

DRAFT WORKING PAPER

Subject: **RE-ORGANIZING THE FEDERAL GOVERNMENT – III
PROPOSALS REGARDING EXECUTIVE DEPARTMENTS AND
AUTONOMOUS BODIES.**

1. The Federal Government has at present 411 organizational entities (OEs) (attached departments, autonomous bodies, registered companies, statutory corporations etc.) under the control of its various Divisions/ Ministries. Some of these OEs have been in existence for several decades and they have lost the justification for which they were established and except for the salaries and rents etc. there is not much funding available to them. In other cases there is overlapping and duplication of responsibilities. Some of the entities which are needed for the future are either missing or need strengthening. There is thus a need to make a comprehensive assessment of each of these OEs and make specific recommendations about them.

2. The NCGR has completed a survey of these OEs, reviewed the work of the previous Commissions/ Committees and more recent work of the NRB and the Civil Service Reforms Units (CSRU) on the attached departments and autonomous bodies. The Chairman has met with the Ministries/ Divisions and the Heads of many OEs to apprise himself of the current situation.

3. An attempt to categorize these OEs by the nature of their functions in consultation with the Administrative Ministries/ Divisions reveals that out of 411 OEs the majority i.e 26% belong to the categories of commercial/ semi-commercial/ manufacturing; public utilities and service providers and financial institutions. 14% are attached departments or executing agencies, 9% are training institutions. The remaining 50% entities are scattered over 12 functional categories. Table-I below present the results of the categories under which these OEs function.

TABLE – I

Functional Classification of Organizational entities under the Federal Government

Constitutional bodies	4
Regulatory bodies	28
Courts/ Tribunals	22
Commercial/ Semi Commercial/Manufacturing	46
Public Utilities/ Service Providers	42
Promotion Bodies	27
Financial Institutions	21
Training Institutions	36
Research/ Data/ Documentation	29
Education Institutions	27
Quality Assurance	6

Development Authorities	12
Councils/ Commissions/ Committees	17
Trusts/ Foundation	16
Executive Agencies	55
Security/ Enforcement	16
Property Management	7
Total	411

4. Separate papers have been prepared for the restructuring of 24 Training Institutions for Federal Civil Servants and the restructuring of 15 OEs under the Ministry of Science and Technology. The 22 Courts/ Tribunals are judicial institutions and therefore do not fall within the purview of this Commission's mandate. A further 36 OEs are either in the process of privatization or proposed for privatization (Section-A). Excluding these subgroups from the present analysis leaves a universe of 314 OEs.

5. This paper therefore analyses the remaining 314 OEs and makes recommendations either for (i) transfer to the Provincial Government, Islamabad Capital Territory and the Northern Areas Administration (46) or (ii) Liquidation, winding up or closure (10) or (iii) separation of independent Commissions/ Councils/ Committees (15) from the control of the Ministries/ Divisions or (iv) Mergers (15) and finally for (v) retention

6. The 228 OEs that have been recommended for retention have been further divided between two broad classes - Executive departments and autonomous bodies abolishing all other classifications such as subordinate offices, semi autonomous bodies etc. In some instances it is recommended that the Administrative Ministry should carry out an expert evaluation whether the OE should be retained in its present form, wound up or merged or restructured. This exercise will be necessary to provide flexibility in operations as well as in the use of budgetary resources to each Ministry. The Commission recommends that the budgetary allocation for these entities even if they are wound up should remain at the disposal of the Administrative Ministry. The Ministry can reallocate these funds for other priorities such Training and Policy research institutes after providing justification to the Ministry of Finance (MoF).

7. The main considerations behind the proposed categorization are the criteria laid out in the working paper on Restructuring of the Federal Government, (henceforth referred to as Paper-I) the legal provisions under which each OE was set up and the future role and responsibilities of the Executive branch. For example, quality assurance and standards are likely to assume an important role both in the exports as well as for domestic consumer protection. The OEs responsible for drinking water, drugs, foodstuffs and exports should subject their products to scrutiny by independent quality assurance

bodies. These bodies can no longer act as cozy arms of the Ministries/ Divisions responsible. The governance structure for the Executive Departments and autonomous bodies has already been spelled out in Paper-I.

A. Privatization Candidates

8. We have considered three categories of Federal Government Organizations as possible candidates for privatization i.e

- (a) Commercial/ Semi Commercial/ Manufacturing Business (46)
- (b) Public Utilities/ service providers (42) and
- (c) Financial Institutions (21)

These 109 Organizational Entities (OEs) together account for 27 percent of the total OEs under the Federal Government. The Privatization Commission has furnished information about the Organizations included in the pipeline for privatization. In addition we have made our own assessment as to which other organizations can be considered as candidate for privatization. On the basis of this examination we come to the conclusion that at least 40 OEs can be privatized. For the time being we do not include the DISCOs in Peshawar, Tribal Areas, Quetta and Hyderabad in this list. The number of OEs in these three categories should therefore decline from 109 to 73 by the time the privatization process is completed. Table-II below shows the organizations that will no longer remain part of the Federal Government and are therefore excluded from any further scrutiny.

Table-II
Privatization Candidates

a) Cabinet	Printing Corporation of Pakistan (PCP)
b) Commerce	State Life Insurance Corporation (SLIC)
c) Defence	Pakistan International Airlines (PIA)
d) Finance	1. Kushali Bank of Pakistan (KBP) 2. Industrial Development Bank of Pakistan (IDBP) 3. National Investment Trust (NIT) 4. SME Bank 5. Zarai Taraqqiati Bank Limited (ZTBL) 6. First Women Bank Ltd. (FWBL)
e) Housing & Works	National Construction Company (NCC)
f) Industries & Production	1. Hazara Phosphate Fertilizer Ltd. 2. Pakistan Steel Mills Corporations

	<ol style="list-style-type: none"> 3. Sind Engineering Pvt. Limited 4. Heavy Electrical Complex 5. Heavy Mechanical Complex 6. Pakistan Machine Tool Factory 7. Pakistan Engineering Corporation
g) Information Technology	Telephone Industry of Pakistan
h) Petroleum & Natural Resources	<ol style="list-style-type: none"> 1. Oil & Gas Development Corporation (OGDC) 2. Pakistan Petroleum Limited (PPL) 3. Pakistan State Oil Company Ltd. (PSO) 4. Sui Northern Gas Pipelines Ltd. (SNGPL) 5. Sui Southern Gas Companies Ltd. (SSGC) 6. Pakistan Mineral Development Corporation (PMDC) – Salt and Coal Mines
i) Tourism	<ol style="list-style-type: none"> 1. Malam Jabba Resort Limited 2. PTDC – Motels and Restaurants
j) Water and Power	<ol style="list-style-type: none"> 1. National Power Construction Corporation (NPCC) 2. Jamshoro Power Generation Co. 3. Central Power Generation Co. 4. Northern Power Generation Co. 5. Lakha Power Generation Co. 6. DISCO, Islamabad 7. DISCO, Lahore 8. DISCO, Gujranwala 9. DISCO, Multan 10. DISCO, Faisalabad 11. DISCO, Hyderabad 12. DISCO, Quetta 13. DISCO, Peshawar 14. DISCO, Tribal Areas

B. Transfer to the Provincial Governments, Northern Area Administration and Islamabad Administration

9. The provincial governments have consistently pointed out to the Commission at its various meetings and in its consultations that the Federal Government is running many institutions and projects that fall within the purview of the Provincial Governments. We have also discussed with the Secretary KANA about transfer of offices working in the Northern Areas to the Northern Areas Administration from the Ministry. Similarly the devolution plan envisages that Islamabad City District Government will enjoy the same powers as other City Governments. In view of these considerations we propose that the following organizations/ entities should be transferred to the Provincial Governments, Northern Area Administration, FATA Secretariat and Islamabad Capital Territory Administration:-

TABLE – III
ORGANIZATIONS PROPOSED FOR TRANSFER

Culture	<ol style="list-style-type: none"> 1. Department of Archaeology and Museums. 2. Quaid-e-Azam’s Mazar Management Board
Education	<ol style="list-style-type: none"> 3. Centres of Excellence (12) into respective Universities 4. Shaikh Zayed Islamic Centers (03) into respective universities 5. Sind Madrassat-ul-Islam 6. Dawood College of Engineering 7. Model Dini Madarsah, Sukkur, Karachi 8. Federal College of Education 9. Government Polytechnic Institute for Women, Islamabad 10. Federal Directorate of Education, Islamabad 11. Department of Libraries, Islamabad
Health	<ol style="list-style-type: none"> 13. T.B Centre, Rawalpindi
Industries	<ol style="list-style-type: none"> 14. Department of Explosives 15. Korangi Fisheries Harbour Authority. 16. Karachi Garment City Company, Pakistan Textile City Company, Lahore Garment City Company and Faisalabad Garment City Company should be transferred to the provinces in which they are located
Interior	<ol style="list-style-type: none"> 17. Capital Development Authority to Islamabad city District Government 18. Central Jail Staff Training Institute, Lahore
Labour & Manpower	<ol style="list-style-type: none"> 19. Directorate Dock Workers Safety 20. Directorate of Workers Education 21. Central Inspectorate of Mines
Petroleum & Natural Resources	<ol style="list-style-type: none"> 22. Companies under Pakistan Mineral Development Corporation that are not privatized should be transferred to the provinces in which they are located. 23. Lakhara Coal Development Corporation 24. Saindak Metals Limited
KANA	<ol style="list-style-type: none"> 25. Chief Executive Secretariat Northern Areas 26. The Court of Appeals Northern Areas 27. The Chief Court of Appeals Northern Areas 28. Subordinate Judiciary of Appeal Northern Areas 29. Anti-Terrorism courts of Appeals Northern Areas 30. Northern Areas Transport Corporation 31. Cadet College, Razmak to FATA Secretariat
Social Welfare	<ol style="list-style-type: none"> 32. Social Welfare Training Institution 33. D.G Special Education (all centers to be transferred to the provinces)

10. The transfer should take place after the modalities are agreed between the Federal Ministry and the Provincial Government concerned. A transition plan should be prepared in each case to ensure smooth hand over including protecting the terms and conditions and interests of civil servants working in these institutions. In some provincialized organizations such as Quaid-e-Azam Management Board a representative of the Federal Government should be member of the Board.

C - Transformation of Councils/ Commissions/ Committees.

11. At present there are 17 councils/ commissions/ committees working under various Ministries/ Divisions. Some of them are permanent statutory bodies, others are regulatory bodies of sorts, some of them are of adhoc nature for specific purposes.

12. The following Councils/ Commissions/ Committee should work as independent bodies and not under the control of any Ministry. The Ministry, if it is providing any financial assistance, should be represented on the Council or Commission or Committee through which it exercises oversight, influences policy decisions and ensures financial discipline. The Ministry will continue to act as liaison between these bodies and the Government:

TABLE – IV

TRANSFORMATION OF COUNCILS/ COMMISSIONS/ COMMITTEES

Cabinet	1) National Commission for Human Development
Environment	2) National Council for Conservation of Wildlife in Pakistan 3) Press Council of Pakistan
Food & Agriculture	4) Pakistan Central Cotton Committee
Health	5) National Council on Homeopathy 6) National Council on Tibb
Law	7) Law and Justice Commission of Pakistan
Social welfare	8) National Commission for Child Welfare
Women Development	9) National Commission on the Status of Women

13. These entities may have small Secretariats provided by the Administrative Ministries concerned and the funding may also be provided fully or partially by the Government. The budgetary grants for such entities will be shown as a one line item under the head of the respective Ministries. These entities, in turn, will be obligated to account for all the expenditures incurred and their accounts will be audited by the Auditor General of Pakistan. The official notification or resolution, the composition and other matters in respect of these entities will be initiated by the Ministry concerned.

14. The NCGR is separately proposing the formation of National Sectoral Ministerial Councils and National Sectoral Secretaries Committees for subjects such as Education, Health, Agriculture, Population Welfare, Social Welfare, Labour, Social Protection. These councils may choose to have consultative bodies in which the private sector, NGOs, academia and other stakeholder etc. may be represented.

D - Liquidation or Winding up

15. The ten organizations listed below are by the admission of their own Ministries, not performing meaningful role any more. Either they have by and large fulfilled the tasks for which they were setup in the first place or the remaining work load does not justify the lingering of the previous organizational structure. Their history and past track record are also not that impressive. Going forward it is not clear if there is any cogent reason of some of these for their continued existence in the present form or shape. The resources saved by their liquidation and winding up can be utilized by the Administrative Ministries for more pressing priorities.

TABLE – V

ORGANIZATIONS PROPOSED FOR WINDING UP/ LIQUIDATION

Housing & Works	1) Pakistan Housing Authority 2) Abandoned Properties Organization 3) Enemy Property Cell
Industries	4) Pakistan Automobile Corporation
KANA	5) Office of the Administrator, J&K State Property in Pakistan
Labour	6) National Talent Pool
Minorities	7) Evacue Trust Property Board
Social Welfare	8) National Commission for Social Welfare 9) National Trust for the Disabled Persons 10) National Council for the Rehab. of Displaced Persons

16. The organizations managing properties and real estate working under different laws may have some legal obligations that have to be fulfilled before they are wound up. The assets under management by all these different organizations could be lumped together and placed under a single holding company for disposal on the lines of Corporate and Industrial Restructuring Corporation (CIRC).

E - Mergers

In view of the restructuring proposals made elsewhere it is proposed that the following OEs may be considered for merger:

- 1) Pakistan Manpower Institute into the proposed Human Development Policy Institute (HDPI).
- 2) Secretariat Training Institute into National School of Public Policy (NSPP).
- 3) Civil Service Academy, 04 National Institute of Public Administrations, Pakistan Administrative Staff College, Pakistan Academy for Rural Development, AKH Centre for Rural Development Municipal Training Research Institute, MTRI into National School of Public Policy.
- 4) National Transport Research Centre into the proposed Infrastructure Policy Institute.
- 5) Academy of Education Planning into Human Development Policy Institute.
- 6) Pak. Forest Institute into the proposed Agriculture and Environment Policy Institute (AEPI).
- 7) Audit and Accounts Academy into Institute of Fiscal Policy and Financial Management (IFPFM).
- 8) Railways Academy into IPI
- 9) Custom & Excise Academy into IFPFM
- 10) Income Tax Academy into Institute of Fiscal Policy and Financial Management (IFPM).
- 11) Agriculture Prices Commission into AEPI
- 12) Health Service Academy into HDPI
- 13) National Productivity Organization into Industry and Trade Policy Institute (ITPI).
- 14) Hydrocarbon Development Institute of Pakistan into Energy Policy Institute (EPI).
- 15) National Institute of Population Studies (NIPS) into HDPI

F - Executive Departments and Autonomous Bodies to be retained

17. A list categorizing the remaining 228 organizations into autonomous bodies and Executive Departments is attached at Annex-I and II respectively. At some places we have noted that the Administrative Ministry incharge should carry out an expert evaluation of these entities for possible action in the future.

Conclusion

34. The current diffused responsibility and unclear accountability do not help in practicing good governance. The acceptance and implementation of the proposals made in the preceding paragraphs would result in a much tighter, clearly defined, well focused organizational structure of the Federal Government. The Divisions/ Ministries will perform the policy formulation, legislative, international and inter provincial coordination, monitoring and evaluation functions. The autonomous bodies and executive departments will be the operational and implementation arms of the Ministries. The regulatory bodies will carry out regulatory functions assigned to them under laws for
35. different sectors. The proposed governance structure will ensure that each of these organization enjoys financial and administrative autonomy, has adequate resources at its disposal to meet its targets and objectives and is accountable to the parliament and the general public for the results.

As a result of the above changes, the Federal Government would have 230 of the Organizational entities compared to the present strength of 411. But this loss in the numbers will be made up by improvement in quality, efficiency and service standards.

PROPOSED AUTONOMOUS BODIES
(Under The Federal Government)

I. CONSTITUTIONAL BODIES

DIVISION	NAME OF DEPARTMENT
ESTABLISHMENT	1. Federal Public Service Commission (FPSC), Islamabad
FINANCE	2. Office of Auditor General of Pakistan
OTHER	3. Federal Ombudsman 4. Council of Islamic Ideology (CII)

II. REGULATORY BODIES/ AGENCIES

DIVISION	NAME OF DEPARTMENT
CABINET	5. Intellectual Property Organization (IPO) 6. National Electric Power Regulatory Authority (NEPRA) 7. Oil and Gas Regulatory Authority (OGRA) 8. Pakistan Electronic Media Regulatory Authority (PEMRA) 9. Public Procurement Regulatory Authority (PPRA) 10. Pakistan Telecommunication Authority (PTA) 11. Drug Control Authority 12. Civil Aviation Authority
COMMERCE	13. National Tariff Commission (NTC) 14. Pakistan Tobacco Board (PTB)
CULTURE	15. Central Board Film Censors (CBFC)
EDUCATION	16. Higher Education Commission (HEC)
ENVIRONMENT	17. Pakistan Environmental Protection Agency (PEPA)
FINANCE	18. Competition Commission 19. Securities Exchange Commission of Pakistan (SECP) 20. State Bank of Pakistan (SBP)
INTERIOR	21. National Aliens Registration Authority (NARA)
P.M. SECRETARIAT	22. National Vocational and Technical Education Commission (NAVTEC)
RAILWAYS	23. Federal Government Inspector of Railways.
RELIGIOUS AFFAIRS	24. Pak. Madrassah Education Board, Islamabad
WATER AND POWER	25. Indus River System Authority (ISRA) 26. Pakistan Engineering Council (PEC)

NOTE: CBR performs the functions of a regulatory and judicial body in respect to taxation in addition to an implementing agency for revenue collection.

III. COURTS / TRIBUNALS

DIVISION	NAME OF DEPARTMENT
LAW, JUSTICE AND HUMAN RIGHTS	27. Accountability Courts 28. Banking Courts 29. Commercial Courts 30. Customs & Excise, Sales Tax Appellate Tribunal 31. Drug Courts 32. Federal Service Tribunal (FST) 33. Federal Shariat Court 34. Foreign Exchange Regulation Appellate Board 35. Income Tax Appellate Tribunal 36. Insurance Appellate Tribunal 37. Special Courts Central 38. Special Courts (Control of Narcotics Substances) 39. Special Courts Customs, Tax, Anti Smuggling 40. Special Courts Offences in Banking 41. Federal Tax Ombudsman
LABOUR AND MAN POWER	42. Implementation Tribunal for News Paper Employees (ITNE), Ibd 43. National Industrial Relations Commission (NIRC), Islamabad

IV. COMMERCIAL / SEMI-COMMERCIAL MANUFACTURING BUSINESS

DIVISION	NAME OF DEPARTMENT
COMMERCE	44. Trading Corporation of Pakistan (TCP)
COMMUNICATIONS	45. Pakistan Post Office Department (PPO)
DEFENCE	46. Pakistan International Airlines (PIA)
DEFENCE PRODUCTION	47. Karachi Shipyard & Engineering Works (KSEW) 48. Heavy Industries Taxila (HIT) 49. Pakistan Aeronautical Complex, Kamra (PAC) 50. Pakistan Ordnance Factory (POF)
FINANCE	51. Pakistan Security Printing Corporation (PSPC)
FOOD & AGRICULTURE	52. Pakistan Agriculture Storage and Services Corporation (PASSCO)
INDUSTRIES & PRODUCTION	53. National Fertilizer Marketing Ltd. (NFML) 54. National Industrial Parks Development & Management Company (NIP) 55. Technology Up-gradation Support and Development

	Company (TUSDEC) 56. Pakistan Stone Development Company (PASDEC) 57. Pakistan Gems & Jewelry Development Company (PGJDC) 58. Pakistan Hunting & Sporting Arms Development Company (PHSADC) 59. Heavy Mechanical Complex (HMC) 60. Utility Stores Corporation (USC) 61. Thread Line Gallery of Pakistan
PETROLEUM & NATURAL RESOURCES	62. Government Holdings Ltd. 63. Inter State Gas System (Pvt) Limited 64. Pak Arab Refinery Limited (PARCO)
PORTS AND SHIPPING	65. Pakistan National Shipping Corporation (PNSC), Karachi
INFORMATION TECHNOLOGY	66. National Radio Telecommunication Corporation (NRTC)
INFORMATION AND BROADCASTING	67. Pakistan Broadcasting Corporation (PBC) 68. Pakistan Television Corporation (PTV) 69. Shalimar Recording & Broadcasting Company/ ATV
HOUSING & WORKS	70. Pakistan Housing Authority (PHA)

V. SERVICE PROVIDERS / UTILITIES

DIVISION	NAME OF DEPARTMENT
CABINET	71. Sheikh Zayed Post Graduate Medical Institute
COMMUNICATIONS	72. National Highway Authority (NHA)
EDUCATION	73. Federal Board of Intermediate and Secondary Education, Islamabad (FBISE)
ENVIRONMENT	74. Pakistan Environmental Planning and Architectural Consultants (Pvt) Limited (PEPAC)
HEALTH	75. Jinnah Postgraduate Medical College (JPMC), Karachi 76. National Institute of Child Health (NICH), Karachi 77. Pakistan Institute of Medical Sciences (PIMS), Islamabad 78. National Institute of Cardiovascular Diseases (NICVD), Islamabad
PLANNING AND DEVELOPMENT	79. National Logistic Cell (NLC)
INFORMATION AND TECHNOLOGY	80. National Telecommunication Corporation (NTC) 81. Pakistan Telecommunication Mobile Ltd.
P.M SECRETARIAT	82. Earthquake Rehabilitation and Reconstruction Authority (ERRA)
PORTS AND SHIPPING	83. Karachi Port Trust (KPT), Karachi 84. Port Qasim Authority (PQA), Karachi 85. Gwadar Ports Authority, Gwadar/ Gwadar Port Implementation Authority, Karachi

RAILWAYS	86. Railways Corporation ➤ Rail Constructions of Pakistan Ltd. ➤ Pakistan Railway Advisory & Consultancy Services (PRACS)
WATER AND POWER	87. Water & Power Development Authority (WAPDA) 88. National Engineering Service Pakistan (Pvt) Ltd. (NESPAK)

VI. PROMOTION BODIES

DIVISION	NAME OF DEPARTMENT
CABINET	89. National Language Authority (NLA)
COMMERCE	90. Trade Development Authority of Pakistan (TDA)
CULTURE	91. Iqbal Academy Pakistan 92. National Institute of Folk and Traditional Heritage (Lok Virsa) 93. Pakistan National Council of the Arts (PNCA) 94. Quaid-e-Azam Academy
DEFENCE PRODUCTION	95. Defence Export Promotion Organization (DEPO)
EDUCATION	96. National Book Foundation, Islamabad (NBF) 97. Pakistan Academy of Letters, Islamabad (PAL)
FINANCE	98. Competitiveness Support Fund (CSF) 99. Infrastructure Project Development Facility (IPDE)
SPORTS	100. Pakistan Sports Board
FOOD, AGRICULTURE AND LIVESTOCK	101. Livestock and Dairy Development Board (LDDDB)
INDUSTRIES, PRODUCTION AND SPECIAL INITIATIVES	102. Engineering Development Board (EDB) 103. Pakistan Dairy Development Company (Dairy Pakistan) 104. Small and Medium Enterprises Development Authority (SMEDA) 105. Pakistan Industrial Development Corporation (PIDC)
INFORMATION TECHNOLOGY	106. Pakistan Software Export Board (PSEB)
OVERSEAS PAKISTANIS	107. Overseas Employment Corporation (OEC)
PRIVATIZATION & INVESTMENT	108. Board of Investment (BOI)
TOURISM	109. Pakistan Tourism Development Corporation (PTDC)
WATER AND POWER	110. Alternate Energy Development Board (AEDB) 111. Private Power Infrastructure Board (PPIB)

VII. FINANCIAL INSTITUTIONS/ BANKING COMPANIES/ JOINT FINANCE COMPANIES

DIVISION	NAME OF DEPARTMENT
COMMERCE	112. National Insurance Corporation Ltd. (NICL) 113. Pakistan Reinsurance Company Ltd. (PRCL)
FINANCE	114. Central Directorate of National Savings (CDNS) 115. House Building Finance Corporation (HBFC) 116. Pakistan – Brunei Investment 117. Kushali Bank of Pakistan (KBP) 118. Pakistan Kuwait Investment Company (PKIC) 119. Pakistan Libyan Holding Company (PLHC) 120. Pakistan Oman Investment Company Ltd. (POIC) 121. Saudi Pak. Agriculture and Industrial Company (SAPAIC) 122. Zari Taraqqiati Bank Limited (ZTBL) 123. First Women Bank Ltd. (FWBL) 124. National Bank of Pakistan (NBP) 125. Pak – Iran Joint Investment Company Ltd.
FOOD, AGRICULTURE AND LIVESTOCK	126. Agribusiness Support Fund

VIII. TRAINING INSTITUTIONS/ TECHNOLOGY SUPPORT

DIVISION	NAME OF DEPARTMENT
COMMERCE	127. Pakistan School of Fashion Design
COMMUNICATION	128. Construction Machinery Technology Training Institute (CMTTI)
EDUCATION	129. National Institute of Science & Technical Education, Islamabad
INDUSTRIES AND PRODUCTION	130. Pakistan Institute of Management (PIM)
LABOUR & MANPOWER	131. National Institute of Labour Administration and Training (NILAT), Karachi
LAW, JUSTICE & HUMAN RIGHTS	132. Federal Judicial Academy
PORTS AND SHIPPING	133. Pakistan Marine Academy, Karachi
TOURISM	134. Pakistan Institute of Tourism and Hotel Management (PITHM), Karachi 135. Pakistan – Austrian Institute of Tourism and Hotel Management, Gulibagh, Swat (PAITHOM)

IX. DATA, DOCUMENTATION & RESEARCH INSTITUTIONS

DIVISION	NAME OF DEPARTMENT
FOOD & AGRICULTURE	136. Agriculture Prices Commission (APC) 137. Pakistan Agriculture Research Council (PARC)
FOREIGN AFFAIRS	138. Institute of Strategic Studies (ISS)
HEALTH	139. National Institute of Health (NIH), Islamabad 140. Pakistan Medical Research Council (PMRC), Islamabad
STATISTICS	141. Agriculture Census Organization (ACO)

X. EDUCATIONAL INSTITUTIONS

DIVISION	NAME OF DEPARTMENT
EDUCATION	142. National College of Arts (NCA)
HEALTH	143. College of Physician and Surgeon of Pakistan (CPSP), Karachi
INFORMATION TECHNOLOGY	144. Virtual University
SCIENCE AND TECHNOLOGY	145. COMSATS Institute of Information Technology (CIIT) 146. National University of Science & Technology (NUST)
TEXTILE	147. National Textile University (NTU)

XI. STANDARDS & QUALITY ASSURANCE

DIVISION	NAME OF DEPARTMENT
SCIENCE & TECHNOLOGY	148. Pakistan National Accreditation Council (PNAC) 149. Pakistan Standard and Quality Control Authority (PSQCA)
TEXTILE INDUSTRIES	150. Pakistan Cotton Standard Institute (PCSI)

XII. DEVELOPMENT AUTHORITIES

DIVISION	NAME OF DEPARTMENT
FINANCE	151. Khushal Pakistan Fund (KPP)
HOUSING AND WORKS	152. National Housing Authority (NHA) 153. Pakistan Housing Authority (PHA)
INDUSTRIES AND PRODUCTION	154. Export Processing Zone Authority (EPZA)
STATE AND FRONTIER REGION	155. FATA Development Corporation, Peshawar

XIII. COUNCILS/ COMMISSIONS/ COMMITTEES

DIVISION	NAME OF DEPARTMENT
CABINET	156. National Commission for Human Development (NCHD)
EDUCATION	157. Inter-Board Committee of Chairmen, Islamabad

XIV. WELFARE/ TRUSTS/ FOUNDATIONS

DIVISION	NAME OF DEPARTMENT
CABINET	158. Shaikh Sultan Trust
DEFENCE	159. Pakistan Armed Services Board (PASB)
ESTABLISHMENT	160. Federal Employees Benevolent and Group Insurance Funds (FEB&GIF), Islamabad
EDUCATION	161. National Education Foundation, Islamabad (NEF)
HOUSING AND WORKS	162. Pakistan Housing Foundation 163. Federal Government Employees Housing Foundation
INFORMATION TECHNOLOGY	164. Telecom Foundation (TF)
LABOUR AND MANPOWER	165. Employees Old Age Benefit (EOBI), Karachi 166. Workers Welfare Fund Institution (WWF) Islamabad
OVERSEAS	167. Overseas Pakistanis Foundation

POPULATION WELFARE	168. National Trust for Population Welfare (NATPOW)
SCIENCE AND TECHNOLOGY	169. Pakistan Science Foundation (PSF)
SOCIAL WELFARE AND SPL. EDUCATION	170. Pakistan Baitul Mal
SPORTS	171. Pakistan Sports Trust

XV. EXECUTIVE/ IMPLEMENTING AGENCIES

DIVISION	NAME OF DEPARTMENT
ENVIRONMENT	172. Pakistan Environmental Protection Agency (PEPA)
LAW, JUSTICE AND HUMAN RIGHTS	173. Attorney General <ul style="list-style-type: none"> ➤ Deputy Attorney General ➤ Standing Counsel
OVERSEAS PAKISTANIS DIVISION	174. Overseas Employment Corporation (OEC), Islamabad
PORTS AND SHIPPING	175. Gwadar Ports Implementation Authority (GPIA)
PRIVATIZATION AND INVESTMENT	176. Privatization Commission
REVENUE	177. Central Board of Revenue (CBR)

**PROPOSED EXECUTIVE BODIES
(Under the Federal Government)**

I. SERVICE PROVIDERS / UTILITIES

DIVISION	NAME OF DEPARTMENT
DEFENCE	1. Federal Government Educational Institutions (Cantt. & Garrisons)
HEALTH	2. Federal Government Services Hospital (FGSH), Islamabad
INFORMATION AND TECHNOLOGY	3. Special Communication Organization (SCO)

II. PROMOTION BODIES

DIVISION	NAME OF DEPARTMENT
EDUCATION	4. National Museum of Science and Technology, Lahore
ENVIRONMENT	5. National Energy Conservation Centre (ENERCON)

III. TRAINING INSTITUTIONS/ TECHNOLOGY SUPPORT

DIVISION	NAME OF DEPARTMENT
INFORMATION TECHNOLOGY	6. Pakistan Computer Bureau
NARCOTICS	7. Anti Narcotics Law Enforcement School (ANLES)

IV. DATA, DOCUMENTATION & RESEARCH INSTITUTIONS

DIVISION	NAME OF DEPARTMENT
CABINET	8. National Archives of Pakistan 9. National Documentation Centre (NDC)

V. STANDARDS & QUALITY ASSURANCE

DIVISION	NAME OF DEPARTMENT
HEALTH	10. Central Drugs Laboratory (CDL), Karachi 11. Drug Control Administration, Lahore/ Peshawar/ Quetta/ Karachi, Hyderabad 12. National Control Laboratory (Bio), Islamabad

VI. WELFARE/ TRUSTS/ FOUNDATIONS

DIVISION	NAME OF DEPARTMENT
ESTABLISHMENT	13. Staff Welfare Organization (SWO), Islamabad

VII. EXECUTIVE/ IMPLEMENTING AGENCIES

DIVISION	NAME OF DEPARTMENT
CABINET	14. Department of Stationery & Forms
CULTURE	15. Department of Archaeology and Museums
DEFENCE	16. Military Land and Cantt. Department (MLCD) 17. Pakistan Meteorological Department (PMD) 18. Survey of Pakistan 19. Pakistan Military Accounts Department (PMAD)
DEFENCE PRODUCTION	20. Director General Munitions Production
ENVIRONMENT	21. Zoological Survey of Pakistan
FINANCE	22. Office of the Controller General of Accounts (CGA) 23. Federal Treasury Office (FTO) 24. Pakistan Mint
FOOD AND AGRICULTURE	25. Agriculture & Livestock Products Marketing and Grading Department 26. Animal Quarantine Department 27. Department of Plant Protection 28. Federal Seed Certification and Registration Department 29. Marine Fisheries Department 30. Soil Survey of Pakistan
FOREIGN AFFAIRS	31. Missions Abroad (107) 32. Protocol Camp Offices at Karachi, Lahore, Peshawar & Quetta
HEALTH	33. Directorate of Central Health Establishment (CHE), Karachi 34. Directorate of Malaria Control, Islamabad 35. National Leprosy Control Board, Islamabad
HOUSING AND WORKS	36. DG Public Works Department
INFORMATION AND BROADCASTING	37. Directorate General of Films and Publications 38. Press Information Department (PID) 39. Associated Press of Pakistan (APP)
INTERIOR	40. Director General of Immigration and Passport 41. Directorate General Civil Defence

	42. National Police Bureau (NPB) 43. Chief Commissioner, (ICT)
LABOUR AND MANPOWER	44. Bureau of Emigration and Overseas Employment (BE&OE), Ibd
P.M SECRETARIAT	45. National Reconstruction Bureau (NRB)
PETROLEUM AND NATURAL RESOURCES	46. Geological Survey of Pakistan
PORTS AND SHIPPING	47. Government Shipping Office 48. Gwadar Ports Implementation Authority (GPIA) 49. Mercantile Marine Department, Karachi
STATE AND FRONTIER REGION	50. Chief Commissionerate of Afghan Refugees
KANA	51. Chief Executive Secretariat Northern Areas
TEXTILE	52. Textile Commissioner's Organization, Karachi
TOURISM	53. Department of Tourism Services
WATER AND POWER	54. Pak. Commissioner for Indus Waters (PCIW)

VIII. SECURITY/ POLICE/ INVESTIGATION

DIVISION	NAME OF DEPARTMENT
CABINET	55. Department of Communication Security 56. National Accountability Bureau 57. Intelligence Bureau
COMMUNICATION	58. National Highways and Motorways Police (NHMP)
DEENCE	59. Airport Security Force (ASF) 60. Maritime Security Agency (MSA)
INTERIOR	61. Federal Investigation Agency (FIA) 62. Frontier Constabulary NWFP 63. Frontier Corps Balochistan 64. Northern Area Scouts 65. Frontier Corps NWFP 66. Pakistan Coast Guards 67. Pakistan Rangers Sindh 68. Pakistan Rangers, Lahore
NARCOTICS CONTROL	69. Anti Narcotics Force (ANF)
RAILWAYS	70. Inspector General Railway Police

