



INSIDE

## "Quality Review Newsletter" January - December 2015 9th & 10th Issue

1. Messages
2. An Overview of Performance of External Finance Policy Wing
3. Major Activities of EF(C&B) Wing
4. Customer Satisfaction Index(CSI) of Finance Division
5. Engagements of Finance Minister - Pictures
6. Article Guiding-Principles for Administration / Governance
7. Work Efficiency Performance Based Survey
8. Major Achievements of CF Wing during the period July-Dec,2015
9. Departmental Quality Assurance Coordinators
10. QA Team

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### *Message from Mohammad Ishaq Dar Finance Minister*



It is a great pleasure to see that Finance Division has completed more than nine years of successful implementation of Quality Assurance Programme (QAP). The importance of ISO certification cannot be overemphasized. It is a tool for organization to significantly improve the efficiency and effectiveness of its operations leading to enhanced stakeholders' satisfaction. The objective of good governance can only be achieved by measuring stakeholders' expectations and satisfaction level and incorporating their views in government policies to improve service delivery.

I am happy to say that Finance Division has an organized system of measuring stakeholders' satisfaction under the umbrella of Quality Management System and expect that the team of Quality Assurance Programme (QAP) would make efforts not only to maintain the level but further improve the quality and output of the Ministry.

### *Message from Dr. Waqar Masood Khan Finance Secretary*



Quality Assurance Program was launched in Finance Division in 2006 to enhance its customer satisfaction level, raise service-quality and improve working-efficiency. Finance Division is pursuing Quality Assurance Program as per quality objectives. Main functions of the Finance Division under this programme are to foster and promote the standards as a means of gradual advancement of national economy, promoting industrial efficiency, ensuring health and safety of the public, promoting domestic and international trade and furtherance of international cooperation in all sectors of the economy.

I hope this Newsletter titled "Quality Review" would prove as a valuable source of information to the customers regarding service delivery by Finance Division. I express my sincere appreciation for the team of our Quality Assurance Programme (QAP) and senior management and staff of Finance Division for the hard work and efforts in making the Quality Assurance Program a success.



## **AN OVERVIEW OF PERFORMANCE OF EXTERNAL FINANCE POLICY WING (JANUARY- DECEMBER, 2015)**

### **DISBURSEMENT BY THE WORLD BANK AND USAID**

During the Fiscal year 2014-15, an amount of US\$ 665 million was released by the World Bank and US\$ 97.41 million by USAID for various projects being implemented in Pakistan. During the first two quarters of FY 2015-16 (July – December, 2015), World Bank has disbursed US\$ 161.5 million out of a total projection of US\$ 727 million for FY 2015-16.

In addition, the Wing is the focal point for the government's reform programme for growth, investment climate and competitiveness. Two Development Policy Credits (DPCs) were successfully negotiated with the World Bank during the last two years and the funds amounting to US\$ 900 million were disbursed by the Bank, out of which US\$ 500 million were disbursed in June, 2015.

### **INSTITUTIONAL STRENGTHENING OF FINANCE DIVISION PROJECT (ISFDP)**

**Training:** In order to bridge the capacity gap of the officers/staff of Finance Division, seven training courses for officers and nine training courses for support staff were conducted during the period Jan-December, 2015.

**Digitalization of Economic Surveys:** The Economic Survey is being published by the Government every year since 1961; however, electronic accessibility to retrieve the historical data published in Economic Survey was not available. In order to provide electronic access to data/information on all sectors of economy for policy makers, researchers and academia, digitalization of Economic Survey from 1960-61 onward has been started under the project. Economic Surveys for 1963-64 to 2014-15 have so far been digitalized while the work on digitalization of remaining Economic Surveys i.e. 1960-63 is in progress.

### **PRSP PROGRESS REPORT**

PRSP Secretariat housed in Finance Division has been mandated with tracking the budgetary expenditures for 17 pro-poor sectors identified under PRSP-II. Progress reports (quarterly and annually) are compiled on the basis of data/information received from provincial Account General Offices and uploaded on the website of Finance Division regularly.

Progress report of PRSP Budgetary Expenditure for FY 2014-15 has been compiled and uploaded on the Finance Division's website.

### **MEETING OF SAARC FINANCE MINISTER AND SAARC FINANCE SECRETARIES**

7<sup>th</sup> meeting of SAARC Finance Ministers was held on August 20, 2015 at Nepal, Kathmandu. Finance Minister Senator Mohammad Ishaq Dar attended the meeting. The meeting was preceded by 7<sup>th</sup> meeting of SAARC Finance Secretaries on August 19, 2015 which was attended inter alia by the Finance Secretary.

Finance Minister and the Finance Secretary presented Pakistan's point of view on several important issues pertaining to the development of SAARC region. Pakistan offered to host next (8<sup>th</sup>) meeting of SAARC Finance Ministers in Islamabad in 2016.

### **MEETING OF SAARC DEVELOPMENT FUND BOARD OF DIRECTORS**

23<sup>rd</sup> meeting of Board of Directors of SAARC Development Fund (SDF) was held from December 29 – 30, 2015 at Thimphu, Bhutan. Deputy Secretary (EFP-I) represented Pakistan in the meeting. The Board approved the following projects to be implemented inter alia in Pakistan:

- i) Promoting Integrated Bamboo Based Enterprise Development among SAARC Countries
- ii) Networking and capacity building of women entrepreneurs (SMEs) from SAARC countries submitted by PASTIC, Pakistan (approved, 'in principle').

The Board meeting was preceded by a meeting of Finance and Audit Committee (FAC) of SDF Board of Directors on December 28, 2015. Chairmanship of FAC was transferred to Pakistan for one year. The Committee reviewed the expenditures incurred during FY 2015 against the allocated budget of SDF Secretariat and recommended the budgets estimates for FY 2016 which was later approved by the Board of Directors. The Committee also reviewed the internal audit reports of SDF Secretariat and of a project funded by SDF.



**MAJOR ACTIVITIES OF EXTERNAL FINANCE(C&B) WING  
DURING JULY-DECEMBER, 2015**

**PAKISTAN EURO BOND FOR US\$ 500 MILLION**

Regular bond issuance has been a part of our plan for the last many years. It envisages continued presence of Pakistan in the international capital market as it provides an alternate source of financing at competitive coupon rates.

To attract foreign investors, Pakistan has successfully conducted many Road Shows in the past. Recently, in September, 2015, Pakistan conducted successful Road Shows in London, Los Angeles, Boston and New York and executed the Euro Bonds worth US\$ 500 million for 10 years.

**EXTENDED FUND FACILITY UNDER IMF PROGRAM**

Pakistan has successfully completed the 8<sup>th</sup> and 9<sup>th</sup> Reviews under the International Monetary Fund (IMF) Extended Fund Facility (EFF). The Reviews were followed by release of US\$ 504.90 and US\$ 500.2 million totaling to US\$ 1005.10 million in September and December, 2015 respectively bringing the total release under the EFF to US\$ 5269.30 million.

**Mahmood Ahmed Hashmi, DS(EF-C&B)**



**CUSTOMER SATISFACTION INDEX(CSI) OF FINANCE DIVISION**

As per Clause-1A (1.1), Part-3 of the QAP of Quality Assurance Sections, Customer Satisfaction Survey is now conducted once a year.

- To meet the objective of measuring the Customer Satisfaction Index(CSI) of Finance Division, Customer Satisfaction Survey for the period July 2014 to June, 2015 has been carried out in respect of HRM, Regulations, Budget, Expenditure, and Provincial Finance Wings.

**CSI of the above-said Wings have been consolidated and comparison is given below with the previous surveys:-**

Sl. No	Name of Wings	CSI July – Dec, 2012 (%age)	CSI Jan – Jun, 2013 (%age)	CSI July – Dec, 2013 (%age)	CSI Jan – Jun, 2014 (%age)	CSI Jul, 2014 – June, 2015 (%age)
1	HRM	61.2	70.59	67.82	67.24	86.68
2	Regulations	63.04	58.06	64.13	73.61	65.21
3	Budget	71.34	72.31	80.07	87.04	83.49
4	Expenditure	67.17	68.55	79.35	76.39	77.78
5	Provincial Finance	95.83	78.13	79.17	78.13	82.50
6	CSI of Finance Division	71.72	69.53	74.10	76.48	79.13

**Ishtiaq Ahmad, Section Officer (QA-I)**



## Engagements of Finance Minister during January– December, 2015 in Pictures



Federal Minister for Finance, Senator Mohammad Ishaq Dar addressing the inaugural session of 3rd Pak-US Business Opportunities Conference in Islamabad on March 10, 2015.



FINANCE MINISTER, SENATOR MOHAMMAD ISHAQ DAR MEETING WITH MS. SRI MULYANI INDRAWATI MD WORLD BANK WASHINGTON DC APRIL 19, 2015



Finance Minister Senator Mohammad Ishaq Dar and a Chinese official signing MoU in presence of Prime Minister Muhammad Nawaz Sharif and Chinese President Xi Jinping at Prime Minister's Office, Islamabad April 20, 2015



Finance Minister, Senator Mohammad Ishaq Dar addressing post budget press conference in Islamabad on June 6, 2015



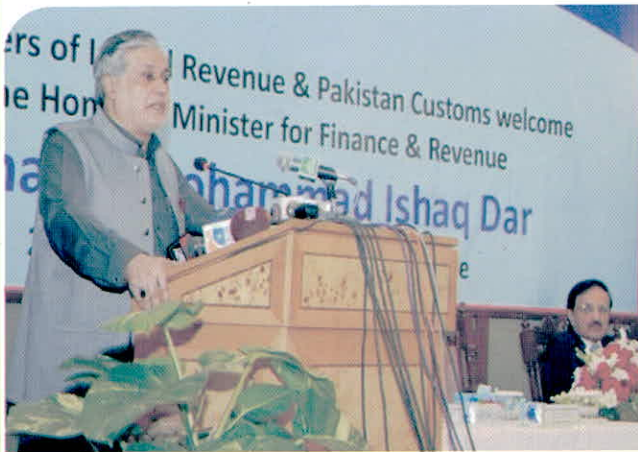
Finance Minister Senator Mohammad Ishaq Dar witnessing agreement signing ceremony between EAD and ADB at Ministry of Finance on July 9, 2015



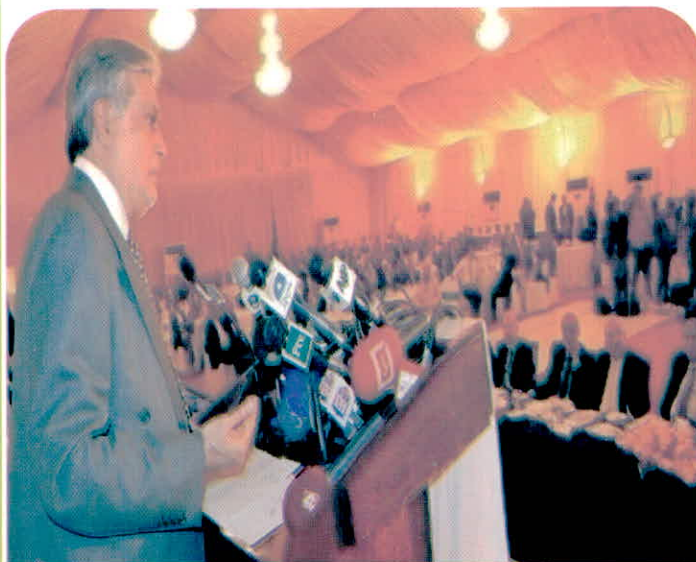
US Ambassador Richard G. Olson called on Finance Minister Senator Mohammad Ishaq Dar in Islamabad on August 26, 2015.



Finance Minister Senator Mohammad Ishaq Dar chairing second meeting in FBR, Islamabad on matters regarding filing of e-returns in Islamabad on September 19, 2015.



Finance Minister Senator Mohammad Ishaq Dar addressing IRS and Customs Officers at Regional Tax Office at Lahore on December 2, 2015.



Finance Minister Mohammad Ishaq Dar addressing the gathering at Jang Conference on "The Role of Islamic Banking in the Economic Development of Pakistan" in Lahore on December 12, 2015



Finance Minister Senator Mohammad Ishaq Dar chairing the ECNEC meeting in Islamabad on December 19, 2015.



## GUIDING-PRINCIPLES FOR ADMINISTRATION / GOVERNANCE

(based on a letter written by Hazrat'e Ali Karam'ullah Wajj'hoo to [Maalik al-Ashtar]  
(Perceived by S. M. Idrees Naqvi – Section Officer (Dev-II))

- Hazrat said; Maalik, we must know that a good and virtuous man is known and recognized by the good that is said about him and the praise which Allah has destined us to receive from others. Therefore, we make our mind the source and fountain-head of good thoughts, good intentions and good deeds. This can only be attained by keeping a strict control on our desires. We must create in our mind kindness, compassion and love for our subjects. We should remember, that amongst our subjects there are two kinds of people: those who have the same religion as we have; they are brothers to us, and those who have religions other than that of ours, they are human beings like us. Men of either category suffer from the same weaknesses and disabilities that human beings are inclined to, they commit sins, indulge in vices either intentionally or foolishly and unintentionally without realizing the enormity of their deeds. Let our mercy and compassion come to their rescue and help in the same way and to the same extent that we expect Allah to show mercy and forgiveness to us.
- We do not feel ashamed to forgive and forget. Do not hurry over punishments and do not be pleased and do not be proud of our power to punish. Do not get angry and lose our temper quickly over the mistakes and failures of those over whom we rule. On the contrary, be patient and sympathetic with them. Anger and desire of vengeance are not going to be of much help to us in our administration. Never say to yourself, "I am their Lord, their ruler and all in all over them and that I must be obeyed submissively and humbly" because such a thought will unbalance our mind, will make us vain and arrogant, will weaken our faith in religion and will make us seek support of any power other than that of Allah.
- We should try not to expose the weaknesses of the people and Allah will conceal our own weaknesses which we do not want anybody to know. Be fair, impartial and just in our dealings with all, individually and collectively and be careful not to make our person, position and favours act as sources of malice. Do not let any such thing or such person come near to us who does not deserve our nearness and our favour. Never lower our dignity and prestige.
- We should not accept the advice of misers; they will try their best to keep us away from acts of kindness and from doing well to others. They will make us frightened of poverty. Similarly do not allow cowards to act as our advisers because they will make us timid in enforcing our orders, will scare us from handling important affairs boldly and will make us enterprises and invasions timid and timorous attempts. At the same time avoid greedy and covetous persons who would aspire to the position of acting as our counselor because they will teach us how to exploit the community and how to oppress people to get their wealth.
- We can comfortably find persons who are equally wise and learned. They will be the most helpful and will sincerely sympathize with us. They are those who can always speak out the bitter truth to us and unreservedly and without fear of our status, can refuse to assist us or associate with us in the deeds which Allah does not like. We should select honest, truthful and pious people as our companions. Train them not to flatter us and not to seek our favour by false praises because flattery and false praises create vanity and conceit and they make a man lose sight of his real self and ignore his duties. We should not treat good and bad people alike because in this way we will be discouraging good persons and at the same time emboldening the wicked to carry on their wickedness. Everyone should receive the treatment which his deeds make him deserve. Let's our attitude be such that they do not lose faith in us because a good faith on our part will reduce many troubles of administration and will relieve us of many worries and anxieties. And so far as our confidence and trust is concerned, let it rest with those people whom we have tested in difficulties and whom we have befriended.
- The people, over whom we rule, are divided into classes, grades and the prosperity. Welfare of each class of the society individually and collectively is so interdependent upon the well-being of the other classes that the whole set-up represents a closely woven net and reciprocal aspect. One class cannot exist peacefully, cannot live happily and cannot work without the support and good wishes of the other.



- In short we should do everything at a proper time and in a proper way and keep everything in its proper place. We should not reserve for our-self anything which is a common property of all and in which others have equal rights and should not close our eyes from glaring malpractice of the officers, miscarriage of justice and misuse of rights because we will be held responsible for the wrong thus done to others. In the near future our wrong practices and maladministration will be exposed and we will be held responsible and punished for the wrong done to the helpless and oppressed people. We should take care and keep control over our temper, our anger and our desire to be arrogant and vain. Take care of our hands when we are out to deliver punishment and of the sharpness of our tongue when we are saying harsh things. The best way to achieve this is not to be hasty in making remarks and to delay in delivering punishment so that we may keep our temper under control and are not overexcited. This we cannot achieve unless we constantly remember that we have to return to Allah and unless His fear overcomes every other sentiment. We must always try to remember the good and useful things done in the past.



### Work Efficiency/Performance Based Survey

A Bi-annual 11<sup>th</sup> Survey for the period January - June 2015 was conducted to measure performance of all Wings against the following metrics of quality objective:-

- Average duration of days taken by SO for submission of cases = 2.15 days
- Average duration of delays of files by SOs and equivalent = 1.12 days
- Average days taken for final disposal of cases = 2.52 days
- Percentage of cases disposed of at each level as follows:-

Percentage of Cases Disposed off at each level				
Section Officer	Deputy Secretary	Joint Secretary	Additional Finance Secretary	Finance Secretary
8.65%	7.95%	23.87%	34.61%	24.91%

### Work Efficiency/Performance Based Survey for January-June, 2015 with previous two surveys

Activities	10 <sup>th</sup> Survey	11 <sup>th</sup> Survey	12 <sup>th</sup> Survey
	Jan-June 2014	July-Dec. 2014	Jan-June, 2015
Average number of days taken by S.Os/ equivalent for submission of cases	2.5	3.0	2.15
Average duration of delays of cases by SOs/equivalent	2.6	2.0	1.12
Average duration of disposal cases	3.0	3.59	2.52
Percentage of cases disposed off at SO level	9%	4%	8.65%
Percentage of cases disposed off at DS level	8%	9%	7.95%
Percentage of cases disposed off at JS level	26%	37%	23.87%
Percentage of cases disposed off at AFS level	28%	32%	34.61%
Percentage of cases disposed off at FS level	29%	18%	24.91%

Izhar Ahmad, Deputy Secretary (QA)



### MAJOR ACHIEVEMENTS OF CF WING DURING THE PERIOD JULY –DECEMBER, 2015

- Domestic financing facilities of Rs.35.612 billion were provided against revised GoP Guarantee for the revival of Nandipur Power Project after delay of several years.
- **Rs.70.66 billion** were paid during the past six months on account of tariff differential subsidy to meet the liquidity requirements of power sector and to protect the low income consumer from high electricity rates.
- WAPDA was facilitated for timely completion of the Neelum Jhelum Hydropower Project. Accordingly, Rs. 100 billion financing facility has been arranged for Neelum Jehlum HPC.
- GoP has approved the revised land acquisition rates for mega Hydel Power Project i.e. Dasu Hydro Power Project along with arrangement of financing facility to the tune of Rs. 144 billion.
- GoP has approved opening of LCs for two RLNG fired power plants located at Haveli Bahadur Shah and Baloki amounting to US\$ 368 Million for offshore component while PKR 9.4 Billion for onshore component. Additionally, a Cash Development loan amounting to Rs. 36.130 billion has also been released for timely completion of the aforementioned CPEC projects.
- Financing arrangement facilitation was provided for North-South Gas Pipeline Augmentation Project. In this regard GoP has agreed to provide guarantee up to 101 billion for timely completion of the project.
- GoP has approved provision of US \$ 200 million as equity towards TAPI Gas Pipeline Project.
- In order to provide immediate liquidity support for revival of PIA's operations, the GoP has arranged Rs.3.675 billion, against GoP guarantee.
- Finance Division with the approval of Prime Minister forwarded the Kissan Package in consultation with Ministry of National Food Security and Research aimed to extend financial support to Farmers through budgetary and off-budget financial assistance mechanism.
- In order to revive and keep PSM as going concern Finance Division provided financial support through bail-out package of Rs.18.5 billion.

#### **Future Priority Plans:**

In relation to the future priority plans, GoP is committed to focus on the following key areas highlighted as under:

- The present Government is committed to keep the consumers' welfare intact by providing subsidy to the poor consumers along-with reduction in cost of power generation and to overcome longstanding energy crisis.
- Further, financing arrangement for RLNG fired power projects is at utmost priority of the GoP in respect to fast track implementation of CPEC projects for power generation.
- The Government is determined to balance the energy mix by focusing on Mega Hydel Projects. Accordingly the GoP is aware of the essentiality of underlying hydro power projects, henceforth, committed to provide consistent necessary financing for the same in near future.
- In order to mitigate the shortage of gas supplies, efforts are being made by GoP to finalize the financing arrangement for North-South Gas Pipeline Augmentation Project.

**Mr. Tassaduq Hussain, Dy. Secretary (CF-II)**





## Departmental Quality Assurance Coordinators

The 2<sup>nd</sup> tier of Finance Division's Quality Assurance Structure consists of Departmental Quality Assurance Coordinators (DQACs), who work within their own wing under their respective Additional Finance Secretary/ Sr. Joint Secretary and look after the implementation level of wings' Quality Objectives. The strength of DQACs varies on the basis of quantum of tasks. Presently, following are the DQACs:-



Mr. Mahmood Ahmed Hashmi, DS(EFB-B)



Syed Pervaiz Abbas Naqvi, Director(BC)



Mr. Suhbat Ali Talpur Dy. Secretary(Bkg)



Syed Ahmad Raza Asif, D.S.(EFP-I)



Mr. Abdul Malik Balghari, D.S.(PF)



Mr. Muhammad Saleem, D.S. (PAC)



Mr. Shahid Ahmad Ch. Dy. Secretary(R-III)



Mr. Nadeem Abbas Dy. Secretary(HR)



Mr. Tassadaq Hussain Dy. Secretary (CF-II)



Mr. Absar Hussain Siddiqui, D. E.A



Dr. Syed Nayyar Shah, BPO



Syed M. Idrees Naqvi Section Officer(Dev-II)



Mr. Munir Ahmed S.O. (Exp-IV)



Mr. Mushtaque Ali AEA (Inv-I)



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