

Noncapital Project Paper (NPOP)**Economic Decision-making: Superior Services**

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1. SUMMARY DESCRIPTION, INCLUDING TABULATION OF PLANNED INPUTS

a. The Problem

The highly specialized and compartmentalized Pakistan bureaucracy is inadequate to meet the increasing demands being placed upon the Government. Organizing and managing large scale operations designed for social and economic development requires systematic and unified management and leadership. There must be an adequate number of capable and specially trained persons to staff the middle and upper level management positions. The current Pakistan bureaucracy hardly meets the necessary prerequisites.

At least 2,500 top-level executives and 200,000 middle management personnel are required to man the governmental apparatus. If the nation is to continue its progress, it is imperative that these elements operate as a team and be given sufficient power and authority to function within viably constituted organizational systems.

Pakistan had only a few trained and experienced senior officers at the time of partition. Only 82 members of the former Indian Civil Service and the Indian Political Service came to Pakistan in 1947. Recruitment into the superior services, following the British tradition, favors the young person with a literary-humanities academic background. Only a small percentage of the yearly recruits come from the hard sciences, engineering, medical professions, or the behavioral-social sciences. Academic training, experience, social background, and attitude obstructs the development of managerial skills and ability.

Since the 1950's, the Government has laid stress upon the development of managerial personnel. Noteworthy accomplishments have been made. A sizeable number of persons have received training abroad and at home. A complex of educational and training institutions have been established in Pakistan. However, the developments to date have been piecemeal and uneven. There has never been established a systematic managerial development program which includes pre-service education, pre-service training, on-the-job training, and mid-career development. There has been virtually no effort to determine what type of training is necessary and how to utilize most effectively trained talent once available.]

The development of talent has almost solely been institutionally-based, either at the numerous specialized training institutions (which number over 100 in Pakistan) or the Universities (in Pakistan or abroad). While the Third Five-Year Plan mentions the need for on-the-job or in-house training (proposes the establishment of Organization and Management (O&M) and Training Cells), little has been accomplished in this area.

In organizational terms, major changes are necessary in the recruitment, development, and utilization of managerial talent in the critical areas of economic decision-making. This project proposes to improve this total process by centering upon the superior services of Pakistan, particularly the Civil Service of Pakistan.^{1/}

The Civil Service of Pakistan is the pivotal service around which the entire administrative edifice of both Central and Provincial Government is organized, including the public corporations and the semi-autonomous bodies. Over 60 percent of the key positions in the Government are held by CSP Officers.

Career development of these strategically placed officers follows basically the old British colonial pattern of producing generalist administrators. This pattern is proving to be increasingly inadequate as Pakistani society becomes more complex socially and economically. The Establishment Division is willing to make a major shift in its personnel practice, with Mission assistance, in developing career patterns for the Superior Services within the following areas: (1) rural administration, (2) urban administration, (3) municipal administration (smaller communities), (4) planning and finance, and (5) public enterprise management.

There are presently 16 central superior services most of which are under the Establishment Division for those few services which are not under Establishment Division control, the development of career patterns for the services outside of the Establishment Division will be undertaken as this project develops. In the initial phase this includes three services with a total complement of approximately 1,000 officers.

These career patterns directly relate to the other projects in the Development Administration sector in the field of: (1) financial management improvement (2) development agencies, and (3) local government.

b. Project Goals and Targets: Primary Goal

The primary goal is to strengthen the economic decision-making capabilities of a select number of persons in the superior services who staff the key administrative positions in the Government.

To achieve this goal the following targets are set out:

- (1) Development of a career planning program for the Civil Service of Pakistan and other central superior services which are under the supervision of the Establishment

^{1/} See section 2 for details on the composition of the Pakistan Public Service.

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Division. For the CSP cadre the following five areas will be developed which will directly relate to the organizational structure of the Government: (a) rural administration, (b) urban administration, (c) municipal administration, (d) planning and finance, and (e) public enterprise management.

- (2) Establishment of an institutional arrangement which will support the career development pattern for the five areas noted in target one. This arrangement will include strengthening, expansion and integration of institutions now in existence in Pakistan toward the purpose of:
 - (a) Pre-service education: integrate and strengthen particularly the Department of Administrative Science, University of the Panjab, Lahore; the Institute of Business Administration, Karachi University, Karachi; and the Institute of Business Administration, Dacca University, Dacca.
 - (b) Pre-service training: strengthen the Civil Service Academy and the Finance Services Academy at Lahore.
 - (c) In-house training: integrate and expand O&M Cells in key agencies to include training as part of their activities.
 - (d) Mid-career development: integrate and strengthen the National Institutes of Public Administration, Rural Development Academies, the Administrative Staff College, and the proposed Institutes of Local Government for the East and West Wings. This involves the linking together in goal oriented managerial development programs of a number of well-established institutions. Nearly all of these institutions were established either by US AID or Ford Foundation. These institutions conservatively represent a \$20 million investment, equally divided between external donors and the Government of Pakistan.
- (3) Introduce progressive personnel management practices into the Establishment Division including manpower planning and evaluation, position classification, training needs, survey techniques, and evaluation of training programs.

c. Self-help Actions

The assistance provided under this project will take place within a well established and large scale institutionally-based managerial development program which is almost entirely supported by the Pakistan Government. The efforts of this project will be centered upon strengthening selective elements of this program and upon redirecting it to better fit the needs of increasingly complex government responsibilities. In

comparative cost terms, the Government of Pakistan is conservatively spending each year over one million dollars in rupee equivalent in its managerial development programs. This program will run an estimated \$120,000 in rupee equivalent per year or approximately 10 percent of the Pakistan effort.

2. THE SETTING

a. Classification of Services

The structural organization of Pakistan's public service is one of the most complicated systems in existence. The structure has remained virtually unchanged for many years. Its rigidity has enabled the public service to defy the winds of reform more than any single institution in Pakistan. The classification of services into almost completely functional autonomous cadres (vertically organized) subject to no overall unifying central control is its most prominent characteristic. In addition, the services are classified horizontally as to rank (I, II, III and IV) and geographically as to Central and Provincial.

The following remarks refer to the central organization of the public services. The same basic pattern is followed in the two Provinces, public corporations, and semi-autonomous bodies.

The vertical services are classified according to the type of work they perform, which fall into three categories: (1) generalist-administrative such as the Civil Service of Pakistan, (2) functional services, such as the audit and accounts, income tax, and customs and excise, and (3) specialist services, such as health and engineering. Presently there are 16 central superior services. The table below lists latest published cadre strengths.

Superior Civil Services of Pakistan

S.No.	Name of the Service	Strength as of January 1966
1.	Civil Service of Pakistan	461
2.	Pakistan Foreign Service	139
3.	Police Service of Pakistan (East Pakistan)	79
4.	Police Service of Pakistan (West Pakistan)	111
5.	Pakistan Audit & Accounts Service	106
6.	Pakistan Taxation Service	217
7.	Pakistan Military Accounts Service	63
8.	Pakistan Customs and Excise Service	89
9.	Pakistan Railway Accounts Service	47
10.	Telegraph Engineering Service Class I	172

<u>S.No.</u>	<u>Name of the Service</u>	<u>Strength as of January 1966</u>
11.	Pakistan Postal Service Class I	57
12.	P & T Traffic Service Class I	23
13.	Pakistan Military Lands and Cantonment Service	44
14.	Geological Survey of Pakistan	100
15.	Central Engineering Service Class I	40
16.	Central Information Service	35

The horizontal classification of services is based on the degree of importance and responsibilities of the work. Members of Classes I and II are gazetted officers and, in practice, are invested with higher powers and responsibilities in regard to management. The Class III civil servants carry on routine work under the supervision of Class I and II officers. The Class IV employees carry on manual work and petty jobs.

Members of the Class I services receive their appointments from the Establishment Division under signature of the President. Class II officers are appointed by the secretary of a department or by some other specific higher authority. Class III civil servants are appointed by a deputy secretary or equivalent officer, or sometimes even lower authority, and class IV employees are appointed by even lower authority. No civil servant can be dismissed or removed from service, or reduced in rank by an authority subordinate to that by which he is appointed. Thus one of the basic distinctions between the four classes of employees is the differences between the appointing and dismissing authority. The conditions of service for each of the four services is different including pay structure, leave, pension, and medical aid.

Objection has been taken to this classification on the ground that the system is undemocratic, promotes class feeling, and breeds superiority and inferiority feelings. It gives rise to too much consciousness of class, title, rank and service membership and too little consciousness of common service. The present system of classification needs a thorough overhauling. It is closely based upon the social framework of Pakistan's traditional society. The increasing activities of the government in the socio-economic development of the country and the growth and diversification of society at large lead to the expansion of the size of the bureaucratic hierarchy and introduces more and more functional specialization within it.

The Government is aware of this problem. During the Second Five-Year Plan period the Government appointed a high level Pay and Services Commission to analyze the problems of the public services and to make recommendations. The Commission made a series of proposals which were published in the newspapers. The report, over 300 pages, was never officially published. Nevertheless, a few changes were made although the system remains in tact. In short, mobility between classes, removal

of glaring differences in the performances of the services, and much less emphasis on rank, class and title are necessary to modify rigidity of the organizational structure of the civil services.

b. All-Pakistan Services

Two of the public services are classified as All-Pakistan Services: Civil Service of Pakistan and Police Service of Pakistan. Members of these services are placed in both the Center and the Provinces. Only the CSP Cadre will be discussed in this program document.

(1) Assignment of CSP Officers

The CSP is the pivotal service around which the entire administrative structure of government is organized. A large number of specified posts, over 600, are reserved for the CSP. The cadre strength, approximately 500, has never been sufficient to fill all of these posts.* The pattern of assignment has remained fairly constant over the last ten years with only a slight increase of officers in the public corporations and semi-autonomous bodies.

According to the rules, two thirds of the posts of Secretary, joint secretary, and deputy secretary are to be filled by CSP Officer. In 1966 twenty-two of the twenty-nine (76 percent) of the major diversions were headed by CSP officers. A total of 72 or nearly 15 percent of the cadre strength was assigned to the Central Government. This included the cabinet secretary and the principal secretary, both of whom are key presidential assistants.

When posted in the Provinces, CSP officers come under the operational control of the provincial governor. Specifically, this means that responsibility is vested with the governor who is appointed by the President. Immediate control over CSP officers in the province is delegated to the Chief Secretary who is always a CSP officer. In 1966, one hundred and six officers or 22 percent of cadre strength, were assigned in the two Provincial Governments. Seventy-one percent of the key secretariat posts were held by CSP officers in the West Province and sixty-one percent in the East Province.

For complete details on this subject see Ralph Braibanti, "The Higher Bureaucracy of Pakistan," in Ralph Braibanti (ed.), Asian Bureaucratic Systems Emergent from the British Imperial Tradition (Durham, N.C.: Duke University Press, 1966), 298 et seq.

On the lower levels, 75 percent of the divisions and 51 percent of the districts are headed by CSP officers. This totals to 109 or nearly 23 percent of the officers. Across the structure of government, usually 89 percent of the Central Government secretaries are CSP officers, 66 percent of the Provincial secretaries, 75 percent of the divisional commissioners, and 51 percent of the districts.

The CSP has also maintained its hold in the judiciary. Ten percent of the senior judicial posts are reserved for the CSP, of which 24 are filled or nearly 10 percent of cadre strength. In recent years there has been a steady increase in the number of CSP officers in the judicial branch of the service.

A significant development is the gradual increase of officers assigned to the government corporation. Nearly eight percent or 37 of its officers in 1966 held key posts in these organizations. CSP officers held 17 of the 36 chairman of the boards including the four largest corporations except Pakistan International Airlines. Another dimension should not be overlooked. In 1960 there was established an Economic Pool of approximately 125 officers who would serve in the ministries of finance, commerce, and industries. Sixty percent of the Economic Pool officers are to be drawn from the CSP and 40 percent from the other Central Superior Services.

The rotation of CSP officers from the Center to the Province and back is called the tenure system. The common practice is that the CSP officer serves the following terms at the Central Secretariat: Secretary, five years; Joint Secretary, four years; Deputy Secretary, four years, and Under Secretary, three years. After each period the officers are deputed once more to the Provinces. Thus occurs a two-way flow of experience and ideas.

(2) Role of the CSP

The CSP fulfills a dual role. First, it forms the executive arm of the administration deployed in the field. Second, it assists the ministers both at the Center and the Provinces, in the formulation of policies. In action terms, some have termed CSP officers as agents of the President (Executive). The role is built around the administrative structure of the secretariat where in organizational terms policy formulation is separated from program execution. The former being placed in the Central Secretariat and the latter in attached departments. This is an archaic organizational structure and practice that greatly obstructs program development and implementation. A number of reports by foreign consultants have recommended its abolishment.

In social and political terms the CSP as an All Pakistan Service has functioned as a unifying force in the country. The members are recruited from all over the country and have acted as a bulwark against centrifugal forces. They tend to bring an All-Pakistan outlook towards their work.

c. Central Superior Services

Noted earlier were a number of Central Superior Services such as audit and accounts, military accounts, and income tax. These are true central services since their work is confined exclusively to the Central Government and their functional fields. A few posts of under secretary, deputy secretary, joint secretary and secretary in the Central Secretariat are reserved for officers of these cadres.

d. Administration of the Superior Services

(1) Recruitment: Recruitment for each superior service is by means of competitive examination administered by the Central Public Service Commission. Prestige of government service continues to be remarkably high and the common situation is over 100 candidates who take the examination for each available position. The superior services have attracted and retained the "cream of the intellectual youth." A recent sociological study revealed that over 50 percent of the recruits in recent years have graduate degrees from European or American Universities. Approximately 98 percent came from professional families whose fathers were following Western - oriented careers.

(2) Personnel Establishment: After recruitment each cadre is separately administered and posts are specifically reserved for its members. There is virtually no interchange of personnel between the services. Several Government reports have recommended that this situation be corrected and that the principal personnel activities be centralized in the Establishment Division.*

This Agency, nevertheless, is systematically developing into a central personnel agency. It is responsible for a variety of programs ranging from reservation of posts for the CSP and other superior services, to operating training institutions, and to issuing detailed regulations

* See particularly Report of the Standing Organization Committee on Reorganization of the Functions and Structure of the Central Government in Light of the New Constitution (Rawalpindi: Central Army Press April 1962).

for class IV employees on recruitment, promotion, pay and allowance. Considerable thought has been given to expanding its activities to move along constructive personnel lines into such activities as lateral movement of personnel, establishing an O&M and training pool, development of career patterns, and position classification. Evidence of this new thinking is that in 1966 a policy statement was issued that training abroad was conditioned upon prior completion of a training course at one of the training institutions under the Establishment Division's control or purview.

The Establishment Division serves as the secretariat for the National Training Council and has been instrumental in having this body perform a more meaningful role in the development of managerial talent for the public service.

3. STRATEGY

The overall approach to this project builds heavily upon past support given to the Government by the Mission and other aid donors, particularly the Ford Foundation. In institution-building terms, the task is first to set career development patterns for the CSP cadre and then to integrate the present educational and training institutions in Pakistan in such a fashion as to support this pattern. This will also require developing training policies, relating promotions to training and related aspects.

The number of recruits to the CSP will have to be steadily increased to fill the technical and critical positions identified in the government administration as important for continued social and economic progress. Careful manpower planning will have to be developed. This will require a position classification program.

The principal strategy of this project focuses upon the senior leadership of the CSP cadre including the additional secretary and secretary of the Establishment Division who realize the need for substantial upgrading of the junior staff in the technical and specialized areas of public administration. Until the institutional complex is established in Pakistan to support such specialized career development, external training experience in the United States for carefully selected groups of CSP and other Superior Service officers will be necessary. For example, there are no programs in Pakistan where persons could be sent for training in urban administration. The districts, the primary unit responsible for rural administration, increasingly becoming more involved in development activities. The young district administrator could profit a great deal by working side-by-side with a progressive county manager in the United States. The same holds true for the remaining three areas: public enterprise management, municipal management, and planning and finance.

Pakistan's continued progress rests heavily upon future well-trained and competent decision-makers in these five areas. The pivotal service of Pakistan has been severely criticized in recent years for not providing the administrative skill and talent necessary to operate the critical and widespread administrative activities that fall under its jurisdiction and purview. Strong forces are at work proposing that the All-Pakistan services should be merged into one and the CSP abolished. This probably will not be accomplished for many years, if ever. The question is not so much the reorganization and consolidation of these services, particularly the CSP, but to equip them to do a better job. Skilled and competent managerial talent is a scarce commodity in any society. The object should be to use this commodity in the most effective manner. This project has this as the foremost consideration.

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The CSP controls the principal posts in the Government and exercises influence way beyond its numbers. There is no reason to believe that this situation will not continue. This element is small enough in number to work with and has a Western orientation. Its members represent the cream of Pakistan's intellect and their energies have and can be directed toward constructive nation-building. The cadre is reinforced by a tradition of accomplishment and an ideal to achieve ends of Government against almost overwhelming odds.

Patterns of conduct and administrative practices of the CSP are quickly adopted by the other services. Although much criticized it is even more emulated. Any change in personnel practices here will have far reaching effects elsewhere in the public service.

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The attitude of the CSP cadre towards the United States is important for continued effective working relations from the narrowest to the broadest terms. Therefore, it is believed that a small input in strengthening the managerial capacity of this cadre will yield significant returns in increased administrative capacity and efficiency as well as improved working relations between the United States and Pakistan Governments.

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Furthermore, this project is designed to strengthen the indigenous educational and training institutions, not only to better support the ends of this project but to provide a higher quality product for both the public and private sectors. In other terms, it directly relates to the strengthening of two other project areas to which the Mission is giving major assistance; development agencies and local government. In many ways, this project integrates in a constructive way a number of past and future assistance endeavors. It breaks away from the piece-meal and uneven administrative development which characterizes Pakistan's activities in this area to date and offers a balanced and forward thrust bearing directly upon administrative improvement in critical areas of the Government.

Another aspect should be briefly touched upon here. The success of this project will depend largely upon heavy Pakistan involvement. Since participant training constitutes a major component, it is proposed that there should be sent with each group of trainees to the United States, a Pakistani supervisor who has had previous training in the United States. He will work closely with a Mission counterpart in setting up the training and in supervising and evaluating the program for each participant. The Government thus becomes committed to the success of each individual in training. This approach is discussed in detail under course of action.

4. PLANNED TARGETS, RESULTS AND OUTPUTS

To achieve the primary goal of this project to strengthen the decision-making capabilities of a select number of persons in the superior services who staff the key administrative positions in the Government, the planned targets fall into three categories: (a) manpower trained and placed, (b) improved personnel practices, and (c) institutional linkages for managerial development.

a. Manpower Trained and Placed

This is divided into two major categories, administrative positions and training institutions, each with subcategories. Further explanation follows the two tables below :

Table one

Projections for FY 1968 - 71

Persons To Be Trained For Administrative Positions

Areas of Specialization

Fiscal Year	General Adm.	Urban Admin		Rural Admin		Municipal Admin.		Planning & Finance		Public Enterprise Management		Total ^{2/}
		1/ P	1/ A	P	A	P	A	P	A	P	A	
1968	50		3		3		3		3		3	65
1969	55		3	5	3	5	3		3		3	80
1970	55	5	3	5	3	5	3	5	3	5	3	95
1971	65	5	3	5	3	5	3	5	3	5	3	105
Grand Total	225	10	12	15	12	15	12	10	12	10	12	345

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- 1/ P = Training in Pakistan and A = Training Abroad
- 2/ There is a possible duplication in this table in that the only persons sent abroad will be those who have first completed a course at one of the recognized training or educational institutions in Pakistan as determined by the Establishment Division. The period of training abroad will be nine months and training in Pakistan from three months to two years. The latter will be a degree program at one of the departments of business or public administration.

Table Two

Projections for FY 1967-70

Persons to be Trained For Training Institutions Positions

Fiscal Year	NIPA's		O & M and Training Cells		Others		Total
	1/	1/	P	A	P	A	
	P	A	P	A	P	A	
1968	2	3	2	2	2	2	13
1969	3	3	3	2	2	3	16
1970	3	3	3	3	3	3	18
1971	3	2	3	2	3	3	16
Grand Total	11	11	11	9	10	11	63

- 1/ P = Training in Pakistan and A = Training Abroad. The Total trained abroad under Mission support will be five persons each year and the others will be under the program at the American University at Beirut.

The policy of the establishment Division is that no person of the Superior Civil Services can be sent abroad until he has first completed a major training course at one of the training institutions under the Establishment Division's control or purview. It is planned to send from 40 to 60 young officers from the central and provincial

superior services each year to the NIPA's from which 15 outstanding persons will be selected for training abroad in one of the five areas of specialization.

Other educational and training institutions will probably also be utilized as this project develops, such as the diploma programs of the departments of public and business administration and the training courses of the East and West Pakistan Institutes of Management.

A schedule of placement will be worked out early in the course of the project. This will be based upon the institutional career patterns developed by the Establishment Division.

b. Improved Personnel Practices

The introduction of career planning into the Establishment Division in particular and the Government in general is a primary target of this project. This should be achieved in the Establishment Division within two years after the arrival of the Mission public administration technician. Other practices such as training evaluation, position classification and related improved practices will be introduced.

c. Institutional Linkages for Managerial Development

Involved here is establishment of an institutional framework (linkages) which will support the career development pattern developed by the Establishment Division. This will require particularly the strengthening, expanding, and integrating of educational and training institutions programs already in existence in Pakistan.

Some of the approaches used to achieve this end will be :

- (1) Strengthening the role of the National Training Council.
- (2) Holding periodic meetings of the directors of the principal management development training and educational institutions.
- (3) Developing an exchange program of professors, training instructors and public administration practitioners.
- (4) Establishing a system of exchange of information and research.
- (5) Developing specializations within the programs of educational and training institutions.

(6) Establishing a select number of pilot O&M and Training Cells in major government agencies, public corporations, and semi-autonomous bodies.

5. COURSE OF ACTION

The life of this project is four years, beginning FY 1969 and ending FY 1972.

a. Inclusion in Pakistan's Development Program

This project was included in Pakistan's development program for the request of Mission technical and project assistance beginning in FY 1968, thereby providing full Government support. (See Planning Commission, Central Development Programme 1967-68, as approved by the National Economic Council, Rawalpindi, Government of Pakistan, 1967, p. 57 and Ministry of Finance, Estimates of Foreign Assistance, Rawalpindi Government of Pakistan, 1967, p. 40)

b. Participant Training, Selection and Placement

A total of 20 participants are projected for each fiscal year over a four-year period:

Fifteen will be for nine months specialized training in one of the five career development areas.

Five participants will be selected each year for six to nine months' specialized training who will return to one of the training institutions or units integrated into the support of the career development program. No persons will be sent abroad for advanced degree work. Three well-established institutions in Pakistan are now awarding MPA and MBA degrees. In addition, the facilities for a MPA under the American University Program at Beirut can be utilized, if necessary. There is no need for doctorate holders in this program.

Attention will be given to developing specialized skills and knowledge to achieve the goals of this project. Academic programs alone generally do not meet this end.

(1) Institutional Training in Pakistan

As the project develops, select members of the superior services will be sent to the Pakistan training and educational institutions prior to nomination for training abroad. Their performance will be carefully monitored and evaluated. Only the top 15 candidates will be selected for foreign training. By the beginning of September, 1970 this aspect of the program should be basically established.

The only persons selected for specialized work in training will be those who are already staff members of training institutions, training units or educational institutions. These individuals must have had at least three years' experience and preference will be given to those persons with MPA and MBA degrees.

(2) Pakistani Co-Director

The Government attaches great significance to this project and believes that it could be highly useful to appoint a Pakistani Co-Director who would assist in the development, implementation, and evaluation of the program for each group of participants sent abroad. This person would have had prior training and educational experience in the United States. Midway in the training program, the Pakistani Co-Director will visit each participant and make an evaluation of his program and progress. He will carry out this activity in conjunction with the Mission Public Administration and Training Divisions. Upon the return of the participants, he will be responsible for counseling with the Establishment Division in the posting of these officers and follow for at least one year their progress in Pakistan. Such an approach will provide the essential backstopping and evaluation frequently lacking in participant training programs.

The Pakistani selected for this assignment would already be occupying a training position such as director of National Institute of Public Administration or the Chief of the Training Division of the Establishment Division. Therefore, not only would he be performing a useful participant training service, but this will also be a means of refreshing his own professional experience and abilities. During this period he will also be given the opportunity to study and observe training and personnel programs which will better equip him for his position in this area.

c. Mission Professional Assistance

This will be subject to change if the Pakistan Government becomes more receptive to reform of its personnel operations or as the need arises to strengthen critical training elements within the complex of educational and training institutions in Pakistan. One full-time public administration professional advisor is planned. He will be supplemented by one short-term consultant during each of the four fiscal years of the project. Also, it should be noted that each of the training and educational institutions is now trying to secure individual advisory assistance from such agencies as Ford Foundation, United Nations and Fulbright Program. This will

complement the AID assistance effort reducing substantially the need for Mission direct professional assistance beyond what is programmed above.

The Mission professional advisor should arrive in Pakistan in mid-FY 1969 and will be based at one of the training institutions or at the Establishment Division. This depends upon the rate of transfer of Central Government offices now largely located at Lahore or Karachi to the new capital under construction at Islamabad.

NONCAPITAL PROJECT FUNDING (OBLIGATIONS IN \$000)

Mo/Day/Yr

Table 1
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COUNTRY: PAKISTAN

Project Title: ECONOMIC DECISIONS MAKING: SUPERIOR SERVICES
Project No. 391-11-760-299

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Fiscal Years	Ap	L/G	Total	Cont. ✓	Personnel Serv.			Participants		Commodities		Other Cost	
					AID	PASA	CONT	US Agencies	CONT	Dir US Ag	CONT	Dir & US Ag	CONT
Prior through Act. FY _____													
Oper. FY <u>1968</u>													
Budg. FY <u>1969</u>	TC	G	128		18			110					
B + 1 FY <u>1970</u>	TC	G	142		25			110		7			
B + 2 FY <u>1971</u>	TC	G	137		27			110					
B + 3 FY <u>1972</u>	TC	G	160		50			110					
All Subs.													
Total Life	TC	G	567		120			440		7			

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✓ Memorandum (nonadd) column