

**Prime Minister's Secretariat
Policy Research Unit

**CONCEPT PAPER
ON
INSTITUTION BUILDING**

FRIENDS OF DEMOCRATIC PAKISTAN

Senator Syeda Sughra Imam

Islamabad
April, 2011

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CONCEPT PAPER ON INSTITUTION BUILDING

Current Situation

1. After the democratic transition in 2008, Pakistan is moving to consolidate and strengthen its democracy. A critical part of this process calls for both institutional reform and institutional building.
2. The streamlining and strengthening of government institutions in a strategic way is essential to ensure a more transparent, efficient and responsive government.

Desired End-State

3. A fundamental objective is to sustain a pluralistic and democratic society whose citizens are free to pursue their economic and social well being, and whose institutions fully support and promote the needs of all Pakistanis. These institutions must be efficient, effective, and able to adapt to a changing environment. Achieving this objective is necessarily a long term process that will require many years.

Pakistan's Reform Agenda

4. The process of administrative and institutional reform has begun.
5. The Parliament passed the 18th Constitutional Amendment in 2010 which mandates a government that is more representative of and closer to the people. The Constitutional changes, including the National Finance Commission Award, have laid a new roadmap for Pakistan. The new Constitutional framework envisages a Federation that is more equitable in its distribution of rights, resources and responsibilities.
6. **Annexure I, II III: Diagram of Government¹/ Current Expenditures²**
7. As a consequence of the 18th Amendment, the Federal Government is constitutionally bound to devolve financial and administrative powers to the provinces. The Administrative and Institutional Reform process is the institutional responsibility of the Federal Government's Implementation Commission. The Commission is a constitutional body that was established as part of the 18th Amendment, in order to ensure the expeditious implementation of the constitutional changes which will result in the devolution of 10 out of 46 Ministries/ 10 out of 50 Divisions, along with their attached departments, subordinate offices and autonomous bodies & organizations.
8. The new Administrative and Institutional template is a step in the right direction for a more effective Government. However, it is only a beginning.
9. The reform process requires many more steps to guarantee what Pakistan needs: a more effective, not a bigger Government.

¹ Establishment Division; Organization & Functions of the Federal Secretariat (Part I, revised ed), 2006.

² Government of Pakistan, Annual Budget, 2010-11

10. The steps include:

- Rationalizing the Government: Quality vs. Quantity/Rectifying the ‘Institutional Pyramid’ (Annexure IV)
- Rightsizing the Government: Reducing the Cost & Size of Government
- Reinforcing Mainstream Organizations: Minimizing Reliance on Parallel Institutions, Ad Hoc Set Ups, and Contractual Personnel , i.e. the ‘Outsourcing’ of the Government
- Reducing the Crisis Management Mode to Governance
- Remuneration vs Rewards: Monetization of Government vs ‘A Perks & Privileges’ System

Institution Building

11. Amongst the foremost actions that is needed for developing a capable, accountable and responsive government is to foster capacity in the appropriate places, or the institutions of the government.

12. Improving the capacity of the entire government cannot be tackled or achieved at once. Therefore, it is important for both the Friends of Democratic Pakistan (FoDP) partners & the Government of Pakistan (GoP) to prioritize.

13. Pakistan has a large Government, with over staffed Institutions. The Federal Government consists of the President’s Secretariat, the Prime Minister’s Secretariat, the Ministries, Divisions, Attached Departments, Subordinate Offices, and Autonomous Bodies and Organizations. The size and structures of the Government are complex. The aim is to improve the efficacy, efficiency and transparency of the Government, without adding new layers or structures to what is already a large Government. This will necessitate streamlining and strengthening systems and focusing on institutions that will guarantee improved delivery of services to the people.

14. Therefore, the choice of institutions, and the way in which the capacity of these institutions is developed will determine the success of the FoDP’s initiative.

15. Due to the large-and at times-parallel, Organizations and multiple Divisions & Departments, it is important, indeed essential, to identify key strategic institutions to focus on.

16. Even amongst the priority areas for the GoP/FoDP the menu of options is large. Many of the parallel institutions that have mushroomed over the years complicate and dilute service delivery rather than improve it. Therefore, the FoDP institution building working group meeting affords the Government of Pakistan and the international community an opportunity to review its ongoing programmes.

Key Areas of Engagement

Key areas of engagement for Pakistan are the following: Governance, Education, Security/Law Enforcement, Skill Development/Vocational Training, Energy, Agriculture

Strategy for Engagement

17. Institutional Linkages: Partnering as a Strategy

The ‘Game –Changers’

- (i) Models of Success
 - ⇒ Flagship Institutions & Partnerships
- (ii) Proposed Partnerships
 - ⇒ Institutions for Future Partnering

Key Areas & Flagship Institutions

GOVERNANCE

18. Without developing the human resource base in Pakistan, socio-economic progress will remain elusive. The first requisite to meet this enormous challenge is for the Government to build its own capacity. Training Government personnel in the appropriate way can help to develop a more transparent, efficient, and responsive civil service. The lack of the Government's current capacity and the approach of civil servants to public service is a major obstacle in the state's institutional ability to achieve any of its own objectives. Partnering with foreign Organizations will help develop the capacity and initiate a culture change in the leading Training and Administrative Institutions in Pakistan. The cross-pollination of ideas and the exchange of information, will equip officers with the knowledge and skills that they need in order to become Officers of initiative and enterprise, imbued with a spirit of public service. The desired objective is to mold officers as agents of change, rather than letting them perform as agents of the status quo.

- Key/ Strategic Institution for Partnering:

The National School of Public Policy

20. The National School of Public Policy (NSPP) is responsible for the capacity building of all civil servants in the Federal Government³. Provincial officers also attend these training programs. The school aims at improving the quality of pre-service and in-service training and education in public service. The detailed functions of the NSPP may be seen at **Annexure-V**. The school has already signed MOUs with the following international institutions:

- (i) Public Administration Institute for Turkey and Middle East (TODAIE), Ankara, Turkey
- (ii) China National School of Administration, Beijing, China
- (iii) Russian Academy of Public Administration, (RAPA), Moscow, Russia

³ <http://www.nspp.gov.pk>

Key Areas & Flagship Institutions

EDUCATION

21. Education without the necessary emphasis on quality comes with attendant risks. A restrictive pedagogy harbors the danger of promoting a society that falls prey to prejudice, intolerance, and righteousness. Therefore, enabling ‘enlightened’ education is essential for guaranteeing the development of a moderate and progressive society. One of the main aims of the Government is to ensure that the educational institutions throughout the country are imparting enlightened thinking rather than fostering a narrow minded youth base. The FODP would render a great service to Pakistan and to its own interests in helping to promote and develop a moderate society in Pakistan.

22. Pakistan’s centers of higher education will benefit greatly from institutional collaboration with counterpart institutions in FoDP countries.

23. Flagship partnerships between Pakistani institutions and institutions in FoDP countries already exist in the field of higher education. Indeed, partnerships between Pakistani universities and universities abroad have been in place since the 1960s. However, these linkages need to grow, as the number of Pakistani universities and students increase, and the challenge of quality education grows with them.

- Key/ Strategic Institution for Partnering:

Higher Education Commission (HEC)

24. Since 2002, the Higher Education Commission has been the institutional umbrella that has served as the window of partnership and linkage between Pakistani and counterpart universities. The HEC was placed in the Prime Minister’s Secretariat by the previous government. The functions of the HEC are stated at **Annexure-VI**

25. After the passage of the 18th Constitutional Amendment, the HEC’s functions are in the process of being reformulated, as it becomes a part of the mainstream Federal Government. The HEC will retain its regulatory and standardization functions, with administrative and financial authority gradually being devolved to the provincial level.

26. As mentioned earlier, currently several universities in Pakistan (previously under the umbrella of the HEC) are already benefiting from partnerships with counterparts in FoDP countries.

27. For demonstration purposes the following two models can be visited in the Islamabad Capital Territory:

- (i) COMSATS Institute of Information Technology, has partnered with University of Lancaster; and
- (ii) Fatima Jinnah University is linked with the University of Nebraska.

Key Areas and Proposed Institutions

SECURITY/LAW ENFORCEMENT

28. The success of Pakistan's democracy will be determined in large part by its ability to create a secure and safe environment for its people. Pakistan's security and law enforcement institutions are faced with a formidable challenge: countering militancy and terrorism, whilst maintaining law and order and the rule of law throughout the country. In a country with a fast growing population and a slower going economy, the strains on the law enforcement agencies are understandable.

29. However, financial incentives given to law enforcement employees in the last two years have not demonstrated an appreciable improvement in police performance. In order to address the enormous security, and law and order challenges facing the country, and to encourage law enforcement personnel, the Government gave 100% pay raise to the police. However, despite this unprecedented action, the delivery of services by the police has not yielded the desired results. Indeed, greed and apathy have become part of the institutional malaise that undermine police performance.

30. It is imperative to develop a culture of ordinary and decent policing in Pakistan that will uphold the rule of law, respect for human rights and promote democratic values. One of the steps that must be initiated in order to achieve this goal is to introduce improved training for all police personnel. Training schools that impart training to all police officers, of both junior and senior ranks, need to be strengthened. A new mind set coupled with an improved skill set is today's requirement. The issues of weak curriculums, outdated skill development, and a paucity of good trainers need to be addressed.

- Key/ Strategic Institution for Partnering:

Police Officers in the senior ranks receive professional training at the National Police Academy. The police officers in junior ranks are trained in the Police Training Colleges and Schools located in various parts of the country.

NATIONAL POLICE ACADEMY

31. The National Police Academy, an autonomous body of the Interior Division, imparts training to ASsP (Assistant Superintendents of Police – Senior Rank Officers) and in-service Police Officers and also organizes courses for PSP (Police Service of Pakistan) officers nominated for UN Peacekeeping Missions Abroad. The Academy requires professional trainers to train senior Police officers. The aims and objectives of the National Police Academy are at **Annexure-VII**.

Police Colleges and Schools

32. The list of Police Training Colleges and Schools is as under:

Punjab

1. Police Training College, Sihala
2. Elite Police Training School, Lahore
3. Police Training School, Lahore, Chung
4. Police Training School Farooqabad
5. Police Training School, Multan
6. Police Training School ,Sargodha
7. Police Training School, Rawalpindi

Sindh

1. Police Training College Saeedabad, Karachi
2. Police Training College Shahzadpur, Distt. Sanghar,
3. Shaheed Benazir Bhutto, Elite Police Training College, Razakabad, Karachi
4. Specialized Commando Training College, Sarkand, Distt. Nosharoferoze
5. Police Training School, Larkana
6. Police Recruit Training Centre, Badin
7. Police Recruit Training Centre, Khairpur
8. Police Recruit Training Centre, Jam Nawaz Ali, Distt. Sanghar
9. Traffic Training Institute Saeedabad, Karachi

Balochistan

1. Police Training College, Sariab, Quetta
2. Recruit Training Centre, Kach Morr, Quetta
3. Recruit Training Centre, Tipu Lines, Quetta
4. Recruit Training Centre, Kalat

KPK

1. Police Training College, Hangu
2. Police Recruit Training School, Kohat

33. Further details of training of police officers may be seen at Annexure-VIII

Federal Investigation Academy (FIA) Academy

34. The FIA is a Federal Police entity and is empowered to investigate specialized organized crime including terrorism. The FIA Academy is located at Islamabad. It trains newly recruited officers on how to investigate white collar crimes, money laundering and other offences.

Key Areas and Proposed Institutions

SKILL DEVELOPMENT/VOCATIONAL TRAINING

35. Due to Pakistan's demography, one of the biggest challenges facing the State is the issue of unemployment. Currently, Pakistan is experiencing a paradoxical situation: it is over-populated with large numbers of unemployed youth and yet Pakistan is concurrently facing a serious shortage in skilled labour. The lack of systematic planning has been principally responsible for the current situation. The Government must identify the areas where a shortage of skilled labor exists, both in the domestic and international market. It can then plan and 'skill' the required number of people in each field or vocation. This approach will bridge the supply and demand gap in skilled labour, whilst simultaneously addressing the challenge of unemployment that Pakistan faces.

36. The FODP can assist Pakistan in its endeavor to meet the requirements of skilled human resource both nationally and internationally. FoDP Missions can help identify partner institutions to link with Pakistani institutions in order to develop their capacity, so that they are able to train the required number of people in the requisite vocations.

- Key/ Strategic Institution for Partnering:

TEVTAs

37. The provincial governments have established Technical Education & Vocational Training Authorities (TEVTAs). These have been established to train a 'demand driven' workforce. The TEVTAs are focused on developing a standardized, dynamic and integrated technical education and vocational training system. Several types of programs are organized by the institutions functioning under the umbrella of the Provincial TEVTAs.

Key Areas and Proposed Institutions

ENERGY

38. One of the major challenges facing Pakistan today is the energy shortfall that prevails. Pakistan's energy requirements outstrip the current energy capacity substantially. The current public sector institutions in the energy sector need help if they are to stimulate the energy output that is required to fill the yawning gap between supply and demand.

39. Pakistan is blessed with abundant natural resources that can be harnessed for renewable energy. Pakistan's wind corridors have the potential of generating 50,000 Megawatts; solar energy is available in abundant supply, as is bio gas etc. However, the results of efforts to utilize the renewable energy sources are not very encouraging.

43. In order to expedite this process and to realize this energy potential, appropriate capacity in the concerned government body would have to be strengthened.

- Key/ Strategic Institution for Partnering:

Alternative Energy Development Board (AEDB)

40. The Alternative Energy Development Board is the lead organization for promoting use of alternative and renewable energy resources in Pakistan. The Board can effectively contribute in the Government's efforts to reduce the gap between the supply and demand of energy in Pakistan. The board is responsible for developing national strategy, policies and plans for effective utilization of alternative and renewable energy resources in the country. It is also responsible for facilitating power generation and off grid electrification through alternative and renewable energy resources. The functions stated in the Board's Ordinance may be seen at **Annexure –IX**.

Key Areas and Proposed Institutions

AGRICULTURE

41. Agriculture is the backbone of Pakistan's economy, and involves nearly 70% of the people in productive activity. Therefore, any growth or progress that takes place in this sector will have a ripple effect on both the economy and on the lives of the people of Pakistan. The opportunity to improve the socio-economy of Pakistan through this window is therefore immense. As Pakistan's population grows land fragmentation, food scarcity, water shortages & energy shortfalls are placing increasing stress on this critical sector. A lack of innovative technology, inputs and know how has contributed to the stagnation in per acre yields in certain agro sectors. Pakistan's agricultural research & development agencies would benefit enormously from partner linkages.

42. Collaboration between key organizations of the FoDP and Pakistan would be extremely beneficial to the people of Pakistan, especially through the exchange and endowment of appropriate technologies.

- Key/ Strategic Institution for Partnering:

Pakistan Agriculture Research Council (PARC)

43. Pakistan Agricultural Research Council (PARC) is Pakistan's premier agricultural research institution because it is a national level, Federal organization with outreach capacity throughout the country. Its main objective is to strengthen Pakistan's agricultural research system, comprising the federal and provincial components. It is responsible for undertaking, promoting and coordinating agricultural research in Pakistan. The functions of the Council are given at **Annexure-X**⁴.

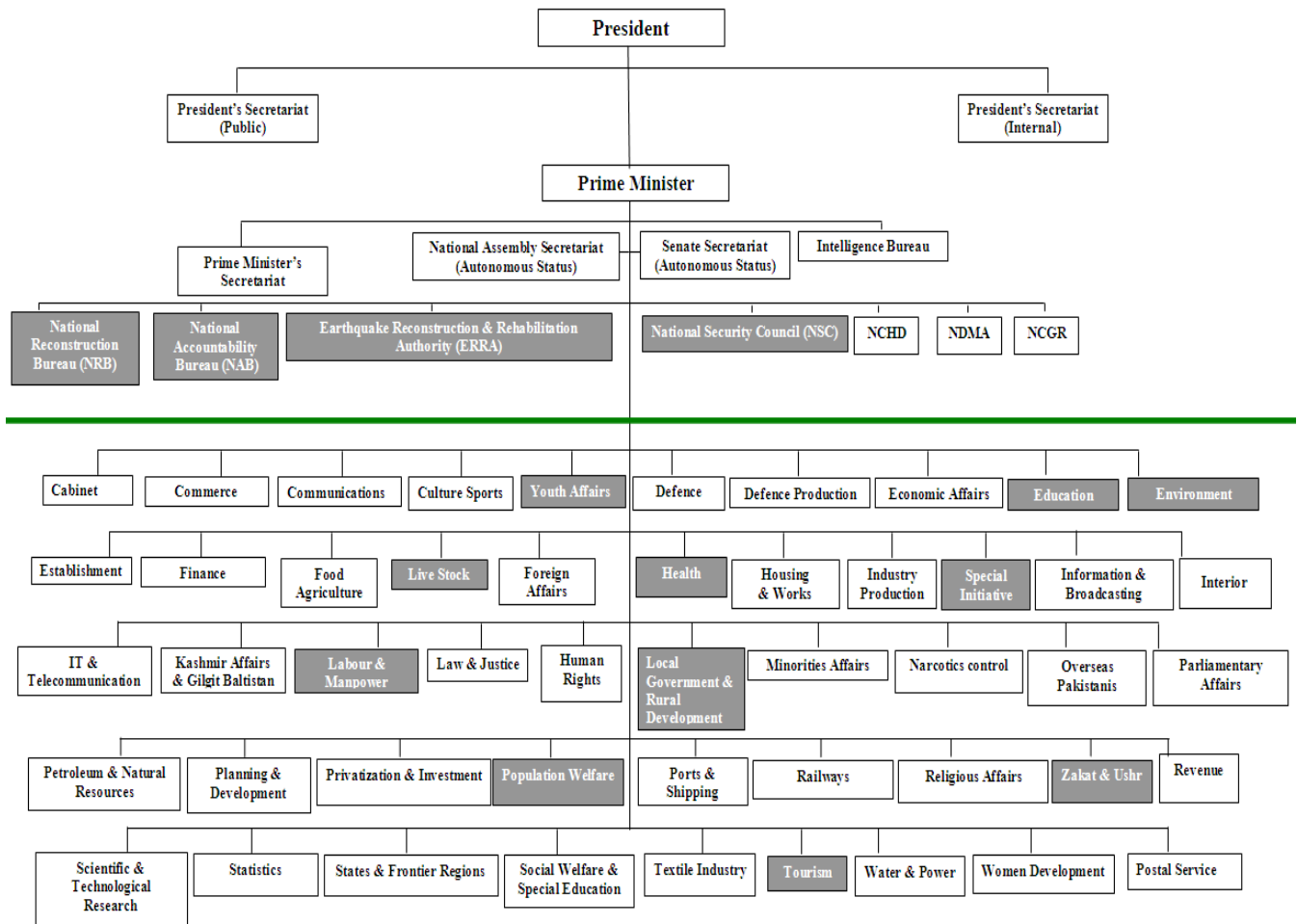
44. The partnerships of the institutions in the FoDP countries can be established in several areas of operations of the PARC as the Council has a large number of centers and research stations across Pakistan. The list of research establishments is available at **Annexure-XI**⁵

⁴ <http://www.parc.gov.pk/>

⁵ *ibid*

Annexures

Annexure-I



Annexure-II

Current Expenditures

Budget 2009-10

Expenditure

- Current Expenditure
- Development Expenditure (PSDP)
- Other Development Expenditure
- Est. Operational Shortfall in Expenditure

Rs in Million

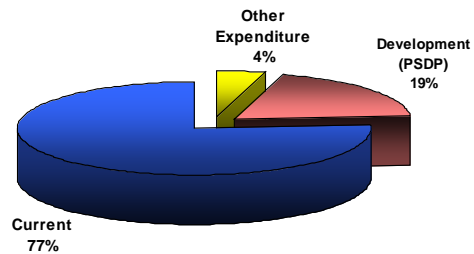
2,585,557

2,017,255

510,000

118,302

(60,000)



100 % increase in Salary of Security personnel & 50 % in government Servant *

Source: Budget in Brief, 2010-11, Finance Division, Government of Pakistan

Annexure-III

1/3

Cabinet Division

Departments:

Department of Communications Security
Department of Stationery and Forms
Department of Archives

Autonomous Bodies

Board of Trustees of Abandoned Properties Organization
National Language Authority
Oil and Gas Regulatory Authority
Printing Corporation of Pakistan (Pvt) Ltd.
Pakistan Telecommunication Authority
National Electric Power Regulatory Authority
Sheikh Zayed Medical Complex
Frequency Allocation Board
Sheikha Fatima Institute of Nursing and Health Sciences
Federal Postgraduate Medical Institute
Public Procurement Regulatory Authority
National Commission for Human Development
Intellectual Property Organization of Pakistan
Capital Development Authority

Commerce Division

Departments:

Cotton Board
Directorate General of Trade Organization

Autonomous Bodies

National Tariff Commission
Pakistan Re-insurance Company Limited
Pakistan Tobacco Board
State Life Insurance Corporation of Pakistan
Trading Corporation of Pakistan (Pvt) Ltd.
National Insurance Company Limited.

Communication Division

Departments:

National Highways and Pakistan Motorways
Police Department

Autonomous Bodies

National Highways Authority

Culture Division

Departments:

Department of Archaeology
Central Board of Film Censors

Autonomous Bodies

Lok Virsa
Pakistan National Council of the Arts
Quaid-i-Azam Academy
Iqbal Academy Pakistan

Defence Production

Departments:

Directorate General Munitions Production (DGMP)

Autonomous Bodies

Karachi Shipyard & Engineering Works Limited
National Radio Telecommunication Corporation

Defence Division

Departments:

Directorate of Military Land and Cantonments.
Federal Government Educational Institutions
(Cantonments/Garrisons) Directorate
Pakistan Military Accounts Department.
Office of the Surveyor General of Pakistan.
Pakistan Armed Services Board.
Maritime Security Agency.
Pakistan Meteorological Department.
Headquarters of Airports Security Force.

Autonomous Bodies

Civil Aviation Authority
Pakistan International Airlines Corporation

Education Division

Departments:

Directorate of Federal Government Educational Institutions
Department of Libraries

Autonomous Bodies

Area Study Centre for (Russia, China & Central Asia), University of Peshawar
Area Study Centre for Africa, North & South America, Quaid-i-Azam University
Allama Iqbal Open University
Area Study Centre for Europe, University of Karachi
Area Study Centre, University of Balochistan, Quetta
Area Study Centre (Far East & South East Asia)
University of Sindh, Jamshoro
Area Study Centre, for South Asian Studies, University of the Punjab, Lahore
Centre of Excellence in Water Resources Engineering, University of Engineering & Technology, Lahore
Centre of Excellence in Marine Biology, University of Karachi
Centre of Excellence in Solid State Physics, University of the Punjab
Centre of Excellence in Mineralogy, University of Balochistan, Quetta
Centre of Excellence in Arts & Design MUET, Jamshoro
Centre of Excellence in Gender Studies Quaid-i-Azam

Education Division

Autonomous Bodies

University, Islamabad
Dawood College of engineering & Technology, Karachi
Federal Board of Intermediate & Secondary Education, Islamabad
Federal Urdu University of Arts, Science & Technology
Higher Education Commission
International Islamic University
National Book Foundation
National Education Foundation
National Centre of Excellence in Analytical Chemistry, University of Sindh, Jamshoro
National Centre of Excellence in Molecular Biology, University of the Punjab, Lahore
National Centre of Excellence in Geology, University of Peshawar
National Institute of Psychology, Centre of Excellence, Quaid-i-Azam University, Islamabad
International Islamic University
National Book Foundation
National Education Foundation
National Centre of Excellence in Analysis Chemistry, University of Sindh, Jamshoro
National Centre of Excellence in Molecular Biology, University of the Punjab, Lahore
National Centre of Excellence in Geology, University of Peshawar
National Institute of Psychology, Centre of Excellence, Quaid-i-Azam University, Islamabad
National Centre of Excellence in Physical Chemistry, University of Peshawar
National College of Arts, Lahore
National Institute of Historical and Cultural Research, Centre of Excellence Quaid-i-Azam University, Islamabad
National Institute of Pakistan Studies
National University of Modern Languages
Pakistan Study Centre, University of the Punjab, Lahore
Pakistan Study Centre, University of Sindh, Jamshoro
Pakistan Study Centre, University of Peshawar
Pakistan Study Centre, University of Balochistan, Quetta
Pakistan Study Centre, University of Karachi
Pakistan Academy of Letters
Quaid-i-Azam University, Islamabad
Sheikh Zayed Islamic Centre, University of the Punjab, Lahore
Sheikh Zayed Islamic Centre, University of Peshawar
Sheikh Zayed Islamic Centre, University of Karachi
Urdu Dictionary Board
Pakistan Boy Scouts Association
Pakistan Girl Guides Association
Pakistan Marine Academy

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Annexure-III

2/3

Establishment Division

Departments:

Secretariat Training Institute
Staff Welfare Organization
Federal Public Service Commission

Autonomous Bodies

Federal Employees Benevolent & Group Insurance Funds
Pakistan Academy for Rural Development
National School of Public Policy Secretariat

Environment Division

Departments:

Pakistan Environmental Protection Agency
National Council for Conservation of Wildlife in Pakistan
Pakistan Forest Institute
Zoological Survey of Pakistan
National Energy Conservation Centre (ENERCON)

Autonomous Bodies

Pakistan Environmental Planning and Architectural Consultants Limited
Quaid-i-Azam Mazar Management Board

Food & Agriculture Division

Departments:

Agricultural and Livestock Products Marketing and Grading Department
Department of Plant Protection
Fertilizer Imports Department
Directorate General of Food
Office of the Federal Seed Certification and National Seed Registration

Directorate of Food Accounts
Soil Survey of Pakistan
Agriculture Policy Institute

Autonomous Bodies

Pakistan Oil Seed Development Board
Pakistan Agriculture Storage & Services
Pakistan Central Cotton Committee
Pakistan Agricultural Research Council
Korangi Fisheries Harbour Authority

Finance Division

Departments:

Central Directorate of National Savings
Office of Auditor General of Pakistan
Office of the Controller General of Accounts

Autonomous Bodies

Zarai Taraqati Bank Limited
First Women Bank Limited
House Building Finance Corporation Limited
Industrial Development Bank of Pakistan
Monopoly Control Authority
National Bank of Pakistan
National Investment Trust Limited
Pakistan Security Printing Corporation (Pvt.) Limited
State Bank of Pakistan
S.M.E. Bank Ltd.

Foreign Affairs Division

Departments:

Pakistan Missions Abroad
Autonomous Bodies
Foreign Services Academy
Institute of Strategic Studies

Health Division

Departments:

Directorate of Central Health Establishments
Directorate of Malaria Control
Directorate of Tuberculosis Control
Jinnah Post-Graduate Medical Centre
Federal Government Services Hospital (FGSH), Islamabad
National Institute of Malaria Research and Training, Lahore
National Institute of Child Health, Karachi
Pakistan Institute of Medical Sciences, Islamabad

Autonomous Bodies

National Council for Tibb
National Institute of Health
National Institute of Cardiovascular Diseases
National Council for Homoeopathy
Pakistan Nursing Council
Pharmacy Council of Pakistan
Pakistan Medical & Dental Council
Pakistan Medical Research Council
Health Services Academy
College of Physicians & Surgeons Pakistan

Housing and Works

Departments:

Office of the Director General, Pakistan Public Works Department
Estate Office
National Housing Authority

Autonomous Bodies

National Construction Ltd.
Pakistan Housing Authority
Federal Government Employees Housing Foundation

Information Technology and Telecommunications

Departments:

Pakistan Computer Bureau

Autonomous Bodies

National Telecommunication Corporation
Special Communication Organization
Telephone Industries of Pakistan (Pvt) Ltd
Pakistan Telecommunication Employees Trust
Virtual University of Pakistan
Pakistan Software Export Board

Information and Broadcasting

Departments:

Press Information Department
Directorate General of Films and Publication
Directorate of Research and Reference

Autonomous Bodies

Associated Press of Pakistan
Institute of Regional Studies
Pakistan Broadcasting Corporation
Pakistan Television Corporation
Pakistan Electronic Media Regulatory Authority

Industries and Production

Departments:

Explosives

Autonomous Bodies

Engineering Development Board
Export Processing Zones Authority
National Fertilizer Corporation of Pakistan Limited
Pakistan Steel
Pakistan Institute of Management
Pakistan Industrial Technical Assistance Centre
Pakistan Automobile Corporation Limited
Pakistan Industrial Development Corporation (Pvt.) Limited
Sindh Engineering (Pvt.) Limited
State Engineering Corporation
Small and Medium Enterprise Development Authority
Utility Stores Corporation of Pakistan (Pvt.) Limited
National Productivity Organization
Pakistan Motor Car Company Limited
Ghee Corporation of Pakistan
Enar Petrotech Services (Pvt.) Ltd.

Interior Division

Departments:

Directorate General of Immigration and Passports
Directorate General of Civil Defence
Headquarters Pakistan Rangers, Lahore
Headquarters Pakistan Coast Guards
Headquarters of Frontier Corps, KPK
Headquarters of Frontier Corps, Balochistan
Office of the Chief Commissioner, Islamabad Capital Territory
Headquarters Pakistan Rangers Singh (South), Karachi
Headquarters Office of Federal Investigation Agency
Office of the Commandant Frontier Constabulary, KPK
Northern Area Scouts.

Autonomous Bodies

National Police Academy
National Database and Registration Authority

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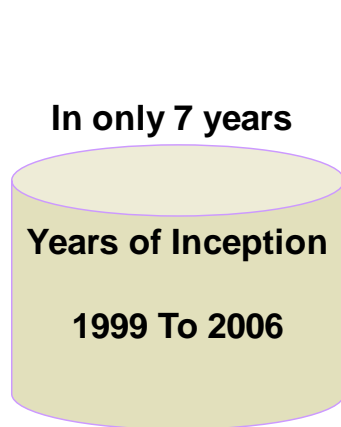
Annexure-III

Kashmir Affairs & Gilgit Baltistan Autonomous Bodies: Northern Areas Transport Company	Port and Shipping Autonomous Bodies: Karachi Port Trust Pakistan National Shipping Corporation Port Qasim Authority Gwadar Port Authority Gwadar Fish Harbour Cum Mini Port	Population Welfare Autonomous Bodies: National Institute of Population Studies National Trust for Population Welfare
Labour & Manpower Division Departments: National Industrial Relations Commission Implementation Tribunal for Newspapers Employees Directorate of Trade Union Education Bureau of Immigration and Overseas Employment National Training Bureau Directorate of Dock Workers Safety (Headquarters), Karachi Pakistan Manpower Institute Autonomous Bodies: Employees Old Age Benefits Institutions Overseas Employment Corporation Workers Welfare Fund	Petroleum and Natural Resources Departments: Geological Survey of Pakistan Autonomous Bodies: Government Holding (Pvt) Limited Hydrocarbon Development Institute of Pakistan Lakhra Coal Development Company Ltd. Oil & Gas Development Company Ltd. Pakistan Mineral Development Corporation (Pvt) Ltd. Pakistan Petroleum Limited Pakistan State Oil Company Limited Sandak Metals Limited Sui Southern Gas Company Limited Sui Northern Gas Pipelines Limited	Sports Autonomous Bodies: Pakistan Sports Board
Law & Justice Division Autonomous Bodies: Federal Judicial Academy	Planning and Development Autonomous Bodies: Pakistan Institute of Development Economics	States & Frontier Regions Autonomous Bodies: Cadet College Razmak
Local Government and Rural Development Departments: Akhtar Hameed Khan National Centre for Rural Development and Municipal Administration Municipal Training and Research Institute, Karachi	Postal Services Departments: Pakistan Post Office Department	Statistics Departments: Agricultural Census Organization Population Census Organization Federal Bureau of Statistics
Livestock and Dairy Development Departments: Animal Quarantine Department Directorate of Marine Fisheries, Karachi	Planning and Development Autonomous Bodies: Pakistan Institute of Development Economics	Social Welfare and Special Education Departments: Directorate General of Special Education Autonomous Bodies: Pakistan Baitul Mal National Trust for the Disabled Persons
Minorities Affairs Division Autonomous Bodies: Evacuee Trust Property Board	Postal Services Departments: Pakistan Railways Headquarters Office	Tourism Departments: Department of Tourist Services Autonomous Bodies: Malan Jabba Resort Ltd. Pakistan Tours (Pvt) Ltd. Pakistan Tourism Development Corporation Pakistan Austrian Institute of Tourism and Hotel Management Pakistan Institute of Tourism & Hotel Management
Narcotics Control Departments: Anti Narcotics Force	Revenue Departments: Federal Board of Revenue	Textile Industry Departments: Textile Commissioner's Organization Autonomous Bodies: Textile Industry Pakistan Cotton Standards Institute National Textile University
Overseas Pakistanis Autonomous Bodies: Overseas Pakistanis Foundation (Including Employees of Schools and Colleges under OPF)	Religious Affairs, Zakat & Ushr Autonomous Bodies: Council of Islamic Ideology	Water and Power Departments: Office of the Chief Engineering Advisor and Chairman Federal Flood Commission Office of the Pakistan Commissioner for Indus Water Autonomous Bodies: Indus River System Authority National Power Construction Corporation (Pvt) Ltd. Water & Power Development Authority Alternative Energy Development Board Pakistan Electric Power Company (Pvt) Limited
Privatization & Investment Autonomous Bodies: Privatization Commission	Science & Technology Autonomous Bodies: Council for Works & Housing Research Centre for Applied Molecular Biology National Institute of Oceanography National Institute of Electronics National University of Science & Technology Pakistan Council of Scientific & Industrial Research Pakistan National Accreditation Council Pakistan Science Foundation Pakistan Scientific and Technological Information Centre Pakistan Council of Renewable Energy Technologies Pakistan Standards & Quality Control Authority Pakistan Council of Research in Water Resources Pakistan Council for Science & Technology Pakistan Museum of Natural History COMSATS Institute of Information Technology STEDEC Technology Commercialization Corporation of Pakistan Pakistan Engineering Council	
Prime Minister's Secretariat (Public) Autonomous Bodies: National Vocational and Technical Education Commission		

Annexure-III

Reliance on New Institutions

Prime Minister's Secretariat



1. National Security Council (NSC)
2. National Reconstruction Bureau (NRB)
3. Earthquake Reconstruction and Rehabilitation Authority (ERRA)
4. National Accountability Bureau (NAB)
5. Higher Education Commission (HEC)
6. National Commission for Human Development (NCHD)
7. National Commission for Government Reforms (NCGR)
8. National Disaster Management Authority (NDMA)
9. Alternative Energy Development Board (AEDB)
10. National Vocational & Technical Education Commission (NAVTEC)

Annexure-IV

Federal Government: Institutional Pyramid Officers & Staff Ratio

Pay Scale	Number		Officers Strength: 24157
22	118		
21	440		
20	1113		
19	3071	Officers: 5%	
18	6746		
17	12669		
1-16	467703		

Source: Establishment Division, Pakistan Public Administration Research Centre (PPARC) Report 2008-09

Annexure-V

Functions of NSPP

- To provide for instruction, tuition, training, research, demonstration and service in such branches and disciplines of Public Administration, Public Policy, Law, Economics, Finance, Management Sciences and any other relevant discipline as the Board may, from time to time determine
- To introduce, suspend or abolish any of the disciplines or to establish and support other facilities for education, training and research
- To formulate and prescribe courses of study and training
- To determine teaching methods and strategies as well as co-curricular activities in order to ensure the most effective educational and other related programmes
- To design and organize training courses, workshops and such other activities in the relevant fields
- To provide for pre-service and in-service training to undertake research, consultancy and advisory services
- To prescribe criteria and conditions of admission and examination of student
- To admit and examine students and to determine and charge fees and other charges
- 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
- 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
- To do such other acts and things, as may be considered necessary in order to advance the objects of the School under this Ordinance

Annexure-VI

Functions of the Higher Education Commission (HEC)

(1) For the evaluation, improvement, and promotion of higher education, research and development, the Commission may

- (a) Formulate policies, guiding principles and priorities for higher education institutions for promotion of socio-economic development of the country;
- (b) Cause evaluation of the performance of institutions;
- (c) Prepare, through consultation with the institutions, plans for the development of higher education and express its opinion on all matters relating thereto;
- (d) Prescribe conditions under which institutions, including those that are not part of the state educational system, may be opened and operated;
- (e) Set up national or regional evaluation councils or authorize any existing council or similar body to carry out accreditation of institutions including their departments, faculties and disciplines by giving them appropriate ratings. The commission shall help build capacity of existing councils or bodies in order to enhance the reliability of the evaluation carried out by them;
- (f) Advise the federal government and the provincial governments on proposals for granting a charter to award degrees in both public and private sector;
- (g) Submit to the federal government the recurring and development budgets for public sector institutions and allocate funds to public sector institution out of bulk financial provision received from the government and other resources on performance and need basis;
- (h) Review and examine the financial requirements of public sector institutions; approve and provide funds to these institutions on the basis of annual recurring needs as well as for development projects and research based on specific proposals and performance and while approving funds for a public sector institution the commission shall ensure that a significant proportion of the resources of the institution are allocated to research support and libraries;
- (i) Approve projects within the same ceilings as are specified for department development working party;
- (j) Advise institutions in raising funds from sources other than the government;
- (k) Support the development of linkages between institutions and industry as well as national and international organizations that fund research and development with a view to enhancing research;
- (l) Facilitate the introduction of educational programmes that meet the needs of the employment market and promote the study of basic and applied sciences in every field of national and international importance in the institutions;
- (m) Advise institutions in ensuring a proper balance between teaching and research;
- (n) Cause to be set up testing bodies or designate any existing body for the purpose;
- (o) Determine the equivalence and recognition of degrees, diplomas and certificates awarded by institutions within the country and abroad;
- (p) Develop guidelines and facilitate the implementation of a system of evaluation of performance of faculty members and institutions;

- (q) Provide guidelines as regards minimum criteria and qualifications for appointment, promotion, salary structure in consultation with the finance division and other terms and conditions of service of faculty for adoption by individual institutions and review its implementation;
 - (r) Take measures, including the allocation of funds, for the establishment of fellowships, scholarships, visiting professorships programmes or any other programme, in addition to assistance of similar programmes of institutions; and facilitate greater mobility of faculty through national and international contacts;
 - (s) Set up committees comprising national and international experts in various disciplines to advise the commission on its affairs;
 - (t) Promote formal links between institutions in the country to make the most effective use of experience and specialized equipment and promote national and international linkages with respect to knowledge sharing, collaborative research, personnel exchange and cost sharing;
 - (u) Encourage, support and facilitate training programs, workshops and symposia;
 - (v) Guide institutions in designing curricula that provides a proper content of basic sciences, social sciences, humanities, engineering and technology in the curricula of each level and guide and establish minimum standards for good governance and management of institutions and advise the chancellor of any institution on its statutes and regulations;
 - (w) Establish an endowment fund for higher education with contributions from governmental as well as non- governmental resources;
 - (x) Collect information and statistics on higher education and institutions as it may deem fit and may cause it published; and
 - (y) Perform such other functions consistent with the provisions of this ordinance as may be prescribed or as may be incidental or consequential to the discharging of the aforesaid functions.
- (2) The Commission shall perform all its functions efficiently and diligently.

Annexure-VII

Aims and Objectives of National Police Academy (NPA)

- To conduct basic training of Assistant Superintendents of Police
- To conduct capacity building courses
- To determine/analyze training needs
- To design/standardize courses for various Police ranks
- To develop & coordinate the execution of national police training policy
- To conduct:-
 - Specialized Training for ASsP
 - Capacity Building Courses for Officers of all Police Forces
- To evaluate, develop and coordinate/execute National Police Training Policy (NPTP) to:
 - standardize training for various police ranks throughout the country
 - carry out Training Need Analysis (TNA) of different police ranks
 - design Curriculum for different ranks on the basis of TNA
 - carry out Research & Publication activities (P&R)

Annexure-VIII

Salient aspects of system of police training in Pakistan

Training and Capacity Building of the Security and Law Enforcement Personnel in Pakistan

Senior Ranks: Inspector General, Additional Inspector General, Deputy Inspector General, Assistant Inspector General/Senior Superintendent, Superintendent, Assistant Superintendent / Deputy Superintendent

Officers of the Police Service of Pakistan (PSP)

- i) **SP Probationary officers in BS-17** attend the Combined Training Program at the Civil Services Academy (CSA), Lahore. The Academy functions as a unit of the National School of Public Policy (NSPP)
- ii) **PSP officers** attend the Specialized Training Program at the National Police Academy (NPA), Islamabad. The Academy functions under the control of Ministry of Interior.
- iii) In-service refresher courses offered by the NPA may be attended by the police officers
- iv) **PSP officers in BS- 18** attend, along with other civil servants, Mid Career Management Course at the National Institutes of Management prior to their promotion in BS-19. There are five NIMs one each at Lahore, Islamabad, Karachi, Quetta and Peshawar. The NIMs are the constituent units of the NSPP.
- v) **PSP officers in BS-19** attend, along with other civil servants, **Senior** Management course at the Senior Management Wing of National Management College Lahore or at NIM Karachi (launched in 2011) prior to their promotion in BS-20. The National Management College is the constituent unit of the NSPP.
- vi) **PSP officers in BS-20** attend, along with other civil servants or officers of the Armed Forces of Pakistan, the National Management Course at the National Management College, Lahore or the National Defense Course at the National Defense University, Islamabad prior to their promotion in BS- 21.
- vii) **Deputy Superintendent of Police** in BS-17 attend supervisory courses at the Provincial or Federal Police Training Colleges or Police Training Schools.

Junior Ranks: Inspector, Sub-Inspector, Assistant Sub-Inspector, Head Constable, Constable

- viii) Police Officers in the junior ranks receive training in the Police Training Colleges and Schools located in various parts of the country. The Police Training Schools and Colleges exist at several places in the country.
- ix) The Police Colleges and Schools organize four types of training courses: are organized by the Police Schools and Colleges:
 - a. Basic induction level Courses for fresh recruits
 - b. Pre-promotion in service courses for those about to be promoted

- c. Refresher courses
 - d. Specialized courses
- x) The police officers of junior ranks are required to attend and qualify the prescribed courses before elevation to the higher rank.
- xi) The Basic Training Course for Constables is six months long and covers character development, law, police procedures, police duties, criminal law and investigation and practical police work.
- xii) The course work for Assistant Sub Inspector cover subjects including PPC and Hadood Laws, Local and Special Laws, Police Rules, Investigation, Fingerprinting, Medical Jurisprudence etc.

Annexure-IX

Functions of the Alternative Energy Development Board

- (a) To develop national strategy, policies and plans for utilization of alternative and renewable energy resources to achieve the targets approved by the Federal Government in consultation with the Board;
- (b) To act as a forum for evaluating, monitoring and certification of alternative or renewable energy projects and products;
- (c) To act as a coordinating agency for commercial application of alternative or renewable technology; and
- (d) To facilitate energy generation through alternative or renewable energy resources by:
 - (i) Acting as one window facility for establishing, promoting and facilitating alternative or renewable energy projects based on wind, solar, small-hydel, fuel cells, tidal, ocean, biogas, biomass, etc;
 - (ii) Setting up alternative and renewable energy power pilot projects on its own or through joint venture or partnership with public or private entities in order to create awareness and motivation of the need to take such initiatives for the benefit of general public as well as by evaluation concepts and technologies form technical and financial perspective;
 - (iii) Conducting feasibility studies and surveys to identify opportunities for power generation through alternative and renewable energy resources.
 - (iv) Undertaking technical, financial and economic evaluation of the alternative or renewable energy proposals as well as providing assistance in filling of required licensing applications and tariff petitions to National Electric Power Regulatory Authority (NEPRA). Established under the Regulation of Generation, Transmission and Distribution of Electric Power Act, 1997 (XL of 1997);
 - (v) Interacting and coordinating with the National and International agencies for promotion and development of alternative energy.
 - (vi) Assisting the development and implementation of plans with concerned authorities and provincial Governments and special areas for off-grid electrification of rural areas; and
 - (vii) Making legislative proposals to enforce use and installation of equipment utilizing renewable energy.

Annexure-X

Functions of PARC

- Undertake, aid, promote and coordinate agricultural research
- Arrange expeditious utilization of research results
- Establish research establishments mainly to fill in the gaps in existing programmes of agricultural research
- Arrange the training of high level scientific manpower in agricultural sciences
- Generate, acquire and disseminate information relating to agriculture
- Establish and maintain a reference and research library
- Perform any other functions related to the matters aforesaid.

Pakistan Agricultural Research Council (PARC) is the apex agricultural research organization at the national level. Its main objective is to strengthen Pakistan's agricultural research system, comprising the federal and provincial components.

In Pakistan, all the four provinces have established a large number of institutions to meet their specific needs for agricultural research. The activities of these institutions need to be coordinated at national level to make judicious use of resources in terms of men, money and materials. PARC is the only organization in the country with a mandate to coordinate agricultural research, being carried out in the provincial as well as federal institutions and the universities.

PARC conducts research, specially of a basic and long term nature in areas of national importance, which are either neglected or inadequately covered or are beyond the resources of the provincial institutions requiring sophisticated and costly equipment and facilities as well as highly qualified but scarce manpower and frequent interaction with international agricultural research institutions

Annexure-XI

Research Establishments of the PARC

PARC has following major research establishments in Pakistan conducting research according to the agro-ecological needs of various regions. Please click on the links below for *details of research work* undertaken at these establishments:

1. National Agricultural Research Centre ([NARC](#)), Islamabad
2. Southern Zone Agricultural Research Centre ([SARC](#)), Karachi
3. Arid Zone Research Centre ([AZRC](#)), Quetta
4. Arid Zone Research Institute ([AZRI](#)), Bhawalpur
5. National Tea Research Institute ([NTRI](#)), Mansehra
6. Sugar Crops Research Institute ([SCRI](#)), Thatta
7. Mountain Agricultural Research Centre, ([MARC](#)), Gilgit
8. Neelibar Agricultural Research and Training Station ([NARTS](#)), Burewala
9. Research Station Shaheed Benazir Bhuttoabad (RSSBB), Sakrand, Sindh
10. Summer Agricultural Research Station ([SARS](#)), Kaghan.

Besides, PARC has Coastal Area Research Station, Karachi; Federal Pesticide Research Lab, Multan; and PARC-IPM Lab, Multan. Agricultural Economics Research Units (AERUs) are functioning in all the provinces and Azad Jammu and Kashmir. PARC also has its Liaison Offices in Lahore, Karachi, Peshawar and Quetta and its research units in Rice Research Institute, Kala Shah Kaku, Lahore and Dokri, Sindh.

Acknowledgement

The valuable views, observations and suggestions offered by the Rector, National School of Public Policy (NSPP); the Commandant, National Police Academy, the Director General, National Police Bureau, the AIG (Training) Punjab, the Director FIA Academy, the Chairman, Pakistan Agriculture Research Council (PARC); the Chief Executive Officer (CEO), Alternative Energy Development Board (AEDB); the Chairman, Higher Education Commission (HEC); the Rector, COMSAT Institute of Information Technology (CIIT); the Director General, National Vocational and Technical Education Commission (NAVTEC) are gratefully acknowledged.

2. The contribution made by the officers of the Ministry of Foreign Affairs and the FoDP partners in the meetings of the Working Group on Institution Building Cluster is appreciated.

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