

CSR by Ishrat Hussain

Ishrat Hussain Report, National Commission on Government Reform --NCGR (2007)

The NCGR Report like the CAR report quite extensive and largely focuses on the federal government but does provide considerable support and insight on provincial and district government reform.^{xii} Since this commission was constituted under President Musharraf therefore it ventured to integrate local, provincial and federal tiers of the civil services.

The report proposes three tiers of services; All Pakistan Service (APS) (17-22 Occupational Groups, 20-22-National Executive Service), Federal Civil Service (17-22), Provincial Civil Service (17-22) and District Civil Service (1-16). Further, it suggests combining the District Management Group (DMG) and Police Service of Pakistan (PSP) and renaming as Pakistan Administrative Service (PAS). Transform current and future positions in the Federal and the Provincial Secretariats Group into a National Executive Service (NES) for Grades 20-22 and recruitment be made directly through the Federal Public Service Commission. The NES will consist of four specialized cadres Commission an independent study of patronage in personnel decisions. i.e. Finance and Economic Management, Social Sector Management, Regulatory Management and General Management. Also, group together the positions of Tehsil/ Town Municipal Officers (Grade-17), Executive and District Revenue Officers, District Planning Officers, District Finance Officers, District Coordination Officers, and other relevant positions at the level of the Provincial and Federal Government under the PAS and share them with the PMG.

The Provincial Civil Services shall consist of five components, namely:

- i. Provincial Management Service (PMS)
- ii. Provincial Executive Service (PES)
- iii. Provincial Technical Services Cadres such as Irrigation, Communications, Education, Health, Police etc.
- iv. Provincial Judicial Service (PJS)
- v. Subordinate Employees (Grade 1-16)

The PMS would fill in the positions at Tehsil, District, and Provincial Government level of generalist nature such as Tehsil Municipal Officer (TMO), Deputy District Officer (DDO), Executive District Officer (EDO), and District Officer (DO) in Revenue, Finance, Planning, and Community Development Departments. The PES will be constituted on the lines of the National Executive Service.

(At District Level) The District Cadres posts (1-16) may be constituted only for the departments, where there is a minimal critical strength and viable progression structure. The teachers and health workers be appointed on contractual basis; and the post of District Coordination Officer be re-designated as District Chief Operations Officer (DCO).

Role and relationship between the Provincial government and District government

Develop multi-year development plan for the province and delineate the responsibilities to be undertaken by the District Governments. Formulate the overall Provincial Policing Plan and ask the District Police Officers to develop the District Policing Plans within this framework. Establish the overall procedures of financial management and reporting and personnel management to be adhered to by the local administration. Establish overall procedures for personnel management, especially procedures and processes for arbitration and review of employment disputes. Ensure the establishment and effective functioning of the District Public Safety Commission, Zila Mohtasab, Musalahati Committees, Monitoring Committees and others under the Local Government Ordinance. Hear and rule on complaints against, either the District or Tehsil administration, or against the elected councils and leaders, regarding deviations from policies, regulations or law. Establish and provide training programs and institutions in support of the local government civil service. Provide professional guidance, standards, technical assistance and skills to technical staff in the Districts and Tehsils. Exercise specific routine and periodic oversight and inspection in regard to the performance of Districts and Tehsils as mandated by law. Provide such guidance, oversight, and support to local administration, as required under the law, passed by the Provincial Assembly. Monitor and evaluate the District Development plans and District Policing Plans and take action for deviation, slippages, and non-achievement of the targets.

The report recommends broadening recruitment sources by building relationship with universities and other professional educational institutions, participation in job fairs, seeking services of professional Head Hunting Organizations, improving advertising copy writing and customer services.

Strengthen the institutional infrastructure, expand the scope of in-service training opportunities for the majority of officers working outside the cadre services and upgrade the quality of training institutions. The Provincial Management Academies expand their activities for the training of their newly inducted generalist officers on the lines of the Federal Government. As the majority of the

officers of these Governments and District Governments are in the field of education, health, police, agriculture, engineering and municipal services, professional training of these officers should also be made mandatory and linked to their promotion.

In-service training after certain intervals of time shall be provided to ex-cadre officers. Provincial governments shall be asked to expand their activities to in-service training on the lines of the Federal Government. All training institutions should be autonomous bodies with their own boards of directors and consist of eminent persons in their fields. The Board should enjoy the financial, administrative and operational powers to manage the training institutions in an effective manner.

The report gives two options; first (O-I) is to establish a centralized Training Division under S&GAD which will be responsible for TNAs, track training needs of officers, advice training institutions, and coordinate all public sector training institutions. The second (O-II) is to establish a decentralized training system in which each department in the provincial government is responsible for the training officers under its control.

Introduce quantifiable Performance Management System (PMS) in place of the existing system. Consider officers in order of seniority and give weight age to PERs (70%), TER (15 percent) and Evaluation by CSB (15 percent) for promotion.

Implement the Placement Policy approved in 2005 in letter and spirit. Ensure open and transparent appraisal system in which both post holder and reporting officer are clear about objectives. Develop ability to effectively manage poor performance. Design, develop, disseminate and enforce guidelines for Career Planning and strengthen the Career Planning Wings in the departments.

To strengthen the monitoring and oversight functions of the Provincial Governments, post the Members, Board of Revenue with a limited staff at the Regional headquarters and assign them the powers to inspect 08 to 10 District Governments each year, to ensure that the policies, standards, rules and regulations are being observed. Invoke participation of potential beneficiaries and by reflecting the priorities of the communities, attract their participation in the implementation and monitoring of the projects. Instead of provincial or federal, local governments

are provided with funds to and expertise to plan and execute development projects.
Introduce the system of Illaqa Magistracy.

The four reports demonstrate a broad on Strengthening Provincial Public Service Commission (PPSC) and upgrade the recruitment system by developing job specifications.