

MPRA

Munich Personal RePEc Archive

Redesigning OPF For Better Governance

Mohammad, Irfan

UNDP

2001

Online at <https://mpra.ub.uni-muenchen.de/38159/>

MPRA Paper No. 38159, posted 18 Apr 2012 08:38 UTC

Redesigning OPF

For

Better Governance

A Report by **Dr. Mohammad Irfan**
(UNDP Consultant)

PREFACE

In the first quarter of this year, I was approached for an assignment of restructuring OPF, its Board of Governors, its mandate and to evaluate the activities so far performed by OPF. It was an uphill task, particularly, because that I was not much acquainted with OPF, prior to undertaking this assignment, though I was already involved in various assignments given to me by the Ministry of Labour, Manpower and Overseas Pakistanis.

My experience as a Consultant is not very pleasant. Generally speaking, most of the recommendations presented by me are not appreciated in light of the objectives underlying my work. The general atmosphere existing in various departments in Pakistan is to maintain the status quo and through decades of practice, the employees and officers have carved out a sanctuary, and networks which aim at making their life more comfortable. Whenever, an attempt has been made to change it according to the modern line of thinking, a lot of opposition is faced. So things remain unchanged and life goes on as usual. But as I entered OPF, to my surprise, there was a small segment of officers who were ready to listen to my views and were co-operative in the sense that all my requirements were met without any hesitation on their part.

Sometimes, it becomes very difficult to judge the achievements of an organization, while comprehending the whole of its history. Of course, there are some lean periods, on which I have dilated extensively. On the other hand, there are star studded moments earning laurel even from the most reserved critics. Whenever, a major task of national importance and emergency was assigned to OPF, it showed high level of competency, not only in planning, but also in executing the job. During the early days of the Gulf War, OPF met the challenge to receive the war victims in the most efficient manner. Not only that, later on, OPF disbursed an amount of U.S. Dollars 290 Millions according to the satisfaction of the war victims and the Government of Pakistan. During

the period, U.N.C.C appreciated the work of OPF, and it is documented. U.N.C.C, later on, asked other countries to follow the pattern designed by OPF.

Previously, during the civil war of Yemen, the uprooted Pakistanis were settled with high level of competency. It was again repeated during the relief operation of Dadar and Buner. Whenever guidelines were drawn intelligently, the manpower in OPF responded with zeal and zest, though it consists of a small group of officers who always played positive role and motivated the weaker ones to follow. But for the policy and guidelines, wicket is not prepared by OPF, it is the area which is controlled by the Board of Governors; even Managing Directors (OPF) were found helpless.

During my stay, where I groped in dark, MD OPF, Mr. Rashid Mahmood Ansari, showed me the way and whenever I felt necessary, I consulted him and he was very kind to extend any type of help which I needed.

The terms of reference of the study are appended below :-

- a. Assessment of the relevance of Charter of OPF to the needs of OPs and to enhance the welfare of OPs.
to enhance the welfare of OPs.
- b. Examination of decision making structure with a view to determine the extent and pattern of participation of stake-holders, as well as to assess the strengths of BOG to resist pressure from the political or bureaucratic interventions of high-ups.
- c. Review of the existing administrative structure and organization of the OPF along the following lines:-
 - (i) Extent of autonomy enjoyed by OPF.
 - (ii) Administrative procedures governing the relationships between HQ and Regional Offices of OPF.
 - (iii) Assessment of the organizational framework and composition of staff at the H.Q to identify : (I) alignment with the functions envisaged by Charter and in light of the decisions made by BOG; (II) duplications and deficiencies

in the existing procedure to deliver the approved services and (III) budgetary implications for OPF as well as various programmes undertaken.

- d. Modification and redefinition of the Charter of OPF to reflect major focus on the improvements of OPs' welfare at work site, and as a return migrant. Need assessment based on discussions with experts and review of experiences of other countries.
- e. Given that less than half of the OPs are members of OPF, measures would be identified to broaden its coverage and enhance its relevance.
- f. Improvement in the financial management, evaluation, planning and investment policy of OPF as well as advisory service to help return migrants in the resettlement.
- g. Suggestions of the staffing structure at H.Q and Regional Offices for efficient delivery of the services.

Lastly, I would like to add that the study would have not been possible without the help of the team of the MD OPF, which assisted me in providing the data which was needed for the study. In this regard, I am extremely thankful to Administration & Personnel Division of OPF for the help extended to me by the key persons in that Division with their full personal involvement.

I am also thankful to Dr. A.R.Kemal, Diector, P.I.D.E for his valuable suggestions and comments on an earlier draft of the report. Generous funding for this study by U.N.D.P, Islamabad is highly acknowledged.

(MUHAMMAD IRFAN)
Islamabad,
November, _____2001

ORIGIN AND CHARTER OF OPF

For the creation of Overseas Workers Foundation (now Overseas Pakistanis Foundation), a summary was sent to the President and Chief Martial Administrator of Pakistan on 21-6-1979. The approval of the summary was accorded on 25-6-1979. The Ordinance for the creation of OWF (now OPF) however, was issued on 23rd March, 1979, wherein under the Rule 26 of the Emigration Ordinance, a Welfare Fund was established to which the following amounts were to be accrued :-

- (i) Rs. 550/- paid by each emigrant and credited to the Welfare Fund under Sub-Rule 4 of Rule 15 (the amount was later on increased to Rs. 1,050/-).
- (ii) Interest accrued on the amount of security deposits by the Overseas Employment Promoters.
- (iii) Contribution and donations that may be made by public Corporate bodies, welfare associations, societies and banks and
- (iv) Any other source.

The Foundation was registered on 8-7-1979 as a Company limited by guarantee under Section 26 of the Companies Act, 1913, for achievements of its objectives as laid down in the Memorandum and Articles of Association (1979) and further articulated in the Charter :-

- (i) To advance the social welfare of the Pakistanis working overseas and their families in Pakistan by identifying their problems and by contributing to their solutions.

- (ii) To establish housing societies, colonies, townships for overseas Pakistanis.
- (iii) To give scholarships, stipends or grants to the children of overseas Pakistanis.
- (iv) To establish, manage or give grants to run educational institutions.
- (v) To establish/maintain vocational training institutions.
- (vi) To give grants to overseas Pakistanis, societies, associations, community centres etc.

Non-existence of any record and documents to reflect that sufficient homework was done prior to the establishment of OPF is rather esoteric and also indicates casualism. The summary submitted by Lt. Gen. (Retired) F.A.Chishti, the then Labour Minister, indicates that the then President deferred a proposal for creation of OPF as contained in an earlier summary “Export of Manpower”. Its Analysis and Proposed Government Policy” (not traceable). However, with the promulgation of the Emigration Ordinance, 1979, which authorized the creation of Welfare Fund, the new summary was submitted to the President which was approved on 21-6-1979. In other words, the creation of OPF (OWF) followed the provisions in the Emigration Ordinance to collect Welfare Fund from the emigrants.

The above mentioned summary contains a mission statement: “to advance the social welfare of Pakistani workers abroad, their families and dependents in Pakistan and contributing towards their systematic rehabilitation on their return”. This mission was translated into number of activities like housing schemes, opening of educational schools, etc. as already detailed in the op cited Charter. Interestingly enough, the rehabilitation of returnees appears to have been ignored in the Charter.

It may be added that at the time when OPF was being established (1979/1980), there was a good deal of knowledge, statistics and information regarding the emigration to the Middle East. For instance, some of the studies at that time, while quantifying the annual outflow tended to suggest that average duration of an out-migrant in the Middle East was likely to be 2 to 3 years. Also, the information collected at that time and in the subsequent research undertakings as well, it was clear that the first preference to spend the foreign remittances was on the housing by the families which were receiving these remittances. The studies also suggested that about 75% of the out-migrants were from rural areas.

Given this information and evidences from the studies, the plausibility, of putting in place an organization on the lines of “Fauji Foundation” wherein, the size of the membership was very large as well as the membership was life time in contrast to emigrant who ceases to be member of OPF after three years of return, is not very obvious. Similarly, the incorporation of the activities like housing in the Charter can be questioned given the fact that most of the emigrants being from rural areas and first priority of their use of the earnings is on house construction. Still, OPF was seemingly entrusted the twin roles of a developing agency as well as a welfare promoting agency, which led the organization to an anachronistic and ambivalent mode of dispensation. The tragedy with OPF was that without much consideration, OPF assumed the role of a development agency as a real estate developer.

In addition, there have been instances when OPF was utilized by the Ministry and the Government to achieve the objectives not included in the Charter. For example, a summary initiated by Secretary, Labour, Manpower & OPs dated 31-5-1998, suggested to undertake various schemes. The summary sought approval for the development of various housing schemes (Lahore, Karachi, Peshawar, Islamabad and Rawalpindi). Pakistan Origin Card and rewards for foreign remittance and pension schemes. The main reason for launching these schemes is explicit in the summary “to tap into resources available with the OPs’, the following package is proposed”. According to the summary, U.S. \$ 1.16 Billion was expected as a result of implementation of these schemes. Clearly

the Charter of OPF does not incorporate attraction of remittances. The fate of these housing schemes and fiasco of D-13/E-13 is discussed in detail under housing scheme. More recently, the OPF, again under the pressure of the Government embarked upon a scheme of the Remittance Cards, which is beyond the mandate of OPF and is likely to add substantial financial burdens on OPF.

Organization:-

The Foundation is controlled by a Board of Governors with the Minister for Labour, Manpower & OPs as its chairman and Secretary, Labour, Manpower & OPs as vice chairman. At present, there are 14 members of the Board of Governors. The Managing Director, who is also the member of the Board of Governors, is the functional executive head of the Foundation. He executes policies and all business operations. The Managing Director is assisted by the Director (Administration & Personnel)/Secretary BOG of the Foundation in the administrative affairs and by a team of Directors/General Managers and other staff members. For the functioning of the Foundation, the following divisions have been set up to achieve its objectives:-

- (i) Personnel & Administration Division
- (ii) Finance & Planning Division
- (iii) Welfare & Services Division
- (iv) Housing & Works Division
- (v) Education Division
- (vi) Training Division(vii)
- (vii) Overseas Pakistanis Pension Trust.

Board of Governors

The initial summary submitted by the Minister, which led the creation of OPF, clearly specified the permanent directors as well as other directors. Minister for Labour, Manpower and OPs, Managing Director OPF, Managing Director, OEC, Director General, Bureau of Emigration and Overseas Employment were proposed to be the permanent directors, while prominent citizens of Pakistan belonging to different walks of life should also be enlisted as members of BOG. The maximum number of

directors was restricted to nine. Initially, it may be added that one Vice Chancellor and two other persons from the Civil Society were appointed as Directors.

The constitution of Board of Governors reflected the intent of the Government to install a governing body having an intimate understanding of the issues related to manpower export (MD OEC and D.G. Bureau) as well as to ensure independent dispensation through enlisting the eminent Pakistanis from Civil Society, presumably immune to political influence, as member of BOG.

However, the BOG was reconstituted just after 10 months wherein six Joint Secretaries from different Ministries and four Provincial Councilors/Assembly Members were appointed as member of BOG. Also alongwith this reconstitution of BOG, Secretary, Ministry of Labour, Manpower & OPs was elevated to the status of Vice Chairman of the Board of Governors. But the eminent Pakistanis were thrown out. The reasons for putting in place a governing body cited in the MD OPF's letter of 21-5-1989 are rather enigmatic. "The reason being that the Ministries and Divisions of the Government closely related with the objectives of the Foundation are not represented on its Board". Nothing is on the record to suggest that during the brief period of 10 months, any programme or suggestions of OPF could not get through because of lack of support from any government department.

Notwithstanding the factors underlying the reconstitution of BOG, which subsequently degenerated into politico-bureaucratic coalition in the actual dispensation, most of the failures of the OPF, such as, misuse of the resources, rampant nepotism and fractures in the decision making can be traced to the pliability and indifference of the BOG, which was essentially used as rubber stamp by the political leadership.

Selection of sites for housing and schools, were reportedly heavily influenced by Ministers with the connivance and subservience of top bureaucracy. Even the choice of land to be purchased and selection of contractors were influenced by the political

leadership. These are further discussed under Housing Colonies. Similarly, the massive favouritism and nepotism culminated into putting a staffing structure with no consideration to the recruitment procedures and policies formulated by BOG and OPF. This finds its discussion under the administrative set up and staffing structure.

It may be added that all the members of BOG with the exception of Minister and Assembly Members, were appointees of Establishment Division. The durations for which they functioned as members of BOG generally have been limited. For instance out of the 16 MDs appointed so far, none with the exception of Syed Iqbal Imam had a stay of three years and over. The average stay of MDs since 1996 is roughly six months. BOG is not having any member who is involved in the implementation of different activities or serving at the OPF. Because of the limited tenures of the members and absence of implementers in BOG, many discontinuities and fractures are visible in the decision making process. Examples of these reversals and discontinuities are given below in a table on the next page.

TABLE-I
DECISIONS AND REVERSALS OF BOARD OF GOVERNORS

<u>S.No.</u>	<u>Date</u>	<u>BOG Meeting</u>	<u>Subject</u>	<u>Minister</u>
1.	26-2-1987	20 th	OPF should not go into Industries. It should consider setting up Utility Stores	Mr. Ibrahim Baluch
2.	22-2-1988	22 nd	OPF should consider setting up Ghee and Cement Projects	Shah M.Pasha Khoro
3.	20-12-1988	24 th	Feasibility reports be prepared for Cottage & Small Scale Industries	Malik Mukhtar Awan
4.	10-6-1989	25 th	Regional Office Multan be set up	Malik Mukhtar Awan
5.	14-02-1990	28 th	Proposal for PVC Plant at Kala Shah Kaku be approved and necessary action to be taken to implement the project	Mian M.Ahmed Khan Maneka
6.	16-11-1991	33 rd	PVC Resin Plant project in collaboration with FC&CCI be reverted back to FECTO	M. Ejaz Ul Haq
7.	02-03-1991	34 th	Close the Regional Office Multan	Mr.Ijaz-ul-Haq
8.	08-10-1989	26 th	Chattar Housing Scheme be established	Malik Mukhtar Awan
9.	30-06-1990	31 st	Chattar Housing Scheme be wound up	Mian M.Ahmed Khan Maneka

The above table is reflective of the adhoc and whimsical approach of the BOG presumably under the pressure of the Minister. Such fractures and discontinuities in the decision making process are generally costly to the organization in terms of money as well as reputation. We could not get the information on the financial implications of these reversals of decisions.

Administrative Structure:-

Autonomy and Powers of MD OPF

In the first meeting of Board of Governors held on 9th July, 1979, the BOG delegated full powers to MD to make decisions in all functional areas of the Foundation – such as strategic decisions, operational decisions, administrative and financial decisions. However, the Chairman of the BOG in the very meeting desired that Management of OPF submit a proposed organizational structure for OPF, terms of service of the members of the management and yearly budget estimates for approval of BOG.

The minutes of the first BOG meeting, if understood in totality, hardly lend an impression that “BOG in effect has voted to render itself redundant”. Exactly however, this was the contention of the Vice Chairman and Secretary, Labour, Manpower & OPs, in the 26th meeting of BOG in 1989. Hence, an interesting demand was made that powers of MD should be shared by the BOG. Despite the concerns expressed by the then Minister that such a move “will jeopardize the smooth functioning of the Foundation”, the matter was pursued further which ultimately resulted in curtailment of the powers of MD in 1992. Together with the reconstitution of BOG, the clipping of wings of MD tended to relegate the status of OPF to an attached department of the Ministry.

A number of reports written during the last 50 years or so in Pakistan dealt with issues of autonomy and accountability in the public sector enterprises. Nearly all the reports, ranging from Eggar and Gladdieux (1950) to 1998 Expert Advisory Cell report on “Operational Autonomy of Statutory Organizations/Autonomous Bodies”, identified the problems in the delegation of autonomy to public corporations. In general, an optimal blend of autonomy with high quality accountability system was the major recommendation. H.U Beg’s report of 1978 on State Enterprises illustrates the problems of autonomy. These are for instance, absence of a clear definition of the roles and functions of various tiers of enterprises, the gradual centralization of authority and decision making at the powerful points in upper tiers and absence of regular flow of the

management information for review and evaluation. Admittedly, most of the above cited reports pertain to public sector enterprises under Ministry of Production or relate to public administration in general some of the problems highlighted can also be noticed in case of OPF.

It needs to be underscored that in the context of autonomy the search is for a pattern rather than a given single level. While the organizational chart tends to describe the hierarchical relationships between various actors of the system the informal and rather important aspect of autonomy structure concerns with the way the actual decision making takes place which indicates the distribution of decision making power among various actors. Political influence in site selections for schools, housing, appointments etc are indicative of autonomy structure in the second (informal) sense. In the context of our administrative culture, the management followed the governmental decisions and regularized through procedural cover ups what should have been resisted by BOG. Some of the examples are provided in the following sections of this report.

Staffing Structure & Recruitment

Since its inception, the recruitment practices in OPF remained very erratic. At various stages, rules were not observed and officials were inducted on political and other grounds. Nepotism also reigned supreme and close relatives of influential people and employees were accommodated enblock. There are examples of violations of rules which were highlighted and indicated by a recent High Level Inquiry Committee of the Ministry. Sometimes, there were no advertisements for the posts and subsequently, no test/interviews were conducted to evaluate the capability of incoming officials.

The induction for the various posts started in 1979. Clause I of Chapter 2 of Service Rules and Standing Orders Procedure, 1979 clearly mentions:-

“Selection Procedure: All jobs above Grade-7 and other jobs requiring special staff will be advertised in the press and the applications invited by a given date. These applications will then be shortlisted in the Secretariat with due regard to the following:-

- a. Age Limit
- b. Qualifications
- c. Experience in the relevant field
- d. Any other restrictions imposed either by the management or by the applicant.

Interview:- The candidates in short list will be invited for interview. For appointment of Grade-7 and above, the Selection

Board will comprise the following:-

Managing Director	- In chair
One/Two Director(s)	- Member (s)
Secretary Foundation	- Member

For all jobs of Grade-6 and below, the Secretary Foundation will be in chair and Chair will co-opt at least one officer member as the Selection Committee. However, before the final selection, approval of the Managing Director will be obtained for staff members of Grade-5 and above.

However, in most cases, these procedures were not opted. Initially, in February, 1980, about 21 officers were employed in Grade 7 and 8 and most of them came from a particular political party. The incumbent Minister, reportedly told one of the officers and later the then MD that OPF has been established to accommodate these officers. Some of these officers are still working in OPF and holding the posts of Deputy Director, Joint Director, General Manager and Director. There are cases where officers were appointed in grades without having the required experience and qualifications.

In 1983, new rules were introduced which highlighted that all posts be advertised and proper procedure be adopted according to Chapter-2, Clause I onward. In 1985/86, presumably, under the pressure of the incumbent Minister, appointments of 10 officers were approved without adopting the proper procedure. In addition, promotions were made with little regard for procedural requirements. An officer employed in 1986 was promoted after 3 years bypassing 25 officers. Two more officers followed the same route.

The unionized staff put pressure on the management and rankers started joining the executive group. Though, as far as the calibre is concerned, there is not much difference in certain cases, between the officers and the staff. In grade-7, at present, there

are 20 rankers out of 32 officers. In order to accommodate the army of officers, the staffing structure was converted into five tier system afflicted with good deal of duplication. The mal-practices mentioned above have dampened the spirit of OPF. It has perpetrated the inefficiency, lethargy and slackness throughout the OPF history. Most of the time, the officers and the staff tried to maintain the status quo. The induction of new talent was abhorred and resisted. It also suited the BOG because shifting mood of the policy making was not looked askance by the dociles and drolls. A recent inquiry report of the Ministry mentioned above brought out the facts that most of the appointments were based on the criteria other than merit. A paragraph from the said report reads as :- “OPF management, over the years, not adhered to the prescribed procedures under the OPF Service Rules in initial recruitment, promotion, absorption etc. The Committee discovered several cases of political influence, favouritism, nepotism or outright negligence on the part of administration. A large number of inadequately qualified officers have been recruited, resulting in overall poor performance of the organization. In addition, very few officers have been recruited in accordance with the prescribed procedures”.

Existing Staffing Structure:-

Though in November, 2000, 100 employees were retired through Golden Hand Shake Scheme, but still it is being felt that there is co-existence of surplus with shortages of competent people. The present strength of officials is given below:-

<u>Grade</u>	<u>Present Strength</u>	<u>Title</u>
11	7	Director
10	10	General Manager
9	23	Joint Director
8	13	Deputy Director
7	33	Asst. Director
6	29	Staff
5	25	“
4	58	“
3	54	“
2	36	“
1	<u>80</u>	“
Total:-	368	

The Headquarters and the Regional Offices:-

The staffing structure reflects the heavy share of employees at the Head Office, which accounts for one third of the total employees of OPF in comparison to two third working in the field. A good deal of activities which should have been implemented directly by the Regional Offices have been hijacked by the Head Office. The general principle that the Head Office should only be concerned with the policy making, while the Regional Offices administer and implement the programmes, has not been in practice. In addition, the staffing structure is top heavy, wherein, duplication of functions exists between the officers of different grades, such as, co-existence of Directors and General Managers in a given Division and an army of Assistant Directors.

The question of relationship between the Head Office and the Regional Offices has cropped up due to the mis-management which has been observed for the last 21 years of OPF's existence. It is also one of the major issues in the restructuring of the OPF. Various Divisions in the Head Office have always tried to centralize the functional control while Regional Offices were marginalized. Actually, the role of Regional Offices was never properly defined. They only worked on assignment basis and partially managed the administrative affairs of their own regions confined, only, to handling of petty cash, medical bills, leave, as per powers assigned to them. Whenever, an attempt was made to give more powers to the Regional Offices, those at the Head Office reacted to it in the negative manner and tried to steer towards centralization of power at the Head Office. On 23rd September, 1999, an Office Order was issued which gave ample powers to the Regional Offices but this Order was never implemented in its true spirit and most of the powers given to the Regional Offices remained paralysed, due to unauthorized interference of the Divisions. Directorates have failed to comply with the decisions of the competent authority for smooth transfer of the power to the Regional Offices.

ACTIVITIES OF VARIOUS DIVISIONS OF OPF

1. Administration & Personnel Division:-

Administration:-

- Procurement
- Installation and maintenance of telephones, fax, photocopier.
- Maintenance of OPF Head Office Building i.e HVAC, heating, parking & gardens
- Transport – Maintenance and running of vehicles
- Stock and stores – Inventory of assets and stores of Head Office and R.Os
- Insurance matters
- P.R and protocol
- Office and residences building rents
- Maintenance of petty cash imprest.

Personnel:-

- Appointments, promotions of employees of OPF and maintenance of its records.
- Monitoring, notification of office orders, Routine Office Orders, briefs and summaries for the Ministry.

BOG's Sectt:-

- Arrangements for convening the BOG meetings
- Monitoring the implementation of BOG's decisions.
- Maintenance of books.

Internal Audit Cell:-

Conduct of internal audit of OPF offices and projects.

Legal Cell:-

To co-ordinate and liaison with the legal advisor/counsel and divisions with regard to legal matters of OPF.

MIS Section:-

To provide information services to the management for the effective and efficient services.

2. **Finance Division:-** Finance Division of OPF is responsible to keep proper accounts and record of OPF, besides maintaining and exercising the financial discipline of OPF funds.

3. **Advisory Services/Planning & Monitoring Division:-**

To promote investments in Pakistan and attract overseas Pakistanis, OPF provides basic information and advisory services about the investments in various fields in the country.

4. **Welfare & Services Division:-**

Social Welfare:-

- Health care facilities
- Financial Aid to destitutes
- Economic rehabilitation of disabled returnees
- Study tours of OPs' children

Services:-

- Transportation of dead bodies
- Free telex service
- Hotel facilities for incoming OPs
- OPF ambulance service

- Individual complaints
- Dues cases
- Briefing at Protectors Offices
- Airport Facilitation Counters for OPs
- Foreign Exchange Remittance Card
- Compensation/assistance to the Gulf War affectees
- Field Officers for the services of OPs:- Each Regional Office shall have a co-ordination committee comprising of one officer from the concerned department of the Province.

5. Housing & Works Division:-

- To cater for the housing needs of OPs and to provide them residential facilities, OPF has planned and established a number of housing schemes in different cities of the country.

6. Education and Training Division:-

Education:

The division was established with the objective to look after the needs of the children of OPs in education sector. In order to provide quality education to the children of OPs, OPF has established educational institutions in various provinces/cities of Pakistan.

7. Overseas Pakistanis Pension Trust:-

In July, 2001, OPF launched a self-contributory pension scheme to secure the future of Pakistanis living abroad. The scheme is being managed by Overseas Pakistanis Pension Trust (Registered) which is subsidiary of OPF.

For efficient functioning of OPF and for streamlining the present work-load, changes at the Headquarters and the Regional Offices are proposed, where more powers have been given to the Regional Offices, also keeping in view the central control and monitoring of the Head Office. This is discussed in the second part of the report.

Activities of OPF

Housing Schemes:-

Ever since its inception in 1979, the OPF planned and initiated 13 housing schemes for overseas Pakistanis in various cities of the country. Six housing schemes in Chattarpari, Gujrat, Larkana, Turbat, Raiwind Road (Phase-I) and Dadu have been completed. The Housing Scheme of Turbat was transferred to the government of Balochistan. The three Housing Scheme in Rewat (Rawalpindi), Raiwind Road (Phase-II) Lahore and D-13/E-13 Islamabad have been abandoned due to various reasons and the land already purchased for Rewat and Raiwind Road (Extension) is being sold on “as is where is” basis. The details of housing schemes of D-13/E-13 are given at the end of this section. The remaining four housing schemes i.e. Peshawar, Zone-V, Islamabad, Raiwind Road (Ext.) Lahore and Faisalabad are at various stages of implementation. Total number of plots to be developed in total 10 housing schemes work out to be 11,696 According to the record available, the total cost of development is estimated to be Rs. 1,046 million in contrast to the sale proceeds of plots upto 30-6-2001 upto Rs. 959 million. Admittedly, some of the plots and land are yet to be sold, while developmental work has to be undertaken in Zone-V and some other schemes too.

In an overall context of the dispensation of OPF, the development of housing schemes is the major component accounting for almost 40% of the total expenditure made by OPF over the years till 30-6-2001. The details of these schemes alongwith costs and sales are provided in the Tables No. 2 and 3. It may be added that at present, around Rs. 10 million per annum are spent as recurrent expenditure on these housing schemes. If one adds the wages and salaries of the staff of the Housing & Works Division at the Headquarters, then the total recurrent expenditure on the housing schemes works out to Rs. 17.6 million per year. Whilst the very inclusion of the housing schemes in the Charter can be questioned, still, one would like to examine and understand the relevance of these schemes to the needs of OPs, the selection of sites, the price at which the land was purchased, the development cost, the prices at which the plots

Table No.2
RECEIPTS AND EXPENDITURES STATEMENTS
OF OPF HOUSING SCHEMES AS ON 30-06-2001 (PROVISIONAL)

HOUSING SCHEMES	Year Initiated	Year Fully Developed	Land size	Total Plots	C O S T				Sale of Plots	
					COST OF LAND	DEVELOPMENT COST	ADMIN & SUPERVISION	TOTAL	Plot Nos.	AMOUNT
CHATTAR PARI MIR-PUR-I	1981	1989	5643	1194		30,711,952	903,040	31,614,992		69,551,837
-----DO-----II				1191	15,714,813	40,746,241	4,071,958	60,533,012		86,738,967
-----DO-----III				511		9,079,905	8,457,542	17,537,447		10,030,295
COMMERCIAL PLOTS				191						11,607,610
				3087	15,714,813	80,538,098	13,432,540	109,685,451		177,928,709
RAIWIND ROAD LHR-I	1986	1997	2316	1659	48,018,287	67,912,680	16,219,254	132,150,221		134,902,378
-----DO-----II	1990		569.1	88	59335920	1111484	6294215	66741619		-
-----DO-----EXT.	1991		1015.9	644	135,742,113	2,323,160	3,498,195	141,563,468		27,513,543
COMMERCIAL PLOTS				87	-	-	-	-		6,517,137
				2478	243,096,320	71,347,324	26,011,664	340,455,308		168,933,058
LARKANA HOUSING SCHEME	1988	1993	228	454	642,302	14,192,575	6,781,726	21,616,603		17,144,718
COMMERCIAL PLOTS				295	24	-	-	-		1,054,159
				478	642,302	14,192,575	6,781,726	21,616,603		18,198,877
GUJRAT HOUSING SCHEME	1987	1995	296	276	9,520,564	16,108,038	4,663,472	30,292,074		17,733,746
COMMERCIAL PLOTS				66	-	-	-	-		8957084
				342	9,520,564	16,108,038	4,663,472	30,292,074		26,690,830
HOUSING SHCEME										
RAWAT	1988	NA	621	NA	17,438,702	295,847	2,138,492	19,873,041		1,374,400
DADU	1988	2001	168	454	1,754,276	9,360,522	2,862,113	13,976,911		3,179,764
FAISALABAD	1990	NA	1261	951	59,831,095	963,361	12,862,391	73,656,847		27,409,111
PESHAWAR	1990		942	718	67,072,759	23,247,270	12,446,608	102,766,637		105,063,053
TURBAT	1983	1993	800	360	1,089,000	13,506,640	1,756,823	16,352,463		7,140,555
										4,500,000
				2483	147,185,832	47,373,640	32,066,427	226,625,899		148,666,883
ISLAMABAD PH-I	1994	NA	5000	2822	286,518,786	15,505,200	15,992,465	318,016,451		181,081,907
ISLAMABAD PH-II					-	-	-	-		237,900,090
					286,518,786	15,505,200	15,992,465	318,016,451		418,981,997
G.TOTAL:-				11690	702,678,617	245,064,875	98,948,294	1,046,691,786		959,400,354

Table No.3

RECURRENT EXPENDITURES DURING JULY 2000 TO JUNE 2001

Sr.No.	Name of the Scheme	Salaries and Allowances Project Staff			Other Expenses	Total Recurring Expenses	Expenses of Housing & Works Division	Total	Sr. No.	Name of the Scheme	Estimated Sales Potential	Prorata allocation of Expenses of Housing & Works Division
		Head Office	Site	Total								
1	CHITTAR PARI MIRPUR PHASE - I	0	0	0	0	0	186,786	1	CHITTAR PARI MIRPUR PHASE - I	83,900,000	186,786.28	
	PHASE - II	0	0	0	529,556	529,556	283,525		PHASE - II	127,352,707	283,524.89	
	PHASE - III	44,280	686,007	730,287	107,625.00	837,912	156,618		HASE - III	70,348,900	156,617.51	
		44,280	686,007	730,287	637,181	1,367,468	626,929			281,601,607	626,928.68	
2	RAIWIND ROAD LAHORE PHASE - I	0	836,975	836,975	979,298	1,816,273	422,717	2	RAIWIND ROAD LAHORE PHASE - I	189,874,500	422,716.94	
	PHASE-I (EXTENSION)	0	0	0	110,142	110,142	768,072		PHASE-I (EXTENSION)	345,000,000	768,072.30	
	PHASE - II	152,880	459,327	612,207	120,611	732,818	63,338		PHASE - II **	28,450,000	63,338.14	
		152,880	1,296,302	1,449,182	1,210,051	2,659,233	1,254,127			563,324,500	1,254,127.37	
3	LARKANA	0	190,013	190,013	75,599	265,612	46,053	3	LARKANA	20,685,988	46,053.14	
4	DADU	0	352,371	352,371	139,981	492,352	45,478	4	DADU	20,427,582	45,477.85	
5	REWAT	0	48,096	48,096	52,740	100,836	69,127	5	REWAT **	31,050,000	69,126.51	
6	GUJRAT	124350	440,398	564,748	53,340	618,088	69,989	6	GUJRAT	31,437,418	69,989.01	
7	FAISALABAD	242520	708,245	950,765	218,366	1,169,131	771,366	7	FAISALABAD	346,479,500	771,366.10	
8	PESHAWAR	355570	533,527	889,097	563,927	1,453,024	444,044	8	PESHAWAR	199,454,000	444,043.75	
9	ISLAMABAD	0	1,418,339	1,418,339	732,057	2,150,396	4,021,440	9	ISLAMABAD	1,806,336,015	4,021,439.58	
		722,440	3,690,989	4,413,429	1,836,010	6,249,439	5,467,496			2,455,870,503	5,467,495.95	
		919,600	5,673,298	6,592,898	3,683,242	10,276,140	7,348,552			3,300,796,610	7,348,552.00	

**Note:

Estimated receipts from sale of raw land of the two schemes of Rewat Rawalpindi and Rawind Road (Phase II) Lahore.

NOTE: Expenses of the Housing & Works Division allocated on the basis of the sales potential of each scheme.

were allotted and finally the extent of colonization. Some of these issues are discussed below.

A perusal of the minutes of the various BOG meetings, indicates that invariably selection of a given city for development of a housing scheme was ostensibly attributed to the pressure and demands of OPs. Sometimes, a survey was claimed to have been conducted to ascertain that OPs would like to have houses in that place or not. For instance, a letter from the MD OPF dated 20-5-1987 indicates “a survey is being completed in various parts of Pakistan, where there is a concentration of OPs”. Hardly is there any evidence that a scientific survey to determine the needs and interests of OPs was conducted. For instance, the same letter suggests that the majority of the emigrants wanted to settle at Gujrat for availing better social opportunities, appeared to be more or less anecdotal. Similarly, with the possible exception of Turbat, wherein a survey was reportedly conducted by the Pakistan Embassy in Muscat and recommended by the Foreign Office, selection of the cities appears to be linked with the desire of OPF to act as “real estate developer” in addition to political influence. The OPs’ concentration areas like FATA, Kohat, Mansehra, were never considered for any housing scheme. Similarly, Karachi, another area of concentration was by passed (see Appendix Table No. 1 for concentration of OPs).

The most phantasmagorial leap was taken while introducing Chattar Housing Scheme. It was a unique act of hysteron proteron where, applications from OPs were called while purchase of land was still being negotiated. In early March, 1990, advertisements were published in various newspapers for Chattar Housing Scheme against which 3,348 applications were received amounting to Rs. 67.5 million. To the great dismay of the applicants, later on, the scheme was shelved. The whole affair greatly damaged the image of OPF. No doubt, the whole deal shuttled between MD OPF and BOG, which approved it in the 26th BOG meeting held on 08-10-1984, while officials of OPF were at their service to implement these lofty ideals.

The purchase of land and the related transactions are not very transparent. With the exception of Peshawar housing colony where the average price paid per kanal was less than the average rate of the area, as certified by the Additional Deputy Commissioner (Revenue), nowhere, one finds any reference to the price paid in relation to the average price of same area as per revenue record. The land purchase and acquisitions have been made under varying practices. For instance, in case of Raiwind Road (Lahore), the Minister (Chairman of BOG) himself alongwith the Parliamentary Secretary (Member BOG) and MD OPF decided the price of land after negotiations with dealers and agents. It may be added that the prices paid in this case varied from Rs. 18,000/- per kanal to Rs. 30,000/- per kanal for the same scheme. In some cases, the agents (middlemen) were involved for the acquisition of land. For instance, M/s. Universal Enterprises were involved on behalf of OPF to purchase the land for Raiwind Road Lahore (Extension). On an enquiry by the Vice Chairman BOG-cum-Secretary, Labour, Manpower & OPs relating to how this area was selected for housing purpose (33rd BOG meeting), it was reported that the letter of intent was issued to the party under the instructions of ex MD OPF. Regarding price at which the land was to be purchased, it was revealed that Land Purchase Committee, after meeting a number of land owners, recommended the price.

It is not possible to provide the conclusive evidence regarding the prevailing prices at the time when the land was being purchased; however, allegations are that OPF bought the land in different schemes at prices higher than the prevailing rates in the respective areas. The proceedings of a case in the court of the Senior Civil Judge, Islamabad, where it was mentioned that the original owners handed over the land to a person on General Power of Attorney @ Rs. 31,500/- per kanal tends to allude to the nature of deals. It may be noted that the prices paid by the OPF in Zone-V Housing Scheme range from Rs. 45,000/- to Rs. 55,000/- per kanal. Indeed, the likelihood that corrupt practices can be traced in the purchase of land, award of contract and other related matters in housing colonies cannot be ruled out. It may be of interest to note that at present, 16 out of 26 cases of OPF under investigation by the National Accountability Bureau pertain to the housing sector.

Even if OPF acted as a “real estate developer”, there are a number of failures in this case too. While the Minister in 16th BOG meeting, insisted that housing schemes should be first examined by the OPF and establish their feasibility. However, this does not appear to be the case. Interestingly, after 22 years of operation, for the first time in the BOG meeting, the question of colonization emerged. It was in 74th BOG meeting that the Senior Joint Secretary (LMP&OPs) pointed out that “no OPF housing scheme to be colonized due to the reason that all housing schemes were planned without proper feasibility and planning, the fact reflected in the absence of any provision for the maintenance of the scheme after its completion”. The efforts to hand over the completed schemes to different development agencies have not been successful too. For instance, Mirpur Development Authority which previously agreed to take over the Mirpur scheme is now reluctant to honour its commitment. At present, as already mentioned, the OPF is spending a lot of money on the maintenance of the completed schemes which are yet to be colonized. In other words, OPF is subsidizing the speculative activities of the allottees, who are a minor fraction of the total OPs. This is manifest from the fact that a number of original allottees sold their plots in many schemes. OPF is not clear about the future of the schemes, where plots have already been sold to OPs. Bye-laws for the Housing Societies were drafted which can be made effective after colonization. In the near future, it seems to be a far fetched idea.

Briefly, under the façade of welfare promotion of OPs through provision of housing, the OPF allegedly was used or misused for political favours in site selection, award of contracts and other dividends of the same nature. Some of these cases are under active investigation of NAB as already discussed. It may be added that an organization similar to OPF in Philippines established roughly at the same time, addressed the housing needs of overseas workers through the private sector rather than engaging itself in real estate development. The Chief Executive ordered the OPF not to embark upon any new initiative in housing colonies in April, 2001. The existing schemes according to the above order have to be completed on a priority basis. OPF, therefore, has to undertake a fresh cost/benefit evaluation of these ventures given the fact that over Rs. 6 million per year are spent on completed schemes only, desperately waiting for colonization since many years after completion.

THE FIASCO OF D-13/E-13

The entry and exit of the OPF in the housing scheme of D-13./E-13 is reflective of a classic case of trespassing the Charter of OPF and total ineffectiveness of BOG. As already mentioned, D-13/E-13 alongwith other housing colonies, were suggested by the Secretary, Labour, Manpower & OPs in his summary submitted to the Prime Minister with a major objective to attract the foreign remittances. The Cabinet approved the summary on 02-6-1998 and the BOG rubber stamped “Package of Incentives for OPs” on 06-6-1998. It was further decided that housing scheme in Islamabad should be started immediately. The sale price of a plot measuring 600 square yards was fixed at U.S.\$ 50,000/- or Rs. 2.3 Million. Wide publicity was mounted including foreign tours of delegations, costing Rs. 1.3 Million. This was also accompanied by aggressive marketing efforts for publicity campaign. Only 286 applications were received against 7,000 plots from OPs by the closing date.

Irrespective of the merits and de-merits of the decision to initiate a housing colony in D-13/E-13 (Islamabad), the decision is reflective of total ignorance and lack of competence of the decision makers, who threw the Hobsonian choice before the OPF. It was not for the first time that the OPF accepted an ill devised decision pleasantly. Given the fact that CDA made allotments in D-12 Sector (Islamabad) in 1986 (12 years prior to the initiation of D-13/E-13), which was not developed during this period, why was it expected that OPs will subscribe at a such high price to cover the entire area of D-13/E-13. In addition, it may be added that the then prevailing economic conditions and climate of incentives should have been factored in this decision. Also, it may be added that there were dozens of other housing schemes in and around Islamabad, wherein, the allottees were impatiently waiting for their completion. The total submissions and the virtual hijack of the BOG and the OPF management in the decision making process, fetched in return good deal of dis-reputation for the OPF because the scheme was wound up subsequently. However, this was not a less costly venture either. OPF wasted around Rs. 5.6 Million on this scheme.

OPF AS AN INDUSTRIALIST
(THE STORY OF KAGHAN BRICK WORKS LIMITED)

OPF purchased Kaghan Brick Works Limited under the orders of the then Minister for Labour, Manpower & OPs in 1993 at the price of Rs. 3.8 Million. Despite the fact that this enterprise was equipped with one of the most supposedly modern equipment-cum-plant, it was consistently operating at losses since its inception excepting the year 1989/90. This record of performance was very well known to the management of the OPF at the time of taking over the Kaghan Brick Works Limited. Not only it incurred the purchase price but also inherited loans and liabilities of the ex owners to the tune of Rs. 45 Million. The factory operations were closed in 1996 because of mounting losses. The majority of the work force was laid off and paid around Rs. 10 Million under Golden Hand Shake arrangements. At present, there are the remaining liabilities of this venture such as Sui Gas bills, Social Security and EOBI dues, totaling to Rs. 18 Million. In other words, over Rs. 130 Millions of OPF went into the drain to bail out a politician friend of the Minister, who was the original owner of this enterprise. The OPF is muddling through the exercises to recover this money through conversion of the site into farm houses or orchards etc. Out of total 50 acres of land, the lease has expired for 25 acres since last three years, thus leaving only 25 acres (on lease) with OPF.

Education & Training:-

OPF Schools:-

Currently, 22 schools are being run by OPF in various cities of Pakistan. According to records available, total number of students enrolled in these schools work out to 7,471. Only 828 students out of the total students belong to OPs' families (see Appendix Table No. 2). In other words, roughly 90% of the students benefiting from OPF schools do not belong to the target group, identified by Charter.

Site selection for the establishment of the schools during the initial years reportedly was made on the basis of feasibility studies. Feasibility studies (not traceable) were conducted which reckoned with the concentration of OPs in the area and availability of the educational facilities through public education system and other sources. However, later on, after the establishment of first five or six schools, the decision to open schools at different places was mostly political, though it was claimed that the city selected represented OPs' concentration areas. Some of the places such as Depalpur, Pakpattan and Badin clearly fail to qualify the status ascribed.

Quality of education provided in OPF Schools is claimed to be better than the general public schools. However, it may be added that hardly one comes across any evidence that Education Division of OPF made any innovation in the curriculum or syllabi which is more or less principal specific and the schools are affiliated with respective Provincial Boards of Secondary Education.

Cost effectiveness hardly appears to be of any concern to OPF management. Despite the fact that there is a spill over of the 90% of the benefits of the education system to the segment of society which was not identified as beneficiary by Charter of OPF. Currently, OPF is extending a subsidy of Rs. 9 million to the education sector which works out to Rs. 11,000/- per student of OPs' families. This appears to be substantially higher than in Public Schools while the private sector is making profit through ventures like this.

Vocational Training:-

The OPF established a Training Division in December, 1979 to impart the training geared to the job entry level. The OPF training comprised of OPF Regular Vocational Training Programme (VTP), OPF Contractual Programme and Prime Ministers Special Package. The programmes were implemented through the establishment of fourteen Polytrade Schools and Vocational Training Schools throughout the country. In addition, OPF implemented “Crash Programme” through other institutions during 1980-85.

The entry of the OPF into a venture of skill developments appears to have been based on the provisions of Charter which mandates the OPF “to establish, maintain or aid vocational training institutions for providing training in such trades as are in demand overseas”. In other words, interventions should have been demand-led according to the Charter and it was not must for OPF to establish the training institutions. The objective could have been achieved through the involvement of pre-existing Vocational Training Institutions, particularly, when Vocational Training is under the domain of the Ministry of Labour, Manpower & OPs. Similarly, hardly, one comes across any scientific exercise suggesting the magnitude and nature of the demand abroad. Also, no tracer study was conducted by OPF to determine the relevance of the training provided to the needs of the country or abroad.

It appears that the construction of training centres, have been politically influenced. In particular, “The Prime Minister Special Training Programme” can be cited as an example. It may be noted that during the period 1994-96, seven schools were established on the request of the respective MNAs of the areas and subsequently, directive of the then Prime Minister of Pakistan. It took almost two years for the realization by OPF that this programme entails huge subsidy. In the 59th meeting of BOG, these schools were declared as “Projects”. Thus the schools were later on closed and the services of staff of these seven schools were terminated. At present, only three schools are functional and all the remaining institutions have been closed.

It is of interest to note that under the OPF Vocational Training Programme, most of the trades, such as Plumbers, Masons, etc. are also trained in the Technical Training Centres of the Ministry. The details of the trades catered by the OPF V.T.P are reproduced below at Table No. 4.

TABLE NO. 4

OUTPUT OF TRAINING SYSTEM – 1980 – 2000

<u>S.No.</u>	<u>Trade</u>	<u>Duration of Training</u>	<u>Total of VTP</u>
1.	Mason	4 Mon.	2154
2.	Carpenter	6 “	2227
3.	Steel Fixer	3 “	526
4.	Electrician	6 “	9618
5.	Plumber	4 “	4171
6.	R.A.C Mechanic	6 “	5311
7.	Welder	6 “	3291
8.	Auto Electrician	-	675
9.	Civil Draftsman	6 Mon.	736
10.	Turner	3 “	88
11.	Quantity Surveyor	4 “	59
12.	Civil Surveyor	4 “	255
13.	Tracer	3 “	395
14.	Radio Mechanic	10 “	482
15.	Tower Erector	3 “	85
16.	Computer	2-4 Mon.	119
	Total:-		<u>30,192</u>
	Matric Technical		721
	<u>Grand Total:-</u>		<u>30,913</u>

During the period 1979-99, a subsidy of Rs. 152 million was incurred by OPF through its training activities. This is in addition to the expenses incurred in connection with the maintenance of the Training Division at the OPF Headquarters. Presumably, because of these heavy subsidies, most of the PTS's and VTS's were closed, as discussed already. At present, only two PTS's (Swat and Peshawar) are running with estimated cost at sites being around Rs. 6 million per annum with the expected output of 450 trainees. The cost effectiveness of the entire training venture of OPF hardly appears to have been a concern for the management. Average cost of the four months training of a Plumber, Mason etc. during 1997/98 for instance worked out to Rs. 2,500/-. If one adds to this the related expenses at the HQ, then the cost would be over Rs. 50,000/-.

It will be instructive as well as informative to reproduce some of the findings of a Report on Vocational Training Programme conducted by Air Commodore (Retired) Waheed A. Butt in September, 2000. The report lamented on the incompetence of the staff to deliver the services needed under the training programme, identified lack of productive inter-action between the H.Q and the Schools as major problem and highlighted that cost per trainee is very high. In particular, the cost per trainee under Matric-Tech Programme in Polytrade School Karachi was reported to be phenomenally high i.e. Rs. 67,731/- per trainee. This report brings out that the training through contractual programme of OPF was most cost effective. The report also questions the relevance of trades such as Plumbing, Carpentry, Welding and Masonry to the existing needs in the domestic labour market or abroad. Absence of any mechanism to get feedback from those who graduated is identified as a major shortcoming of the system.

WELFARE AND SERVICES:-

OPF provides variety of services to OPs, which can be categorized as Personalized and Community Services. Also OPF engaged itself rather successfully in the crisis management of Kuwait affectees. Below, a brief discussion of different activities is made.

Health Services:-

Hospitals:-

A 20 bed eye hospital at Mirpur (Azad Kashmir) and a 10 bed eye hospital at Yaru Khoso (District D.G.Khan) have been established. Since the establishment of these eye hospitals in 1990/91, over 80,000 patients have been treated while around 6,700 patients were operated. These treatments have been provided at nominal rates.

Over Rs. 5million have been spent on the construction of these hospitals by the OPF. However, location of these hospitals is not very convenient to the patients. In Mirpur (AK), eye hospital is located in Chattarpari, an OPF Housing Colony without any resident at present, and lies 10 to 13 KM far from the city and 3 to 4 KM far from the main road. In case of D.G.Khan, eye hospital is 30 KM far from the main city. These long distances are inconvenient wherein cost considerations can detract the patients and full utilization of the capacity of hospital may be difficult to achieve. These hospitals are currently being subsidized by OPF to the tune of Rs. 800,000/- per annum. Precisely, because of the cost consideration, Child and Maternity Hospital at Johi (Dadu) was closed. It may be added that OPF also, through a collaborative arrangement with Al-Shifa Trust offers some facilities such as allocation of beds, special discount of 10% and free treatment of destitute patients.

Emergency Relief Services:-

a. Yemen Crises:-

At the time of crises in Yemen in 1994, 336 Pakistanis were received by the OPF at Karachi who had arrived by ship and air. All possible help was extended to them. These Yemen affectees were transported from Karachi to their respective destinations i.e. Lahore, Islamabad, Quetta and Peshawar by air and an amount of Rs. 5,38,182/- was spent while facilitating them.

b. Compensation/Assistance to the Gulf War Affectees:-

OPF played a major role during the Gulf War crises, wherein a large number of OPs arrived in Pakistan from Kuwait without any belongings. At the time of their arrival in Pakistan, camps were established by the OPF at Karachi, Lahore, Quetta and Taftan border to facilitate the war affectees. These affected OPs were paid a cash compensation @ Rs. 6,000/- each. OPF contributed a huge amount of more than Rs.5 Crore for affectees at the time of their arrival in Pakistan. After the gulf war, the task of compensation claims of the war affectees was assigned to the OPF by the United Nations Compensation Commission (UNCC). A total number of 44,480 claims were filed by the affectees which were later submitted to UNCC by OPF for further processing and grant of compensation to the claimants. Out of the total 43,852 of category A, B, C, D, E and F have been approved. An amount of U.S \$ 300.253 millions has been approved, out of which U.S \$ 293.355 million have been received and about U.S.\$ 289.288 million have been paid upto July, 2001. As already mentioned in the preface, the relief measures for Gulf War affectees by OPF were widely appreciated both inside and outside the country.

c. Flood Relief :-

During the recent flood, OPF role was very prominent where quick and effective relief was provided to the families of the OPs and their dependents in general and the public as a whole. In Village Dadar, District Mansehra, OPF donated foodstuff, clothing and established drinking water facility for the affected persons. Similarly, at District Buner, water supply scheme was established by OPF for the people which not only benefited the OPs but the general public as well.

Personalized Services:-

Variety of problems faced by OPs or their dependents in Pakistan are attended by the Welfare & Services Division of OPF. The nature of complaints lodged by OPs is discernible from Table No. 5.

TABLE NO. 5

**NATURE OF CASES (WELFARE & SERVICES DIVISION) – JANUARY, 2000 TO
DECEMBER, 2000**

<u>Nature of Problems</u>	<u>Number of Cases Received</u>	<u>Settled</u>
1) Family disputes	52	31
2) PIA/Various Air Lines.	44	8
3) Immigration Authorities.	25	13
4) Customs Department.	300	238
5) Pakistani Missions / Host Authorities/Employers abroad	2578	312
6) WAPDA.	32	4
7) Sui Gas Department.	34	6
8) OPF Ambulance Service	31	31
9) Financial Institutions/Banks	84	45
10) Cooperative/Taj Company cases.	5	-
11) Police Cases	179	94
12) Civil Cases property matters.	375	157
13) Repatriation from abroad.	220	220
14) Jail cases abroad.	15	8
15) Whereabouts cases abroad/Pakistan.	37	15
16) Employment related cases.	13	-
17) PTCL.	108	16
18) Water Connections.	17	3
19) Others	157	76
GRAND TOTAL	4306	1277

The above table is suggestive of the fact that over 60% of the complaints pertain to the jobs related issues at works sites. Obviously, OPF after receipt of the complaints, refers it back to the Pakistan Embassies and Missions. In the presence of CWAs, this convoluted way of redressal mechanism smacks of lack of initiative of OPF as well as problems of coordination between different agencies within Pakistan. There is a need to establish a system or improve upon the existing one to settle the problems then and there, at work site.

Other complaints relate to the problems faced by the OPs or their dependents in connection with various departments and organizations in Pakistan. Irrespective of the success or failure in the settlement of the cases, the need to involve regional offices in more effective manner is underscored. It may not be out of place to mention here that the Division of Welfare & Services tops both in the administrative costs as well as staff of OPF.

Overseas Pakistanis Pension Trust:-

In July, 2001, OPF launched a self-contributory pension scheme to secure the future of Pakistanis living abroad. The scheme is being managed by Overseas Pakistanis Pension Trust (Registered) which is subsidiary of OPF.

Different packages have been finalized by actuaries. Minimum contribution for ten years has been fixed at Rs. 24,000/- per annum payable in U.S Dollars. Financial impact for the subscriber would be Rs. 2,000/- per month against which he will be entitled to a monthly pension of Rs. 4,226/- at maturity. There is no maximum limit. Pension plan with a lumpsum contribution of Rs. 1,20,000/-, maturing after five years is also offered. All contributions are payable in U.S. Dollars. However, if the member has come to Pakistan permanently or maintaining his account in Pakistan, he can make payment in Pak Rupees as well.

OPPT has entered into a contract with State Life Insurance Corporation of Pakistan to ensure immediate payment of pension in case of a accidental serious disability or death of any subscriber, without further contributions from the member of his family.

Pension scheme is claimed to have numerous advantages including income tax exemption, appreciation of its capital fund, distinct legal status, Riba free income, insured payments by State Life Insurance Corporation of Pakistan, better rate of return on small contributions and convenient and easy procedure to invest in Pakistan for future prosperity while working abroad.

Receipts and Expenditure of OPF:-

Since 1979 to June, 2000, the overall income and expenditure of the OPF is briefly summarized in Table No. 6 :-

TABLE NO.6
OVERSEAS PAKISTANIS FOUNDATION
RECEIPTS & EXPENDITURE SINCE 1979 TO JUNE 2000.

PARTICULARS	Rs. in Million	Remarks
RECEIPTS	Total	
Welfare Fund	1895	
Housing Schemes	985	
Others	1849	
	4729	
EXPENDITURES		
Capital Expenditure	233	
Long Term Investments	87	
Income Tax (Forcibly Recovered by Tax Dept.)	495	
Expenditure (Divisions/ Offices)	1663	*
Housing Schemes (Land & Development)	1020	*
Loans/ Recoverable	93	
Others	128	
	3719	
FUNDS IN HAND	1010	**

*INCLUDES COMPONENTS OF SALARIES/ ADMIN EXPENSES OF RS.901.235 MILLION.

** FUNDS IN HAND CONSIST OF:-

LONG TERM DEPOSITS WITH BANKS & FIN. INST.	679.03	MILLION
SHORT TERM DEPOSITS	86.518	--DO--
CURRENT/ IMPREST ACCTS	5.397	--DO--
UNCC ACCTS	239.312	--DO--
TOTAL	1010.257	--DO--

The above table indicates that over the years, around Rs. 4,700 Million were received by OPF. It may be added that 40% of the receipts was due to the contribution in the Welfare Fund, while an equivalent amount is categorized as "others", which is mostly the returns on deposits etc. In terms of expenditure, an amount of Rs. 901 Million is spent as administrative expenditure of the OPF, which works out to 34% of the expenditure on the activities under different Divisions and housing schemes. Around Rs. 1000/- Million are identified as funds in hand, which are deposited in various short and long term schemes. This, in a way, underscores the importance of competent fund management for future financial viability of the organization. It may be added that a perusal of the accounts for the year 2000-2001 suggests that on revenue account, the OPF saved around Rs. 2.75 Million.

PART II

Re-structuring/Re-organization – Some Suggestions

A brief review of the performance of OPF during the past two decades is indicative of its substandard and poor performance. Most of the ventures of OPF suffer on many counts such as mis-governance, inconsistent decision making, and lack of cost effectiveness. The design of the OPF, process of implementation alongwith the decision making structure, distribution of power among different actors and overall mode of dispensation needs a re-examination. Such a prescriptive pursuit must be grounded in the realities, in particular, the current international migration trends and related issues. It is in this context that the role of the Ministry as well as OPF has to be visualized.

International migration is on the rise though reliable data cannot be presented. The global demographic imbalances will generate labour mobility at a scale higher than the recent past. There is at present, a re-examination of the policies in the labour importing countries wherein, regularization of contract migration hitherto banned is being actively considered. New markets are also likely to emerge too.

How to optimize the legal outflow of labour and make use of the evolving opportunities should be the first priority for the Ministry as well as OPF. A recent estimate puts the number of annual outflow from Philippines at 700,000 with remittances inflow of U.S \$ 7.5 Billion. Thus analysis of the global trends appears to be imperative for enabling the country to derive maximum possible benefits from these opportunities. At present, the Ministry, its attached departments, OPF and even the private sector do not have an adequate capacity to undertake, a meaningful and all encompassing exercise yielding policy relevant insights. Equally important would be to grasp the ramifications of these outflows and return flows, keeping in view the prime objective of the OPF – improving the welfare of overseas Pakistanis.

It is well known that OPs are not homogeneous in terms of their duration of stay abroad – permanent vs contract migration – occupational composition and on the basis of

other characteristics too. Correspondingly measures to improve their welfare will vary. Furthermore, the OPs need differentiated services by the phase in which they happen to be :-

- (a) At work site in foreign lands
- (b) Families of OPs left behind
- (c) Families of OPs accompanied
- (d) The return migration and re-settlement.

Hardly is there a need to emphasize that the nature of problems and requisite services will vary by duration of stay (permanent or contract) and by occupational composition and geographic context in case of return migration.

Keeping in view the above cited factors, below some suggestions are made to improve OPF, its decision making structure, administrative issues, the type of activities to be pursued for the promotion of OPs' welfare.

Registration of OPF:-

OPF may be registered under Endowment Act rather than a business company if it is found more cost effective in terms of tax payments. Also there is a need to get legal advice on whether or not the original signatories have any share or role in the OPF which was registered as a Company.

Making Charter Relevant to the Needs of OPs:-

There is a need to re-design the Charter which should reflect relevance to issues at hand. The role of OPF has to be clearly identified as – an organization exclusively concerned with the improvement of welfare of the OPs. At times, roles thrust upon OPF by the Federal Government tend to be costly and non-conforming with the original objectives and functions of the organization. A case in point is recent “Foreign Exchange Remittance Cards”. The Federal Government(Ministry of Finance) must fund the entire activities of this scheme. OPF has no role as far as attraction of foreign exchange is

concerned, the fiasco in D-13/E-13 need be kept in view. Similarly, OPF cannot function as Ministry of Education or Housing. Irrespective of the cost effectiveness, OPF through its schools and housing colonies covered only a minor portion of the OPs. Incorporation of these concerns into the Charter are given below in the proposed Charter:-

- a. To advance the social welfare of the Pakistanis working overseas and their families in Pakistan by identifying their problems and by contributing to their solutions and assist the OPs in the resettlement on their return.
- b. To assist and promote the demand led training efforts in the country through collaboration with private sector for on the job training and with the pre-existing training institutions of the country for institutional training.
- c. To arrange the allocation of quota in housing societies, colonies, townships of government development authorities for overseas Pakistanis and their families in Pakistan and Azad Jammu & Kashmir.
- d. To give scholarships, stipends or grants to the children of workers for studies in the field of technology, science, art and management, in Pakistan and Azad Jammu and Kashmir and overseas.
- e. To give grants to educational/religious institutions including alternative methods of learning, in Pakistan and Azad Jammu & Kashmir and overseas for the benefit of children of overseas Pakistanis. Make arrangements to acquire quota for the children of OPs in the high quality institutions in tertiary education both technical as well as liberal arts.

- f. To give grants to Pakistani workers, societies, associations, community centres, mosques, libraries established overseas for welfare, educational and religious activities; and for the organization of services, seminars, conferences and national day events.
- g. To open offices and establish branches for conducting the operations of the Foundation in any part of Pakistan and Azad Jammu & Kashmir and overseas.
- h. To establish or manage or to invest in commercial, industrial or service enterprises.
- i. To purchase, effect, hire, take on lease and accept land from the government by way of grant, exchange, or otherwise acquire land, buildings, easement rights of any movable or immovable properties.
- j. To manage, sell, improve, develop, lease, mortgage, dispose off or otherwise deal with all or any of the property of the Foundation.
- k. To collect and edit material for and undertake printing and publishing of pamphlets, reports, journals, periodicals, dailies or other works of publications.
- l. To invest the money of the Foundation in such manner as may from time to time be determined.
- m. To receive welfare fund created under the Emigration Ordinance, 1979, read with Rules framed thereunder and other grants from the government, generate, raise and collect funds; but no funds, whatsoever shall be disbursed for donation to or for benefit of any political party directly or indirectly.

- n. To receive and manage the custodianship of securities from the Bureau of Emigration deposited with them under the Emigration Ordinance, 1979, and rules, thereunder and reimbursement of promoters.
- o. To apply and appropriate the funds generated and collected under the preceding clauses.
- p. To make policies, rules and regulations and do all acts, deeds and things required, incidental or necessary for the management of the Foundation.
- q. Without prejudice to the above, the Foundation may undertake any other activity to achieve its objectives as it may deem fit in the circumstances.

Enhancing Effectiveness of BOG:-

The composition of the governing body needs to be changed. At least two representatives from OPs, one person from the civil society and two Directors of the OPF (Director of Administration and newly created Advisory and Planning Division) be made members of the Board of Governors and correspondingly, there is a need to curtail the pre-ponderance of the government employees. In addition to the Minister, who would act as a Chairman, Secretary Labour, Manpower & OPs, Joint Secretaries Defence and Foreign may be enlisted as Members.

In addition, there is a need to have a third party evaluation of performance of OPF. Institutions like LUMS, PIDE, SPDC and Quaid-e-Azam University can be subcontracted this evaluation exercise at regular intervals of a year or so. Exercises like these are likely to keep a check on the powers of various layers of authority.

The Ministerial intervention may be made exclusively through its representation on the BOG.

OPF to the extent possible, needs to be extended autonomy. Powers delegated to the MD OPF in the initial phases, be restored, i.e. where budget and financial allocation is approved by the Board of Governors, MD OPF must have powers for its financial implementation.

Changing Activity Mix :-

In the field of education and training, new ventures must be resisted. The pre-existing schools, if they do not become self-sufficient within a reasonable time, need to be disposed off. The funds thus saved can be utilized for offering liberal scholarships not only for local children of OPs but for those also who want to get higher education abroad.

OPF may examine the possibility of funding on the job training activities for the return migrants and other interested young Pakistanis in the establishment and factories with collaboration of private sector. Existing OPF Polytrade Schools still lack relevance to the market needs.

It is suggested that no more construction activities in housing as well as in schools be undertaken. There is a need to formulate policy and procedures to get out of the housing sector as early as possible, however the commitments made must be honoured. In no way, the OPF should keep on subsidizing the speculative activities of OPs. Maintenance cost needs to be recovered from allottees. The following procedures may be opted to work out the existing financial base of various housing schemes to determine the maintenance cost.

Housing & Works Division and Finance Division may calculate the financial base of each housing scheme on the following lines :-

- a. Temporal flow of Receipts and Expenditure at site.
- b. Administrative expenses for every year of Housing & Works Division, concerned Regional Office and Administration and Finance Division at the Head Office :-

- (i) Allocation of Housing & Works Division expenses on the basis of projected/anticipated sales potential.
- (ii) Allocation of expenses of Administration and Finance and Regional Offices on the basis of share of staff allocation/salaries which is then allocated on sales potential of each scheme.
- (iii) Present value of fund invested and receipt be worked out at 10% interest rate per annum.
- (iv) Difference in the present value of receipts/expenditure of a given scheme indicates the financial base to determine loss or gain and thereby the maintenance charges.

While the determination of the financial worth of different housing schemes is not difficult, the feasibility of recovery of the maintenance cost is suspect. It is, therefore, suggested that all the completed housing schemes be handed over to the district governments.

OPs at the work site, particularly in the Middle East, face a host of problems related with the switching and non-implementation of original contracts. Bureau of Emigration & Overseas Employment collects a protection fee for this purpose and CWAs are assumed to address these problems of OPs. In fact, the desired results are very often not achieved through CWAs because of variety of factors but in particular, the non-orientation of CWAs with the problems of OPs. Intervention is needed at the highest level that the CWAs must undergo some training and acquire some experience in OPF and the Ministry of Labour, Manpower & OPs prior to proceeding abroad. CWAs must send their reports regularly to OPF. MD OPF may acts as reporting officer in the context of ACR. The report must contain economic indicators of host country and prospects of export of Pakistani manpower, as well as settlement problems of OPs.

A perusal of the letters written by OPs in the Middle East in “Biladi” (Jang), reflects that in the non-English speaking Middle Eastern countries, OPs face tremendous difficulties in getting their sons and daughters educated at the college level. Examination of the possibilities to facilitate the private sector for establishment of colleges in certain places is needed.

Fund Management:-

Fund management needs to be geared towards achievement of an optimal blend of higher returns and low risk ventures. Currently, around Rs. one billion are deposited, presumably under the instructions of the Ministry of Finance, in low yield deposits or schemes. Given the fact that OPF’s income is exclusively from OPs’ contribution, the pursuance of government instructions for disposal of funds is not plausible. During the past 20 years, hardly there was any effort in this respect. A financial wizard is needed to provide vision for the future, which can be subcontracted, to a firm.

Re-structuring Administrative Structure:-

Headquarters Vs. Regional Offices:-

The situation as already explained, demands re-definition of the relationships between the Headquarters and the Regional Offices. The role of the Divisions may be confined to the policy making, initiation of the new projects and monitoring of the projects through the Regional Offices. The projects should be directly supervised by the concerned Regional Offices for all practical purposes. It also implies that instead of having huge manpower at the Headquarters i.e. 67 officers and 200 other staff members, it should be dispersed to the Regional Offices which have only 21 officers and 96 staff members. In the light of this, needed amendments/changes have been recommended as discussed below :-

1. The Head Office be exclusively concerned with the policy formulation and monitoring.
2. All the field activities may be handed to the Regional Offices for administration and financial monitoring. Capacity of Regional Offices needs to be enhanced to deliver the new functions allocated.
3. Regional Committees comprising of officials of different departments may be constituted to enlist their support and help in disposal of OPs' complaints and other related matters.
4. Field officers under the administrative control of the Regional Offices in the concentration areas of OPs may be appointed. These officers preferably be seated in the office of the District Nazims for improved effectiveness in the mechanism of redressal of grievances as well as assessment of needs of OPs.

Defining the Functions of Various Divisions in OPF:-

The roles of existing Divisions of OPF at the H.Q have to be redefined. In this regard, Education and Training Division would be merged and skeleton staff for policy formulation and coordination/ control would be retained. All other operational functions would be entrusted to the Regional Offices alongwith added manpower. Functions of various Divisions are proposed below :-

Advisory and Planning Division.

It is suggested that a new Division be created to perform the following tasks to enhance the effectiveness of OPF and to promote welfare of OPs :-

- a. Research and Analysis Section will focus on collection of data through field surveys and other secondary sources thereby enabling OPF to have valuable data on outward and return flow of Pakistanis to formulate the relevant policies on the basis of adequate information base. It may be added that current information with Bureau of Emigration & Overseas Employment is deficient in coverage and there is total lack of information on the return migrants.
- b. It will also facilitate the need assessment in OPs concentration areas to determine means to resolve their problems and to formulate policies for community development and other suitable measures.
- c. An Advisory Section will be created as a referral service to advise the return migrants for their reintegration into the national economy. This section, through coordination with all such organizations which promote investment in small and medium scale industries and credit institutions of the country, will assist the return migrants in making investment choices including self employment opportunities. This Section should be

equipped with the technical competence to analyze the developments in the economy with particular focus on the needs of resettlement of return migrants.

- d. It will also advise OPF management in formulation of Annual Development Plans, preparation of budget and periodic monitoring and evaluation of the set targets of OPF.
- e. The task of the Division can only be performed with the induction of highly qualified and competent people. The present strength would be unable to cater for the need, barring few.

Welfare & Services Division :-

According to the mandate of OPF, the welfare activities should be confined to the Overseas Pakistanis and in their areas of concentration. But, there are certain cases, in which it has been observed that all the activities of OPF, whether these are related to welfare, education or training, have spilled over to other areas which do not cover the welfare of OPs in particular. It poses the big question-mark i.e. how to confine OPF activities for the sole benefit of OPs. It can only be done if activities are directed towards the countries where OPs have migrated or to the areas from which they have migrated. Keeping this in view, following activities are proposed for Welfare & Services Division:-

Present Activities

Welfare:-

- i. Health care facilities
- ii. Financial Aid to the destitutes

Proposed Activities

- i. On the basis of valid needs assessment, community projects like water supply schemes financial aid to the already existing government facilities, in the field of education training and health.
- ii. Under the guidelines provided by Advisory and Planning Division, rehabilitation of OPs in their areas by assisting them in the establishment of revenue generating projects which can accommodate a larger number of return migrants in such projects.

- iii. Economic rehabilitation of disabled returnees
- iv. Personalized services

Services:-

- i. Transportation of dead bodies
 - ii. Free telex service
 - iii. Hotel facilities for incoming OPs
 - iv. OPF ambulance services
 - v. Individual complaints
 - vi. Dues cases
 - vii. Briefing in Protector Offices
 - viii. Airport facilitation counters for OPs
 - ix. Foreign Exchange Remittance Card
 - x. Compensation/ assistance to the Gulf war affectees
 - xi. Emergency Relief Cell
- i. To concentrate more on personalized services which will be facilitated by appointing two field officers in every region and by creation of regional committees comprising of officers from provincial departments related to the problems of OPs. A strong Service Cell already exists in OPF.

Education & Training Division :-

In my view, while establishing OPF Public Schools at various places, OPF is duplicating the work of the government educational institutions, both at the Provincial and the Federal level. Mainly, education is a Provincial subject. As far as I understand, OPF should not establish or build more Public Schools or Colleges. All those schools which are being subsidized and/or located in the areas where there is no concentration of OPs, should be immediately closed. In this regard, cases of Badin, Sanghar, Quetta, Depalpur and Pakpattan and many others can be quoted. Education & Training Division should be merged together.

Education/ Training

Present Activities

- i. Public Schools/ Colleges
- ii. Reservation of seats
- iii. Scholarships
- iv. Merit awards
- v. Provision of books

Training

Polytrade Schools

Proposed Activities

- i. OPF should concentrate on providing scholarships for higher education to the children of OPs not only in Pakistan but abroad also.
- ii. Reservation of seats in professional colleges by providing financial assistance to them against the seats allocated to the children of OPs, as already being done in case of Lawrence College, Gohra Gali and PAF Colleges.
- iii. Facilitate private sector to open or establish colleges in places like Jeddah, Sharjah or Dubai.
- i. OPF should collaborate with FAST and COMSATS to impart training of I.T. to the children of OPs selected on merit and with other technological institutions for on the spot training to the children of OPs.
- ii. On the job training to return migrants or the children of OPs at different establishments/ factories in the private/ public sector be considered for financial assistance.

- iii. The concept behind opening new Polytrade schools is not viable and ultimately, will incur the huge financial losses. The present schools should be immediately closed and their premises can be used for Joint Ventures with COMSATS and FAST like organizations.

Housing & Works Division

Present Activities

Housing Schemes at different places

Proposed Activities

- i. As directed by the President and Chief Executive of Pakistan, within two years time, all the existing housing schemes to be completed.
- ii. Fixation of quota for OPs in the various housing schemes of development authorities in Pakistan.
- iii. Handing over the present housing schemes to the local government.
- iv. Minimizing the maintenance costs.

Finance Division

Proposed Activities

Proper attention should be paid for the utilization of the funds of OPF. This part has been totally neglected so far.

Proposed Staffing Structure (The Three Tier System):-

The best organizations of the world are heading towards utilizing the efficient manpower in the best possible way. Most of the renowned organizations generally replace a large army of officers by efficient, computer literate and highly professional experts.

It is strongly recommended that the seniority system and blocking the promotion of efficient people be removed immediately, so that inefficient persons are not promoted to those positions for which they are not capable. It is also suggested that those officers who do not meet the requirement of efficiency, should stay in OPF Grade-7.

In OPF, there are five tiers of executives doing almost the same job. Duplication of functions is quite visible in case of Deputy Directors, Joint Directors and General Managers. Directors have been given meager powers to decide. After exhaustive study of the system in OPF and not to disturb the present structure in totality, following three tier system is recommended, while maintaining the present grades in tact to ensure timely promotions :-

- a. Executive Directors/Resident Directors in OPF Grade 10 & 11
- b. Joint Directors in OPF Grade 8 & 9.
- c. Assistant Directors in OPF Grade-7.

While reading through the files, it has been noted that notes are usually not initiated by the Assistant Directors i.e. at the officer level, but by the Superintendents or Clerks. This practice is obsolete and cumbersome. Sometimes, the wisdom of the initiator is very gently carried to the top without any change, addition or amendment. It is suggested that the notes should be initiated by the Assistant Directors and Joint Directors should give their views agreeing or dis-agreeing with the note and then these should be put up to the Directors or MD for final decision. The two intervening tiers (General Managers and Deputy Directors) were only duplicating the work, particularly, General Managers, who, in certain cases, feel helpless in the presence of the Directors

and were forwarding the note coming from the Joint Directors, simply after putting their initials, to the Directors. Resident Director of OPF Grade-10 can be placed as overall incharge of the Regions at Peshawar, Lahore, Karachi, Quetta and Mirpur (A.K). Comparative statement of the present and proposed strength is placed at Appendix Table No.3.

It may be added that staffing structure of Housing Division has been rationalized (see Table No. 7) according to the functions viz-a-viz development of Zone-V, Islamabad and ongoing schemes like Faisalabad, Peshwar, etc. It is also suggested that the engineering and technical staff should be employed to complete these schemes in a professional manner. In particular, the Division needs to be headed by a competent engineer. Welfare Division will be assisted in implementation of its activities by competent field officers placed in the concentration areas of OPs, and preferably be located in the office of District Nazim under the overall control of Regional Office. In addition, the regional committees will render great assistance in this respect.

Staff structure of various divisions at H.Q and Regional Offices in accordance with the above mentioned allocation of the activities is provided in Table No. 7. As reflected by the Table, the overall strength of the OPF increases from existing 370 to 379. However, if one adjusts for the newly created Division, Advisory and Planning and field officers, the proposed strength falls to 343. Owing to the compositional changes in the officers grades in various Divisions and adoption of proposed three tier system, the escalation in the administration costs is marginal, only Rs. 9,000/- per month. Proposed re-structuring entails a good deal of cost saving, because the newly added activities will require 10% of the total administrative costs (see Table No. 8).

The requisite competencies of the staff provided in the foot note of the Table implies that OPF has to shed some dead wood and hire competent staff. Hence, there is need to introduce Golden Hand Shake Scheme. Finally, it may be added that if OPF agrees to monetization of perks, further substantial savings in the administrative cost can be achieved.

Table No.7

Overseas Pakistanis Foundation

Proposed Establishment (Grade-wise) of Regular Employees after Restructuring

Division/Office	M-II/BS-21	OPF-11/10	OPF-9	OPF-8/7	OPF-6	OPF-5	OPF-4	OPF-3	OPF-2	OPF-1	TOTAL
MD's Secretariat	1	0	0	1	1	1	0	0	1	2	7
Welfare & Services	0	1	2	6	3	3	14	7	1	8	45
Finance	0	1	2	4	2	2	10	1	1	5	28
Advisory & Planning	0	1	2	4	0	2	6	4	1	5	25
Admin & Personnel	0	1	2	4	2	2	8	11	19	11	60
Internal Audit Cell	0	0	1	2	2	0	1	0	0	1	7
BOG's Secretariat	0	0	1	0	0	0	1	0	1	1	4
Legal Cell	0	0	1	0	0	0	1	0	0	1	3
MIS Section	0	0	1	1	0	0	5	0	0	1	8
P & M Cell	0	0	0	1	1	0	2	1	1	2	8
Housing & Works	0	1	3	5	0	3	6	5	1	5	29
Education & Training	0	1	2	4	0	1	8	4	1	5	26
TOTAL	1	6	17	32	11	14	62	33	27	47	250
Regional Office Karachi	0	1	1	8	4	1	8	2	2	8	35
Regional Office Lahore	0	1	1	8	4	1	8	2	2	8	35
Regional Office Peshawar	0	1	1	4	1	2	5	2	2	8	26
Regional Office Quetta	0	0	1	4	1	0	4	1	1	4	16
Regional Office Mirpur (AK)	0	0	1	4	1	1	3	2	1	4	17
TOTAL	0	3	5	28	11	5	28	9	8	32	129
GRAND TOTAL	1	9	22	60	22	19	90	42	35	79	379
Currently Held Position	1	16	22	48	29	25	58	54	36	80	370

Competency required for different divisions

a. Advisory & Planning Division

i. Financial Analyst/ Economist

ii. Economist, Business

Manager

iii. Statistician

b. Housing Division

Civil Engineers and Town

Planners

c. Finance Division

To be headed by a Financial Analyst and assisted by Cost Accountant, Chartered Accountant.

d. Regional Offices

.. Field Officer

Anthropologist / Sociologist and Social Scientist with

Computer Literacy.

Table No.8 Overseas Pakistanis Foundation

Financial impact of Restructuring (per month)

Grade	Total Emoluments	Held	Cost	Proposed	cost
MD	50839	1	50,839	1	50,839
11	55,314	6	331,884	6	331,884
10	45,648	10	456,480	3	136,944
9	29,589	22	650,958	22	650,958
8	22,566	48	1,083,168	60	1,353,960
7	20,691		-		-
6	16,711	29	484,619	22	367,642
5	14,716	25	367,900	19	279,604
4	13,040	58	756,320	90	1,173,600
3	11,314	54	610,956	42	475,188
2	9,742	36	350,712	35	340,970
1	8,587	80	686,960	79	678,373
			5,830,796		5,839,962

Impact of Newly created Advisory & Planning Division

					590,889
11	55,314	1	55,314		5,249,073
10	45,648	0	-		
9	29,589	2	59,178		
8	22,566	4	90,264		
7	20,691		-		
6	16,711	0	-		
5	14,716	2	29,432		
4	13,040	6	78,240		
3	11,314	4	45,256		
2	9,742	1	9,742		
1	8,587	5	42,935		
		25	410361		

Impact of Newly created 8 posts of Field Officer for personalized services of OP's

8	22,566	8	180,528		590,889
---	--------	---	---------	--	---------

APPENDIX TABLE NO.1
THE NUMBER OF PAKISTANIS PROCEEDED ABROAD FOR
EMPLOYMENT REGISTERED BY BUREAU OF EMIGRANT AND
OVERSEAS EMPLOYMENT DURING THE PERIOD 1981 - 1999

S.No	Name of District	1997	1998	1999	Total (1981-1999)	%	Province %
1	Islamabad	772	671	630	8780	0.405312081	
2	Attock	2163	1899	1253	38022	1.755213661	
3	Rawalpindi	8732	4319	2571	135846	6.271073458	
4	Jhelum	3226	2338	1214	48862	2.255621743	
5	Chakwal	2047	1732	1444	19452	0.897964761	
6	Gujrat	11558	5946	4146	119479	5.515521883	
7	Mianwali	836	1241	794	14483	0.668580281	
8	Bhakkar	145	220	123	1841	0.08498628	
9	Sargodha	1839	1396	1175	32012	1.477773387	
10	Khushab	668	495	294	5054	0.233308344	
11	Faisalabad	3810	2660	1748	71142	3.284135771	
12	Toba Tek Singh	1632	1412	697	18075	0.834398162	
13	Jhang	662	646	450	14373	0.66350234	
14	Sialkot	6788	4751	3944	111691	5.156003604	
15	Gujranwala	4836	3541	2185	80171	3.700942466	
16	Sheikhupura	1755	1590	1233	24146	1.114654386	
17	Lahore	5939	4545	3892	133237	6.150633912	
18	Kasur	852	700	601	11545	0.532953072	
19	Okara	864	661	467	9641	0.445058516	
20	Rajan Pur	854	531	383	6644	0.306707684	
21	Dera Ghazi Khan	3550	2663	1543	38377	1.771601564	
22	Layyah	336	267	148	2846	0.131380203	
23	Muzaffar Garh	1011	864	342	13978	0.645267912	
24	Multan	2295	1920	980	43934	2.028129951	
25	Khanewal	860	639	381	9185	0.424008139	
26	Vehari	1071	740	409	14680	0.677674413	
27	Sahiwal	1236	1045	564	26000	1.200240787	
28	Bahawalnagar	917	606	390	12483	0.576254067	
29	Bhawalpur	1102	715	393	19432	0.897041499	
30	Rahim Yar Khan	763	904	826	21181	0.977780773	
31	Pakpattan	303	221	118	1359	0.062735663	
32	Narowal	1088	832	616	5053	0.233262181	
33	Lodhran	626	495	190	2801	0.129302863	51.5100007
34	Jacobabad	146	51	41	2737	0.126348424	

35	Sukkar	206	349	319	6891	0.318109972	
36	Shaikar Pur	89	30	55	1654	0.076353779	
37	Larkana	603	428	248	8046	0.37142836	
38	Nawabshah	157	78	109	4192	0.193515745	
39	Khairpur	100	53	48	1718	0.079308218	
40	Dadu	466	259	141	5926	0.273562573	
41	Hyderabad	345	244	198	13287	0.613369205	
42	Badin	44	12	5	1698	0.078384956	
43	Sanghar	113	72	99	2225	0.102712913	
44	Tharparkar	64	32	10	2267	0.104651764	
45	Thatta	29	27	5	1051	0.048517426	
46	Karachi	8289	4755	5038	181758	8.390514035	
47	Nousharo Feroze	66	16	29	390	0.018003612	
48	Mirpur Khas	75	25	28	610	0.028159495	10.5231453
49	Chitral	288	247	69	3562	0.164432988	
50	Dir	6762	4405	7379	87773	4.051874407	
51	Swat	5503	3969	3609	67294	3.106500135	
52	Malakand Agency	1249	779	1044	18439	0.851201533	
53	Kohistan	181	137	158	2914	0.134519294	
54	Mansehra	2042	1394	911	23852	1.101082433	
55	Abbottabad	2284	1239	713	39570	1.826674151	
56	Mardan	2914	1765	1328	55691	2.570869602	
57	Peshawar	3144	1893	1240	65872	3.040856196	
58	Kohat	3367	2017	1611	53466	2.468156689	
59	Karak	792	418	447	6457	0.298075183	
60	Bannu	2889	2179	1409	35819	1.653516336	
61	D.I.Khan	753	658	646	19853	0.916476167	
62	Nowshera	1424	797	582	6467	0.298536814	
63	Charsadda	1601	953	688	7269	0.335559626	
64	Swabi	2798	1968	1314	11977	0.552895535	
65	Haripur/ Hazara	1541	902	731	7572	0.349547048	
66	Bunair	603	780	800	3108	0.143474937	
67	Lakki Marwat	42	26	30	271	0.012510202	
68	Tank	63	37	16	275	0.012694854	23.8898601
69	Quetta	358	257	299	9387	0.433333087	
70	Pashin	81	90	29	1445	0.06670569	
71	Lora Lai	21	24	13	345	0.015926272	

72	Zhob	228	217	208	2168	0.100081616	
73	Chagai	163	182	203	1278	0.058996451	
74	Sibbi	44	29	4	313	0.014449053	
75	Nasirabad	15	12	2	414	0.019111526	
76	Kachhi	114	134	259	628	0.028990431	
77	Kohlu Agency	31	17	1	111	0.005124105	
78	Kallat	66	61	55	1765	0.081477884	
79	Khuzdar	71	80	168	2083	0.096157752	
80	Kharan	128	64	110	1083	0.049994645	
81	Lasbaila	55	36	19	949	0.043808789	
82	Turbat	102	54	86	1290	0.059550408	
83	Gawader	37	11	43	304	0.014033585	
84	Panjgur	126	156	189	1209	0.055811197	
85	Makran	21	18	39	211	0.009740416	
86	Jhal Magsi	12	2	0	91	0.004200843	1.15751566
87	Muzaffarabad	1788	895	509	32133	1.483359123	
88	Poonch	2454	1056	1154	31803	1.468125298	
89	Mirpur	2314	1540	565	37641	1.737625517	
90	Kotli	3254	2065	958	36781	1.697925245	
91	Bagh	1792	680	604	7720	0.356379187	6.74169545
92	Gilgit	227	123	94	820	0.037853748	
93	Diamir	31	2	25	129	0.005955041	
94	Baltistan	39	16	23	258	0.011910082	
95	Ghizer	12	4	1	56	0.002585134	
96	Ghanchi	63	13	6	117	0.005401084	0.06370629
97	Bajaur Agency	547	250	291	8562	0.395248524	
98	Mohmand Agency	907	337	190	10425	0.481250392	
99	Khyber Agency	1661	1052	861	20912	0.965362897	
100	Kurram Agency	2202	1599	1153	22628	1.044578789	
101	Orakzai Agency	952	731	567	13532	0.624679166	
102	North Waziristan Agency	1901	1406	974	33898	1.564837007	
103	South Waziristan Agency	1033	1276	1113	15635	0.721760181	
104	Tribal Areas (Adjoining Peshawar)	3	0	39	114	0.005262594	
105	Tribal Areas (Adjoining Kohat)	3	0	0	47	0.002169666	
106	Tribal Areas (Adjoining Bannu)	2	0	0	59	0.002723623	
107	Tribal Areas (Adjoining D.I.Khan)	3	18	37	132	0.00609353	5.81407641
Total		149029	100706	78133	2166232	100	100

sAppendix Table No.2
(EDUCATION DIVISION)
INFORMATION REGARDING OPF PUBLIC SCHOOLS

S.NO	NAME OF SCHOOL / COLLEGE	YEAR OF ESTT.	LEVEL OF SCHOOL	NO. OF STUDENTS	NO. OF OP'S STUDENTS	NO. OF TEACHING STAFF	TEACHERS STUDENTS RATIO
1	MIRPUR	1981	10TH	814	192	35	1:23
2	SIALKOT	1987	10TH	486	82	21	1:23
3	BADIN	1989	8TH	162	0	7	1:23
4	DADU	1987	10TH	347	12	19	1:18
5	LARKANA	1989	10TH	385	5	21	1:18
6	SANGHAR	1987	9TH	247	17	18	1:14
7	HANGU	1989	10TH	270	70	14	1:19
8	D.I.KHAN	1989	10TH	379	7	20	1:19
9	MUZAFFARABAD	1988	10TH	272	12	14	1:19
10	MANSEHRA	1988	10TH	121	25	14	1:09
11	CHAKDARA	1990	10TH	299	47	13	1:23
12	KOTLI	1988	10TH	327	58	18	1:18
13	BHALWAL	1990	10TH	407	56	21	1:19
14	MULTAN	1989	10TH	308	35	16	1:19
15	SHEIKHUPURA	1989	10TH	428	24	19	1:23
16	QUETTA	1988	10TH	406	14	19	1:21
17	PAKPATTAN	1990	10TH	207	17	16	1:13
18	KALLAR SYEDDAN	1993	10TH	392	103	24	1:16
19	TURBAT	1984	10TH	604	9	22	1:27
20	GUJRAT	1997	9TH	179	11	11	1:16
21	DEPALPUR	1997	8TH	252	5	11	1:23
22	RAWALPINDI	1997	6TH	179	27	14	1:13
TOTAL :-				7471	828	387	1:19

Appendix Table No.3
Staffing Structure
Summary

Divisions/Offices	Present			Proposed		
	Executives	Non-Executives	Total	Executives	Non-Executives	Total
<u>MD's Secretariat</u>	02	06	08	02	05	07
<u>Welfare & Services</u>	15	34	49	09	36	45
<u>Finance</u>	11	29	40	07	21	28
<u>Advisory & Planning</u>	--	--	--	07	18	25
<u>Admin & Personnel</u>	11	64	75	07	53	60
<u>Internal Audit Cell</u>	02	02	04	03	04	07
<u>BOG's Secretariat</u>	01	07	08	01	03	04
<u>Legal Cell</u>	01	02	03	01	02	03
<u>MIS Section</u>	01	05	06	02	06	08
<u>P & M Cell</u>	02	07	09	01	07	08
<u>Housing & Works</u>	09	13	22	09	20	29
<u>Education & Training</u>	09	32	41	07	19	26
<u>O.P.P.T</u>	03	06	09	-	-	-
<u>Total</u>	67	207	272	56	194	250
<u>Regional Office Karachi *</u>	08	23	31	10	25	35
<u>Regional Office Lahore*</u>	07	26	33	10	25	35
<u>Regional Office Peshawa*r</u>	02	10	12	06	20	26
<u>Regional Office Quetta*</u>	03	08	11	05	11	16
<u>Regional Office Mirpur (AK)*</u>	01	08	09	05	12	17
<u>Total</u>	21	75	95	36	93	129
<u>Grand Total</u>	88	282	370	92	287	379

* Inclusive of Field Officers.

Competency required for different divisions:

a. Advisory & Planning Division

- i) Financial Analyst/Economist
- ii) Economist, Business Manager
- iii) Statistician

b. Housing Division

Civil Engineers and Town Planners

c. Finance Division

- To be headed by a Financial Analyst and assisted by Cost Accountant, Chartered Accountant

d. Regional Office

- Field Officer
Anthropologist/Sociologist or Social Scientist with Computer Literacy.

Existing and Proposed Establishment of OPF

MD's Secretariat

Existing			
S.No	Designation	OPF Grade	Number of Posts
1.	Managing Director	BS-21/22	01
2.	PSO to MD	OPF-07	01
3.	Sr.Stenographer	OPF-06	01
4.	Stenographer	OPF-05	01
5.	Driver	OPF-02	01
6.	Naib Quasid	OPF-01	03
Total			08

Proposed			
Sr.No.	Designation	OPF Grade	Number of Posts
1.	Managing Director	BS-21/22	01
2.	PSO to MD	OPF-07	01
3.	PA/Sr. Stenographer	OPF-06	01
4.	Stenographer	OPF-05	01
5.	Driver	OPF-2	01
6.	Naib Qasid	OPF-1	02
Total			07

Summary

	Present	Proposed
<u>Executives</u>	02	02
<u>Non-Executives</u>	06	05
<u>Total</u>	08	07

Welfare & Services Division

Existing			
S. No	Designation	OPF Grade	No of Posts
1.	Director	OPF-11	01
2.	General Manager	OPF-10	01
3.	Joint Director	OPF-09	04
4.	Deputy Director	OPF-08	02
5.	Assistant Director	OPF-07	07
6.	Welfare Officer	OPF-06	03
7.	Librarian/ Stenographer	OPF-05	05
8.	Stenotypist/ Welfare/Office Assistant/D.E.O.	OPF-04	11
9.	Clerk/Typist	OPF-03	08
10.	Driver	OPF-02	01
11.	Naib Quasid	OPF-01	07
Total			50

Proposed			
Sr. No.	Designation	OPF Grade	Number of Posts
1	Director	OPF-11	01
2	Joint Director	OPF-08/09	02
3	Assistant Director	OPF-07	04
4	Asstt Director(Airport)	OPF-07	02
5	Welfare Officer (Airport)	OPF-06	03
6	Stenographer	OPF-05	01
7	Assistant Incharge	OPF-05	01
8	Librarian	OPF-05	01
8	Welfare/Office Assistant	OPF-04	12
9	Computer Assistant	OPF-04	02
10	Junior Computer Assistant	OPF-03	07
11	Driver	OPF-02	01
12	Naib Qasid	OPF-01	05
13	Welfare Helper (Airport)	OPF-01	03
Total			45

Summary

	Present	Proposed
<u>Executives</u>	15	09
<u>Non-Executives</u>	35	36
<u>Total</u>	50	45

Finance Division

Existing			
S. No	Designation	OPF Grade	Number of Posts
1.	Director	OPF-11	01
2.	General Manager	OPF-10	01
3.	Joint Director	OPF-09	03
4.	Assistant Director	OPF-07	06
5.	Asstt Accounts Officer	OPF-06	04
6.	Sr.Stenographer	OPF-06	01
7.	Asstt Accountant	OPF-05	03
8.	Stenographer	OPF-05	01
9.	Accounts/Office Assistant	OPF-04	10
10.	Accounts Clerk	OPF-03	01
11.	Clerk/Typist	OPF-03	01
12.	Driver	OPF-02	02
14.	Naib Qasid	OPF-01	05
Total			39

Proposed			
S. No.	Designation	OPF Grade	Number of Posts
1.	Director	OPF-11	01
2.	Joint Director	OPF-08/09	02
3.	Assistant Director	OPF-07	04
4.	Accounts Officer	OPF-06	02
5.	Stenographer	OPF-05	01
6.	Assistant Incharge	OPF-05	01
7.	Accounts Assistant	OPF-04	08
8.	Office Assistant/ Computer Assistant	OPF-04	02
9.	Junior Computer Assistant	OPF-03	01
10.	Naib Qasid	OPF-01	05
Total			27

Summary

	Present	Proposed
Executives	11	07
Non-Executives	28	21
Total	39	28

To be headed by Financial Analyst and
Assisted by Cost Accountant, Chartered Accountant

Advisory & Planning Division

S.No	Designation	OPF Grade	Number of Posts	Remarks
1.	Director	OPF-11/10	01	
2.	Joint Director	OPF-08/09	02	
3.	Assistant Director	OPF-07	04	
4.	Stenographer	OPF-05	01	
5.	Assistant Incharge	OPF-05	01	
6.	Office/Computer Assistant/ Stenotypist	OPF-04	06	
7.	Junior Computer Assistant	OPF-03	04	
8.	Driver	OPF-02	01	
9.	Naib Qasid	OPF-01	05	
	Total		25	

- I) Financial Analyst/Economist
- II) Economist, Business Manager
- III) Statistician

A new division has been proposed with the following strength of manpower: -

Summary

	Present	Proposed
Executives	--	07
Non-Executives	--	18
Total	--	25

Administration & Personnel Division

Existing			
S. No	Designation	OPF Grade	Number of Posts
1.	Director	OPF-11	04
2.	General Manager	OPF-10	03
3.	Joint Director	OPF-09	02
4.	Deputy Director	OPF-08	01
5.	Assistant Director	OPF-07	01
6.	Asstt Admin Officer	OPF-06	02
7.	Transport Officer	OPF-06	01
8.	Welfare Officer	OPF-06	01
9.	Superintendent (Pers)	OPF-06	01
10.	Stenographer	OPF-05	01
11.	Office Assistant	OPF-04	03
12.	Electrician	OPF-04	01
13.	S.T.Exchange	OPF-04	01
14.	Stenotypist	OPF-04	02
15.	Telephone Operator	OPF-03	01
16.	Clerk/Typist	OPF-03	07
17.	Security Supervisor	OPF-03	01
18.	Security Assistant	OPF-03	01
19.	Clerical Assistant	OPF-02	01
20.	Despatch Rider	OPF-02	03
21.	Drivers	OPF-02	11
22.	Lift Operator	OPF-02	01
23.	D.M.O.	OPF-02	01
24.	Carpenter	OPF-02	01
25.	N/Q-cum-Driver	OPF-01	04
26.	Naib Quasid	OPF-01	13
27.	Security Guard	OPF-01	04
28.	Sanitary Supervisor	OPF-01	01
29.	Sanitary Worker	OPF-01	02
Total			76

Proposed			
S. No.	Designation	OPF Grade	Number Of Posts
1.	Director	OPF-11	01
2.	Joint Director	OPF-08/09	02
3.	Assistant Director	OPF-07	04
4.	Admin Officer	OPF-06	01
5.	Personnel Officer/Supdt	OPF-06	01
6.	Stenographer	OPF-05	01
7.	Assistant Incharge	OPF-05	01
8.	Office/Computer Assistant/ Stenotypist	OPF-04	06
9.	Electrician	OPF-04	01
10.	Exchange Supervisor	OPF-04	01
11.	Junior Computer Assistant	OPF-03	05
12.	Receptionist/Diary Dispatcher	OPF-03	03
13.	Telephone Operator	OPF-03	01
14.	Security Supervisor/Security Assistant	OPF-03	01
15.	Transport Supervisor	OPF-03	01
16.	Desptach Rider	OPF-02	03
17.	Driver	OPF-02	12
18.	List Operator	OPF-02	01
19.	Carpenter/Mason	OPF-02	01
20.	Photocopier Operator	OPF-02	01
21.	Qasid	OPF-02	01
22.	Security Guard	OPF-01	03
23.	Sanitary Worker	OPF-01	03
24.	Naib Qasid	OPF-01	05
Total			60

Summary

	Present	Proposed
Executives	11	07
Non-Executives	65	53
Total	76	60

Internal Audit Cell

Existing			
S. No	Designation	OPF Grade	Number of Posts
1.	Deputy Director	OPF-08	01
2.	Assistant Director	OPF-07	01
3.	Accounts Assistant	OPF-04	01
4.	Naib Quasid	OPF-01	01
Total			04

Proposed			
S. No.	Designation	OPF Grade	Number of Posts
1.	Joint Director	OPF-08/09	01
2.	Assistant Director	OPF-07	02
3.	Audit Officer	OPF-06	02
4.	Accounts/Computer Assistant	OPF-04	01
5.	Naib Qasid	OPF-01	01
Total			7

Summary

	Present	Proposed
Executives	02	03
Non-Executives	02	04
Total	04	07

BOG's Secretariat

Existing			
S.No	Designation	OPF Grade	Number of Posts
1.	Deputy Director	OPF-08	01
2.	Stenographer	OPF-05	01
3.	D.E.O.	OPF-04	01
4.	Clerk	OPF-03	01
5.	Quasid	OPF-02	02
6.	Driver	OPF-02	01
7.	Naib Quasid	OPF-01	01
Total			8

Proposed			
S.No.	Designation	OPF Grade	Number of Post
1	Joint Director	OPF-08/09	01
2	Computer/Office Assistant	OPF-04	01
3	Quasid	OPF-02	01
4	Naib Qasid	OPF-01	01
Total			4

Summary

	Present	Proposed
Executives	01	01
Non-Executives	07	03
Total	08	04

Legal Cell

Existing			
S.No	Designation	OPF Grade	Number of Posts
1.	Joint Director	OPF-09	01
2.	Office Assistant	OPF-04	01
3.	Naib Quasid	OPF-01	01
Total			3

Proposed			
S.No.	Designation	OPF Grade	Number Of Posts
1.	Joint Director	OPF-08/09	01
2.	Office/Computer Assistant	OPF-04	01
3.	Naib Qasid	OPF-01	01
Total			3

Summary

	Present	Proposed
Executives	01	01
Non-Executives	02	02
Total	03	03

MIS Section

S.No	Designation	OPF Grade	Number of Posts
1.	Programmer/JD	OPF-09	01
2.	D.E.O.	OPF-04	01
3.	D.E.O. (on contract)	OPF-04	03
4.	Naib Quasid	OPF-01	01
Total			6

Sr. No.	Designation	OPF Grade	Number Of Post
1	Joint Director	OPF-08/09	01
2	Assistant Director	OPF-07	01
3	Computer Assistant/DEO	OPF-04	05
4	Naib Qasid	OPF-01	01
Total			8

Summary

	Present	Proposed
Executives	01	02
Non-Executives	05	06
Total	06	08

P & M Cell

Existing			
S.No	Designation	OPF Grade	Number of Posts
1.	Joint Director	OPF-09	01
2.	Assistant Director	OPF-07	01
3.	Office Assistant	OPF-04	01
4.	Clerk/Typist	OPF-03	01
5.	Asstt Sub Editor	OPF-03	01
6.	Jr.Assistant (working against OPPT)	OPPT-3	01
7.	Quasid	OPF-2	01
8.	Naib Quasid/D.R.	OPF-01	01
9.	Naib Quasid	OPF-01	01
Total			9

Proposed			
S.No.	Designation	OPF Grade	Number Of Post
1.	Assistant Director/ Editor	OPF-07	01
2.	Sub Editor	OPF-06	01
3.	Composer	OPF-04	01
4.	Office/ Computer Assistant	OPF-04	01
5.	Junior Computer Assistant	OPF-03	01
6.	Despatch Rider	OPF-02	01
7.	Naib Qasid	OPF-01	02
Total			8

Summary

	Present	Proposed
Executives	02	01
Non-Executives	07	07
Total	09	08

Housing & Works Division

Existing			
S. No	Designation	OPF Grade	Number of Posts
1.	General Manager	OPF-10	01
2.	Joint Director	OPF-09	01
3.	Principal Architect	OPF-09	01
4.	Sr.Engineer	OPF-08	01
5.	Assistant Director	OPF-07	03
6.	Architect	OPF-07	01
7.	Superintendent	OPF-06	01
8.	Draughtsman	OPF-05	01
9.	Jr.Instructor	OPF-05	01
10.	Office Assistant	OPF-04	02
11.	Stenotypist	OPF-04	01
12.	D.E.O.	OPF-04	01
13.	Clerk/Typist	OPF-03	03
14.	Driver	OPF-02	01
15.	Naib Quasid	OPF-01	02
Total			21

Proposed			
S. No.	Designation	OPF Grade	Number Of posts
1.	Director (*)	OPF-11	01
2.	Joint Director	OPF-08/09	03
3.	Assistant Director	OPF-07	05
4.	Stenographer	OPF-05	01
5.	Assistant Incharge	OPF-05	01
6.	Draftsman	OPF-05	01
7.	Office/Computer Assistant/ Stenotypist	OPF-04	06
8.	Junior Computer Assistant	OPF-03	05
9.	Driver	OPF-02	01
10.	Naib Qasid	OPF-01	05
Total			29

(*) Should be Civil Engineers and Town Planners

Summary

	Present	Proposed
Executives	08	09
Non-Executives	13	20
Total	21	29

Education & Training Division

Existing			
S. No	Designation	OPF Grade	Number of Posts
1.	Director	OPF-11	01
2.	General Manager	OPF-10	02
3.	Joint Director	OPF-09	03
4.	Asstt Director	OPF-07	03
5.	Superintendent	OPF-06	02
6.	Stenographer	OPF-05	03
7.	Jr.Instructor	OPF-05	05
7.	Office Assistant	OPF-04	03
8.	Stenotypist	OPF-04	02
9.	Clerk/Typist	OPF-03	09
10.	Driver	OPF-02	01
11.	Naib Quasid	OPF-01	08
Total			42

Proposed			
S. No.	Designation	OPF Grade	Number Of post
1.	Director (*)	OPF-11	01
2.	Joint Director	OPF-08/09	02
3.	Assistant Director	OPF-07	04
4.	Stenographer	OPF-05	01
5.	Office/Computer Assistant/ Stenotypist	OPF-04	08
6.	Junior Computer Assistant	OPF-03	04
7.	Driver	OPF-02	01
7.	Naib Qasid	OPF-01	05
Total			26

(*) (i) Should be qualified educationist
(ii) preferably having degree from foreign university.

Summary

	Present	Proposed
Executives	09	07
Non-Executives	33	19
Total	42	26

Regional Office Karachi

Existing			
S. No	Designation	OPF Grade	Number of Posts
1.	General Manager	OPF-10	01
2.	Joint Director	OPF-09	03
3.	Deputy Director	OPF-08	02
4.	Assistant Director	OPF-07	02
5.	Welfare Officer	OPF-06	06
6.	Sr.Stenographer	OPF-06	01
7.	Asstt Welfare Officer	OPF-05	01
8.	Welfare Assistant	OPF-04	02
9.	Office Assistant	OPF-04	01
10.	Jr.Welfare Assistant	OPF-03	01
11.	Clerk/Typist	OPF-03	02
12.	Driver/D.R.	OPF-02	02
13.	Welfare Helper	OPF-01	05
14.	Cook/N.Q.	OPF-01	01
15.	Security Guard	OPF-01	01
Total			31

Proposed			
S. No.	Designation	OPF Grade	Number Of post
1.	Regional Director	OPF-10	01
2.	Joint Director	OPF-08/09	01
3.	Assistant Director	OPF-07	02
4.	Assistant Director (Finance)	OPF-07	01
5.	Assistant Director (Airport)	OPF-07	03
6.	Field Officer	OPF-07	02
7.	Welfare Officer (Airport)	OPF-06	03
8.	Stenographer	OPF-06/05	01
9.	Assistant Incharge	OPF-05	01
10.	Welfare Assistant (Airport)	OPF-04	03
11.	Office/Computer Assistant/ Stenotypist	OPF-04	04
12.	Accounts Assistant	OPF-04	01
13.	Junior Computer Assistant	OPF-03	02
14.	Driver	OPF-02	02
15.	Naib Qasid	OPF-01	03
16.	Security Guard	OPF-01	02
17.	Welfare Helper(Airports)	OPF-01	03
Total			35

Summary

	Present	Proposed
<u>Executives</u>	08	10
<u>Non-Executives</u>	23	25
<u>Total</u>	31	35

Regional Office Lahore

Existing			
S. No	Designation	OPF Grade	Number of Posts
1.	A/General Manager	OPF-09	01
2.	Deputy Director	OPF-08	03
3.	Assistant Director	OPF-07	03
4.	Welfare Officer	OPF-06	01
5.	Sr.Stenographer	OPF-06	01
6.	Jr.Quantity Surveyor	OPF-05	01
7.	Welfare Assistant	OPF-04	01
8.	Office Assistant	OPF-04	05
9.	Stenotypist	OPF-04	01
10.	Clerk/Typist	OPF-03	07
11.	Driver	OPF-02	02
12.	Despatch Rider	OPF-02	01
13.	Naib Quasid	OPF-01	04
14.	Security Guard	OPF-01	02
<u>Total</u>			33

Proposed			
S. No.	Designation	OPF Grade	Number Of post
1.	Regional Director	OPF-10	01
2.	Joint Director	OPF-08/09	01
3.	Assistant Director	OPF-07	02
4.	Assistant Director(Finance)	OPF-07	01
5.	Assistant Director(Airport)	OPF-07	03
6.	Field Officer	OPF-07	02
7.	Welfare Officer (Airport)	OPF-06	03
8.	Stenographer	OPF-06/05	01
9.	Assistant Incharge	OPF-05	01
10.	Welfare Assistant (Airport)	OPF-04	03
11.	Office/Computer Assistant/ Stenotypist	OPF-04	04
12.	Accounts Assistant	OPF-04	01
13.	Junior Computer Assistant	OPF-03	02
14.	Driver	OPF-02	02
15.	Naib Qasid	OPF-01	03
16.	Security Guard	OPF-01	02
17.	Welfare Helper(Airports)	OPF-01	03
Total			35

Summary

	Present	Proposed
<u>Executives</u>	07	10
<u>Non-Executives</u>	26	25
<u>Total</u>	33	35

Regional Office Peshawar

S.No	Designation	OPF Grade	Number of Posts
1.	Deputy Director	OPF-8	01
2.	Assistant Director	OPF-07	01
3.	Asstt Accounts Officer	OPF-06	01
4.	Office Assistant	OPF-04	01
5.	Clerk/Typist	OPF-03	02
6.	Driver	OPF-02	02
7.	Naib Quasid	OPF-01	02
8.	Security Guard	OPF-01	01
Total			11

S. No.	Designation	OPF Grade	Number Of posts
1.	Regional Director	OPF-10	01
2.	Joint Director	OPF-08/09	01
3.	Assistant Director	OPF-07	01
4.	Assistant Director (Airport)	OPF-07	01
5.	Field Officer	OPF-07	02
6.	Accounts Officer	OPF-06	01
7.	Stenographer	OPF-06/05	01
8.	Assistant Incharge	OPF-05	01
9.	Welfare Assistant (Airport)	OPF-04	03
10.	Office/Computer Assistant/ Stenotypist	OPF-04	02
11.	Junior Computer Assistant	OPF-03	02
12.	Driver	OPF-02	02
13.	Naib Qasid	OPF-01	03
14.	Security Guard	OPF-01	02
15.	Welfare Helper (Airports)	OPF-01	03
Total			26

Summary

	Present	Proposed
Executives	02	06
Non-Executives	09	20
Total	11	26

Regional Office Quetta

Existing			
S.No	Designation	OPF Grade	Number of Posts
1.	General Manager	OPF-10	01
2.	Assistant Director	OPF-07	02
3.	Clerk/Typist	OPF-03	03
4.	Driver	OPF-02	01
5.	Naib Quasid	OPF-01	02
6.	Security Guard	OPF-01	02
Total			11

Proposed			
S.No.	Designation	OPF Grade	Number Of posts
1.	Joint Director	OPF-08/09	01
2.	Assistant Director	OPF-07	02
3.	Field Officer	OPF-07	02
4.	Accounts Officer	OPF-06	01
5.	Office/Computer Assistant/ Stenotypist	OPF-04	04
6.	Junior Computer Assistant	OPF-03	01
7.	Driver	OPF-02	01
8.	Naib Qasid	OPF-01	02
9.	Security Guard	OPF-01	02
Total			16

Summary

	Present	Proposed
Executives	03	05
Non-Executives	08	11
Total	11	16

Regional Office Mirpur (AK)

Existing			
S.No.	Designation	OPF Grade	Number Of Posts
1.	Joint Director	OPF-09	01
2.	Asstt Accounts Officer	OPF-06	01
3.	Asstt Accountant	OPF-05	01
4.	Clerk/Typist	OPF-03	02
5.	Naib Quasid	OPF-01	03
6.	Security Guard	OPF-01	01
Total			9

Proposed			
S. No.	Designation	OPF Grade	Number Of posts
1.	Joint Director	OPF-08/09	01
2.	Assistant Director	OPF-07	01
3.	Assistant Director(Finance)	OPF-07	01
4.	Field Officer	OPF-07	02
5.	Accounts Officer	OPF-06	01
6.	Assistant Incharge	OPF-05	01
7.	Office/Computer Assistant/ Stenotypist	OPF-04	03
8.	Junior Computer Assistant	OPF-03	02
9.	Driver	OPF-02	01
10.	Naib Qasid	OPF-01	02
11.	Security Guard	OPF-01	02
Total			17

Summary

	Present	Proposed
<u>Executives</u>	01	05
<u>Non-Executives</u>	08	12
<u>Total</u>	09	17

