



MANUAL OF SECRETARIAT INSTRUCTIONS, 2008



Establishment Department
Government of N.W.F.P

FOREWORD

In exercise of the powers conferred on him under clause (3) of Article 139 of the Constitution of the Islamic Republic of Pakistan 1973, the Governor of the NWFP has framed the NWFP Government Rules of Business 1985 for the allocation and transaction of official business. Rule 5(12) of the Government Rules of Business 1985 authorizes the Chief Secretary NWFP to issue instructions for the smooth and efficient functioning of government offices.

2. The first Manual of Secretariat Instructions was published in the year 1972 which was subsequently revised in the year 1989. However, due to subsequent restructuring of the Provincial Government departments and consequential amendments, the NWFP Manual of Secretariat Instructions needed updation so as to facilitate smooth, proper and timely transaction of Government's business, improve efficiencies, service deliveries and governance. This revised edition of the NWFP Manual of Secretariat Instructions as a reference book and guide will greatly facilitate Government functionaries in the accurate and prompt disposal of their work.

3. Updation of Manual of Secretariat Instructions became possible only with the efforts and hard work of Mr. Abid Majeed, Additional Secretary Establishment and his team who worked late hours to bring out this revised edition like updation of the NWFP Government Rules of Business 1985 already completed by the same team. This *vade mecum* will also provide consistent help and assistance in the smooth functioning of Government departments. The team deserves appreciation for this valuable contribution.

4. The Establishment Department is thankful to Mr. Hifzur Rahman, Project Director, Decentralization Support Programme and Mohmammad Idrees Khan Assistant Director with whose financial and technical assistance, updation, presentation and publishing of this Manual became possible.

5. Suggestions for further improvement will be appreciated.

March, 17, 2008

(Mian Sahib Jan)
Secretary, Establishment

SECRETARIAT INSTRUCTIONS

I. SHORT TITLE, COMMENCEMENT AND DEFINITIONS

1. Short title and commencement.

- (a) These instructions are issued in accordance with the provision of sub-rule 12 of Rule 5 of the NWFP Government Rules of Business 1985 and shall be called the "N.W.F.P Manual of Secretariat Instructions, 2008".
- (b) They shall come into force at once and shall supersede all previous instructions issued in this behalf;
- (c) If there be any inconsistency between these instructions on one hand, and the Rules of Business or any other statutory provision, on the other, the latter shall prevail.

2. Definitions.

In these instructions, unless the context otherwise requires:-

- (a) "Additional Secretary" means an officer incharge of a Wing or Wings in a Department;
- (b) "Appendix" means the Appendices appended to these instructions;
- (c) "Assembly" means the Provincial Assembly of the N.W.F.P.;
- (d) "Attached Department" means a Department mentioned in column 3 of schedule 1 of N.W.F.P Government Rules of Business 1985;
- (e) "Branch" means a primary unit of a Department headed by Superintendent;
- (f) "Business" means all work done by Government;
- (g) "Cabinet" means the Cabinet of Ministers appointed under Article 132 of the Constitution and includes the Chief Minister appointed under Article 130 of the Constitution;
- (h) "Case" means a particular matter under consideration and includes all papers relating to it and required to enable the matter to be disposed of, viz. Correspondence and notes and also any previous papers on the subject or subjects covered by it or connected with it;
- (j) "Chief Minister" means the Chief Minister of Government of NWFP;
- (k) "Chief Secretary" means the officer notified as such in the gazette, who shall in addition to other Departments and functions that may be allotted to him from time to time, be incharge of the Establishment & Administration Department and shall also be the Secretary to the Cabinet;
- (l) "Constitution" means the Constitution of the Islamic Republic of Pakistan;
- (m) "Department" means a self-contained administrative Unit in the Secretariat responsible for the conduct of business of Government in a distinct and specified sphere, and declared as such by the Government;
- (n) "Deputy Secretary" means an officer incharge of a Wing in a Department;
- (o) "Dairy" means the register in which all papers received in a branch or Section are entered;

- (p) "Docket Sheet" means documents placed immediately below the upper cover of the file, containing particulars to indicate the progress of the case during its currency, and its classification and period of retention after it has been finally disposed of;
- (q) "Federal Government" means the Executive Government of the Islamic Republic of Pakistan;
- (r) "File Register" means a register in which are entered all files opened in one calendar year. The subject heading and dates of opening, recording and destruction of the file are shown in this register;
- (s) "Gazette" means an official Gazette of the N.W.F.P.;
- (t) "Government" means the Executive Government of the N.W.F.P.;
- (u) "Governor" means the Governor of the N.W.F.P.;
- (v) "Head of Attached Department" means the officer shown in column 4 of Schedule-I of N.W.F.P. Government Rules of Business;
- (w) "Index Card" means a document showing the subject and number of file used for the purpose of tracing and linking references on the subjects;
- (x) "Member" means a Member of the Assembly;
- (y) "Minister" means the Minister-in-Charge of the Department to which a particular case pertains;
- (z) "Public Service Commission" or "Commission" means the N.W.F.P Public Service Commission constituted under any law for the time being in force;
- (aa) "Secretariat" means the Departments of the Government when referred to collectively;
- (bb) "Secretary" means the Secretary to Government and includes the Chief Secretary and the Additional Chief Secretary;
- (cc) "Section" means a basic working unit in a Department as determined by the Government;
- (dd) "Section Officer" means an officer who is in direct charge of a Section;
- (ee) "Speaker" means the Speaker of the Assembly;
- (ff) "Superintendent" means a Superintendent incharge of a Branch or Section and includes an Assistant incharge; and
- (gg) "Wing" means a Working Unit of a Department consisting of a number of Sections/Branches when referred to collectively.

II. ORGANIZATION AND INTERNAL ADMINISTRATION

3. Organizational set-up of the Secretariat.

- (a) The Secretariat shall consist of the Departments specified in Schedule-I appended to the NWFP Government Rules of Business 1985 and the distribution of business amongst the Departments shall be as specified in Schedule-II of the said Rules.
- (b) The *Appendix-I* contains the list of Autonomous/Semi-Autonomous bodies under the control of Government of N.W.F.P.

- (c) Each Department shall consist of a Secretary to Government and such other officers subordinate to him as the Government may determine from time to time;
- (d) The same person may be Secretary to Government incharge of more than one Department.
- (e) The working units in a Department shall be determined by Government from time to time; and
- (f) Branches/Sections in each department shall be serially numbered, followed; where necessary, by an indication of the work done by each Branch/Section, in the form of one or more letters (within brackets)

III. WORK DISTRIBUTION AND JOB DESCRIPTION

4. Secretary

- (a) The Secretary is the official Head of the Department and is responsible for its efficient administration and discipline. He is also responsible for the proper conduct of Business allocated to the Department under the NWFP Government Rules of Business 1985 and for careful observance of these instructions in his Department;
- (b) The Secretary shall, by means of Standing Orders, distribute the work of the Department amongst the officers, Branches and/or Sections and also specify the channel of communication;
- (c) The Secretary shall review the delegation of powers to various officers in the Department periodically to ensure maximum delegation of authority for disposal of cases at the initial and middle stages with a reporting system to keep him fully informed;

Provided that the Secretary shall have the powers, however, to call for any case for his own consideration and to direct that he be consulted in a particular case before its final disposal.

- (d) Each Department shall maintain a list showing the distribution of work amongst its Branches and Sections;
- (e) When an officer is absent on leave or is otherwise away and no substitute is appointed, the Secretary shall have to issue instruction for the disposal of the work of such officer during his absence; and
- (f) It is the duty of the Secretary to ensure that cases submitted to the Minister, and where the Rules of Business so provide to the Governor, Chief Minister or the Cabinet, as the case may be, are complete in all respects.

5. Additional Secretary

- (a) The duties and functions of Additional Secretary shall be such as may be assigned to him by the Secretary; and

(b) An Additional Secretary shall be in charge of a Wing or Wings the work of which is assigned to him. He shall have normally one or more Deputy Secretaries under him. He can, however, be assigned to control directly the business of a number of Sections/Section Officers. The Additional Secretary will make no policy decision.

(c) The Additional Secretary (Cabinet), E&AD will, besides his other duties, ensure that:-

- (i) The notices/agenda of the cabinet meeting is distributed/delivered in time and in proper form to all the concerned;
- (ii) The tour programs of Minister/Advisors are kept in upto date form with a note of Private Secretary (if he accompanied the Minister/Advisor) indicating the movement and point of contact of Minister/Advisor, in the Cabinet Section;
- (iii) No unconcerned person, unless he has a general permission, enters the premises of the Cabinet meeting except the Bearers and Naib Qasid serving refreshments;
- (iv) The Administrative Secretary or the representative of the Department (where the Administrative Secretary is not available and the representative has been so permitted) will attend the Cabinet Meeting for the item with which he is concerned. He shall leave meeting room after his item has been discussed unless he is specifically required to stay during discussion of other items; and
- (v) An official not invited as participant, if is required or summoned in the meeting for any advice/direction, will soon leave the premises after giving/noting the advice/directions.

6. Deputy Secretary

(a) The duties and functions of Deputy Secretary shall be such as may be assigned to him by the Secretary. A Deputy Secretary may have normally three to six Sections under him;

(b) He shall dispose of all cases of Sections/Branches in his charge in which no major question of policy is involved, or which, under the Rules or Standing Orders, he is competent to deal with at his level;

(c) He shall inspect the working of the Section/Branches under his charge at least once every six months and also pay surprise visits at reasonable intervals. He shall pay special attention to:-

- (i) Compliance with the Rules of Business, the Secretariat Instructions, Standing Orders and office directives;
- (ii) General office management;
- (iii) Proper use and care of Government property and equipments; and
- (iv) Arrangements for the disposal of work by the Section/Branches in the temporary absence of its Section Officer/Superintendents.

(d) A Deputy Secretary (Administration) shall have under him Section Officer (General/Administration) who shall be incharge of Establishment, Accounts, Record, Receipt and Issue Branches. He shall also be responsible for maintenance of coordination work of Department and supervise the Assembly business pertaining to his Department.

(e) The Deputy Secretary (Admin.), or where there is no Deputy Secretary (Admin.), the Section Officer (General/Administration) of each Department shall be responsible for:-

- (i) Security arrangement of the department;
- (ii) Arrangement of meetings;
- (iii) Keeping cleanliness of the department; and
- (iv) Maintenance of general discipline in the department.

(g) The Deputy Secretary (Administration), E&AD shall in addition to his other duties, be specifically responsible for:-

- (i) Checking the security measures of the Secretariat and bring the lapses, if any, to the notice of Secretary, E&AD/Chief Secretary; and
- (ii) Screening/security of the premises of the Cabinet Meetings in the Secretariat by the concerned agency.

7. Section Officer

(a) A Section Officer shall be incharge of a Section. He shall be assisted by nucleus staff consisting of an Assistant, a Clerk (if provided to the Section) and a Stenographer. He shall be responsible for the efficient administration and discipline of his section or a Branch(es), as the case may be, and for the proper conduct of business assigned to him.

(b) A Section Officer shall dispose of all cases, which under the Rule or Standing Orders, he is competent to dispose of. In such cases, it should not be necessary for him to record an elaborate note on the files. Where, however, a matter has to be brought to the notice of higher authority he shall record a note on the file, prepare a draft reply and pass on the case to the Deputy Secretary / Additional Secretary as the case may be;

(c) Subject to time limits fixed for the disposal of various categories of cases (*Appendix-II*), a Section Officer shall deal with the most of the communications received in his section within a week of their receipt. Immediate and urgent cases are to be disposed of within 24 and 48 hours respectively of their receipt:

(d) If the office is unable, either for want of relevant file or precedent etc: to submit a paper within one day of its receipt in the Section; it will bring this fact to the notice of the Section Officer immediately, who shall:-

- (i) attempt to dispose of the case in the absence of previous papers; or
- (ii) give instructions as to such alternative action as appears to him to be possible in the meantime, or; and

- (iii) if the matter is of urgency and importance, and he feels incompetent to deal with it himself, submit the case to the Deputy Secretary / Additional Secretary for orders.
- (e) A Section Officer shall also be responsible to:-
 - (i) supervise the work of ministerial establishment;
 - (ii) train, help and advise them in the performance of their functions and duties; and
 - (iii) see that tidiness is maintained.
- (f) Every Section Officer shall primarily be responsible to:-
 - (i) deal with and finalize cases pertaining to Assembly Business within stipulated period relating to his Section;
 - (ii) keep up-to-date record of Assembly Question, Resolutions, cut motions etc; and dates on which they are to be discussed and answered;
 - (iii) keep a watch on the movement of files dealing with Assembly Business;
 - (iv) prepare fair replies for the Ministers;
 - (v) hand over the fair replies, after securing approval of the competent authority, to the Coordination Section/Branch for transmission to the Assembly Secretariat well in time.
- (g) Every Section officer shall ensure that the record of his Section is maintained in proper order; and
- (h) The Section Officer (General/Administration) or Coordination Section / Branch shall specifically be responsible:-
 - (i) to keep an up-to-date record of all Assembly question, Resolutions, Cut Motions, etc; and dates on which they are to be answered/discussed relating to the Department as a whole;
 - (ii) to collect complete papers relating to Assembly Business from all the Sections of his Department and ensure that these are sent to the Assembly well in time and in proper form;
 - (iii) to look after convenience and relief to the staff of the department, as admissible, so as to ensure efficiency;
 - (iv) to check that accessories and equipment like typewriters /photo state/duplicating machine/motor cycles and scooters (if provided for delivery of Dak) vehicles/other machines and equipments provided to the department are properly and carefully used and are always in good and working condition so that the work is not hampered. He shall periodically check to ensure their proper and continuous working;
 - (v) to ensure that relief providing amenities/equipments like electric fans, water coolers, air conditioners, electric heaters and gas heaters etc; are ready and in working condition a fortnight before the commencement of their use and to further ensure that these remain in working order during the prescribed period or respective season;

