



"Quality Review Newsletter" July - December 2014 8th Issue

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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 eight years of successful implementation of Quality Assurance Program (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 Program(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 program 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 Program(QAP) and senior management and staff of Finance Division for the hard work and efforts in making the Quality Assurance Program a success.

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AN OVERVIEW OF THE ACTIVITIES OF DEVELOPMENT WING

- Development Wing is playing a vital role in policy coordination regarding approval of all development related activities of the Federal Government included in the PSDP. The development projects are initiated by the respective Ministries/Divisions. The Planning Commission is responsible for the appraisal and approval of the projects. The Development Wing represents the Finance Division at different stages of scrutiny and approval of development projects by the Planning Commission. The Wing also participates in quarterly review meetings of Federal PSDP projects held by Ministry of Planning, Development and Reform. The Wing also deals with the development projects of Finance Division (main). The Wing coordinates with respective FA's Organization to get views before the development projects are placed before CDWP and ECNEC for approval.
- The approval of National Development Programme is given by the National Economic Council. According to Article 156(i) of the Constitution of Pakistan, the President shall constitute a National Economic Council consisting of the Prime Minister, who shall be its chairman and having representation from all the four provinces.
- The NEC in its meeting held on May 29, 2014 approved National Development Programme for 2014-15 at Rs. 1175 billion including Rs. 192 billion as Foreign Aid which is 13% higher over the size of 2013-14. The Development Programme 2014-15 comprises of Rs. 525 billion as Federal PSDP and Rs. 650 billion as Provincial ADP's
- The PC-I submitted by the sponsoring agency is circulated by M/o Planning, Development and Reform to all concerned. M/o Planning, Development and Reform convenes Pre-CDWP meetings for discussion on the PC-I. The Development Wing represents Finance Division in the Pre-CDWP meetings. The PC-I is then placed before CDWP for approval. The CDWP is chaired by the Deputy Chairman, Planning Commission. The CDWP is empowered to approve projects upto the limit of Rs. 3 billion. The projects exceeding the limit of Rs. 3 billion and recommended by CDWP are placed before ECNEC for approval. The ECNEC is chaired by the Finance Minister.
- During the period from July, 2014 to December, 2014, 32 Pre-CDWP meetings followed by 08-CDWP meetings and 05-ECNEC meetings were held. CDWP considered 128 projects and ECNEC considered 32 projects out of which 26 projects were approved and 6 projects were deferred.
- Development Wing also deals with release, Supplementary Grant, Technical Supplementary Grant and Re-appropriation of PSDP funds of Finance Division (main). All DAC/PAC matters relating to development projects of Finance Division (main) are also dealt by Development Wing.
- The pace of the projects is also monitored on monthly/quarterly basis and guidance / technical advice is given to projects authorities (where necessary) to accelerate the progress and to ensure their timely completion. The data concerning these projects is updated on Project Monitoring and Evaluation System (PMEs) in coordination with concerned PDs. The PMEs technical training sessions are also coordinated as and when scheduled by Planning Commission. During this period, 11-participants were provided technical training as per following details:

a)	ISFD project:	02
b)	Mint:	03
c)	CDNS:	04
d)	Development Wing.	02



- During CFY 2014-15, Rs 419.054 million have been allocated to following 04-ongoing projects of Finance Division (main) out of which Rs. 125.322 million have been released:

Sr.No	Name of the Project	Releases in million		Total
		1 st Qtr	2 nd Qtr	
1	Project of Improvement of Financial Reporting & Auditing (PIFRA)	-	69.622	69.622
2	Automation of CDNS	40.000	-	40.000
3	Capacity Building, MIS Development and Institutional Strengthening of Pakistan Mint	2.000	-	2.000
4	Institutional Strengthening of Finance Division	7.000	6.700	13.700
	Total	49.000	76.322	125.322

- In addition, the Development Wing is also dealing with release of funds for development budget of the Higher Education Commission (HEC). In Financial Year 2014-15, funds to the tune of Rs. 7832.300 million were released in first two quarters of CFY to HEC against their total allocation of Rs. 21,142.784 million.

S. M.Idrees Naqvi, S.O (Dev-II)



PERFORMANCE OF EF (C&B) WING DURING July-December 2014

PAKISTAN INTERNATIONAL SUKUK FOR US\$ 1000 MILLION

Pakistan successfully returned to the International Islamic Bond Market with issuance of US dollar-denominated Sukuk for US\$ 1.0 billion against the underlying asset of Lahore-Islamabad Motorway. Having conducted the Road shows in Dubai, Abu Dhabi, Singapore and London, the Sukuk transaction was finally priced and closed in London on November 26, 2014.

The format of the present Sukuk transaction was Reg-S/144a against the initial expectations of raising US\$ 500 million, the investor's response was overwhelmingly strong and the order-books were oversubscribed by five times as there were offers worth US\$ 2.3 billion. After a careful consideration of the investor's order book, it was decided to raise financing of US\$ 1.0 billion for a tenure of 5 years with a coupon of 6.75% per annum. The amount was disbursed in the first week of January, 2015.

EXTENDED FUND FACILITY UNDER IMF PROGRAM

Pakistan has successfully completed the 4th & 5th Reviews under International Monetary Fund (IMF) Extended Fund Facility. The reviews were followed by release of US\$ 1050 million on 19th December, 2014.

Ms. Aimen Nadeem
S.O.(EF-Inv.)



August Engagements of Finance Minister during JulY – Dec. 2014 in Pictures



FEDERAL MINISTER FOR FINANCE SENATOR ISHAQ DAR CHAIRING A MEETING TO REVIEW THE PROGRESS OF THE PRIVATIZATION PROCESS, AT THE FINANCE MINISTRY ISLAMABAD ON JULY 8, 2014.



FEDERAL MINISTER FOR FINANCE SENATOR MUHAMMAD ISHAQ DAR CHAIRING A MEETING ON RESOLUTION OF SBP CREDIT LINE TO ZTBL AND HBFC IN IBD ON JULY 11, 2014.



FEDERAL MINISTER FOR FINANCE, MUHAMMAD ISHAQ DAR CHAIRING THE MEETING OF THE COMMITTEE ON ENERGY RESOURCE RATIONALIZATION FOR POWER SECTOR AT THE MINISTRY OF FINANCE IN ISLAMABAD ON SEPTEMBER 09, 2014.



FINANCE MINISTER FOR FINANCE, SENATOR MUHAMMAD ISHAQ DAR CHAIRING THE MEETING OF THE SUB-COMMITTEE ON ENERGY IN ISLAMABAD ON NOV 20, 2014.



FEDERAL MINISTER FOR FINANCE MOHAMMAD ISHAQ DAR CHAIRING A MEETING ON REVIEW THE PRICES OF PETROLEUM PRODUCTS AT FBR, ISLAMABAD ON DEC 28, 2014.



FEDERAL MINISTER FOR FINANCE SENATOR MOHAMMAD ISHAQ DAR MEETING WITH IRANIAN AMBASSADOR IN ISLAMABAD ON DECEMBER 3, 2014.



AN OVERVIEW OF QUALITY ASSURANCE PROGRAMME IN FINANCE DIVISION

- In Pakistan few years ago, the subject of Quality was only related to the industry but today public sector organizations have also realized that ongoing quality enhancement process is a crucial component to improve business operations and staff morals for almost every business either industry or service organization. Finance Division was first took initiative to implement Quality Management System in such a huge public sector organization and a Quality Assurance Programme was launched in the Finance Division i.e. on 28-12-2005 as a pilot project to increase the customer's satisfaction level, raise service quality, improve internal working efficiency and give the Division a strong local and global credibility. Accordingly, the basic framework/model chosen for the above said programme was ISO 9001:2000 Standard.
- After completing all requirements, a well reputed certification agency M/S Lloyd's Register, EMEA, Karachi conducted certification Audit in 2007 and Finance Division got ISO Certification against ISO 9001-2000 Standards for three years and become 1st Certified service organization in Pakistan. On expiry of 1st three years, Finance Division renewed its certification for further three years from 2010-2013 and ensured that Finance Division continue to maintain the highest standard of services. In November, 2013, Finance Division renewed its certification for further 03 years from 2013 to 2016.
- Under the Quality Assurance Programme, Finance Division is striving to improve the performance level and to enhance the satisfaction rate of their customers. Therefore, the above Standards and Secretariat Instructions were kept in consideration while developing/designing the Quality Assurance Procedure/Manuals containing Job Descriptions of all Officers and Performance Metrics with Benchmarks/targets etc. of each Wing of Finance Division. These Manuals are prepared to improve the performance of officers/officials working in each Wing of Finance Division. As the working of the Finance Division is different from other Ministries/Divisions, therefore, these Manuals are "**controlled/restricted**" copies and distributed only for the use of officers of Finance Division. For improvement in quality of work and better coordination among all wings, the Departmental Quality Assurances Coordinators (DQACs) have also been nominated.
- Quality Assurance Section also issues a Bi-annual "Quality Review" Newsletter to provide information on Quality Assurance Program initiated to strap up and faucet full potential of its human capital and convert into quality services to improve its internal efficiency performance.
- Quality Assurance Section is also conducting a survey to measure the Customer Satisfaction Index of Finance Division annually. All the Federal Government Ministries are the customers of Finance Division and they rate Customer Satisfaction Index in respect of Budget, Expenditure, Regulations and Provincial Finance Wing of Finance Division on the basis of responses what they get while interacting with Finance Division on a prescribed survey form. Quality Assurance Section has conducted surveys every year and more than 70% Customer Satisfaction Index has been measured so far.
- The Quality Assurance Section also conducts another type of survey to measure the work efficiency rate of the officers of Finance Division working at different levels of management from top to bottom. By this survey, Finance Division enables to monitor critically delay/improvement in working of offices of Finance Division. So far, Quality Assurance Section has conducted 11 surveys in this regard.
- Capacity building of the officers/officials of Finance Division is considered as an important driver for improvement in work efficiency. To meet the training needs of officers/officials, Quality Assurance Section nominates the officers/officials for local, inland and foreign trainings.
- The bi-annual Internal/External Audit is also a main feature to monitor and evaluate the performance standard under this programme.

Izhar Ahmad, DS (QA)



Work Efficiency/Performance Based Survey

A Bi-annual 11th Survey for the period July-December 2014 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 = 3.0 days
- Average duration of delays of files by SOs and equivalent = 2.0 days
- Average days taken for final disposal of cases = 3.0 days
- Percentage of cases disposed of at each level as follows:-

Percentage of Cases Disposed off at each level				
SO	DS	JS	AFS	FS
4%	9%	37%	32%	18%

Work Efficiency/Performance Based Surveys for Jul-Dec, 2014 with previous two surveys

Activities	9 th Survey	10 th Survey	11 th Survey
	July-Dec. 2013	Jan-June 2014	July-Dec. 2014
Average number of days taken by S.Os/ equivalent for submission of cases	3 days	2.5	3.0
Average duration of delays of cases by SOs/ equivalent	1 day	2.6	2.0
Average duration of disposal cases	5 days	3	3.59
Percentage of cases disposed off at SO level	2%	9%	4%
Percentage of cases disposed off at DS level	11%	8%	9%
Percentage of cases disposed off at JS level	33%	26%	37%
Percentage of cases disposed off at AFS level	24%	28%	32%
Percentage of cases disposed off at FS level	30%	29%	18%



Training Needs Assessment (TNA) – To Improve Quality

Improved Standards of quality requires additional and higher level of personnel skills and professional knowledge. TNA, therefore, have to be identified and continuous training programs developed – quality training is a continuous improvement process. One aspect of Quality Assurance Program is to ensure that timely and appropriate training is provided wherever needed and that a continuous system of training need analysis be in place.

What is training?

“Training presents a prime opportunity to expand the knowledge base of all employees. Training is a learning that is provided in order to improve performance on the job”.

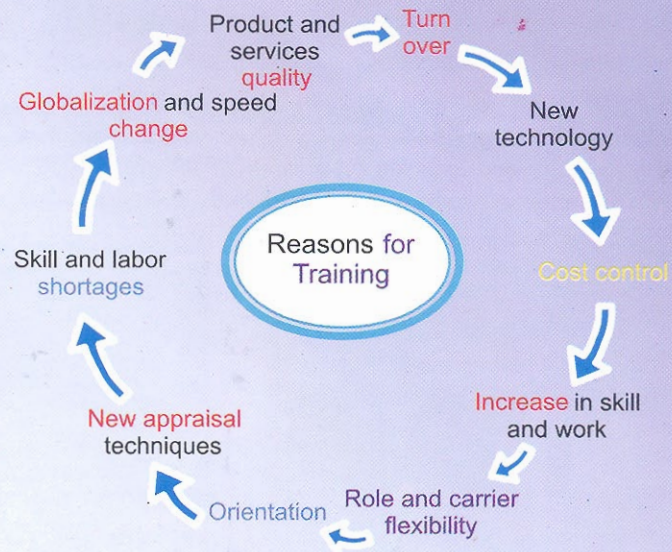
(Dr. Leonard Nadier)

The purpose of any training programs is to deliver results. People must be more effective after the training than they were before.



Or we might say

The purpose of training is to help people learn something they need to know or be able to do for a specific purpose—to achieve organizational objectives and goals, carry out specific tasks, prepare for new responsibilities or attain their goals.



What is Training Need Assessment (TNA)?

“Training Need Assessment” (TNA) is the method of determining if a training need exists and, if it does, what training is required to fill the gap. The gap between the present status and desired status may indicate problem that in turn can be translated in to a training need.

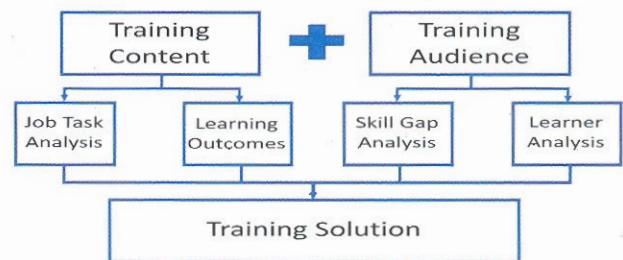
Training Need = Desired Capability- Current Capability of the participant

Why do Training Need Assessment?

ATNA provides information on the training and skill development requirements of all employees of one’s organization. The purpose of a training needs assessment is to identify performance requirements or needs within an organization in order to help direct resources to the areas of greatest need, those that closely relate to fulfilling the organizational goals and objectives, improving productivity and providing quality products and services.

The needs assessment is the first step in the establishment of a training and development Program. It is used as the foundation for influential instructional objectives, the selection and design of instructional programs, the implementation of the programs and the evaluation of the training provided. These processes form a incessant cycle which always begins with a needs assessment.

Training Needs Assessment Model



There are three levels of needs assessment: - (i) organizational analysis, (ii) task analysis (iii) individual analysis.

Organizational analysis looks at the effectiveness of the organization and determines where training is needed and under what conditions it will be conducted.

Task analysis provides data about a job or a group of jobs and the knowledge, skills, attitudes and abilities needed to achieve optimum performance. **Individual analyses analyze** how well the individual employee is doing the job and determines which employees need training and what kind.

Importance of TNA:-Needs assessments can help to improve the quality of policy or program decisions thus leading to improvements in performance and the accomplishment of desired results. Improving results—that is, moving from current to desired performance— is typically a worthwhile and valuable (and often intrepid) effort. The results of a needs assessment will guide subsequent decisions including the design, implementation, and evaluation of programs that will lead to achieving desired results of your organization.



Departmental Quality Assurance Coordinators

The 2nd 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. Suhbat Ali Talpur Dy. Secretary (Bkg)	Syed Pervaiz Abbas Naqvi, Director (BC)	Mr. Qamar-uz-Zaman Farooqi, D.S. (BR-II)	Syed Ahmad Raza Asif D.S. (EFP-I)	Mr. Abdul Malik Balghari, D.S. (PF)
				
Mr. Muhammad Aslam, D.S. (Inv)	Mr. Shahid Ahmad Ch. Dy. Secretary (R-III)	Mr. M. Afzaal Ajiz Dy. Secretary (HR)	Mr. Tassadaq Hussain Dy. Secretary (CF-II)	Mr. Absar Hussain Siddiqui, D.E.A.
				
Mr. Muhammad Saleem, D.S. (PAC)	Syed M. Idrees Naqvi Section Officer (Dev-II)	Mr. Gul Zaman S.O. (Exp)	Ms. Aimen Nadeem S.O.(EF-Inv.)	



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