



NATIONAL COMMISSION FOR GOVERNMENT REFORMS

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**National Commission for Govt. Reforms
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Introduction

Pakistan's achievements in economic management and structural policies in recent years have been widely acclaimed both domestically and internationally. However, the social sector performance lags far behind the economic achievements due to weak public service delivery capacity. There is thus a dire need to improve efficiency and effectiveness of the public sector and make it result-oriented, client focused, responsive and accountable. Taking cognizance of the gravity of the situation, the Government of Pakistan has set up a National Commission for Government Reforms (NCGR).

Why another Commission for Reforms

There are several compelling reasons for the establishment of the NCGR and reforming the public sector. Some of the most important reasons include as follows: -

- a. A large number of government owned corporations and businesses have been privatized reducing the administrative burden on government.
- b. A new tier - local government - has been introduced that requires reallocation of resources and strengthening of capacity.

- c. The unbundling of the policy, regulatory and operational responsibilities of the Federal Ministries requires a shift of focus.
- d. The civil services in Pakistan suffer from a variety of weaknesses including poor training and morale and have to be reorganized.
- e. The opportunities provided by e-government have not yet been fully realized to improve the access of common man.
- c. improving existing institutional capacity through identification and meeting of skill gaps in the context of functions assigned to organizations of government at all levels;
- d. the redesigning of rules and core business processes at all levels of government to achieve functional efficiency, client orientation, cost reduction, transparency and a shift of focus from process compliance to output and outcomes;

Terms of Reference (TOR)

The TOR of the Commission states that it shall review and make a clear, precise and implementable set of recommendations in respect of:

- a. the division of functions, responsibilities and accountabilities among the federal, provincial and local governments to avoid duplication, overlap and functional redundancy;
- b. the appropriate size of government organizations at each tier of government including attached departments, autonomous bodies, public sector corporations and other entities in the light of the responsibilities and functions assigned to each;
- e. inter-linkages between federal, provincial and local public services with a view to strengthening the federation through increased transaction efficiency and smoother conduct of business;
- f. public service design for all tiers of government that would include:
 - (1) the structure of the public services at all levels in view of functional reassignments;
 - (2) recruitment, training, placement, promotion and career planning for the public services;
 - (3) the development of human capital through training and higher education.

- (4) Indicators for qualitative and quantitative measurement of performance for diverse professions and services;
- (5) Compensation packages and performance based incentives;
- (6) Measures to fill capacity gaps in the interim;
- g. legislative requirement to implement the plan;
- h. resource requirement to implement the plan;
- i. a strategy to manage the proposed changes & transformation; and
- j. a monitoring mechanism to monitor the implementation of the approved recommendations.

Composition of the Commission

The NCGR has the following composition: -

Chairman

Dr. Ishrat Husain

Members (Private)

Dr. A. Malik Kasi,

Mr. Shafqat Ali Shah Jamot,

Mr. Shahid Kardar,

Mr. Shams Kasim-Lakha

Mr. Farooq Rahmatullah

Mr. Asad Jehangir

Ex-Officio Members

Mr. Ejaz Rahim, Secretary,
Cabinet Division,

Syed Tariq Ali Bokhari,
Secretary, Establishment Division

Mr. Tanwir Ali Agha,
Secretary, Finance Division

Member / Secretary

Maj.Gen. (R) Syed Asif Riaz
Bukhari

Sub-Committees of the Commission

In order to address bottlenecks in the service delivery and to provide relief to the common people, the NCGR in its inaugural meeting decided to set *Five Sub-Committees* on the following important subjects: -

- a. Education
- b. Health
- c. Land Revenue
- d. Police
- e. Rules of Business

The primary strategy of the NCGR is to work closely with all the stakeholders within and outside the Government at the Federal, Provincial and District level and develop strong ownership of the reforms. The NCGR does not want to reinvent the wheel but would capitalize upon different reform initiatives being carried out at various levels of government all across the country. The objective is to supplement, augment and channel the efforts of these stakeholders instead of substituting them.

Composition of the Sub-Committees

The Composition of the Sub-Committee of the NCGR is given below: -

Education

- a. Mr. Shahid Kardar Chairman
- b. Mr. Shafqat Ali Shah Jamot, Member
- c. Mr. Shams Kasim-Lakha, Member
- d. Syed Anwar-ul-Hasan Bokhari, Secretary

Health

- a. Dr. A. Malik Masi Chairman
- b. Mr. Shams Kasim-Lakha Member
- c. Mr. Ejaz Rahim Member
- d. Dr. Sania Nishter Member (Coopted)
- e. Syed Najam Saeed, Secretary

Land Revenue

- a. Mr. Shafqat Ali Shah Jamot, Chairman.
- b. Mr. Tanvir Ali Agha Member
- c. Mr. Humayun Farshori Member (Coopted)
- d. Mr. Asif Bajwa, Member (Addl. Secretary Finance - Coopted)
- e. Mr. Saeed Ahmad Memon, Secretary

Police

- a. Mr. Asad Jahangir Chairman
- b. Mr. Shafqat Ali Shah Jamot Member
- c. Mr. Ejaz Rahim, Member
- d. Mr. Shoaib Suddle Member (Coopted)
- e. Syed Najam Saeed Secretary

Rules of Business

- a. Syed Tariq Ali Bokhari, Chairman
- b. Mr. Farooq Rahmatullah, Member
- c. Shahid Kardar, Member
- d. Mr. Attiq Hussain Khokhar, Secretary

Areas of Reforms

Keeping in view its TOR, the NCGR has identified the following key areas of reform:-

Civil Service Reforms

- a. open, transparent merit – based recruitment to all levels and grades of public services with Regional Representation as laid down in the constitution.
- b. Performance – based promotions and career progression for all public sector employees with compulsory training at post induction, mid-career and senior management levels.
- c. Equality of opportunities for career advancement to all employees without preferences or reservations for any particular class.
- d. Replacement of the concept of Superior Services by equality among all cadres and non-cadres of public servants.

- e. Grant of a living wage and compensation package including decent retirement benefits to all civil servants.
- f. Strict observance of security of tenure of office for a specified period of time.
- g. Separate cadre of regular Civil Services at All Pakistan, Federal, Provincial and District levels co-existing with contractual appointments.
- h. Creation of an All Pakistan National Executive Service (NES) for senior management positions drawn through a competitive process from the Federal, Provincial and District level Civil Servants and outside professionals.
- i. Introduction of four specialized cadres under the NES for Economic Management, Social Sector Management and General Management.

Government Structure

- a. Devolution of powers, responsibilities and resources from the Federal to the Provincial Governments.
- b. Establishing inter-governmental structures with adequate authority and powers to formulate and monitor policy formulation.
- c. Clear separation of policy making, regulatory and operational

responsibilities of the Ministries/Provincial departments.

- d. Making each Ministry/Provincial department fully empowered, adequately resourced to take decisions and accountable for results.
- e. Streamline rationalize and transform the attached departments/autonomous bodies/ subordinate offices/ field offices etc. into fully functional arms of the Ministries for performing operational and executive functions.
- f. Reduce the number of layers in the hierarchy of each Ministry/ Provincial department.
- g. Cabinet Secretary to perform the main coordinating role among the Federal Secretaries on the lines of the Chief Secretary in the Provinces.
- h. Revival and strengthening of the Secretaries Committee at the Federal/ Provincial Governments to become the main vehicle for inter-ministerial coordination and dispute resolution among various ministries.
- i. District level officers interacting with the general public in day-to-day affairs should enjoy adequate powers, authority, status and privileges to be able to resolve the problems and redress the grievances of the citizens.

j. Police, Revenue, Education, Water Supply, Health are the departments which are highly relevant for the day-to-day lives of the Ordinary Citizens of this country. The internal governance and structures of these departments and checks and balances on the discretionary powers of the officials have to be introduced.

Business Process Reengineering

- a. All laws, rules, regulations, circulars, guidelines issued by any Government ministry/ department/ agency should be available in its most up dated version to the general public free of cost in a user-friendly manner on web page and in electronic and print forms at public places.
- b. Service standards with timelines for each type of service rendered at the District, Thana and Union level should be developed, widely disseminated and posted at public places in each department.
- c. Rules of Business at the Federal, Provincial and District Governments should be revised to make them simple, comprehensible empowering the Secretaries/ Heads of Departments/ District Coordination Officers to take

decisions without multiple references, clearances and back and forth movement of files. Post-audit of the decisions taken should be used to ensure accountability rather than prior clearances.

- d. Delegation of financial, administrative, procurement, human resource management powers should be revisited and adequate powers commensurate with the authority should be delegated at each tier of the hierarchy.
- e. Estacode, Financial Rules, Accounting and Audit Rules, Fundamental Rules and all other rules in force should be reviewed systematically and revised to bring them in line with modern management practices.
- f. E-Government should be gradually introduced in a phased manner. Technological solutions, hardware and software applications are easy part of the process but the most difficult aspect is the Training and a change in the culture, attitude and practices. E-Government should be driven by business needs rather than crafted as an elegant technical solution.

NCGR Forum

In order to solicit views / opinion of various stake holders, the NCGR has launched a forum called, “NCGR Forum”. The NCGR

Form may be accessed through the Commission's website located at www.ncgr.gov.pk.

Civil Service Reforms Unit

Civil Service Reforms Unit (CSRU), which has been created under the World Bank funded Public Sector Capacity Building Project is acting as secretariat to the NCGR. Information about CSRU may be obtained from its website located at www.csru.gov.pk.

Contact NCGR and its Members

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