



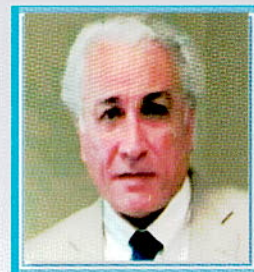
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Message from Mr. Arif Ahmed Khan Finance Secretary



I am delighted to know that Finance Division was the first Federal Government Division which obtained ISO Certification in the year 2006 and then performed consistently well which helped it in further certification till 2019. In order to realize the aims of certification, Quality Assurance Program was launched which helped in implementation of ISO Standards and its continuity in Finance Division.

ISO Certification is a means to enhance customer satisfaction level by improving performances and systems at various levels for better service delivery. I would like to express my appreciation for the Quality Assurance Programme (QAP) team of Finance Division for the hard work and efforts in making this program a success.

I hope that the current issue of "Quality Review Newsletter" would prove a valuable source of information for assessing service delivery of Finance Division.

Quality Assurance Program in Finance Division

Quality Assurance program has been launched in the Finance Division, to effectively control and improve its operational quality, performance and customer satisfaction. The prime focus of this program is to increase its customer's satisfaction level, raise its service quality, improve internal working efficiency, and give the Ministry a strong local and global credibility. This quality Assurance program has absolute and full support of Finance Minister, Finance Secretary along with full commitment of Additional Secretaries/Sr. Joint Secretaries leading various wings of the Division.

The Organizational Structure of Quality Assurance Program consists of:

1. Strategic Quality Management Committee:
2. Quality Assurance Wing (QA):
3. Departmental QA Coordinators (DQAC):
4. Quality Improvement Teams (QIT):



THE TRAITS OF THE HOLY PROPHET
(PEACE BE UPON HIM)
HIGHLY EFFECTIVE IN CIVIL SERVICE

The life of the Holy Prophet (Peace Be Upon Him) is a role model for humanity in all fields of individual and collective life. The Holy Quran says "***The life of the Prophet of Allah is the best model for you***". Humanity can get full guidance in every field of life including civil service, which is an important aspect of our collective life. Some important traits of his life which affect the civil service are described below:-

- **Kind Hearted:** The most dominant trait of the Prophet's (PBUH) life is kind heartedness. Allah says in Quran "***And we have not sent you, [O Muhammad], except as a mercy to the worlds***". If a civil servant is kind hearted, his subordinates willingly obey his orders and try to give best performance. They will try to utilize their inner potentials to the best.
- **Steadfast in implementation of laws/orders.** In implementation of laws/orders, the Prophet (PBUH) was steadfast. No discrimination was ever shown. Fatima daughter of a tribal chief committed theft. Hazrat Usama (RA) requested Prophet to pardon her. Prophet became angry and said, "Had Fatima daughter of Muhammad (PBUH) committed theft, I would have cut/chopped her hand". In the past, nations were destroyed due to fact that they punished the poor and weak and did not punish strong and wealthy on committing crime.
- He was **never overpowered by anger**. Hadith says: "Judge should not decide when he is angry".
- **Well-wisher of All:** The Prophet (PBUH) was well-wisher of everybody even of his worst enemies. He said, "Deen is well wishing, to Allah, his Prophet, the rulers of Muslims and for the common Muslims".
- **Role Model:** Setting example before the followers: The Prophet (PBUH) always act his example before his companions. During the battle of Khundaq, he was himself helping the companions in digging the ditch.
- **Simplicity:** His living was simple and did not like to be distinguished among his companions. When somebody came from outside Madinah and the Prophet (PBUH) was sitting among companions, he had to ask from them as to who was Muhammad (PBUH). He liked to be unassuming and just like common man.
- **The Prophet (PBUH) accorded respect and position** which was due to a person. Hazrat Ayesha (RA) said: "Prophet ordered us to respect everybody according to his status". When some respectable person or tribal chief came to meet the Prophet, he gave him due respect. Sometimes, he used to stand up and spread his shawl for the guest out of respect. When the son of Hatim Tai came, he welcomed him warmly due to his father's position, although he had not yet embraced Islam.
- **The Prophet (PBUH) established a just society** as he propagated and practiced the equal and fair distribution of funds. He (PBUH) announced the equality of human rejects and determined the states of citizens and imposed appropriate taxes. He (PBUH) also proposed a permanent name for each tax. He (PBUH) appointed financial officers for this and established the office of finance. It means that he (PBUH) established a comprehensive finance management system by creating specialized positions in the society to ensure the proper equality within the society. He (PBUH) preferred to always select people for the governmental offices on the basis of merit and specialization in the subject which can be seen in today's Human Resource Management Sciences.
- May Allah enable us to follow his footprints as Muslim and particularly as a civil servant (Aameen).

Shahzad Zareef, Section Officer (QA-II)



**AN OVERVIEW/ ACTIVITIES OF EXTERNAL FINANCE
(C&B) WING DURING JULY – DECEMBER, 2017**

One of the most important functions of External Finance Wing is to arrange international finances from the International Monetary Fund (IMF) for balance of payments or budgetary support. Pakistan's relations with the Fund are envisaged in the Articles of Agreement of the Fund which form basis of relations whether the Government has a program with the Fund or otherwise.

The Government successfully completed a three year Extended Fund Facility (EFF) with the Fund in September 2016. IMF's engagement with Pakistan continues in the form of Article IV consultations, and Post Program Monitoring which are biannual features and are conducted one after the other.

In December 2017, an IMF Mission visited Pakistan, for the first time after four years, to conduct Post Program Monitoring. The Mission held consultations in the Ministry of Finance with key Government stakeholders including State Bank of Pakistan. The Mission reviewed the overall post program economic environment and presented its viewpoint and analysis for discussions with the Government.

Shahid Ali, Deputy Secretary(EF-C&B)



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

As per Clause 1-A (1.1), Part-3 of the Quality Assurance Procedure (QAP) of Quality Assurance Sections, Customer Satisfaction Survey is conducted once a year. The prime objective of the survey is to measure the satisfaction level of its customers / stakeholders.

- Pursuant to the above requirement, Customer Satisfaction Survey for the period July, 2016 to June, 2017 has been carried out in respect of following nine wings of Finance Division.

CSI of nine Wings has been consolidated and comparison is given below with the previous surveys:-

Name of Wings	CSI for the Period Jul, 2013 – June, 2014 (%age)	CSI for the Period Jul, 2014 – June, 2015 (%age)	CSI for the Period Jul, 2015 – June, 2016 (%age)	CSI for the Period Jul, 2016 – June, 2017 (%age)
HRM	67.53 %	86.68 %	87.45%	88.78%
Regulations	68.87 %	65.21 %	69.09%	76.38%
Budget	83.55 %	83.49 %	84.52%	91.20%
Expenditure	77.87 %	77.78 %	67.86%	81.50%
Provincial Finance	78.65 %	82.50 %	81.25%	83.33%
External Finance	-	-	73.81%	87.03%
Development Wing	-	-	63.89%	83.33%
Internal Finance	-	-	-	79.36%
Corporate Finance	-	-	-	71.42%
CSI of Finance Division	75.29 %	79.13%	75.41%	82.48%

Ishtiaq Ahmad, Section Officer (QA-I)



Capacity Building of Human resource – Highlights

A) Training Record of Officers/Officials of Finance Division (July-December, 2017)

Sr.#	Trainings	Nominations Processed	Nominated	Availed
1.	Local/Inland (Officers/Officials)	115	104	101
2.	Foreign (Officers)	95	68	33
	Total	210	172	134

B) Officers of Finance Division in a training session at Islamabad Hotel - Pictures





TRAINING COURSE ON “QUALITY ASSURANCE & MANAGEMENT - IMPLEMENTING ISO 9001:2015”
HELD IN NOVEMBER, 2017 AT ISLAMABAD

Quality Assurance Side of HRM Wing, Finance Division, in collaboration with Pakistan Institute of Management(PIM), Lahore, organized the above two day training program at Islamabad Hotel, Civic Centre, G-6 Markaz, Islamabad. Mr. Muhammad Ovais, DGM and Head of Special Projects – PIM, was the Resource Person for this course. Twenty Officers (BS 17-20) of Finance Division availed this training opportunity.

Finance Division is the first Federal Government Organization at the Secretariat level setup in Pakistan to achieve ISO certification during the Financial Year 2006-2007. Since then, Finance Division is fully compliant with ISO Quality Management System. As the Finance Division is switching over to new Management Standards ISO 9001:2015 from the next year, the significance of this training has been increased many fold. It provided essential knowledge of ISO Quality Management System and good opportunity in order to implement the new Management Standards ISO 9001: 2015.

It was a good activity aimed at acquiring specific areas of knowledge relating to Quality Management System in relation to implement new ISO standards. Officers from diverse fields/groups shared practical examples from their professional life which added value to the session. The awareness level was raised about the dynamics of Quality Management System (QMS) including key insight of Organization, scope, needs and expectations of stakeholders, review of Quality Objectives, involvement of leadership etc.

Risk management is the notable feature of ISO 9001:2015 standards as everyone will be responsible to evaluate risk concerning his/her job functions. PDCA (Plan, Do, Check & Act) cycle is the major element of each Management System, which is used for control and continual improvement of processes and services. Distinct features of new ISO standards 2015 and its comparison with the previous standards 2008 was also discussed. Moreover, there is a changed role of Management Representative (MR) as everyone will be responsible for Quality.

The changes introduced in the ISO 9001:2015 standards are intended to ensure that ISO 9001 continues to adapt to the changing environments in which organizations operate. Some of the key updates in ISO 9001:2015 include the introduction of new terminology, restructuring some of the information, an emphasis on risk-based thinking, improved applicability for services, and increased leadership requirements. Customer focused leadership, information security, knowledge management, standardization and periodical review were key highlights of the session.

The steps involved for switching over to 2015 Standards were also discussed in detail. However, prime focus of the new standards will be on “**Continual Improvement**”. Besides, Internal Quality Audit for ISO 9001:2015 was discussed in detail with specific emphasis on its various stages i.e. Audit planning, Audit preparation, Audit execution, Audit reporting and Audit closed by follow up.

As a whole this training program was very useful for the participants and such kind of courses will definitely augment the knowledge of the participants pertaining to quality management in an organization.

Ishtiaq Ahmad, Section Officer (QA-I)

What is Quality?

The challenge in defining quality is that it is a subjective concept, like beauty. Everyone has a different definition based on their personal experiences.

Definitions:

- The totality of characteristics of an entity that bear on its ability to satisfy stated and implied need.



- Quality is the ongoing process of building and sustaining relationships by assessing, anticipating, and fulfilling stated and implied need.
- The degree to which a set of inherent characteristics fulfills requirements.
- Conformance to requirements.
- Fitness for use.

Service Quality Dimensions:

1. Timeliness
2. Courtesy
3. Consistency
4. Convenience
5. Completeness
6. Accuracy.

Three key elements of quality which influence a product or service's ability to satisfy customer needs:

- **Quality of Design:** A product needs to be designed to satisfy customer needs.
- **Quality of Conformance:** Closeness with which the finished product or supplied service matches the specifications of the original design.
- **Quality of Reliability:** Ability of the finished product to provide trouble free performance in the field, over an acceptable time period.



WORK EFFICIENCY | PERFORMANCE BASED SURVEY

The 16th Bi-annual Work Efficiency Survey for the period **January - June 2017** was conducted to measure performance of all Wings against the following metrics of quality objective:-

- Average duration of days taken by SOs for submission of cases = 1.3 days
- Average duration of delays of files by SOs and equivalent = 0.23 days
- Average days taken for final disposal of cases = 2.40 days
- Percentage of cases disposed off at each level as follows:-

Percentage of Cases Disposed off at each level				
SO	DS	JS	AFS	FS
1.98%	7.14%	28.57%	25.80%	36.51%

Comparison of Work Efficiency/Performance Based Survey (Jan-Jun, 2017) with previous Two Surveys

Activities	14 th Survey	15 th Survey	16 th Survey
	Jan-June, 2016	Jul-Dec, 2016	Jan-June, 2017
Average number of days taken by S.Os/ equivalent for submission of cases	1.51	1.42	1.30
Average duration of delays of cases by SOs/equivalent	1.55	1.85	0.23
Average duration of disposal of cases	2.20	2.53	2.40
Percentage of cases disposed off at SO level	0%	1.98%	1.98%
Percentage of cases disposed off at DS level	8.9%	3.17%	7.14%
Percentage of cases disposed off at JS level	28.50%	33.33	28.57%
Percentage of cases disposed off at AFS level	26.70%	29.37%	25.80%
Percentage of cases disposed off at FS level	35.90%	32.14%	36.51%

Shahzad Zareef, Section Officer (QA-III)



**OVERVIEW/MAJOR ACHIEVEMENTS OF
CORPORATE FINANCE WING (JULY -DEC, 2017)**

- **Rs. 37.048 billion** were released as Tariff Differential Subsidy to Power Sector as of July, 2017 to December, 2017 in order to meet the liquidity requirements of power sector.
- The GoP guarantee of **Rs. 41 billion** has been issued by the Finance Division to Power Holding (Pvt.) Ltd.
- Pursuant to ECC decisions, Term Sheets have been approved regarding set off/adjustment of existing facilities for PHPL of **Rs. 30.950 billion, Rs. 40 billion, Rs. 25 billion & Rs.15 billion** with new sovereign guarantees. Accordingly, Letter of Comfort for STFF of **Rs.30. 950 billion** has also been issued.
- In pursuance of ECC decision, Letter of Comfort of **Rs. 38.12 Billion** for WAPDA has been issued, pertaining to the payment of Net Hydel Profit (NHP) to the Government of Punjab against Promissory Note due on 31.12.2017, issued by WAPDA duly backed by GoP guarantee.
- **Rs. 420 million** has been released as Cash Development Loans (CDL) for RBOD-I & RBOD-III project through WAPDA (Water).
- Coordinated and finalized the financing module for the RLNG-III Pipeline Project with the relevant stakeholders – Petroleum Division and the two Sui Companies. The financing modality was subsequently approved by the ECC.
- Supported the Gas Development schemes to be undertaken by the Sui Companies under the Prime Minister's directives.
- Issued a letter of comfort to M/s PLL for US\$150 million to be subsequently followed by GoP Guarantee as per decision of the ECC of the Cabinet for its LNG Storage and Re-gasification Terminal Project.
- Rs. 16.665 billion released to Pak-Railways as subsidy.
- Case of GoP guarantee to the tune of Rs.9.00 billion for "Lahore- Sialkot Motorway Project" were initiated.
- Held consultations with Commerce Division, Textile Division and Federal Board of Revenue to review the Prime Minister's Export Package in view of its positive impacts on the Country's exports. The revised Prime Minister's Export Package deals with cash flow problems by providing 50% of the incentives / subsidy to all exporters and the remaining 50% would be provided to those exporters who achieve an increase of 10% or more in exports as compared to corresponding period in previous year.
- Additional 2% drawback incentive will be provided for exports to non-traditional markets i.e. Africa, Latin America, non-EU European countries, Commonwealth of Independent States and Oceania.
- Provided financial support in the form of subsidy to PSEs i.e. TCP, USC and PASSCO on account of price difference due to subsidized sale of commodities under GoP decisions. In addition to this, cash credit limits are allowed in favor of these entities to finance their procurement of different food and crop items. Brief position of the financial support under Demand No. 036, provided to the corporate sector during the period July-December, 2017 is as under:-

Sr. #	Particulars	Amount Released
1	Wheat Reserve Stock (PASSCO)	Rs. 2,000,000,000
2	Re-imburement of Subsidy to PASSCO for Wheat Operation	Rs. 100,055,039
3	Subsidy to USC for Payment of Sugar Arrears.	Rs. 1,000,000,000
4	Payment for Subsidy to PASSCO on account of Wheat Supplied to GB	Rs. 4,022,500,000
5	Support for Wheat/Flour Export	Rs. 1,500,000,000
6	Export of Sugar (Through Supplementary Grant)	Rs. 100,000,000

- Financial support to PIA increased in by Rs.13.585 from Rs. 161.5 billion to Rs. 175.085 billion in order to cater for the immediate financial needs of PIACL.

Mr. Tassaduq Hussain, Deputy Secretary (CF-II)



Departmental Quality Assurance Coordinators (DQACs)

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/ 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. Abdul Malik Balghari, Deputy Secretary(PF)	Syed Ahmad Raza Asif, Deputy Secretary (External Finance- P)	Mr. Suhbat Ali Talpur, Deputy Secretary (Banking)	Mr. Muhammad Saleem, Deputy Secretary (PAC)	Mr. Shahid Ahmad Ch., Deputy Secretary (R-III)
				
Mr. Tassadaq Hussain, Deputy Secretary (Corporate Finance-II)	Mr. Nadeem Abbas Deputy Secretary(HR)	Mr. Shahid Ali, Deputy Secretary (External Finance-C)	Dr. Syed Nayyar Shah, Budget Publication Officer	Mr. Farooq Ghani, Section Officer (Inv-II)
				
Mr. Imran Rashid, Section Officer (Exp-II)	Ms. Sumera Rafiq, Section Officer (BR-III)	Ms. Nargis Bano, Assistant Economic Adviser (Population)	Mr. Shehzad Rafiq Assistant Economic Adviser (Dev-I)	



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