

ACRONYM

AJK	Azad Jammu and Kashmir
CBR	Central Board of Revenue
CSA	Civil Service Academy
CSRU	Civil Service Reforms Unit
C&TG	Commerce and Trade Group
C&EG	Custom and Excise Group
DCA	Development Credit Agreement
DMG	District Management Group
EAD	Economic Affairs Division
ELDP	Executive Leadership Development Program
FATA	Federally Administered Tribal Areas
FPSC	Federal Public Service Commission
FSP	Foreign Service of Pakistan
GMAT	Graduate Management Admission Test
GOP	Government of Pakistan
GRE	Graduate Record Examination
IELTS	International English Language Testing System
ISS	Institute for Social Studies, the Hague.
ITG	Income Tax Group
NA	Northern Areas
NIPA	National Institute of Public Administration
NSPP	National School of Public Policy
OMG	Office Management Group
PAAS	Pakistan Audit & Accounts Service
PDP	Professional Development Program
PSCBP	Public Sector Capacity Building Project
PSP	Police Service of Pakistan
SG	Secretariat Group
TOFEL	Test of English as a Foreign Language
TNA	Training Need Assessment

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PREFACE

Professional Development is an important component of the World Bank funded Public Sector Capacity Building Project (PSCBP). Professional Development has two basic objectives: -

- a. Educate mid-career civil servants (BS 17 to BS 19) in relevant disciplines at the top ranking universities of the world. This program (Professional Development Program) will help in building capacity of the public sector organization as well as develop critical mass for bringing change in the government.
 - b. Training of the senior officers of BS 20 and 21 in leadership development (Executive Leadership Development Program) and their exposure to the latest management skills, so that they act as a change agent in the public sector.
2. This study provides a comprehensive overview of the efforts made under the Professional Development Program (PDP) meant for mid-career officers. Apart from providing a broad picture of PDP scholarship, the study also provides detail analysis of the officers who have completed training, their degrees and place of posting. CSRU is making continuous efforts to collect information / data about the program and analyzing it not only for further improvements but also for future reference.
3. CSRU feels highly indebted and expresses its sincere gratitude to the Prime Minister of Pakistan, who actually conceived this vital program for the civil servants. It was indeed due to his continuous support that CSRU has been able to implement the program in an open, transparent and competitive manner. CSRU also wants to express its gratitude to the Advisor to the Prime Minister and Secretary Establishment for their all out support and guidance for implementing the program in an efficient manner. Without their active support, it was impossible to implement the program with such a high degree of transparency and credibility.
4. The report is prepared by Syed Anwar-ul-Hasan Bokhari, General Manager (Monitoring and Evaluation) alongwith his staff Mr. Mubashir, System Administrator and Mr. Maqsood Ahmed. Despite difficulties they have done a commendable job. This report would be updated as the 3rd cohort would complete the training by the end of this year. A final report would be submitted at the completion of the program in 2010.

EXECUTIVE SUMMARY

Professional Development Program was launched in 2004 with the assistance of World Bank funded Public Sector Capacity Building Project (PSCBP). During the past over three years, CSRU has awarded 327 scholarships, against the target of 300, to the mid-career officers of BS-17 to BS-19 for study in specified disciplines at the top ranking universities of the world. The scholarships have been awarded through an open, transparent and competitive process. Since beginning, CSRU has continuously learned and improved administration of the program on the basis of feedback received from the officers.

2. The first two cohorts consisting of 178 officers, who proceeded on training in 2004 and 2005, have completed their training and joined their respective organizations. CSRU has conducted a complete audit of the degrees earned by the officers as well as traced their place of posting. It is very encouraging to report that all the officers who proceeded on foreign training have returned back after successfully completing their training. There are very few officers, who could not complete their degrees.

3. The tracer study reveals that overwhelming majority of PDP scholars are working with the same organizations, from where they proceeded on training. There are very few officers who are working outside their parent organizations, or on deputation or on long leave. Two officers, belonging to Income Tax Group, resigned from service, after completing training. CSRU is working with CBR to recover the expenditures incurred on their education.

4. For better utilization of the PDP scholars, CSRU prepared a placement policy. The policy, after approval of the Prime Minister, was circulated to all the Federal and Provincial government departments. Overall responsibility to implement placement policy remains with the Establishment Division and the administrative departments. CSRU is monitoring and evaluating the policy. For effective utilization of PDP scholars it is inevitable that the parent organizations adopt scientific methods of human resource management. Job matching is essential for getting best performance and keeping the officers' motivation high. Otherwise, the officers, in sheer frustration and disappointment, will try to find green pastures outside the government. In the coming months CSRU intends to initiate study to evaluate the outcomes of capacity building in the public sector.

PUBLIC SECTOR CAPACITY BUILDING PROJECT

(A SNAPSHOT)

(AMOUNT IN US\$ MILLION)

PROJECT DURATION (AUGUST 2004 TO DECEMBER 2009)	65 MONTHS
TOTAL PROJECT OUTLAY (UMBRELLA)	61 M
IDA CREDIT	55 M
GOP FUNDING	06 M
OVERALL UTILIZATION (JULY 18, 2007)	25 M
ESTABLISHMENT DIVISION PSCBP	
TOTAL ALLOCATION	25 M
PROFESSIONAL DEVELOPMENT	17 M
PROFESSIONAL DEVELOPMENT PROGRAM (PDP)	12 M
EXECUTIVE LEADERSHIP DEVELOPMENT (ELDP)	05 M
NATIONAL SCHOOL OF PUBLIC POLICY	05 M
CIVIL SERVICE REFORMS UNIT	02 M
FEDERAL PUBLIC SERVICE COMMISSION	01 M
SPONSORING AGENCY	MINISTRY OF FINANCE
IMPLEMENTING AGENCIES	RESPECTIVE FEDERAL MINISTRIES / DIVISIONS / REGULATORY AGENCIES AND PROVINCIAL PLANNING AND DEVELOPMENT DEPARTMENTS.