islamic Republic of Pakistan ➤ Memorandum of Understanding (MoU) between the Institute of National Planning, the State of Kuwait and the National School of Public Policy of the Islamic Republic of Pakistan

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 were delivered in a hybrid mode. We pray to Almighty Allah to help us to efficaciously continue NSPP’s mission of improving governance through effective capacity building of public servants.



CIVIL SERVICES ACADEMY (CSA)

CIVIL SERVICES ACADEMY (CSA)

INTRODUCTION

The Civil Services Academy (CSA) conducts the following training programmes:

- Common Training Programme (CTP) at Walton Campus
- Specialized Training Programme (STP) for Probationary Officers of Pakistan Administrative Services (PAS) at Mall Campus.
- Domain Specific Component of Mid-Career Management Course of PAS officers.

CTP is approximately a four to six months long pre-service training programme for newly recruited BS-17 officers in 12 Occupational Groups of Federal Civil Services. 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:

VISION AND MISSION

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 2021-2022

49th Common Training Programme (CTP) commenced on 14th November, 2021 and concluded on 15th March, 2022 wherein 216 probationary officers including 74 female officers, were trained. The duration of training programme was reduced (from 6 months to 4 months) and curriculum was revised keeping in view modern trends/requirements for efficient and effective public service delivery. More emphasis was laid in this CTP on inculcating spirit of empathy, tolerance and team work among probationary officers through community attachment programmes, field visits such as Finding Solutions for Poverty- Learning from Community, Learning from Nature and Learning from History as well as by organizing physical training exercises for them both on campus and off-campus (through collaboration with Sports Complex).

SALIENT FEATURES OF 49TH COMMON TRAINING PROGRAMME

During 49th CTP following new initiatives have been introduced in the training programme in order to improve its quality for honing administration and policy making skills of probationary officers:

i. Academic Component:

- a) Community attachment programme “**Finding Solutions for Poverty: Learning from Community**” was introduced in the 49th CTP.

Civil servants are subject to severe criticism for their unprofessional attitude and apathetic attitude towards a common man. Although pre-service training at Civil Services Academy focuses on bringing attitudinal change among probationary officers, but there is a strong realization that unless probationary officers are in a situation where they experience issues faced by common man in Pakistan in areas such as health, education, environment, sanitation etc., they will not be able to understand gravity of the problems and contribute efficiently and effectively towards bringing positive change in governance structure/ administration in Pakistan. This community attachment programme is also aimed at scrutinizing implementation of Sustainable Development Goals (SDGs) in selected communities of Pakistan and to know about reasons of Pakistan lagging behind its targets. The exercise was conducted at the onset of CTP. Probationary Officers were briefed about the objectives and requirement of this exercise and then they visited the selected households.

Aims & Objectives

- To sensitize / provide first hand opportunity to observe/ experience life of a common man living in poverty in Pakistan.
- To create empathy and compassion among the probationary officers towards marginalized and neglected communities of our society.

Learning Outcomes

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

Methodology

Probationary officers were attached with selected poor households for an allocated time period. During the attachment, the probationary officers conducted various interviews with household members and local community. They visited public sector facilities including school, hospital / dispensary, police station etc. situated in the community and see for themselves the availability of basic facilities and problems faced by common man. They visited private schools, hospitals, mosque, community center etc. of the community and conducted necessary interviews. A manual containing detailed calendar of activities and academic requirements was shared before the onset of the activity. The probationary officers were required to submit daily report, individual report and group report in the light of instructions contained in the manual. Series of panel discussions on identified thematic areas were held to further enrich the understanding of probationary officers. Each officer submitted daily report and individual report. Each group made a presentation on thematic area assigned.

An MoU has been signed with Akhuwat for selection of households. Akhuwat is an implementing partner and facilitated in the monitoring of probationary officers. They furnished two reports of each officer at the end of the activity. These reports gave feedback about conduct of probationary officers they were attached with by the respective households and evaluation was carried out by Akhuwat as well as faculty of CSA.

LEARNING FROM HISTORY

Aim & Objectives

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

Learning outcomes

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

Methodology

The probationary officers left the campus in Academy transport and were dropped at Metro station Qainchi. All groups undertook the visits on public transport (**Metro Bus & Orange Train**). Use of private vehicles, taxis, Uber was not allowed. It was a group activity and all members completed the assignment together. A leader and deputy leader were nominated from each group. The leader was provided with money sufficient to cover travel and ticket expenses, entertainment of entire group. Individual tickets (of all group members) of public transport and historical places visited were deposited by the group leader to Faculty Member / group in-charge on conclusion of the activity. Each group posted a picture with each designated place visited to Group in-charge. The probationary officers were not allowed to carry money / their wallets and handbags with them. The probationary officers were also required to manage their visits within the means provided by academy. Upon completion, each Group

made a documentary consisting of clips during travel and of destinations visited (besides pictures as mentioned above). The documentary was also emailed on conclusion of days' activity.

Award of Points

Each group was awarded points for completing the assignment. The groups were required to visit minimum of 15 places. In case less places were visited, zero points were to be awarded. The Groups were allowed to choose the places to be visited keeping in view the points assigned to each place, points assigned to Group activity and money to be saved. Time management was emphasized. The Group members were directed to return to Academy on notified time. Staff members of Civil Services Academy were also present at all the places listed. The group / officers had to mark their attendance in the performa available with the staff member present during their visit to a particular place. Picture of entire group at designed venue of the places visited was to be taken and sent to respective group in-charge. Every Group also submitted budget mentioning utilization of funds allocated along with snapshot of ticket / coin.

LEARNING FROM NATURE

It was a group activity, wherein all the groups explored nature. The groups walked to different parks/places located in Lahore.

Learning outcomes

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

Methodology

The probationary officers (each group) were dropped in Academy transport at Garrison Park at 09:00 am sharp. The probationary officers walked in groups from Garrison Park to Pakistan Administrative Service Campus (PAS Campus), situated on Mall Road. Probationary officers were directed to take photographs in front of pillar erected to mark the spot where Charles Napier stood when Mian Mir was fixed as Cantonment of Lahore. After crossing the Mian Mir bridge, the probationary officers reached the PAS Campus for tea break at PAS Campus for 30 minutes. On conclusion of 30 minutes of break, each group proceeded to Lawrence Garden. In the Lawrence Garden photographs were taken outside Shrine of Baba Turat Murad Shah and Façade of Library facing inside Lawrence Garden. From Lawrence Garden they walked towards botanical gardens, Al-Hamrah Arts Council and took photographs with monuments inside the premises, continued walking on Mall Road towards Chairing Cross and took photographs with the Quran Pak encased in glass. The groups then continued their journey towards Regal Chowk and enjoyed one scoop of ice-cream from Chaman. Next stop over was Gangaram mansions where they took photographs and thereon continued their journey towards High Court. They took pictures outside High Court, GPO, Pak Tea House, Tollinton Market, discovered a building on the Mall Road which had a wooden Façade and Host of buildings which were indicated before the exercise. Thereafter, they took photographs with statue of Alfred Woolner and with statue of queen Victoria inside museum. Finally, the group proceeded back to PAS Campus from where they came to Walton Campus on Academy transport.

Award of Points

It was a group activity. Points were awarded for places visited and photographs taken. CSA staff members were present on these places to mark presence of officers visiting these places. The group who completed the entire route together was declared winner.

In addition to above following activities were also conducted during 49th CTP:

Book Review was a mandatory graded activity of 49th CTP. Through books, a person can easily understand complex social issues and instill compassion and empathy in him. They also help in making a person more open to new ideas and in eradicating prejudices.

Public Speaking Exercise was carried out in 49th CTP in order to instill confidence among probationary officers. The objective behind this activity is to improve oratory skills of probationary officers and help them learn about various issues in Pakistan and worldwide from different perspectives.

Current Issue Presentation was an important graded activity of 49th CTP. The rationale behind this activity was to improve analytical skills and knowledge of probationary officers. Moreover, to inculcate spirit of tolerance among them.

Compendiums of group reports, individual reports, current issue presentations and book reviews were prepared by probationary officers under the guidance/supervision of faculty members of CSA.

GROUP ACTIVITIES

Probationary officers were divided into eight groups. Each group conducted specific group related activities under the guidance of Group In-charges.

Extra-curricular activities

- Emphasis on physical wellbeing of probationary officers. A lecture on Self defence was given by Chief Instructor (Public Sector Management). Martial Arts and Combat training was also given to probationary officers. Sports competitions of athletics (Relay Race 100 m, Tug of War, 3-legged race) was organized by the CSA for probationary officers of 49th CTP. Wall climbing, archery and Running Laser Shooting competitions as well as cricket was organized in Sports Complex. Cycling and Hockey matches were conducted in Hockey Stadium. These sports activities were carried out in order to inculcate spirit of competition, unity, hard work and temperance among probationary officers as well as to increase their physical prowess.
- Field visits to historical places like walled city, museum, Wagah border were conducted.

ii. New additions in the training facilities/ activities

- All training related notices have been digitalized.
- Provision of faculty lounge for visiting faculty.
- A fully functional Day care center was established in CSA. New items were purchased and a comfortable/ safe environment was created for kids.
- Extensive training on dinning etiquettes were given to probationary officers. Formal dining sessions were organized and a trainer imparted training to probationary officers.

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) 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 CSPs 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 44DMG/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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4. FEATURES OF THE 44thSTP

44th Specialized Training Programme (STP) was successfully conducted from 29th March, 2021 to 12 November, 2021, wherein 40 officers of the Pakistan Administrative Service were trained. Schedule of activities is at (**Annex-A**).

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	-	-	-

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: part-A delineating the syllabus which they would have to study for the FPOE, Part-B which would 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 would 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 44th 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.

DISTRICT UNDER TRAINING PROGRAMME OF 44TH 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 conducted the District Under Training Programme of 44th STP. The UT period consisted off (22 weeks). The probationary officers of 44th STP-PAS had relinquished the charge on 12th November, 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 April and May, 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.

1. 45th Specialized Training Programme

The probationary officers of 45th Specialized Training Program (STP) of Pakistan Administrative Service (PAS) completed 49th Common Training Program (CTP) at Walton Campus, Civil Services Academy (CSA) and assumed charge at PAS Campus for their STP on 15th March, 2022. Schedule of activities is at (**Annex-B**).

45th Special Training Programme (STP) is currently in progress and a total number of 40 officers of Pakistan Administrative Service officers are participating in this Programme, 30 % are female. . The breakup of Province/Region, gender and provincial allocation of 45th STP is as under:

Province/ Region	Gender Wise Breakup				Male	Female	Provincial allocation
	Male	Female	Total	Overall % of Batch			
Punjab	17	7	24	60	70.83	29.17	5
Sindh (R&U)	3	3	6	15	50	50	19
KPK	4	0	4	10	100	0	9
Balochistan	3	0	3	7.50	100	0	1
G.B.	1	1	2	5	50	50	6
AJK	0	1	1	2.50	0	100	0
Total	28	12	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, 14 probationary officers constituting 35 % of the 45th STP have 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 at (**Annex-C**)

Around 82.50% probationary officers of the 45th 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 is at (**Annex-D**).

2. Activities Undertaken by Programme Wing during the year 2021-22

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

Key Events

Orientation and Campus Tour

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

A Sitting with Mustansar Hussain Tarar

On 17 March, on the very first day spent by the probationary officers in the classroom, the 45th STP was pleased to host one of the luminaries of Urdu literature of our country. Mustansar Hussain Tarar was invited to speak to the probationary officers about his book K-2 Kahaani. One of the most notable exponents of travelogue writing in the world, Mustansar Hussain Tarar has written more than 50 books. His talk spanned themes which included but were not limited to his life experiences, his understanding of Pakistani society and his passion for traveling. When talking about his journey to K-2, he recalled the difficulties of the journey and advised any future travellers to ensure their fitness before embarking on such a strenuous trek. He shared various interesting stories and anecdotes from his life and undoubtedly inspired the probationary officers to achieve excellence in their own line of work.

Field Visits

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

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

Visit to Central Police Office, Lahore

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

Attending Proceedings at the Lahore High Court

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

Meeting with Chairman P&D

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

Visit to Punjab Safe Cities Authority

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

First acquaintance with Disaster Management

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

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

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

Understanding Ramzan Bazaars and Price Control

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

INTERFAITH HARMONY A visit of PAS Probationers to Gurdwara Dera Sahab and Samadhi Ranjit Singh

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

Meeting with Administrator Metropolitan Corporation Lahore at the historic Lahore Town Hall

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

“The Mantra of a Successful Bureaucrat” with Mr. Shakil Durrani

Veteran civil servant Shakil Durrani was invited to speak to the probationary officers of the 45th STP. Durrani Sahab's immense experience, having served as Chief Secretary of four federating units of Pakistan, provided the POs with a unique opportunity to learn from a senior bureaucrat who has seen changes in the political and administrative landscape of Pakistan in his life time. Mr. Durrani spoke with the assertiveness of an administrator, the erudition of an author, and the articulation of an orator. POs also got copies of his book, Frontier Stations, signed from him to keep as mementos.

Land Revenue Workshop: Mapping Masavis!

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

Primer on Public Policy Analysis

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

Sr. No.	Areas of Policy Analysis
1	Climate and Water
2	Food Security
3	Gender Security
4	Population and migration
5	Health Security
6	Internal Security
7	Securing our Economic Future
8	National Cohesion

New Initiative

CIVIL SERVICES ACADEMY signs Declaration of Intent with United Nations

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

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

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

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

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.

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.

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.

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)

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.

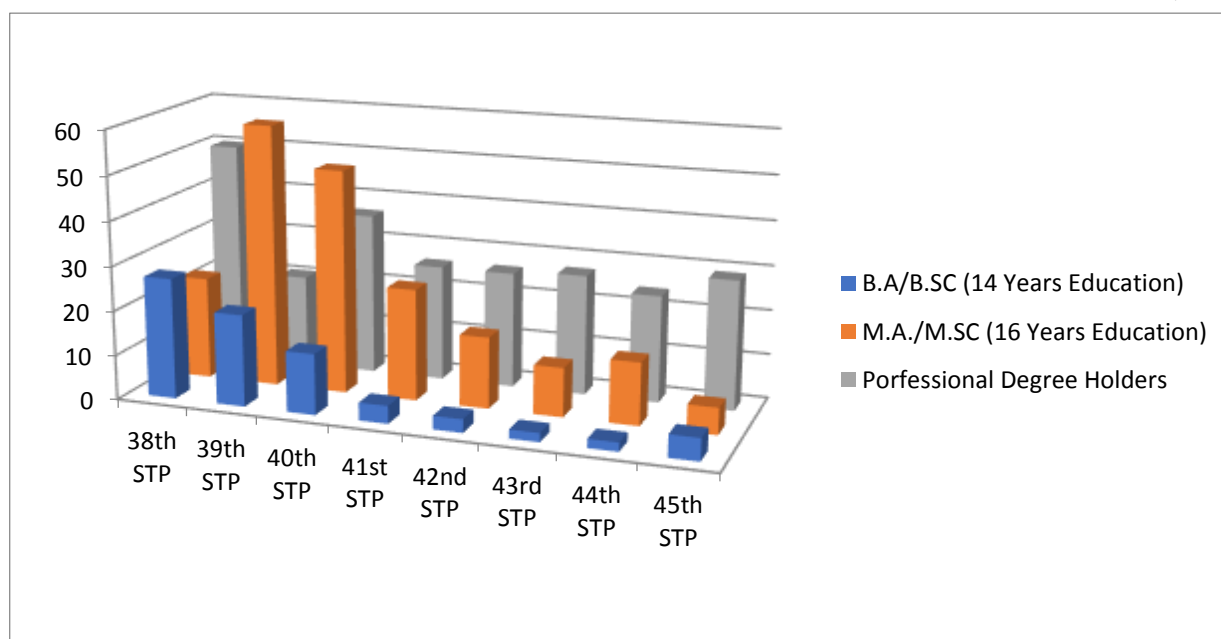
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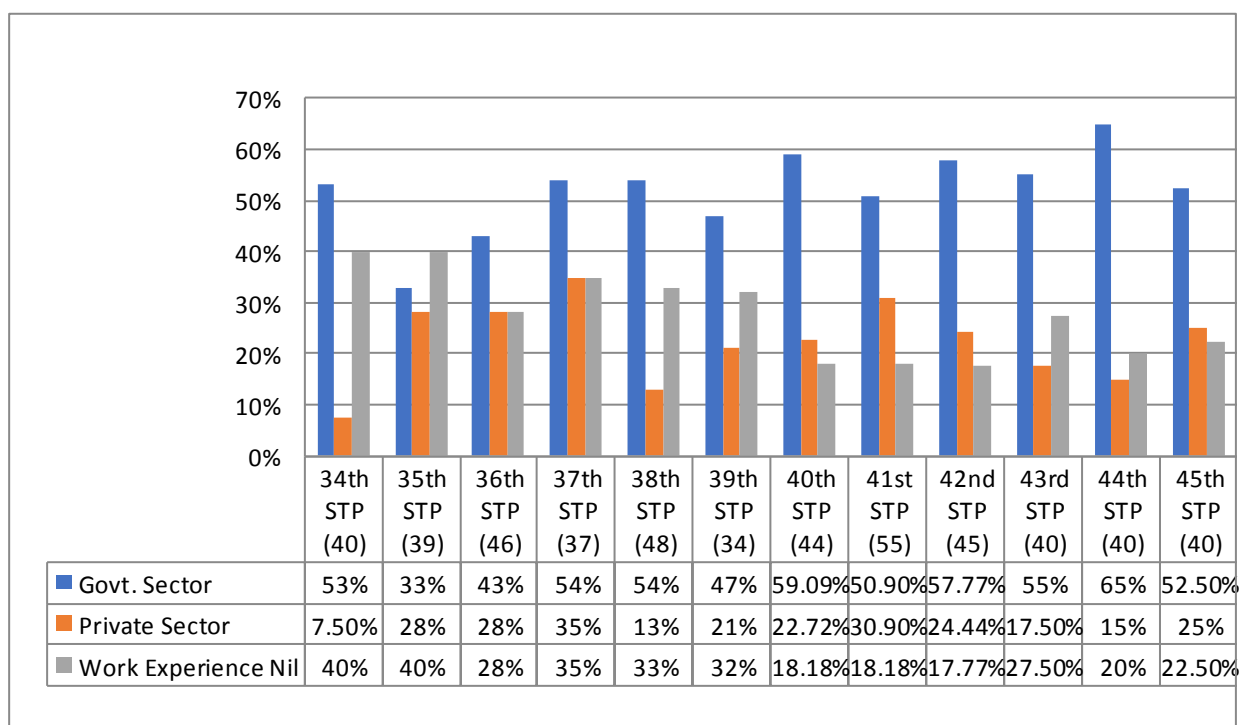
SCHEDULE OF ACTIVITIES FOR 44TH STP-PAS

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

SCHEDULE OF ACTIVITIES FOR 45TH STP-PAS

Activities	Period/Duration
Duration of STP Charge Assumption	15 th March, 2022 to 22 nd November, 2022 15 th March, 2022
First Term	15 th March, 2022 to 17 th July, 2022
Commencement of Classes Pre-STP Break Commencement of Regular Classes Eid-ul-Fitr holidays (subject to sighting of Moon) Country Study Tour Programme Northern Areas	16 th March, 2022 18 th March, 2022 to 27 th March, 2022 28 th March, 2022 3 rd May, 2022 to 5 th May, 2022 13 th June, 2022 to 26 th June, 2022 4 th July, 2022 to 8 th July, 2022 9 th July, 2022 to 17 th July, 2022
Final Term	18 th July, 2022 to 22 nd November, 2022
Public Holiday on account of Muharram (subject to sighting of moon) Final Exam (FPOE) District Land Revenue Attachment / Internship Programme with Punjab Revenue Academy Presentations of District Land Revenue Attachment / Internship Programme with Punjab Revenue Academy Clearance / Feedback Presentations on Curriculum Review Committee Passing out Ceremony	8 th August, 2022 24 th October, 2022 to 29 th October, 2022 1 st November, 2022 to 15 th November, 2022 16 th November, 2022 17 th November, 2022 18 th November, 2022 22nd November, 2022





FEATURE: Policy Briefs of 3rd MCMC

In collaboration with the FC College Center for Public Policy and Governance, PAS Campus engaged the officers undergoing the 3 Mid Career Management Course (December 2021 - January 2022) in an exercise to formulate policy briefs on a number of key issues of public policy and governance in Pakistan. The policy briefs aimed to set out a roadmap that would serve as a guide for current and future policy makers. The top three policy briefs are showcased below and are also available for perusal on the CSA website.

Title: Sustainability of Lahore: How can the city meet its SDG 11 targets?

Author: Rabia Chaudhry, (Assistant Professor, CPPG), Shahid Mehmood, Ra'ana Hameed, Adnan Mahmood, Zameer Abbas, Qaiser Khan

Directing Advisor : Ms. Tasneem Zafar, Chief Instructor, CSA

Abstract: As a signatory to the Sustainable Development Goals (SDGs), Pakistan is under an obligation to meet the prescribed targets. It therefore needs to create a policy framework that allows envisioning, adopting, and implementing concrete measures in pursuit of the commitments. The policy brief concentrates on the capacity of the city of Lahore to meet the targets proposed by SDG 11 on making the city “inclusive, safe, resilient and sustainable” (SDG Tracker 2022). It highlights how disproportionate population growth in Lahore, which is principally driven by migration, is hindering the city’s ability to meet and deliver on its obligations. Using SDG 11 as the corner stone, it will propose ways to manage unwarranted population migration growth to the city.

Title: Good Health and Well Being: Achieving Sustainable Development through Adaptive Public Healthcare Policies

Author: SabaShahid (Research Fellow, CPPG), IkramulHaq, Asma Awan, MehwishKalbani, Kamal Khan, Asim Raza, Fazle Akbar

Directing Advisor : Mr. Muhammad Bilal Akram, Additional Director, (MCMC-PAS), CSA

Abstract: Sustainable Development Goal 3 has been designed to achieve good health and wellbeing at a global level. Central to that objective is the need to ensure that populations around the world have access to quality healthcare services, both geographically and nancially. Universal healthcare delivery is, therefore, essential to the world's progress; disease any where in the world can threaten public health everywhere. This phenomenon was clearly seen during the recent Covid-19 pandemic. While in Pakistan, the pandemic's impact has been relatively less disastrous in terms of human lives lost than in countries such as the UK, Italy and the US. It has revealed serious loopholes in the health sector and the domino impact poor health can have on other developmental sectors such as education, labor market and the overall economy of a country. Moreover, the pandemic has revealed the inevitability of investing in a health system that is cross-sectoral and is based on rigorous data collection and analysis tools.

Title: **Street Vending: Secure Livelihoods and Sustainable Cities**

Author: Raheem ulHaque (Assistant Professor, CPPG), SabaAdil, FareehaTehseen, Syed Hassan Raza, Kamal Ud Din Qamar, Dr.WaheedAsghar, Capt. (Retd) Waqas Rashid

Directing Advisor: RehmatWali Khan, Deputy Director (PAS), CSA

Abstract: The informal economy of which street vending is an important component carries immense significance due to its 68% share in the urban workforce of the country. Street vendors provide an important service to city dwellers through the provision of economical goods at convenient places. However, the administration views them negatively, associates them with encroachments and considers vending as an illegal practice. This is due to insufficiencies in the existing regulatory framework which requires changes in order to provide secure livelihoods, decent work and improved income equality in Lahore. This study interviewed concerned government officials and 145 street vendors of Lahore to explore institutional and professional challenges faced by vendors and officials. Our results indicate that poor sanitation, unhygienic workplace conditions, inconsistent market conditions, bribery and illicit practices of extortion and lastly lack of spatial arrangements adversely impact street vendors. To counter these, this policy brief recommends giving street vending a legal status and regularizing it within the urban systems. We suggest that an optimal solution can be found through collective deliberations of stakeholders to devise registration and licensing mechanisms of vendors while accommodating them in designated vending zones in the city.

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:

9. To equip participants with higher skills in program management especially in international procurement, evidence-based decision making and monitoring & evaluation.
10. To develop participants' knowledge and skills in disaster management and media handling.
11. To provide hands-on experience to the participants in performing their roles as collector.
12. To make participants learn about the role and functioning of Public Procurement Regulatory Authority (PPRA).
13. To familiarize participants with the concepts and tools of contract management.
14. 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.
15. To acquaint participants with the information on accountability tools and functioning of formal complaint redressal mechanism like Pakistan Citizen Portal.
16. 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)

STAFF WELFARE ORGANIZATION

INTRODUCTION

Staff Welfare Organization is an attached 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 2019-20 published by PPARC Establishment Division, this Organization caters services to 565,082 Government servants. Assuming average family size as 5, the No. of 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 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 to places of historic and scenic beauty.
- Arranging entertainment programs for Government servants and their families such as Mushairas, Qawwalies, 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
1.	To take such welfare measures that would make Government service more lucrative so as to attract the best possible talents;
2.	To fill those gaps in the provision of such services to Government servants which are not being provided by the agencies concerned.
3.	To meet the economic, social and psychological needs of all Government servants in every sphere of their community life.
4.	Direct Financial assistance
5.	Indirect economic relief
6.	Provision of recreational facilities
7.	Provision of auxiliary services

TARGETS SET FOR THE YEAR 2021-2022:

S.NO.	TARGET
1.	Payment of Stipend Award amongst the Federal Government Employees
2.	Federal Staff Relief Fund to the Federal Government Employees
3.	Provision of Rehabilitation Aid to the disabled F. G. Employees and their dependents
4.	Provision of Day Care Centre facility to the Federal Government Employees
5.	Provision of Holiday Homes facility to the Federal Government Employees
6.	Provision of training facility in different trade to the Females of Federal Government Employees through Ladies Industrial Home
7.	Provision of Ambulance, Mortuary Van Service/Coaster Service for Federal Government Employees and their dependents
8.	Vocational Training Centre /Trade Training Centre for Federal Government Employees and their dependents
9.	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.	Redressed of complaints received at Pakistan Citizen Portal

ACHIEVEMENTS DURING THE YEAR 2021-2022

Target	Achievements
1.	Award of Stipend: An amount of RS 84.9159 million was disbursed to 36419 Federal Government Employees for the payment of tuition fee, purchase of books for their children.
2.	Federal Staff Relief Fund: Amount of RS. 9.4180 million was disbursed to the 1161 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 140 disabled Federal Government employees and their dependents in shape of rehabilitation items (Hearing Aid, Wheel Chairs, Tricycle, and Artificial Limbs) costing to RS. 2.7000 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. 18 children of working women benefited with the facility of Day Care Centre at Islamabad and this activity generated revenue of Rs. 0.0495 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. 1791 families of the Federal Government Employees availed the facilities of Holiday Homes at Murree, Kheenjar lake & Ziarat. Through this facility, revenue of Rs. 2.0040 million was generated.
6.	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 1713 female completed different skill trainings/Certificate/Diploma courses and RS. 0.8049 Million were earned as revenue. 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 2184 work-orders and generated Rs. 0.0897 Million as revenue.
7.	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. 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. In order to facilitate the F.G. Employees, coaster service is being provided at

	<p>Islamabad and Lahore for social functions within a radius of 500 K.M.</p> <p>As many as 965 F.G Employees availed Ambulance Service, 106 Mortuary Van Service and 291 Coaster Service and revenue of Rs. 09642 Million, Rs. 0.1861 Million and Rs. 1.238.5 Million generated respectively.</p>
8.	<p>Vocational and Trade Training Centre: About 2922 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. 1.7219 Million generated as revenue.</p>
9.	<p>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 582 F.G. Employees got the Bookings of Auditorium and Wedding Halls and RS 5.4374 million were earned as revenue.</p> <p>Membership of indoor games held in community centers remained as 3951 and Rs. 0.1161 million earned as revenue.</p>
10.	<p>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. 42 females are at present residing in the Hostel for Federal Government female employees at Islamabad and revenue generated was amounting to RS. 4.1066 million.</p>
11.	<p>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 programs were arranged at Regional Office of Staff Welfare Organization for healthy atmosphere and to provide entertainment to the children of Federal Government Employees. 03 sports functions were held comprising various sports activities during the year 2021-22.</p> <p>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 10 numbers of Cultural Programs were held.</p>
12.	<p>Libraries: An amount of Rs. 0.06121 million generated from 7 Libraries. 390 library members availed benefit from issuance of books, magazines etc. this year.</p>
13.	<p>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 454 F.G. Employees benefited from this program.</p>
14.	<p>(11) Complaints were redressed during the year 2021-22 received at Pakistan Citizen Portal.</p>

**OTHER NOTABLE ACTIVITIES/ ACCOMPLISHMENT CARRIED OUT DURING THE
YEAR 2021-22**

S.NO.	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, Kohsar Block, B&Q Block and Establishment Division during 2021-22.
2.	SWO initiated process for the revision of its charter with the consultation of Establishment Division. Honorable Secretary Establishment Division has approved the recommendations of the committee constituted for the revision of charter. The previous charter was consists of 16 functions. As per said recommendation, 4 functions were deleted, 5 functions were merged and 1 new function was added in the new charter. Now new charter will consist of 10 functions.

ANALYSIS OF ACHIEVEMENTS WITH GOALS AND TARGETS:

SWO provided direct financial assistance to the F.G. Employees through disbursement of stipend award, Federal Staff Relief Fund during the financial year 2021-22 and **Rs. 97.6752 million** was disbursed amongst **37720** beneficiaries and achieved 100% Goals/Targets. Whereas, Rs. 102.754 million was disbursed amongst 38346 beneficiaries in this category during 2020-2021.

Similarly, SWO during 2021-2022 incurred **Rs. 2.7 million** for the provision of rehabilitation aid in the form of different supporting items like hearing aid, wheel chair try cycle artificial limbs etc. amongst the **140** disabled Federal Government Employees and their dependents. The figures for such provision in rehabilitation aid for the year 2020-21 were **Rs. 3.20 million** and **159** employees.

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 17.3961 Million. 17403** Federal Government Employees availed benefits directly from these different schemes during financial year **2021-22**. During the year **2020-21, 13.3775 Million** revenue was generated and **8577** Federal Government Employees, & their dependents availed benefits from the Services 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 Services, Ambulance and Coaster Service, library, sports and cultural activities, Quranic Classes and indoor games.

Predicaments (if any):

The total revenue amounting to **Rs. 17.3961 Million** generated from SWO's different schemes was deposited into Government Treasury during the Financial Year **2021-22** despite the fact that outlook and condition of building of this Organization is continuously worsening day by day. Pak PWD, the sole agency responsible to take care the repair and maintenance work of government buildings is not ready to take any initial in this regard. The correspondence made by this organization with the Pak, PWD remain fruitless during the year **2021-22**.

Conclusion:

SWO is providing its facilities to the F.G. Employees & their dependents throughout the country with dedication, zeal and enthusiasm and with working around the clock. During Financial Year 2021-22, SWO completed/achieved its 100% targets and goals pertaining to the regular schemes. The organization intend to use available human and financial resources more efficiently and believe in better service delivery to extend all out benefits to the end users i.e. Federal Government Employees Community.



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



Proposed BF Tower

FEDERAL EMPLOYEES BENEVOLENT AND GROUP INSURANCE FUNDS

INTRODUCTION

Federal Employees Benevolent & Group Insurance Funds (FEB&GIF) was established in April 1969 through promulgation of the FEBF & GI Act, 1969. The 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

The basic role of Federal Employees Benevolent and Group Insurance Funds is to provide financial relief to the Federal Government employees and 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 funds are managed by a Board of Trustees (BoT) constituted under Section 4 of the FEBF & GI Act, 1969.

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

To provide financial benefits to the Federal Government employees and certain autonomous bodies through Group Insurance and Benevolent Fund schemes.

Targets set for the year 2021-22

Targets set for the year 2021-22 were as follows:

- a) Receipts—Receipts on account of contributions of Benevolent and Group Insurance Fund from the employees were Rs. 9,258.91 million, receipt on account of investment income were Rs. 2,521.00 million and rental income of Rs. 153 million were estimated for 2021-22.
- b) Disbursements—Disbursement of grants @ Rs. 7,077.19 million was planned for 2021-22 to the Federal Government employees, employees of autonomous bodies and their family members.

Achievements during the year 2021-22

Achievements of 2021-22 were as under:

- a) There was a total receipt of Rs. 9,604.53 million on account of contributions, investment income of Rs. 4,189.972 million and BF building rent of Rs.108 million, while total grants paid by the FEB & GIF under its eleven (11) welfare schemes were Rs.7,077.19 million.
- b) The Honorable Prime Minister of Pakistan allowed the payment of claims of security related deaths arising from 15.06.2013 to 09.02.2015. 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) After the report of actual study, amendment is under process.

Other notable Activities/Accomplishments

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

A– BF Tower Project in Blue Area, Islamabad

- i. 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.
- ii. 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 Building Integrated Photovoltaics on external facade system to conserve electrical energy.
- iii. The Project has been divided into three (3) Packages. The works of Package-1 (Civil, Electrical and Plumbing Works) has been awarded at cost of Rs 5,296.43 million to the successful bidder M/S CRTG-MATRACON JV. The Contractor commenced the work at site on 2.10.2017.
- iv. Total cost of civil work completed in year 2021-2022 is Rs. 605.655 million.
- v. During the year, the total structural work done in monetary terms is Rs. 315.289 million.
- vi. Total architectural work during the year in monetary terms is Rs. 290.366 million. In this, masonry work was of almost Rs 38.103 million, thermal and moisture protection work Rs 0.770 million, internal wall finishes Rs. 40.068 million, internal floor finishes Rs. 186.959 million.
- vii. As of now, almost 50% installation work of plumbing and firefighting system is completed at site for the Package-1. Plumbing pumps and Fire Fighting pumps have been delivered at site, as major Fire Fighting equipment is available at site. Sanitary ware items are delivered at Dubai port, but due to ban on import items, we are unable to complete the wet areas.
- viii. An advertisement/notice for invitation of construction firms for bidding on account of Package II (HVAC and BMS Works) & Package-III (Lifts & Escalators) respecting subject project were floated in the daily newspapers and also uploaded on the websites of PPRA and FEB & GIF on 26.04.2022.
- ix. During stipulated period of time, fourteen (14) firms purchased Pre-Qualification documents of Package-II (HVAC Works), whereas seven (7) firms purchased Pre-Qualification documents of Package-III (Lifts & Escalators).

- x. The tender was advertised 1 time on April 26, 2022 in newspaper and PPRA website. Tender final submission date was 10th June 2022.
- xi. Tender opening date for Package-II (HVAC and BMS Works) was on 10th June 2022, where bidders were unable to submit the bid due to ban on import of HVAC equipment, dollar parity, abrupt escalation in local items, insecure situation of local market business, increase in duty and taxes on material etc.
- xii. The matter was taken in the Technical Committee and Real Estate Committee for the required changes in change in bidding documents as per financial constraints and as requested by bidders. Consultant gave their recommendations, and new tender documents which were approved by the Technical Committee after detailed discussion on 22nd July 2022. The new tender document to be floated after the approval of the REC.
- xiii. Till date, more than 30% of Electrical work included in Package I has been completed at site. Generators, fans formers have reached the site. The electrical, CCTV, fire alarm and IT cabling is in progress. The design of the Building Integrated Photovoltaic System has been finalized by the consultant and communicated to the contractor.
- xiv. The work of Vertical Transportation System (Package III) was advertised in April 2022. Total 9 prospective bidders purchased the tender document, and two bidders submitted their bids. Both bidders couldn't qualify the evaluation criteria as stipulated in the tender document.
- xv. Award of Package-II & Package-III to the successful bidder shall be made in such a manner that entire project should be completed simultaneously in the stipulated timeframe.
- xvi. Original completion date of Package-I was 30.9.2020. However, after approval of Fourth Extensions of time (EOT) due to justified reasons, revised completion date was 30th June 2022. Furthermore, 5th EOT is also under the consideration of The Engineer/Consultant due some factors beyond the control of contractor.
- xvii. An advertisement for recruitment of Project Engineers (Electrical and Mechanical) sanctioned in the revised PC-I of BF Tower Project has been published in newspapers. Respective qualified staff was shortlisted for the smooth monitoring and execution of the project.

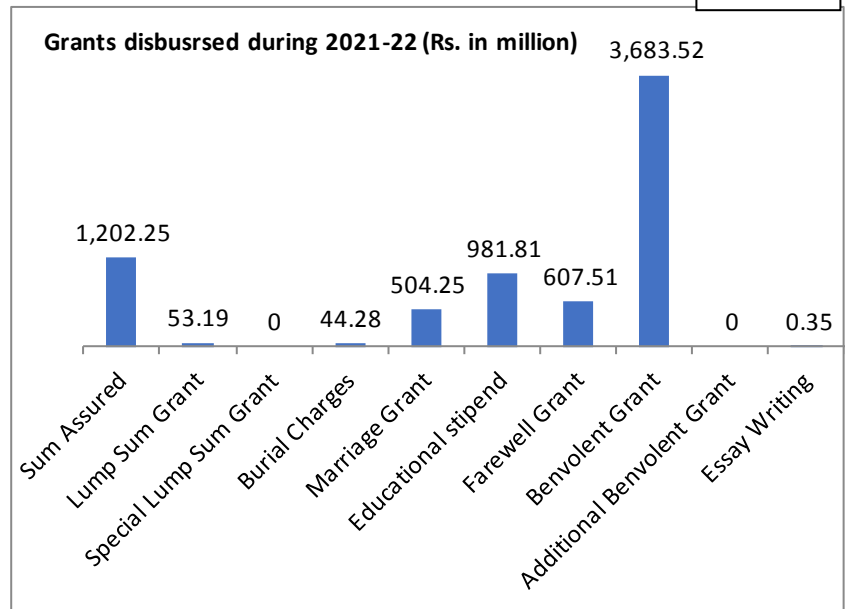
B-90 Kanal Plot in Finance and Trade Center, M.A Johar Town, Lahore

- i. A plot measuring 90 Kanal was purchased through open auction from LDA during 2011 at a total cost of Rs. 1.002 billion which is located at Finance & Trade Center, M.A Johar Town, Lahore.
- ii. The Project is at planning stage of development. M/S Master Consulting Engineers (Pvt.) Ltd. has been appointed for preparation of design concept & its feasibility, architectural & engineering design/drawings and construction supervision.
- iii. The payment in respect of Initial Design Concept submitted by the consultant was made in line with stipulations of signed consultancy contract agreement respecting subject project.
- iv. Work on main project is being undertaken in the light of recommendations made in the feasibility study conducted by an eminent Associate Chartered Accountancy firm under the Project Consultant.
- v. To secure the plot from the encroachments or any misuse, the construction of "low budgeted pre-cast boundary wall along with a guard room" was initiated after approval of its PC-I by the competent authority.

vi. After short listing, the constructing firms for "Construction of Precast Boundary Wall along with Guard Room" at subject project, the Letter of Acceptance (LOA) was issued to the firm i.e. M/S AI-Data Construction Company being lowest evaluated bidder on 27.7.2018. Accordingly, the contract agreement was signed on 17.10.2018.

vii. Construction of Precast boundary wall around the 90 Kanal plot was completed in October 2019 with a cost of Rs. 2.17 Million.

viii. M/s Master Consulting Engineers (Pvt) Ltd had submitted its first draft of feasibility report, which was discussed in the meeting of REC held on 17-12-2019. An exclusive meeting of the REC is scheduled to discuss the feasibility report in detail with consultation of other members.



ix. MD (FEB&GIF) and PD (BF Tower) held a meeting with Director to DG LDA, Lahore, wherein they discussed various options on construction of 90 Kanal plot. The authorities of LDA assured that they will take the matter in their meeting of Board of Governor.

x. During a meeting held on 18-07-2022 in the office of DG LDA, it was decided that the case for wavier of surcharge of 90 Kanal plot shall be initiated on the ground that FEB & GIF is the organization functioning for the welfare of Federal Government Employees. The matter would be placed before Governing body for final decision.

xi. The concept design earlier prepared by the Consultant M/S Master Consulting Engineers (Pvt.) Ltd. and approved by Board of Trustees (BOT) was also discussed with Chief Town Planner (CTP), and it was decided that Consultant will get a certificate from LDA that the building plan/concept design is in accordance with Land use regulations.

xii. The consultant was not able to provide certificate form LDA as the design was not as per the byelaws of LDA. Due to nonperformance of the Consultant, its contract was terminated by FEB & GIF in April 2022.

xiii. The matter was taken in the Technical and Real Estate Committees. The Technical Committee directed to prepare a PC-II for hiring of the Consultant for feasibility study of the project including the Public Private Partnership model. The PC-II is under preparation.

Analysis of Achievements with Goals and Targets

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.

In addition, 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 provided that if the sufficient funds are available after discharging its liabilities under this Act.

During 2021-22, FEB & GIF disbursed Rs. 7077.19 million on account of grants. Welfare scheme-wise disbursements are given in the Chart 1. Prime objective of the Funds is to pay Benevolent Grant and to 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 relate to the objectives as 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. A comparison of payments under these welfare schemes is given in the Pie Chart-2.

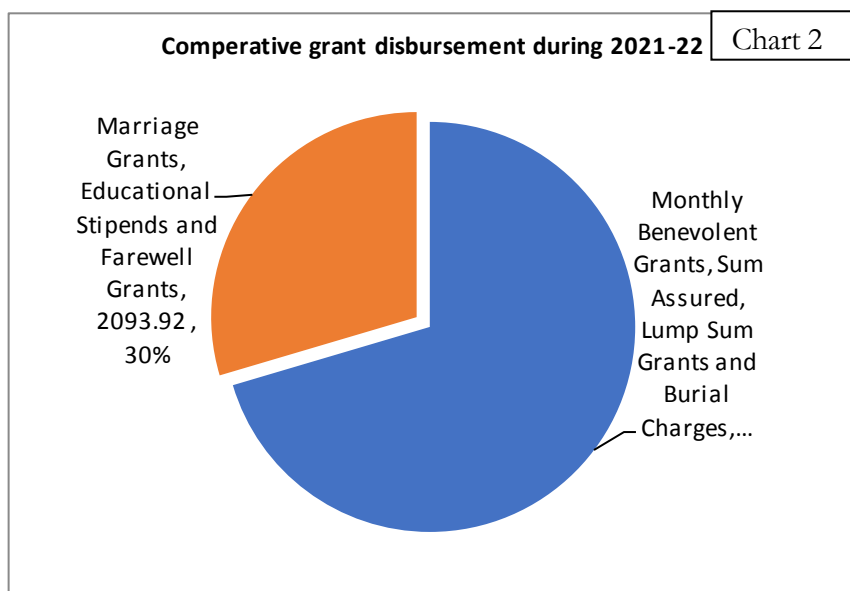
The Board of Trustees of FEB & GI Funds is conscious of the fact that maximum benefits should be extended to the employees/their families and every year. The Board reviews the position of benefits in light of the recommendations of Consultant Actuary. During the last five years, the Funds position remained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

Year	Contributions (Rs. in million)	Disbursements (Rs. in million)	No. of beneficiaries
2017-18	6,637.85	6,141.75	156,684
2018-19	9,598.89	6,558.05	163,491
2019-20	12,154.53	6,438.60	162,665
2020-21	12,917.13	6,600.87	159,888
2021-22	9,604.53	7,077.19	159,386

The above table reveals that a total amount of Rs. 7,077.19 million has been disbursed to the 159,386 beneficiaries during the year 2021-22, while contributions to the tune of Rs. 9,604.53 million were received from the employees.

Conclusion

Federal Employees Benevolent and Group Insurance Funds is an autonomous organization under the Administrative control of the Establishment Division and is managed by a Board of Trustees for welfare of the Federal Government employees. It has successfully devised schemes for the benefits 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-imburement of tuition/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.