

## INTRODUCTION

The Governor of West Pakistan was pleased to appoint an Economy Committee on the 22nd January 1963 to examine the existing strength in various Departments of Government and to suggest such reduction in staff as was considered necessary in view of the need for economy in non-development expenditure.

2. The Committee submitted its Report on 30th April 1963. The Council of Ministers considered the Report in its meeting held on 18th May 1963 and approved the recommendations of the Economy Committee, subject to the following amendments :—

(a) The present delegation of financial powers to Administrative Departments may not be disturbed.

(b) The posts of Section Officers (General) may be allowed to continue for the present.

3. The Council further directed that the rules for charging road mileage for touring in personal cars by Government Officers should be revised as follows :—

(i) The rate of road mileage should be :  
for Officers of Grade I .. 50 paisas per mile; and  
for Officers of Grade II .. 37 paisas per mile.

(ii) For journeys performed by car between places connected by rail, the mileage allowance should be by rail or road, whichever is less; and

(iii) where a Government vehicle is provided for use by a gazetted officer or officers such gazetted officer/officers should not be paid road mileage.

4. In order to reduce expenditure on the use of Government vehicles the following directions were given by the Council :—

(a) No Government vehicles should be garaged at the residence of an officer.

(b) A log book should be maintained with every vehicle to indicate the purpose and mileage of the journey undertaken. A copy of entries in the log book should be forwarded monthly by the officer who is in charge of the vehicle to his immediate superior

officer. The officer-in-charge of the vehicle should attach a certified copy of the entries of the log book with the contingent bill for petrol and lubricants explaining the expenditure of the amount previously drawn. Audit should pay particular attention to the compliance of order relating to the use of staff cars and maintenance of log books while auditing the bills. Officers using the vehicle must sign the entries in the log book themselves. In the absence of such signature, all entries will be treated as unauthorised.

- (c) A special squad of Anti-Corruption Department should check Government vehicles and vehicles of all Autonomous agencies when parked at a private place to verify whether the log book is properly maintained. Special checks should be made in the morning to ensure that Government vehicles are not used for journeys from residence to office.

5. The recommendations of the Economy Committee as approved by the Council of Ministers are reflected in the proposed Budget for 1963-64.

LAHORE :

*The 10th June 1963*

ALTAF GAUHAR.  
S. Q. A., T. PK., C.S.P.,

*Finance Secretary.*

# REPORT OF THE ECONOMY COMMITTEE

## PART I

### CHAPTER I

1. The Government of West Pakistan, by a notification issued on the 22nd January, 1963, appointed an Economy Committee to examine the existing strength of the various Departments and suggest reduction in the staff in view of the pressing need for economy in expenditure. A copy of the Notification is at Appendix I.

2. The Committee was constituted as under:—

- (1) Syed Ahmed Nawaz Shah Gardezi,  
Minister, Co-operation, Labour and  
Social Welfare .. Chairman.
- (2) Mr. Muiz ud din Ahmad, C. S. P.,  
Additional Chief Secretary .. Member.
- (3) Mr. N. A. Haroon,  
Additional Finance Secretary .. Member.
- (4) Secretary of the Administrative Department concerned .. Member.
- (5) Deputy Secretary (O.&M.), Services and  
General Administration Department .. Secretary.

3. The Committee issued a *pro forma* (Appendix II) to all Administrative Secretaries requesting supply of information regarding the existing set-up of each department/office under their administrative control and an indication of the extent to which reduction in establishment/expenditure can be effected without detriment to the public interest.

4. A request was also made to the Departments, while communicating the *pro forma*, that, in order to enable the Committee to complete its work uninterrupted by fresh sanctions and proposals and as an interim measure :

- (a) departments delegated with powers to create posts within the sanctioned budget grant may not exercise these powers; and

(b) no proposals for the creation of additional establishments/posts be made to the Finance Department, except where they are considered to be inescapable. Proposals in exceptional cases should only be made with the approval of the Secretary.

5. The Finance Department has since confirmed the above as operative instructions which continue in force until further orders.

6. The Committee deputed parties from the O. & M. Section to assist Secretaries/Heads of Departments in filling up the *pro forma* and furnishing the required data. These documents were critically examined by a Sub-Committee consisting of the Additional Secretary (Finance) and the Deputy Secretary (O. & M.), with the assistance of officers of the Departments concerned. As was to be expected, few offers of voluntary cuts were received, and the Committee had to examine in detail, in consultation with the Secretary/Head of Department concerned, possibilities of economy which came to light in the course of expert examination by the Sub-Committee.

7. In carrying out this exercise, the Committee has kept in view the fact that a major Re-organisation was carried out only last year and it would not be appropriate to make any drastic changes in the structure, before gaining enough experience on the working of the new organisation. Further, the Committee has refrained from making suggestions for economy where reduction in staff is likely to reduce efficiency.

8. The recommendations in respect of various departments so far examined, are submitted in Chapter 2. These are being submitted to Governor for his approval as the first Report, since the examination of the set-up of some of the departments by the Committee is still under way, and the very object of this exercise would be lost, if the suggested economics are not available to the Government at the time of finalising the proposals for the year 1963-64. Every effort is being made to complete examination of the data pertaining to the outstanding departments which has been received only recently, and the recommendations of the Committee will be submitted separately.

9. If the recommendations of the Committee are implemented, the probable saving in expenditure will be Rs. 2 crores and 12 lacs.

AHMAD NAWAZ SHAH GARDEZI  
*Chairman.*

MUIZUDDIN AHMAD  
*Member.*

N. A. HAROON  
*Member.*

*Dated Lahore, the 30th April 1963.*

## CHAPTER 2

## RECOMMENDATIONS

## PART I

1. The powers delegated to the heads of departments/offices to create temporary posts, which have been suspended as an interim measure, should be exercised with great care and circumspection to ensure that the financial liabilities of the Provincial Government do not increase beyond their available resources. In fact the possibility of total suspension of these powers for at least a year should be seriously considered.

2. No vacancy, the duration of which is less than 3 months should be filled, in any departmental establishment, except in the case of :

- (i) the posts of heads of offices,
- (ii) vacancies which cannot be left unfilled in view of the requirements of specific duties of administrative/executive nature, and
- (iii) where a single official constitutes an organisation and the vacancy cannot be kept unfilled, under any circumstances.

Arrangements for work in cases where vacancies are left unfilled should be made by internal adjustments.

3. The expenditure charged to contingencies should be scrutinised carefully by the heads of offices and also by the Administrative Secretaries to whom details should be furnished by monthly statements by every department/office under the administrative control of the Secretary concerned.

4. Administrative Secretaries should also be required to enforce austerity in furnishing offices and the purchase of stationery.

5. At the time of re-organisation, additional staff was provided to a number of departments for clearing the arrears of work. This additional staff has continued to be employed without indicating the extent to which the arrears have been disposed of

and an assessment of the time it will take finally to clear them. It is proposed that all such posts should be surrendered by the end of the current financial year or, if possible, earlier, and that no post should be continued or created in the next financial year, except where adequate justification can be furnished to the satisfaction of the Finance Department. This recommendation should be read with the recommendation in paragraph 1.

#### 6. *West Pakistan Civil Secretariat*—

At the time of the re-organisation in 1962, posts of Section Officers (General) with complementary staff, were created in almost all departments of the Civil Secretariat. These Section Officers look after the work of the Establishment and Accounts and Receipt and Issue Branches in each department. Prior to the re-organisation, no such posts existed. Under the Section Officers scheme, the supervisory charge of the two Branches, mentioned above, was intended to be held in each department, by the Deputy Secretary in charge of administration. The immediate charge of the Establishment and Accounts and Receipt and Issue Branches is held throughout by gazetted Superintendents. It is, therefore, unnecessary to inter-pose whole-time Section Officers between the Superintendents of the Branches and the Deputy Secretaries in charge of administration. These posts, along with the posts of complementary staff, wherever they exist in the Secretariat, should be abolished.

#### 7. *Statistical Organisations*—

There are Statistical Sections in a number of departments of the Secretariat and Statistical Cells in Attached Departments and Regional and other offices of the Provincial Government. These Sections/Cells collect and compile statistics pertaining to the departments concerned. There is also a Bureau of Statistics, located in the Planning and Development Department of the Secretariat. The Bureau is staffed by qualified Statistical Officers, investigators and computers. The Bureau is also equipped with tabulating machines and other equipment. There is, therefore, no need to maintain separate organisations which cannot in any case be adequately manned and equipped. It is recommended that all

Statistical Sections/Cells should be abolished except where it is essential to maintain departmental organisations such as in the Health, Agriculture and Food Departments and the entire work of compilation of statistics should be centralised in the Bureau, subject to examination of the following matters :—

- (i) the skeleton organisation which would still be needed in the departments to ensure collection of data,
- (ii) the extent to which the Bureau would need to be strengthened,
- (iii) the mechanism of supply of statistical data to the Bureau by each department.

The recommendation, if implemented would save duplication of effort and enable the work being done more scientifically and with greater speed and at a considerable saving in expenditure.

The details should be worked out by Deputy Secretary (O.&M.), in collaboration with the Director of the Bureau of Statistics, and the recommendations placed before the Provincial Government in the Services and General Administration Department as early as possible.

#### 8. *Contingent Expenditure*—

A brief reference to this subject has already been made in paragraph 3 above, and the need of greater scrutiny of contingent expenditure has been emphasised. The provision on this account in the current year's budget is Rs. 16,10,68,010. The Committee recommends that a percentage cut of 10 per cent on the level of expenditure provided for this purposes in 1962-63, should be imposed and the provision for the year 1963-64 should be made according to the reduced scale, except where an increase is justified by an increase in establishment or expansion of activities of a department/office or opening of new departments/offices.

#### 9. *Travelling Allowance*—

There is a provision of Rs. 3,14,69,700 in the current year's budget on account of Travelling Allowance. It is relevant to mention here that as a result of the revision of Travelling Allowance Rules in 1961, expenditure on Travelling Allowance went up by



Rs. 54 lac. The Committee feels that there is some scope for saving in the large allocation for Travelling Allowance. He accordingly recommends a percentage cut of 5 per cent in the provision on account of Travelling Allowance in all the Departments of the Provincial Government in the current year's budget. This reduction should be reflected in the provision proposed for the next year's budget.

10. The recommendations contained in paragraphs 8 and 9 above will be subject to the conditions that :

(a) where a department/office has offered reduction exceeding 10 per cent of the existing provision,

OR

(b) where reduction in excess of 10 per cent is necessary or justified on merits,

the quantum of reduction will corresponded to the actual level of expenditure proposed to be maintained for the next financial year.

## PART 2

### (1) AUQAF DEPARTMENT/ADMINISTRATION :

The Office of "NAZIM-AMoor-I-MAZHABIA" at Bahawalpur is only a record office. Since there is no Mufti now, the retention of this office is redundant. The old records may be transferred to the charge of the Commissioner, Bahawalpur Division, and the office abolished.

### (2) HOME DEPARTMENT:

#### SECRETARIAT

(i) In accordance with the general recommendation of the Committee in Part I, the "General Section" will be abolished.

(ii) Three Sections have been provided for Passport and Visa work. The total staff strength comprises of 3 Section Officers, 4 Assistants, 15 Clerks, 3 Stenographers and 3 Peons. The clerical staff in each Section is in excess of the normal strength of a Section, for the reason that the work involved is largely of clerical nature. On the basis and the present state of the work-

load, the existing provision of 3 Sections is excessive. One Section comprising the following staff may be reduced:—

Section Officer	..	..	..	1
Assistant	..	..	..	1
Clerks	..	..	..	5
Stenographer	..	..	..	1
Peon	..	..	..	1

#### PRISONS DEPARTMENT

(iii) At the time of the re-organisation in 1962 and in order to enable the Regional Directors of Prisons to exercise the enhanced powers delegated to them, their offices were strengthened. On the basis of work-load, no reduction is feasible. However, the Directors of Prisons have since created the following temporary posts, under their own powers:—

(a) *Central Range*—

Junior Clerks	..	..	..	4
Peons	..	..	..	2

(b) *Northern Range*—

Superintendent, Jail (Class II) at Abbottabad, *in lieu* of the post of Factory Manager/Deputy Superintendent.

(c) *Southern Range*—

Senior Clerk	..	..	..	1
Peon	..	..	..	1

The posts mentioned at (a) and (c) above may be abolished. The new Class II post of Superintendent, Jail mentioned at (b), may also be dispensed with, reviving the original post of Deputy Superintendent.

(iv) The strength of Warder Guard at the Old Central Jail, Bahawalpur, is excessive and may be reduced by—

Head Warder	..	..	..	1
Warders	..	..	..	10

### (3) SERVICES AND GENERAL ADMINISTRATION DEPARTMENT:

#### REGULATIONS WING

(i) In view of the present stage of the work relating to the framing of Service Rules, for which two Sections (XVIII and XIX) were created, only one Section will now be required. One of these two Sections may, therefore, be abolished at the end of the current financial year.

#### PROVINCIAL SERVICE WING

(ii) Of the four Sections (IV, IX, X and XI) in this Wing the existence of Section IV, created in 1962, is not justified. This Section may be abolished but one Assistant may be provided in each of the Section X and XI on a temporary basis, for clearance of arrears.

#### CIVIL LIST SECTION

(iii) The Section comprises 1 Assistant and 1 Clerk on a permanent basis and 1 Assistant and 1 Clerk on a temporary basis for 6 months in the year. While the permanent posts may continue, there should be no need to create the two temporary posts, which should be abolished.

#### ESTATE OFFICE

(iv) The strength of the Estate Office may be reduced by the following posts:—

Assistant	..	1
Clerk	..	1
Head Constable	..	1
Constables	..	3

(v) 1 post of Jamadar and 1 post of Peon, have been sanctioned, on a whole-time basis, for looking after the Governor's room in the Secretariat. It is not necessary to retain whole-time staff for this work. The two posts may be abolished and the Caretaker should make appropriate arrangements to detail staff, out of its existing strength, as and when the room is in actual use.

**(4) FINANCE DEPARTMENT:****SECRETARIAT**

(i) In accordance with the general recommendation of the Committee in Part I, the "GENERAL SECTION" will be abolished, as in all other Departments of the Secretariat and the charge of the Establishment and Accounts and Receipt and Issue Branches will be held directly by the Deputy Secretary in charge of administration.

(ii) Of the 4 Sections in the Financial Regulations Wing, 2 Sections (F. R. I and II) have sub-normal work-load. The work relating to accounting procedures and treasury rules which was previously allotted to Section II and has now been given to Section I may be re-assigned to Section II, rendering one of these Sections as unnecessary. One Section should, therefore, be reduced in this Wing.

(iii) Reconciliation of accounts is a matter directly connected with the budget and it should be possible for each of the Budget Sections to look after the reconciliation of accounts relating to it. If this is not feasible, the work at present entrusted to "Re-conciliation Section" may be combined with the work of one of the other Sections in the department and the "Re-conciliation Section", for the existence of which there is no justification, should be abolished.

**TREASURIES**

(iv) In Treasuries in Peshawar, D.I. Khan, Rawalpindi, Sargodha, Multan and Lahore Divisions, contract system is provided. The contractors in addition to contract grant are paid commission on the cash turn-over. The total commission in each month ranges between 1,500 to 2,000 at each treasury. In Khairpur, Hyderabad, Kalat, Quetta and Bahawalpur Divisions the Cash Departments of Treasuries are run departmentally. The persons who run the Cash Department are permanent Government servants and they are remunerated according to the pay-scales prescribed for officials of the

same status. The contracting treasurers generally employ illiterate staff on cheap rates. The result is that there are frequent cases of embezzlement. If in treasuries in these Divisions also, the same system as in Hyderabad, Quetta, Kalat, etc., is introduced the chances of embezzlement will disappear and the expenditure will be reduced considerably. A scheme for providing a Treasurers Service should be worked out as indicated above and the system made uniform throughout.

#### (5) INFORMATION DEPARTMENT:

(i) The existing set-up of the department, besides the information Secretariat, comprises :

#### HEADQUARTERS

- (a) the Directorate of Press, including the Press Branch, as an integral part of the Secretariat  
and  
(b) the following Offices/Cells as directly attached offices of the Information Secretariat:—
- Principal Protocol Office.
  - Directorate of Press Information.
  - Directorate of Publications, Research and Films

#### REGIONS

- Director of Information, Peshawar.
- Director of Information, Multan.
- Director of Information, Hyderabad.
- Director of Information, Quetta.
- Director of Information, Karachi.

#### DIVISIONAL/DISTRICT INFORMATION OFFICES

- |                                |                                     |
|--------------------------------|-------------------------------------|
| Information Office, D. I. Khan | } Under Assistant<br>Directors.     |
| Information Office, Rawalpindi |                                     |
| Information Office, Bahawalpur |                                     |
| Information Office, Sargodha   |                                     |
| Information Office, Khairpur   | } Under<br>Information<br>Officers. |
| Information Office, Lyallpur   |                                     |
| Information Office, Kalat      |                                     |

(ii) Both for reasons of economy and stream lining of the structure, the following proposals have been made by the department:—

- (a) the Directorate of Press and the Directorate of Publications, Research and Films may be amalgamated.
- (b) 1 post of Assistant Director from the Directorate of Press Information may be transferred to the amalgamated "Press, Publications, Research and Films" Cell providing both the Cells with two Assistant Directors each. This would necessitate re-adjustment, without reduction in the strength of Information Officers and Assistant Information Officers;
- (c) the post of Chief Technical Officer, at present sanctioned in Senior Class I, in the Protocol Cell may be converted into the post of Technical Officer;
- (d) the posts of Directors of Information at Multan and Quetta may be converted to those of Assistant Directors;
- (e) the posts of Assistant Directors at Sargodha and D. I. Khan may be converted into those of Information Officers;
- (f) the post of Information Officer, Multan may be transferred to Sargodha;
- (g) the post of Information Officer, Quetta may be transferred to D. I. Khan; and
- (h) the post of Assistant Information Officer, Sargodha may be transferred to Quetta.

(iii) In consequence of the above, and other proposals made by the department for reduction in establishment/expenditure, the following will emerge:—

- (a) the Regional Directorates of Information will be reduced to 3 (at Karachi, Hyderabad and Peshawar).

(b) the number of Senior Class I posts in the department will be reduced by 4, and

(c) the following posts will be abolished:—

## SECRETARIAT

Section Officer	1
Assistant	1
Clerks	2

## HEADQUARTERS ESTABLISHMENT

*Directorates/Cells*

Superintendent	1
Business Manager	1
Librarian	1
Assistants	7
Senior Clerks	7
Junior Clerks	3
Steno-typists	2
Technical Assistant	1
Rewinder, Carpenter, Mechanic, Electrician and Painter	5

## REGIONAL OFFICE

Peshawar	Assistant Director (Protocol)	1
	Tourist Inspector	1
Hyderabad	Librarian	1
	Technical Assistant	1
Multan	Senior Clerk	1
	Stenographer	1
Sargodha	Junior Clerks	2
Quetta	Stenographer	1

(d) The department is also prepared to surrender the following from the existing budget grant:—

(a) Telephone charges	.. 5,000	} Under the head "25—General Administration".
(b) Maintenance of Staff Cars	2,500	
(c) Travelling Allowance	.. 15,000	} Under the head "47-K—Public Relations".
(d) Telephone charges	.. 5,000	

(v) The above recommendations involving reduction in expenditure/establishment to the extent indicated against each may be accepted and implemented.

(vi) The posts of Protocol Officer at headquarters and of the Director of Information, Peshawar Region, are Senior Class I posts, like those of other Regional Directors of Information, but are actually held by officers on deputation from the Central Government. It is recommended, in the interests of economy, that the question of sending back the deputationists to the Central Government and their replacement by officers on the cadre of the Provincial Government should be seriously considered.

## (6) BUREAU OF NATIONAL RECONSTRUCTION, WEST PAKISTAN:

### HEADQUARTERS

(i) It is possible to curtail the existing strength of the headquarters office of the Bureau, without detracting from its, efficient and smooth functioning, and it is recommended that the following posts may be retrenched:—

Deputy Directors	..	2
Assistant Directors	..	3
Research Officers	..	3
Stenographers	..	2
Steno-typists	..	4
Assistant	..	1
Junior Clerks	..	2
Translator	..	1
Peons	..	2



## B.N.R. CENTRES

(ii) There are 157 "B.N.R. Centres" for cultural and other activities, which have been established by the Bureau all over the West Pakistan. Such Centres exist even at places where Community Development Centres have been established by the Social Welfare Department. It should be possible and in fact beneficial, to dove-tail the B.N.R. and the Community Development Centres and it is recommended that, without reducing the scope of activities:

(a) the B. N. R. Centres should be closed down where the Community Development Centres exist,

(b) the number of Social Welfare Centres should be increased progressively, so as to replace the B.N.R. Centres which should continue, until they are replaced.

(iii) The current level of expenditure on the B.N.R. Centres, which will remain in existence, should be reduced by at least 25 per cent.

(iv) It is also recommended that the contingent expenditure of the Bureau of National Reconstruction should be reduced by at least 25 per cent.

## (7) FOOD DEPARTMENT :

## HEADQUARTERS

(i) The Food Department (under the Director Food and Joint Secretary to Government) comprises of the "Purchase", "Distribution" and "Accounts" wings, with the strength of 4 Sections under Deputy Director (Purchase), 4 Sections (and Statistical Branch under a Statistical Officer ) under Deputy Director (Distribution) and 4 Accounts Branches (each under an Assistant Accounts Officer) under the Deputy Chief Accounts Officer. The set-up of the department is a combination of the Section Officers and Branch systems. Sections I—VII are provided with staff in each case in excess of the strength of a normal Section in the

Secretariat. The work-load does not, however, justify any increase over the normal strength. The following posts which are in excess should, therefore, be retrenched :

Assistants	.. 7
Clerks	.. 2

(ii) There are 2 full-fledged Branches—Establishment Accounts and Receipt and Issue—under Superintendents. The existence of a separate post of Superintendent in charge of the Receipt and Issue Branch is not justified and, as in some of the other departments of the Secretariat, both the Branches should be placed under 1 Superintendent and 1 of the 2 posts of Superintendents abolished.

(iii) The number of posts of Daftries (13 as against the equal number of Sections/Branches) is excessive. In the Secretariat departments, 1 Daftri is provided for 2-3 Sections. The number of Daftries in the Food Department should not exceed six. 7 posts may, therefore, be reduced.

#### REGIONAL OFFICES

(iv) The regional set-up comprises of 5 Food Regions (Lahore, Multan, Hyderabad, Quetta and Peshawar) under Deputy Directors and 1 Food Region (Karachi) under an Additional Director. On the basis of work-load, it is unnecessary that the charge of the Quetta and Peshawar Food Regions should be held by Deputy Directors. It would be appropriate if the charge of these regional offices is held at the level of Assistant Director. The posts of Deputy Directors, Food, Quetta and Peshawar may be down-graded to the posts of Assistant Directors.

#### KARACHI FOOD REGION

(v) The post of Storage and Enforcement Officer in the Karachi Food Region is redundant and may be abolished. The post of Assistant Director is also unnecessary and may be dispensed with, so long as the post of Additional Director in charge of Karachi Food Region

remains in existence. The strength of staff in the Region is excessive in relation to the work-load. The following posts may be retrenched :—

Assistant	..	1
Senior Clerks	..	4
Junior Clerks	..	38
Foodgrain Inspectors	..	20
Store-keepers	..	2

(8) BOARD OF REVENUE :

The following posts in the various categories of ministerial establishment have been left unfilled in the headquarters office of the Board of Revenue:—

Senior Superintendents	..	2
Superintendents	..	2
Assistants	..	9
Junior Clerks	..	29

These posts may be held in abeyance.

(9) HEALTH DEPARTMENT :

REGIONAL DIRECTORATES OF HEALTH SERVICES

(i) At the time of the re-organisation in 1962, Superintendents, Branches were sanctioned for each of the offices of the Directors, Health Services, Lahore, Peshawar, Hyderabad, Bahawalpur and Sargodha Regions, while 4 such Branches were sanctioned for the office of the Director, Health Services, Quetta Region. An examination of the work-load in the Regional Directorates has revealed that the sanctioned strength is in excess of the actual requirements. The following posts may be retrenched in *each* of the Regional Directorates except the Directorate of Health Services, Quetta Region :

Superintendent	..	1
Assistants	..	2
Senior Clerks	..	3
Junior Clerks	..	5
Peon	..	1

(ii) The Director of Health Services, Sargodha Region, has, under his own powers, created additional temporary posts of 1 Superintendent, 1 Senior Clerk and 1 Junior Clerk for

"co-ordination work". These posts are unnecessary and should be abolished.

(iii) The Director, Health Services, Quetta Region, has also, under his own powers created an additional temporary post of Superintendent. This post should also be retrenched.

(10) BASIC DEMOCRACIES AND LOCAL GOVERNMENT DEPARTMENT :

SECRETARIAT

(i) The department consists of staff sanctioned for work of permanent nature relating to Basic Democracies and Local Government as well as temporary establishment created on the winding up of the Village-AID organisation. The set-up of the various components of the department has been examined in relation to the work-load and the stage of the completion of the work in respect of the V-AID. It is possible to effect reduction in the existing establishment to the extent indicated below:—

<i>Accounts and Personnel Cell</i>		<i>Regulations Wing</i>		<i>Training and Planning and Evaluation Cell</i>	
Accounts Officer ...	1	Assistant ...	1	Training Officer ...	1
Superintendent ...	1	Clerks ...	3	Assistant Planning	
Senior Auditors ...	2	Daftri ...	1	and Evaluation	
Assistants ...	4	Peons ...	2	Officer ...	1
Senior Clerks ...	5			Stenographer ...	1
Junior Clerks ..	4			Steno-typist ..	1
Steno-typist ...	1			Clerks ...	6
Daftris ...	2			Daftri ...	1
Peons ...	3			Peon ...	1

(ii) There is little justification for the continuance of the temporary posts of 1 Assistant and 1 Clerk for the Communication Board. These 2 posts should also be abolished.

## B. D. ESTABLISHMENT

(iii) The posts of Assistant Directors, which exist in each district of the Province, have been created in Junior Class I. This high gradation appears to be unnecessary and there is room for economy in view of the fact that posts of Assistant Directors and equivalent posts in the various departments of the Provincial Government are Class II posts. The matter should be examined by the Basic Democracies and Local Government Department and, if possible, these posts re-created in Class II.

(iv) The cadre of Development Officers should be abolished, as there is no essential difference between the functions of Development Officers and Supervisors. Only the posts of Supervisors need exist at the Tehsil (and Sub-Division) level. At present, each Development Officer is provided with 1 Senior Clerk, 1 Junior Clerk and 1 Peon, while each Supervisor is provided with 1 Junior Clerk. In view of the above recommendation, the number of posts of Senior Clerks and Peons equal to the existing number of posts of Development Officers will also be retrenched. The total number of posts to be abolished will be 94 Senior Clerks and 94 Peons.

(11) CO-OPERATION, LABOUR AND  
SOCIAL WELFARE DEPARTMENT:

## SECRETARIAT

(i) Recently the Provincial Government decided that "Social Welfare" be transferred to the Department of Basic Democracies. Prior to this decision, the Co-operation, Labour and Social Welfare Department consisted of:—

(a) Co-operation Wing, consisting of 4 Sections,

(b) Labour Wing, consisting of 6 Sections (including 4 transferred from the Central Government, as a result of constitutional changes),

(c) Social Welfare Wing, consisting of 2 Sections, besides the General Section.

(ii) With the transfer of "Social Welfare" to the Basic Democracies and Local Government Department, 2 Sections mentioned at (i) (c) above would be reduced in the Co-operation, Labour and Social Welfare Department (since re-designated as Co-operation and Labour Department), regardless of the future set-up of Social Welfare Department (at headquarters and in the field). Of the 4 Sections transferred from the Central Government to the Labour Wing, there is actually need for an addition of only 2 Sections to the previous strength of that Wing and it has been recommended that necessary financial sanction may be accorded on that basis. In the Co-operation Wing, practically all the Sections have sub-normal work-load and it is possible to reduce the strength of the staff in this Wing by at least 50 per cent. In accordance with the general recommendation of the Committee in Part I, the General Section will be abolished as in all the other departments of the Secretariat.

(iii) The West Pakistan Co-operative Development Board was established in 1962, under the scheme of the re-organization of the Co-operative Societies Department. While the Board was intended to undertake planning and organisation of co-operative societies and their development, the Regional Registrars of Co-operative Societies were intended to carry on the regulatory work, leaving only policy matters and general supervision and control with the Secretariat department. In order to ensure co-ordination between the regulatory and development functions, the Secretary, Co-operation Department was appointed *ex-officio* Chairman of the Co-operative Development Board.

(iv) In view of the reduction in the establishment of the Co-operation and Labour Department indicated at (ii) above, the department will be reduced to a skeleton and the maintenance of a separate department would appear to be unnecessary. It should also be possible to dovetail the activities of the Co-operative Development Board and the Co-operation Wing of the Secretariat Department. The Committee, therefore, recommends as under :

- (a) the Co-operation and Labour Department as such should be abolished,

- (b) The Chairman of the Co-operative Development Board should be appointed *ex-officio* Secretary to Government in the Co-operation Department.
- (c) in regard to the Labour Wing, an alternative to maintaining a separate department of Labour would be to adopt the pattern of the Food Department, that is to say, the Director, Labour Welfare, West Pakistan, who has already been made a Joint-Secretary should be put in charge of the Labour Department, with the Directorate being suitably strengthened by the addition of the staff transferred from the existing Labour Wing of the Co-operation and Labour Department, and
- (d) in consequence of the arrangement suggested at (b) above, an "Administration—Establishment Wing" may be created in the Co-operative Development Board, consisting of 1 Deputy Secretary and 2 Sections. The Deputy Secretary may also be appointed *ex-officio* Secretary to the Board, thus saving 1 post. The existing "Audit cell" in the Co-operation and Labour Department should also form part of the "Administration—Establishment Wing" of the Co-operative Development Board.

(v) It may be mentioned here that an independent examination of the future of the Co-operative Board has been started by the Department of Finance and the present recommendations of this Committee will need further review in the light of the decisions, the Provincial Government may take on the report which is likely to be submitted to them by the Finance Department in the near future.

## (12) SOCIAL WELFARE :

(i) As stated earlier, the subject "Social Welfare" has recently been allocated to the Basic Democracies and Local Government Department. Apart from 2 Sections (included in the set-up of the

existing Co-operation and Labour Department), the following posts exist in the set-up of the Social Welfare Department :

<i>Staff under an O. S. D. in the Co-operation and Labour Department</i>		<i>Posts transferred from the Central Government</i>	
Research Officer	1	Deputy Director	1
Assistants	2	Assistant Directors	2 (1 vacant)
Seniors Clerk	2	Training Officer	1 (1 vacant)
Junior Clerks	3	Research Officer	1 (vacant)
Steno-typists	2	Field Officers	3 (vacant)
Peons	3	Field Officers	3 (vacant)
		Superintendent	1
		Assistants	4
		Upper Division	
		Clerks	4
		Auditors	3
		Stenographer	1
		Steno-typists	6
		Lower Division	
		Clerks	4
		Gestetner Operator	1
		Dafti	1
		Peons	4

*In lieu of all posts mentioned above, the following posts may be added to the strength of the Basic Democracies and Local Government Department :*

Section Officers	2
Assistants	2
Clerks	2
Stenographers	2
Peons	2
Research Officer	1

The rest of the posts may be surrendered.

### (13) MINIMUM WAGES BOARD :

The post of Senior Clerk and 2 of the 5 posts of Peons, in the existing strength of staff sanctioned for the Minimum Wages Board may be retrenched.



**(14) LAW DEPARTMENT :**

In the scheme of the re-organisation in 1962, the Provincial Government had sanctioned the post of a Legal Advisor in each Division or for 2 Divisions where the work-load is not heavy, to advise the Commissioner and other Regional/Divisional Officers in dealing with Section 80 and other administrative cases involving legal questions. Four posts of Legal Advisors (at Rawalpindi, Multan, Hyderabad and Quetta), in the rank and status of District and Sessions Judges, were accordingly sanctioned. The posts have, however, not been filled so far and it is reported that Government is already considering abandonment of the scheme. No budget provision has been or is proposed to be made in respect of these posts and the Committee recommends that the scheme should be dropped.

**(15) DIVISIONAL/DISTRICT OFFICES :**

The staffing pattern in Divisional and District offices is at present uniform. A study needs to be made of the comparative set-up of these offices *vis-a-vis* the volume of work, size of charge, etc., of each office and staff strength determined on a rational basis. This exercise may be conducted by the O & M Unit of the Services and General Administration Department.

**(16) IRRIGATION AND POWER DEPARTMENT :**

There is no data available to indicate the yard-stick which is being followed by the department in the matter of creation of charges. It is understood, however, that whatever the yard-stick, it was, evolved about 15 years ago, and in the meantime prices of material and labour have tremendously increased, thus justifying a substantial enhancement in the yard-stick currently being followed on the basis of the acreage served or on the basis of the works expenditure. As the question of increasing the maintenance grant, which will include the work-charged establishment, is already under the consideration of Government, it would be necessary that the permanent establishment charges should be suitably reduced to effect saving in expenditure. It is recommended that the Finance Department should set-up a Committee of technical officers which should immediately undertake a study with a view to evolving an appropriate yard-stick for

the creation of charges, keeping in view the changes which have taken place since the matter was last considered. The following suggestions are, however, made for consideration at the appropriate stage :

- (i) the jurisdiction of a Sub-Division should be increased,
- (ii) there should be no Division unless there are 4 Sub Divisions to be looked after,
- (iii) the strength of Divisions in a Circle should not be less than 4.

#### (17) COMMUNICATIONS AND WORKS DEPARTMENT :

The Committee is of the view that the existing basis on which charges are created in the Buildings and Roads Department needs to be reviewed. It is reported that the following yard-stick was introduced in 1950:—

	Rs. (lac)
Road Construction ..	20
Building Construction ..	10
Roads Maintenance ..	4
Buildings Maintenance ..	2
Public Health Construction ..	5
Public Health Maintenance ..	1.5
Electrical and Mechanical Works ..	1.5

It is also reported that a review was made in 1961 and a new yard-stick based on mixed work-load on original basis was introduced as under :—

For Northern Region, Rs. 9 lac per Sub-Division.  
Peshawar.

For Central Region, Rs. 7 lac per Sub-Division.  
Lahore, Eastern  
Region, Bahawalpur  
and Southern Region,  
Hyderabad.

For Western Region, Rs. 6 lac per Sub-Division.  
Quetta.

As a result, the yard-stick followed in the department was increased on an average of 22%, the region-wise increase being—

(a) Northern Region, Peshawar	.. 50%
(b) Central Region, Lahore, Eastern Region, Bahawalpur, Southern Region, Hyder- abad	.. 17%
(c) Western Region, Quetta	.. Nil.

The existing yard-stick is already out-moded and unrealistic in view of the further increase in prices of building material and wages of work-charged establishment. The cost of all major items of construction materials like bricks, cement, timber, shingle, etc., has almost doubled during the last 13 years or so. Similarly, the wages of masons, carpenters, unskilled workers, etc., have also increased by 100%. In fact on some items the increase may be 150% or even more.

The Committee recommends that in determining the strength of charges, an immediate increase of 30% on the works expenditure which is currently adopted as criteria for creating new charges should be made and the strength of the existing charges re-determined.

#### (18) PUBLIC HEALTH ENGINEERING DEPARTMENT :

(i) The Committee recommends an immediate increase of 30% on the scale of works expenditure currently adopted for determining the strength of charges, also in respect of the Public Health Engineering Department.

(ii) It is observed that on the re-organisation of the departments in 1962, the Public Engineering Directorate has come into being, but the problems of securing adequate personnel still remain to be sorted out with the parent department, namely, the Buildings and Roads Department. The latter holds the view that no separate posts were in existence for Public Health Engineering and that on bifurcation the question of the transfer of staff does not arise. In other words, the Department of Public Health Engineering will have to recruit staff in a big way, in order to be effective, involving considerable delay in execution of schemes and also expenditure.

The question of the reversion of the department to Buildings and Roads which continues to handle similar works in relation to Government institutions, etc., should be seriously considered by way of economy. The two should be amalgamated, as before.

### (19) AGRICULTURE DEPARTMENT :

#### SECRETARIAT

(i) 2 Sections have been created for the secretarial work relating to the Model Scheme. 1 of these Sections (MS-I) has sub-normal load of work which can be conveniently combined with the work allotted to the other Section (MS-II). 1 Model Scheme Section may be reduced.

(ii) On the basis of the existing work-load, it is possible to combine the work of 2 Sections (Ft-V and Ft-VI) in the Forest Wing of the Agriculture Department. 1 Section in the Forest Wing may, therefore, be abolished.

#### ATTACHED REGIONAL AND SUBORDINATE OFFICES

(iii) The department has agreed, as a measure of economy, to reduce the existing establishment of the attached, regional and subordinate offices in the Agriculture and its allied Sectors, to the extent indicated below :

<i>Sector</i>	<i>Category of post</i>	<i>Number of posts to be reduced.</i>
AGRICULTURE ..	Class II ..	16 (5 Assistant Publicity Officers and 11 Administrative Officers).
	Class III ..	89 Agricultural Assistants.
		50 Field Assistants (from Research side).
		5 Artists-cum-Photographers.
		22 Assistants.
		61 Senior Clerks.
FORESTS ..	Class I ..	3
	Class II ..	3
	Forest Rangers ..	29
	Deputy Ranges ..	10
	Forest Guards ..	10
	Foresters ..	21
	Peons ..	29

<i>Sector</i>	<i>Category of post</i>	<i>Number of posts to be reduced.</i>
<b>ANIMAL</b>		
<b>HUSBANDRY</b> ..	Class I ..	3
	Class II ..	10
	Class III ..	33
<b>CANE DEVELOP-</b>		
<b>MENT</b> ..	Class I ..	2
	Class II ..	6
	Superintendent ..	1
	Cane Inspectors ..	5
	Ministerial ..	12
	Peons ..	11

The reduction will not jeopardise the smooth functioning of the department. The posts detailed above may be abolished.

## PART II

1. The 1st Report was submitted to Government on the 30th April, 1963.

2. The examination of the set-up of the remaining departments which was not complete when the 1st Report was submitted has since been completed and the recommendations of the Committee are out in the Annexure.

3. The implementation of these recommendations will bring a further saving in expenditure of Rs. 3 lacs and 25 thousand.

AHMAD NAWAZ SHAH GARDEZI

*Chairman.*

MUIZ-UD-DIN AHMAD

*Member.*

N. A. HAROON

*Member.*

*Dated Lahore, the 10th May, 1963.*

## ANNEXURE

## RECOMMENDATIONS

(1) INDUSTRIES, COMMERCE AND MINERAL RESOURCES  
DEPARTMENT

(i) *Secretariat*—Sections III, IV, IX and X have sub-normal load of work *vis-a-vis* the accepted standard of work-measurement and it should be possible to reduce the strength by 2.

In view of the fact, however, that some of these Sections are entrusted with duties of a multifarious nature such as the processing of development schemes with the Development Working Party and investigation of complaints against irregularities and delays in the Directorate of Supply, it would not be possible to curtail the strength as indicated above, but there is little justification for the retention of Section III (Co-ordination) which should be abolished.

(ii) *Attached Departments*—(a) *Directorate of Mineral Development, West Pakistan*—There is a post of Assistant Director (Administration), in charge of the Administration Branch (including Cash and Budget). There is also a post of Administrative Officer in the Directorate, besides 4 posts of Superintendents. It should be possible by appropriate re-adjustment to reduce one of the posts of Assistant Director and Administrative Officer and it is recommended that the latter post may be abolished.

(b) *Directorate of Industries, West Pakistan*—The department has agreed, as a measure of economy, to reduce the existing establishment in the Directorate and its regional/subordinate offices, to the extent indicated below :—

## 43—INDUSTRIES

## A-1—DIRECTION

(a) *Headquarters Establishment*—

Boiler Inspector	...	...	...	1
Junior Auditor	...	...	...	1
Expert Flayer	...	...	...	1

(b) *Regional Establishment—*

Assistant Director	...	1
Industrial Development Officer	...	1

## A-3—INDUSTRIAL EDUCATION

(b) *Government Vocational Schools for Girls—*

Assistant Mistresses	...	2
Junior Mistresses	...	3
Junior Clerk	...	1
Driver	...	1
Peon	...	1

(g) *Government Institute of Dyeing and Calico Printing, Shahdara—*

Blockmaker	...	1
------------	-----	---

## A-4—INDUSTRIAL DEVELOPMENT

(e) *Wool Spinning and Weaving Development-cum-Training Centres—*

Yarn Distributor	...	1
------------------	-----	---

A-5—GROSS EXPENDITURE ON COMMERCIAL  
UNDERTAKINGS(b) *Demonstration Weaving Factory, Shahdara—*

Salesman	...	1
----------	-----	---

## 37—EDUCATION

*Industrial School for Boys—*

Headmaster	...	1
Designer	...	1
Weaving Masters	...	2
Sizing Assistant	...	1
Dyer and Finisher	...	1
Store Keeper	...	1
Peon	...	1



The reduction will not jeopardise the smooth functioning of the department. The posts detailed above may be abolished.

(2) EDUCATION DEPARTMENT

(i) *Secretariat and Attached Offices—*

In the scheme of re-organization of the department in 1962, a Bureau of Examinations was created, as an attached office of the Education Secretariat. The department has suggested abolition of the Bureau on condition that a Technical Section is created under the Advisor (Technical Education). Besides stream-lining the organization for the conduct of examinations, the proposal will also mean considerable reduction in expenditure. The proposal may be implemented.

(ii) *Regional Directorates of Education—*

As a result of examination in consultation and with the agreement of the department, it is possible to curtail the exist establishment of the Regional Directorates of Education, to the extent indicated below, without causing any adverse affect on the function of the Directorates—

*Directorate of Education, Lahore Region—*

Publications Officer	...	...	...	1
Subject Expert	...	...	...	1
Text Book Examiners	...	...	...	2
Superintendents	...	...	...	2
Assistents	...	...	...	4
Senior Clerks	...	...	...	3
Junior Clerks	...	...	...	4
Peons	...	...	...	2

*Directorate of Education, Hyderabad Region—*

Publications Officer	...	...	...	1
Subject Expert	...	...	...	1
Superintendents	...	...	...	2
Assistents	...	...	...	5

Senior Clerks	...	...	...	...	3
Junior Clerks	...	...	...	...	4
Peons	...	...	...	...	2

*Directorate of Education, Rawalpindi Region—*

Publications Officer	...	...	...	...	1
----------------------	-----	-----	-----	-----	---

*Directorate of Education, Peshawar Region—*

Publications Officer	...	...	...	...	1
----------------------	-----	-----	-----	-----	---

*Directorate of Education, Karachi—*

Publications Officer	...	...	...	...	1
Superintendent	...	...	...	...	1
Assistants	...	...	...	...	2
Senior Clerks	...	...	...	...	3
Junior Clerks	...	...	...	...	2
Peon	...	...	...	...	1

*Directorate of Education, Quetta Region—*

Superintendent	...	...	...	...	1
Assistants	...	...	...	...	3
Senior Clerks	...	...	...	...	2
Junior Clerks	...	...	...	...	2
Peon	...	...	...	...	1

The above posts may be retrenched.

**(3) EXCISE AND TAXATION DEPARTMENT—**

In the scheme of re-organization in 1962, the work of Excise and Taxation was integrated with the normal revenue agency at the divisional level. The Directorate of Excise and Taxation, West Pakistan, along with its regional offices, was abolished and Divisional excise and Taxation Offices created. Under the new arrangement, the powers of the then Director were partly transferred to the Divisional Officers, Excise and Taxation (since re-designated as Directors) and the powers that could not be appropriately so transferred,

assigned to the Commissioners and the powers of a province-wide nature, which could not be delegated to the Commissioners, were transferred to the Board of Revenue. In the Board of Revenue, there was no addition to the strength of staff as a result of the transfer of additional work, except that an additional post of Secretary was created in the new Excise and Taxation Department. In the Divisional Offices, however, clerical establishment was provided on a substantial scale, besides the posts of Directors, Excise and Taxation. The present position is that while the new Divisional Offices were intended to be a part of the offices of the Commissioners of Divisions, these offices have continued to maintain their separate identity and to function more or less like subordinate offices, entailing both duplication and un-necessary addition to office work. As the Board of Revenue was able to take over additional work without any increase in the strength of establishment, there appears to be no reason why the Divisional Commissioners should not have been able to take over the Excise and Taxation work without any addition to the strength of their office establishment, when staff officers at the level of Directors were provided to them. It is recommended that the question may be examined by the Board of Revenue and, if possible, the establishment (excluding executive staff) of the Divisional Excise and Taxation Offices abolished. This would not only mean considerable reduction in expenditure but will also stream-line the Excise and Taxation administration at the divisional level.

#### (4) STAFF CARS—

(a) The number of staff cars in the Secretariat has substantially increased. There is also wide-spread misuse of staff cars in the various departments of the Provincial Government.

(b) Some of the Secretaries have, at their disposal, Government transport other than staff cars in the Secretariat pool, by internal arrangement with the departments under their administrative control and in view of this arrangement, the extent to which staff

cars in the pool are utilised is reduced. The number of staff cars in the Secretariat pool should, therefore, be curtailed.

(c) There are 23 staff cars at present in the Secretariat pool, of which 1 is proposed to be detailed for duty at Karachi and 1 has been earmarked for disposal by auction. The strength left in the pool will still be excessive to requirements which should not exceed :

(i) staff cars for Ministers	...	10
(ii) staff cars for other duties	...	6
		16
Total	..	16

The remaining 5 staff cars should be disposed of. There will be a corresponding reduction in the strength of staff car drivers.

(d) Stringent measures should also be taken to prevent misuse of staff cars by departmental officers. The present organization of the Motor Transport Controller (attached to the Services and General Administration Department) is not functioning properly. Unless it can be made possible for this organization to be effective (and there is consequently better control and economy in expenditure), the organization should be disbanded.

---

**APPENDICES.**

---

GOVERNMENT OF WEST PAKISTAN

## SERVICES AND GENERAL ADMINISTRATION DEPARTMENT

(Section VII)

## NOTIFICATION

The 22nd January 1963

No. S.O. VII-9-3-63—The Governor of West Pakistan is pleased to constitute an Economy Committee consisting of :

- (1) Syed Ahmed Nawaz Shah Gardezi,  
Minister, Co-operation, Labour and Social Welfare ... *Chairman*
- (2) Mr. Muizuddin Ahmad, C.S.P.,  
Additional Chief Secretary to Government of West  
Pakistan, Services and General Administration De-  
partment .. *Member*
- (3) Mr. N. A. Haroon, G. A. R.  
Additional Finance Secretary (Expenditure) ... *Member*
- (4) Secretary of the Administrative Department concerned ... *Member*

to examine the existing strength of the various Departments and suggest reduction in the staff in view of the pressing need for economy in expenditure. The Economy Committee should start meeting immediately and complete its recommendations within six weeks.

2. Mr. Rashid Ahmad, Deputy Secretary (O. & M.), Services and General Administration Department, will act as the Secretary of this Committee.

By Order of the Governor of West Pakistan  
S. FIDA HASSAN  
Chief Secretary to Government  
West Pakistan

No. SOVII-9-3-63, dated Lahore the 22nd January 1963  
COPIES are forwarded, for information and necessary action, to—

- (1) The Secretary to the Governor, West Pakistan.
- (2) All Ministers, West Pakistan.
- (3) All Administrative Secretaries to the Government of West Pakistan.
- (4) The Accountant-General, West Pakistan.

HASAN ZAHEER  
DEPUTY SECRETARY (GENERAL)  
for Chief Secretary to Government of  
West Pakistan,

No. S.O. VII-9-3-63, dated Lahore, the 22nd January 1963

COPIES are forwarded, for information and necessary action, to—

- (1) Syed Ahmed Nawaz Shah Gardezi, Minister for Co-operation, Labour and Social Welfare, West Pakistan.
- (2) Mr. Muizuddin Ahmad, C.S.P., Additional Chief Secretary to Government, West Pakistan, Services and General Administration Department.
- (3) Mr. N.A. Haroon, GAR, Additional Secretary (Exp.) to Government, West Pakistan, Finance Department.
- (4) Mr. Rashid Ahmad, Deputy Secretary (O&M), Government of West Pakistan, Services and General Administration Department.

HASAN ZAHEER

DEPUTY SECRETARY (GENERAL)  
for Chief Secretary to Government  
West Pakistan.

## GOVERNMENT OF WEST PAKISTAN

## SERVICES AND GENERAL ADMINISTRATION DEPARTMENT

*Subject*—CONSTITUTION OF ECONOMY COMMITTEE.

REFERENCE Services and General Administration Department Notification No. SO-VII-9-3/63, dated the 22nd January 1963, on the subject noted above.

2. The Committee will examine the existing strength and work load of each of the Secretariat/Attached Departments and Regional Divisional District and Subordinate Offices. Information, as in the attached *pro forma*, is, therefore, required in respect of all departments/offices of the Provincial Government.

3. Administrative Secretaries may please have the requisite information in respect of their Attached departments and Regional Divisional District and other offices collected with utmost speed and by all possible means of contact and send completed *pro formas* in triplicate (prepared *separately* for each Department/Office), along with the *pro forma* in respect of the Secretariat department, to the Committee (Secretary by name) immediately and *at the latest* by the 6th February 1963.

4. It is also requested that Secretaries may please consider the existing strength of each of the departments/offices under their administrative control and indicate, at the end of each *pro forma*, the extent to which reduction in staff/expenditure can be effected in each organisation/establishment, without detriment to the public interest.

5. It has been decided in view of the pressing need for economy in expenditure and to enable the Committee to complete its work uninterrupted by fresh sanctions and proposals, that, as an interim measures:

(a) departments delegated with powers to create posts within the sanctioned budget grant may not exercise this power;

and

(b) no proposals for the creation of additional establishments posts be made to the Finance Department, except where they are considered to be inescapable. Proposals in exceptional case should only be made with the approval of the Secretary.

The ban will, however, not apply in respect of sanctions already issued by the Administrative Finance Departments. All Heads of Departments/Offices may be informed accordingly.

MAUIZUDDIN AHMED

*Additional Chief Secretary to Government,  
West Pakistan.*

To—

*All Administrative Secretaries to Government, West Pakistan*

*U. O. No. O & M-III-4-11/63, dated Lahore, the 28th January 1963*

*No. O&M-III-4-11/63, dated Lahore, the 28th January 1963*

COPY to all Deputy Secretaries in the Services and General Administration Department, for necessary action as indicated above.



Copy also forwarded to—

- (1) Accountant-General, West Pakistan, Lahore ;
  - (2) Comptroller, Northern Area, West Pakistan, Peshawar;
  - (3) Comptroller, Southern Area, West Pakistan, Karachi; and
  - (4) Comptroller, Southern Area (Quetta-Kalat Wing), West Pakistan, Karachi;
- for information, with reference to paragraph 5:

RASHID AHMAD

*Secretary, Economy Committee.*

PRO FORMA

Name of Department/Office

PART A

- (1) Actual expenditure on establishment in 1961-62.
- (2) Expenditure on establishment in 1962-63 (for the whole year as provided on the budget grant *puls* estimated additional expenditure incurred /to be incurred within the year).
- (3) Percentage and incidence of increase in expenditure.

PART B

BRIEF ACCOUNT OF THE FUNCTIONS AND ACTIVITIES

OF THE DEPARTMENT/OFFICE

PART C

SANCTIONED STRENGTH

(Separately in respect of Class I, II, III and IV and unclassified posts)

Designation of posts	Number of posts	Permanent	Temporary (also indicate period for which sanctioned).	(1) Work-load in various administrative units (Branches and Sections) in 1962 in terms of average monthly receipts classified as— (i) Purely routine communications: (ii) Receipts requiring examination: (2) Description of other work not covered by (1):
1	2	3	4	5

PART D

REDUCTION PROPOSED

*No. and designation  
of posts.*

*Pay etc.*

Total expenditure —.....