

PIPFA JOURNAL

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Pakistan Institute of Public Finance Accountants

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President

I am delighted to present 13th volume of PIPFA Journal. Since its establishment in 1993, Pakistan Institute of Public Finance Accountants has been continuously progressing in terms of its academic excellence, professional development and its global reputation. PIPFA is the Country's only institute to produce Public Finance Accountants within the framework of its caring for professional development, which is the most important basic factor in total development. PIPFA extends its services to provide quality education on affordable cost. PIPFA uses its expertise to develop educational techniques and provide appropriate mechanism to mobilize the wisdom of the human mind's abilities in order to innovate and upgrade life.

World leaders globally are facing the problem of unemployment among youths, Through PIPFA, we create highly employable professionals with specific skills which are the key to national economic success. With the rapid change and ever growing borderless business environment, we need to equip ourselves with the necessary knowledge, skills and competency level to compete in this new world order. We will continue to network closely with our members, both domestically and internationally to tap into the collective strength of the member fraternity. As we look forward, PIPFA will continue to strive in providing a forum for closer cooperation and interchange among local members and their international counterparts, and will strive to enhance PIPFA's prominence as a major quality professional education provider in the country.

I sincerely wish that members will support the various activities organized by us as it will foster better network and bring members together.

I am confident that the PIPFA will progress with strong commitment from every staff members of the institute and continued supports from the member of this institute.

Shahzad Ahmad Awan, FPFA, FCMA



Chairman

It gives me a great honor to present 13th edition of PIPFA Journal. We are living in a global village now where understanding and respecting each other's culture and appreciating what others have to offer is becoming so important. The difference between knowledgeable and not so knowledgeable will keep on creating a major impact on global economy in the 21st century.

In recent years, the PIPFA has supplemented its large membership base with new members from a multitude of industries including Government Bodies, Services sector and Manufacturing sector. If you are not a member, I encourage you to peruse our website and subsequently apply for a PIPFA membership. Both the tangible and intangible benefits of membership are quite extensive. We have been described by some conference participants as "one big family" and many PIPFA conference/seminars attendees build life-long associations through our gatherings.

It is only with the support of individuals such as you that the PIPFA will continue to fulfill its mission and to produce new achievements. We encourage you to participate in our conferences, to publish in our journal, to become a member, to contribute your time and money, and to facilitate new institutional memberships. Together, we can make a difference to the intellectual development of the professional opportunities of those in the accounting field. In the future, PIPFA will continue to provide high-quality education by refining our expertise through years of experience in accounting education, by nurturing our services, and by promoting cooperation with other institutions of learning, the government and industry.

PIPFA members share similar goals in delivering and promoting excellence in professional education. It is this central belief that brings all of us together to create this network. By continuing to work together, we can share our strengths and remedy our weaknesses. The synergy that we create will benefit all of the members and the societies we serve.

Jawed Mansha, FCMA

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COMMENTS ON FEDERAL BUDGET, 2014-15

By: Wasful Hassan Siddiqi B.COM., LLB, FITM, FICS, FPFA, FCMA



Economic Scenario (2013-14)

According to economic survey, 2013-14 released one day earlier ahead of the Budget announcement, Pakistan succeeded in attaining 4.14 percent growth in the outgoing fiscal year which is a major achievement since 2008-09. The economy has taken a turnaround on account of following a serious economic agenda and striving sincerely to implement it. Early positive results, particularly stabilizing foreign exchange reserves, appreciation of exchange rate, stability in prices despite heavy adjustments, remarkable industrial growth on account of improved energy supply, exceptional increases in remittances, historical heights of Karachi Stock Exchange, shift in market-based (T-Bills and PIB), public debt toward medium to long-term, successful launching of Eurobond and auction of 3G/4G licences reinforced this view.

However there remained structural weaknesses in the economy like narrow tax base, massive tax evasion and deep rooted corruption in tax machinery which significantly undermined the overall tax collection as the country has witnessed a low total tax-to GDP ratio. Despite the increase in tax revenues, tax to GDP ratio remained narrow and varied between 8.5 to 9.5 percent during the past 8 years.

The country's main concern remained inflation which spiked during the outgoing fiscal year against the previous year, borrowing jumped manifolds, growth in agricultural sector and services sector remained

below the targets. Manufacturing sector, however, showed some growth. However Large Scale Manufacturing (LSM) fell by 2.7 percent in March 2014 compared to March 2013 which brings the July-March 2013/14 growth down to 4.3 percent. Increase in current account deficit current expenditure against budget allocations, are also considered one of the key failures of the country & economic managers.

The Budget, 2014-15

The Finance Minister presented the Federal Budget 2014-15 in the parliament in the evening of June 03, 2014 showing an outlay of Rs. 3.9 trillion with a 4.9 per cent fiscal deficit on assumptions that provinces would generate a surplus of Rs 281 billion and announced various incentives for industrial and agriculture sectors with a complete departure from policy to increase direct taxes.

The main elements of the budget strategy within a three-year timeframe have been stated to be (i) reduction in fiscal deficit, (ii) raising tax revenues, (iii) arresting inflationary pressures, (iv) resolving the energy crisis, (v) increasing exports, (vi) job creation, (vii) promoting investment, (viii) public debt management, (ix) protecting the poor sections of society, (x) strengthening of social safety-net programmes and (xi) development and promotion of information and communication sector. On the face of it, there is indeed an attempt to strengthen, restructure and consolidate, as the case may be, each of these elements.

An attempt has however been made to increase the cost of doing business for persons not filing tax returns by imposing higher rates of withholding taxes. The net effect of these measures will increase revenue for the exchequer but there is no certainty that these non-compliant persons will become compliant and not treat this burden as an indirect levy and pass it on to their counterparty.

The much maligned and contested income support levy has been withdrawn



Significant Tax Measures Announced in the Budget

Income Tax

- Corporate rate of tax is proposed to be reduced from 34% to 33% from tax year 2015 and onwards for other than banking companies.
- Withholding tax rates on services under section 153 increased to 8% from 6% for companies and to 10% from 7% for other than companies.
- Rate of initial depreciation on Buildings reduced to 10% from 25%.
- Tax rate on brokerage and commission under section 233 for advertising agents shall be increased to 7.5% from 5%, whilst the tax rate is increased for others from 10% to 12%
- For Tax Year 2015, capital gains tax rate shall be reduced to 12.5% for securities held for a period up to 12 months as against prescribed rate of 17.5% and rate of 10% shall be applicable for securities held for a period between 12 to 24 months. Tax on capital gains for securities held for more than 24 months will remain exempt.
- Withholding tax rates of collection of tax at imports stage have been revised, and a new table has been introduced.
- Withholding tax rates for payments made by exporters/export houses on account of services of stitching, dying, printing, embroidery, sizing, weaving increased to 1% from 0.5%.
- Withholding tax rates for payments to petrol pumps operators under section 156A in respect of commission and discount increased to 12% from 10%.
- Advance tax shall now be collected at the rate of 7.5% from domestic electricity consumers, where monthly electricity bill exceeds Rs. 100,000, which would be adjustable against tax liability.
- Debt Securities shall be included in the definition of 'Securities' as given under section 37A of the Ordinance, and the investors would be liable to pay quarterly advance capital gain tax.
- Concept of Alternative Corporate Tax has been introduced, for tax year 2014 and onwards, whereby tax liability of a company would be computed at higher of 17% of the "accounting income" or total tax payable including minimum tax and final taxes. Implementation of the newly introduced regime would add to the miseries of the corporate tax payers who are already burdened with the levy of minimum tax at the rate of 1% even in the year of loss, despite the fact that they represent a highly documented sector.
- The application for obtaining commercial or industrial connection of electricity and natural gas would not be processed, unless a person is registered and has an NTN.
- Withholding tax exemption on payments to foreign news agencies has been withdrawn.
- Rates of advance income tax collected under section 234 on private motor cars shall be revised.
- Non-profit entities shall now be granted a 100% tax credit instead of exemption after fulfilling certain prescribed conditions.
- Bonus shares shall be treated as dividend and shall be subject to tax collection at the rate of 5% of the ex bonus price of the shares. The said tax deduction shall be final tax. However, how this provision will be implemented, remains unclear as there is no payment that companies make for bonus shares to the share holder, from which such amounts can be withheld.
- A five year income tax exemption shall be available for persons setting up processing plants for locally grown fruits in Balochistan Province, Malakand Division, Gilgit Baltistan and FATA to reach the bigger markets and to promote investment, growth and employment in these areas.
- Profits and gains arising from coal mining projects in Sindh, which exclusively supply coal to power generation projects, shall now be exempt from taxation. In addition, dividends from said projects to be taxed at a reduced rate of 7.5%.
- Corporate tax rate shall be reduced to 20% for a

company setting up an industrial undertaking between July 1, 2014 to June 30, 2017, subject to the condition that at least 50% of the project cost including working capital is financed through Foreign Direct Investment in the equity of the company.

- Tax liability shall be reduced by 50% for those persons who hold CNIC as disabled persons, provided taxable income does not exceed Rs. 1 million.
- Income Support Levy Act, 2013 introduced through the Finance Act, 2013 is proposed to be repealed.
- The rate of advance tax collection on functions and gatherings shall be reduced from 10% to 5%.
- Sindh Pension Fund exempted from income tax.
- Subscribers of mobile telephones to be subject to a reduced withholding rate of 14% as against 15%.
- Flying allowance of Pilots exceeding an amount equal to the basic salary shall be taxable at 7.5%.
- Every steel-melter, steel re-roller and steel unit shall be required to pay tax at a rate of one rupee per unit of electricity consumed, for the production of steel billets, ingots and mild steel (excluding stainless steel).
- Concessions previously granted to PSA Gwadar PTE Limited through an agreement dated February 06, 2007, shall now be transferred to China Overseas Ports Holding Company Limited, for the remaining period.
- In case of a joint venture, where one of the members of the joint venture is a company, the income of company shall now be taxed separately at the applicable corporate tax rate, whilst joint venture, shall be taxed as an AOP on the income excluding share of the Company from AOP.
- On purchase of first class, business class and club class air tickets, airlines shall collect advance tax at the rate of 3% in case of filers and 6% in case of non-filers. No tax is to be collect by economy class tickets
- On the purchase of immovable property, adjustable advance tax shall be collected at the rate of 1% in case of filers and at the rate of 2% in case of non-filers. Properties with value of less than Rs. 3 million, and schemes introduced by the Government for expatriate Pakistanis shall be excluded from such taxation.
- Withholding tax rate for non-filer in respect of Dividend has been increased to 15% from 10%.
- Withholding tax rate in respect of dividend from stock fund to companies shall be 12.5%, where dividend receipts are less than capital gain. With respect to collective investment scheme or mutual fund, the withholding tax rates would be 25%.
- Withholding tax rate for non-filers in respect of profit on debt has been increased to 15% from 10% where amount for profit on debt exceeds Rs.500,000.
- Withholding tax rate on cash withdrawals from banks for non-filers shall be 0.5% and for filers it shall remain at 0.3%.
- On sale of immovable property, advance capital gain tax shall be collected at the rate of 0.5% in case of filers and 1% for non-filers.
- Director's remuneration and fee etc. has been classified under the head 'income from salary' which is subject to tax withholding at 20%.
- Banks shall apportion expenses against dividend income and capital gains on listed shares. Rate of tax on the capital gains derived by banks increased to 12.5% from 10%.
- Collection of tax at 4.5% has been specified for import of ships by ship-breakers.
- Only resident accountants and other professionals are required to file return of income under section 114 of the Ordinance.
- Income from sale of spectrum licenses by PTA on behalf of Government, would be treated as income of Federal Government and would be exempt from levy of tax.
- Income derived by public sector universities has been exempted from tax.
- For the purpose of determining distribution of at least 90% of accounting income in case of mutual funds, the income distributed through bonus shares, units or certificates as the case may be, shall not be taken into account.
- Tax withholding rates for corporate and non-corporate taxpayer shall be as under:

	Corporate tax rate	Non-corporate tax rate
Supply of goods	4%	4.5%
Services rendered	8%	10%
Execution of contracts	7%	7.5%
Imports	5.5%	6%



Sales Tax

- Sales tax exemption available to retailers having annual turnover not exceeding Rs.5 million has been withdrawn and two tier system has been introduced. First tier: Large retailers of national or multinational chains will operate under normal sales tax regime. Second tier: Sales tax at the rate of 5% will be collected from retailers with monthly electricity bill if such bill would be upto Rs. 20,000 whereas sales tax at the rate of 7.5% will be collected in case the electricity bill exceeds Rs. 20,000. Notification with regard to first tier shall to be issued separately.
- Input tax adjustment has been restricted to the extent of goods and services actually used in manufacturing or sale of taxable goods. Proposed amendment is inconsistent with the VAT system and will also lead to interpretation issues with regard to claiming the input tax.
- Electronic scrutiny and intimation system has been proposed to be introduced for better governance of Sales Tax System and to provide legal cover to the notices issued through CREST system.
- Further tax charged at the rate of 1% on supplies made to unregistered persons has been excluded from the purview of output tax. Accordingly, input tax will not be adjustable against further tax.
- Sales tax at reduced rate of 5% has been charged on certain goods subject to the conditions and restriction mentioned in Eighth Schedule. Presently such goods are exempt under various notifications.
- List of items exempted from sales tax has been expanded by introducing new items including high

- efficiency irrigation equipment and greenhouse farming equipment in order to promote agriculture.
- Certain SROs have been transposed to relevant schedules in order to reduce the number of SROs.
- Rate of sales tax on local supply of tractors has been reduced from 16% to 10%.
- Import and supply of “Cochlear Implants System” has been exempted from sales tax.
- Import of plant, machinery and equipment for Gilgit-Baltistan, Balochistan Province and Malakand Division and FATA has been exempted from sales tax to promote industrialization, job creation and economic uplift of the less developed regions.
- Sales tax on mobile phones under S.R.O. 460(I)/2013 has been shifted to Ninth Schedule to provide the legal support for charging sales tax.
- Collection of 17% sales tax on the consumers’ supply value from CNG stations by Gas Transmission and Distribution Companies is proposed to be included in the law, which was earlier introduced through the Sales Tax (Amendment) Ordinance, 2014.

Federal Excise Duty

- FED on locally produced cigarettes is restructured and modified. Duty increased for lower tier cigarettes
- Duty is now levied on cement at 5% of the retail price in place of Rs. 400 per ton earlier leviable.
- FED on international air travel is increased from Rs. 3,840 to Rs. 5,000 per ticket for economy and from Rs.6,840 to Rs. 10,000 per ticket for business class.
- Chartered flights are chargeable to FED at 16% of the charges.
- Reduction of duty rate at 1% on telecommunication services for Islamabad and Balochistan.
- FED is not chargeable on telecommunication services already subjected to provincial sales tax on services.
- However, FED law is not amended to clarify its chargeability on similar other services already subjected to provincial sales tax on services.
- Imported motor vehicles with engine capacity in excess of 1800cc will be chargeable of FED at 10%. No FED on locally produced vehicles will apply.

Customs

- Maximum general tariff rate of 30% reduced to 25%.
- Substitution of 0% duty slab with 1% customs duty on various items.
- Fifth Schedule is introduced as a substitute of present notifications for allowing concessionary rates on imports of plant, machinery and items of renewable source of energy, renewable energy technologies and production of bio-diesel.
- No duty on plant, machinery and equipment for setting up fruit processing and preservation units in Gilgit-Baltistan, Balochistan and Malakand Division.
- No duty on plant, machinery and equipment for setting up industries in FATA.
- Customs duty on UPS is reduced from 20% to 15%.
- Customs duty has been increased from 5% to 10% on networking equipment.
- Duty on hybrid electric vehicles rationalized – 50% reduction up to 1800cc and 25% reduction on to above 1800cc.

Finance Bill, 2014-15

Finance Bill, 2014-15 may be referred for further details.

Budget Making Process in Pakistan

Budget is an annual exercise which is carried out with much fanfare by Federal Board of Revenue (FBR) in Pakistan. Trade associations, business for professional bodies, academia and institutes imparting professional education particularly relating to tax and finance are involved in making budget proposals for consideration of FBR.



These proposals are however seldom considered by the budget makers because of their big volumes and abundance. The baboos sitting in FBR have no or little time to read such a vast material for budget purpose, so it remains an exercise in futility. In FBR it is a routine exercise with main focus on IMF conditionalities and ruling party's political exigencies which get a place in the taxation proposals. The wealthy and mighty section of the society is not taxed. It therefore relies upon 'indirect taxes' to collect revenue for the national exchequer. In the budget allocation a big slice of cake of tax revenue goes to meet the defence expenditure including debt servicing and interest on loans to IMF. The remaining part of the cake is used for feeding the Public Sector Enterprises (PSEs) like Pakistan Steel, PIA, OGDC and all such other lame duck public sector organizations which eat the cake but do not lay the eggs. By this way nothing is left for the welfare of the common man. Corruption is rampant in civil bureaucracy. It is an open secret that majority of the public servants do not work for the salary they are paid by the government, they work for the public service when their palms are greased. Income Tax, Sales Tax, Customs, Police, PWD, WAPDA and all those government departments which have any kind of public dealing are involved in corruption. It is estimated that bribe received together with bungling, fraud and misappropriation of public funds by public servants aggregate total Rs. 5000 billion per annum.

Unfortunately no such measures have been proposed in the budget that could curb corruption or otherwise tax the bad money in the hands of corrupt public servants.

About the Author:

Mr. Wasful Hassan Siddiqi, B.COM., L.L.B., FITM, FICS, FPA, FCMA is a practicing Cost and Management Accountant. He runs a consultancy firm namely, M/s. Siddiqi & Company, Cost and Management Accountants, Chartered Secretaries, Management Consultants, Cost Auditors, Corporate Law and Tax Consultants.



By: Muhammad Sharif FPFA, FCMA, L.L.B Additional Treasurer, University of Punjab



GOVERNANCE

The word governance has its Latin root “GuberNare” means to “steer” and a quotation which is worth keeping in mind in this context is “He that governs, sits quietly at the stern and scarce is seen to stir” “Refers to the way in which something is governed and the function of governing”

Governance has been defined differently depending on the context. The governance is not synonymous with Government. The United Nations economic & social commission for Asia and pacific has defined governance as “The process of decision making and the process by which decisions are implemented or not implemented” (UNESCAP)

GOOD GOVERNANCE

“ROSE VERSPAANDONK” said the following could be said to be manifestations of good governance.

- 1) Accountability
- 2) Democracy
- 3) Efficient and effective administration and program delivery
- 4) Equal rights of all citizens
- 5) Ethical use of public resources and authority
- 6) Individual liberty
- 7) Participation

8) Rule of law

9) Transparency

The three organs of govt. the legislature, the executive and the judiciary are in different ways guided by such principles.

Nelson Report

According to Nelson report there are seven standards of good governance to be implemented by the public functionaries.

- 1) Selflessness
- 2) Integrity
- 3) Impartiality
- 4) Accountability
- 5) Openness
- 6) Honesty
- 7) Leadership

GOOD GOVERNANCE

Refers to a high quality of process by which decisions affecting public affairs are reached and implemented. It helps and ensures that all including poor and other disadvantaged groups have the means to influence decision making and their implementation.

CONCEPT

The concept of good governance is multifaceted comprising.

- 1) Rule of law
- 2) Regularity quality
- 3) Govt. effectiveness
- 4) Control of corruption
- 5) Political stability

KEY ELEMENTS

The key elements of good governance are respect of Rule of Law, special care of disadvantaged & weak, Tolerance and Broadmindedness.

PUBLIC SERVANT

The public servants play a vital role in society. They are committed to the highest degree of integrity. They are committed to deliver best administration possible. They are committed to fair and transparent governance. They are committed to delivering high quality service to a stewardship to govt. funds. They are committed to test & measure their values, their ethics and their actions as they served the government and the public. In order to maintain Public Confidence they are committed to perform all their duties and responsibilities with highest sense of integrity.

Public servant must resolve any conflict between their personal interest and their official duties in favour of public interest.

PUBLIC SERVANT AS CATALYTIC AGENT OF CHANGE

There is no denying fact that an effective, efficient, flexible and responsible bureaucracy is a prerequisite to good governance. A bold, honest and assertive public servant is catalytic agent of change by virtue of their education, training and experiences.

POWER & AUTHORITY

Power and authority lies with the executive which is exercised by public servants.

UNITED KINGDOM PUBLIC ORGANIZATION

U.K public organization feel almost obliged to provide traditional public administration theory, which separates policy making from implementation and the difficulties of achieving unambiguous success.

TEST OF GOOD GOVERNANCE

The ultimate test of good governance is the broader satisfaction and ownership by the people.

CANNONS OF FINANCIAL PROPRIETY

The public servant while utilizing public funds should ensure that

- 1) The expenditure should not be prima facie more than the occasion demands. Every public officer is expected to exercise the same vigilance in respect of expenditure incurred from public money as a person of ordinary prudence would exercise in respect of expenditure of his own money.
- 2) No authority should exercise its powers of

sanctioning expenditure to pass an order which will be directly or indirectly to its own advantages.

- 3) Public money should not be utilized for the benefit of a particular person or section of the community.

EMERGING ECONOMIES

The new emerging economies are now focusing on good governance rather on industrial growth.

AN IDEAL PUBLIC SERVANT

An ideal public servant must possess the following

ADHERENCE TO THE RULE OF LAW

Every member of public services even a ruler must follow the law, fair, impartial enforcement of law. Decisions taken by public servants must be founded in law. The individuals must be protected from arbitrary decisions.

TRANSPARENCY

Transparent decision making is critical for external/internal reviewers and general public. The decisions should be open, clear, fair, verifiable and predictable.

ACCOUNTABLE

Public servants are given enormous power, resources and the organizations control. They manage accountability is a key to ensure that these are used appropriately and in accordance with law. The public servant is accountable for performance as opposed to limiting accountability to regularity to decisions.

It is the perception of the citizens about the accountability of public servants that matters really. A public servant must be held responsible to explain and justify the decisions it made, implemented and their results. The public officials are accountable to fair and consistent application of laws, rules, regulations and policies across the board with no exception.

EFFICIENT

The public servant should be efficient. His efficiency should be measured on the scale that how economically resources has been used to produce the intended results.

FAIRNESS

The public official should be committed to ensure that discretion never results discrimination.

COURAGE

The public official should be so courageous to take a position, to speak objectively and to take responsibility political pressures and authorities.

NON PARTISANSHIP

The public servant is committed to working with the government of the day and to stewardship of the state.

THOROUGH PROFESSIONAL

The public servant should have the strong professional and moral judgments in all their activities.

REPORTING

The public servant should report the activities of their administrative units, clearly, comprehensively, honestly with out any fear or favour.

(Institute of Public Administration Canada 2007)

CRITICAL ANALYSIS WITH REFERENCE TO PAKISTAN

- 1) The quality of governance is recognized as fundamental to ensuring the quality of life of the citizens. The quality of life of citizens can easily assessed that they have not been provided with basic necessities of life i.e. food, shelter, security of life, property, education, health etc.
- 2) The good governance depends on an ability to exercise power and to make good decisions and implement them for the welfare of the people in Pakistan. There is excessive abuse of power. The state power is used only for the benefit of the elite misuse of power has been institutionalized by the mafias.
- 3) The regulatory systems are believed to be not for public welfare, but for economic exploitation and oppression of the vulnerable section of the society. This has led to general rejection of the judicial, legal and political structures.

- 4) There is excessive centralization, inflexibility lack of efficiency, lack of regularity and discipline in the administration.
- 5) The public servants habitually defy laws and regulations for their vested interests. The bureaucracy and politicians often collude to the art implementation of public policies, consequently corruption is rampant and there is erosion of rule of law and accountability of the bureaucrats to the law and the citizen.
- 6) We do not suffer from the poverty of thoughts but from the poverty of action.
- 7) There is a general tendency of transgressing universally accepted standard of official conduct or financial administration.

TO QUOTE GOETH, THE GREAT GERMAN WRITER

“It is not enough to know, one must also apply, it is not enough to wish one must also act”

CONCLUSION

Although good governance is an ideal which is difficult to achieve in totality.

WAY FORWARD

There is a high time to resolve the old problems of good governance with new and innovative solutions. There is dire need to address more vigorously the issues of transparency, accountability in public service. The public servants have the skill, ability, capacity, innovative and creative thinking which should be channelized for ensuring good governance in Pakistan.



PROFESSIONALISM

BY: Bunti Lal APFA, M.A (Economics), ACCA –UK (FINALIST)

ABSTRACT

This article envisages broader scope of professionalism along with respective types personnel and at workplace, lighting on the strategies for professional development, relationship with ethics along with role of professional bodies and the characteristics that undermine professionalism. Specially covered aspects relate to finance professionals not certainly limited to only finance professionals but are generally relevant to everyone whose affiliation is with any profession.

CONCEPT

The Phenomenon of “Professionalism” can be defined as the strict adherence to courtesy, honesty and responsibility while dealing with individuals and other companies in the business environment.

Dimensions of Professionalism, coined by Richard H. Hall in 1968 were utilized as a frame for reference to uncover the understanding of professionalism and to explore the degree of professionalism. Financial frauds and scandals have thrown the finance profession into the spotlight as practitioners in the industry come under pressure from severe public criticisms, and high public expectations are placed on the degree of professionalism among finance professionals in today’s context.

Professionalism is not a single act, but an aggregation of behaviors and presentations encompasses a number of different attributes, and, together, these attributes identify and define a professional. Professionalism is a trait that’s highly valued in the workforce. It has many attributes like Specialized knowledge, Competency, Honesty and integrity; Accountability, Self-regulation and Image all are briefly explained below. To improve your own professionalism, focus on improving in each of these areas also by being kind and polite to everyone, presenting a professional image in your attitude and dress, and showing up for work or meetings fully prepared.

SPECIALIZED KNOWLEDGE

First and foremost, professionals are known for their specialized knowledge. They have made a deep personal commitment to develop and improve their skills, and, where

appropriate, they have the degrees and certifications that serve as the foundation of this knowledge.

COMPETENCY

Professionals get the job done reliably, and keep their promises. If circumstances arise that prevent from delivering on promises, they manage expectations up front, and do their best to make the situation right. Professionals don’t make excuses, but focus on finding solutions.

HONESTY AND INTEGRITY

Professionals exhibit qualities such as honesty and integrity. They never compromise their values, and will do the right thing, even when it means taking a harder road. If any task falls outside their scope of expertise, they’re not afraid to admit this. They immediately ask for help when they need it, and willing to learn from others.

ACCOUNTABILITY

Professionals hold themselves accountable for their thoughts, words, and actions, especially when made a mistake. This personal accountability is closely tied to honesty and integrity, and it’s a vital element in professionalism.

SELF-REGULATION

Genuine professionals show respect for the people around them, no matter what their role or situation. They exhibit a high degree of emotional intelligence (EI) by considering the emotions and needs of others, and they don’t let a bad day impact how they interact with colleagues or clients.

IMAGE

Professionals are found to be always in formal appearance as polished and dress appropriately for the situation. Because of this, they exude an air of confidence, and gain respect for this.

AT WORK PLACE

Professionalism in the workplace is based on many factors which include get-up or dressing, attitude and interaction with others. This indicates that each person perform their tasks with genuine earnest honesty and maintaining professional etiquette and ethics in the



workplace.

The importance of professionalism in the workplace cannot be overlooked in 21st Century society. Most of us spend more time at work than at home but, when the boundaries between professional and personal cross, there can be serious problems. Too much openness about personal issues, lack of respect for authority, gossiping and not returning telephone calls promptly are a few examples of unprofessional (but increasingly common) behaviors at all levels that jeopardize corporate productivity and image. Our society has become faster-paced and more casual, but professionalism remains key in the business environment despite of the trend toward casual dressing and operating style. However, those organizations that stress the importance of professionalism in the workplace are usually growing, vibrant entities.

How to show professionalism at the workplace contains key elements depicted as follows:

1. Adhere to commitments - Live up to commitments every time.
2. Realize the sensitivity of the work - Make sure not to jeopardize the confidentiality of organization or misuse it any way. This will help to make you trustworthy.
3. Treat everyone with respect - Respect and communication in a business environment gives all employees the feeling of safety and collaboration.
4. Value the time and effort spent by others - Do not take other members of the organization for granted.
5. Always maintain ethical conduct - Be honest and refrain from deceitful practices.
6. Friendliness and understanding go a long way to creating an atmosphere of

- teamwork. Maintain a positive can-do attitude even during stressful situations.
7. Admit mistakes - Admitting mistake shows that an employee is not only human, but also a professional.
 8. Display competence - Competent employees know their job and which skills they are capable of. It is not arrogance. It is an honest display of competencies.
 9. Take a leadership role whenever possible and show willingness to accept responsibility and produce results.
 10. Keep personal issues at home - Refrain from using the company's time for personal issues.
 11. Demonstrate the core values of professionalism - appropriate attire, etiquette, punctuality, organization and dedication to job, just to name a few.
 12. Project a positive business appearance - It has long been recognized that those who dress professionally will behave in the same manner. The way in which you dress immediately tells others if you take a professional approach to your job. Dressing professionally in the workplace is significant because it shows you care about what you do.
 13. Be polite in speech and body language - "Please" and "Thank-you" go a long way in establishing a good working relationship.
 14. Turn off or silence mobile devices - This will minimize distractions for self and others. It shows that you value the time spent by others.
 15. Try to keep absences in line with the number of sick days and personal days you have. Constantly arriving late or taking off tells employer you don't take job very seriously and don't much care about co-workers or the company.
 16. If need to take a day off, tell manager or the appropriate person in advance. If can't get to work on time due to a scheduling conflict, talk to your manager about changing scheduled start time.
 17. Exude professionalism by speaking clearly no matter whom you're talking to. Remember that communication is a two-way street, so allow the other person or people to reciprocate, and always listen. Don't think about what you're going to say next or let their words go in one ear and out the other. Read everything after writing to make sure message is clear and tone will not be presumed as being harsh or unfriendly.

18. Closing yourself off to criticism or responding poorly to it tells others you're not professional enough to acknowledge that you're not perfect.

BE OPEN TO CRITICISM.

In the early 21st century within the United States' competitive economy, companies are exploring new ways of creating exciting, motivating workplace environments. Despite this, professionalism continues to affect the workplace and is a crucial part of succeeding at work. Poor manners, such as having a demanding attitude and constantly texting at work, can be detrimental to your career. These types of unprofessional habits inhibit ability to create quality relationships, which are essential to your ability to advance at work.

With employees spending more and more time at the office, many people desire to create close, meaningful friendships with those they work with. A workplace full of friends can be very beneficial if professionalism remains intact because happy and engaged employees are more productive and profitable. However unprofessional behavior between employees can negatively impact the workplace too.

HOW TO EXHIBIT

As it can be seen from above characteristics, professionals are the kind of people that others respect and value. They are a genuine credit to their organizations!

This is why it's so important that we work to earn a professional reputation in the workplace. True professionals are the first to be considered for promotions, awarded with valuable projects or clients, and routinely successful in their careers.

Now have a clear view of what constitutes professionalism, are you demonstrating these characteristics to the people around you? It's likely you're already showing some characteristics but may find yourself lacking in others, in order to build professionalism, focus on improving each of these characteristics.

Additionally, some further strategies that will help to be more professional in the workplace are as follows:

- a) Don't let knowledge and skills get outdated. Make a commitment to build expertise and stay up-to-date with industry.
- b) Take training session to build and maintain expertise.

- c) To improve professionalism, focus on developing Emotional Intelligence (E.I).
- d) Whenever make a promise keep it, if looks won't be able to meet a deadline communicate sensibly possible. However, do at maximum level to avoid and ending up the situation!
- e) Don't make excuses – instead, focus on meeting expectations at the best level, and on making the situation right.
- f) Be kind and polite use good manners to everyone come into contact with, no matter what their role is, and no matter how feeling. This might sound unimportant, but it makes a significant impact.
- g) Do you show up to a client meeting lacking important samples? Or arrive at work, only to realize that you left a vital file at home? Or do you find yourself operating in situations where you don't have the skills needed to do a good job? True professionals are always prepared this requires advance planning, timeliness, and attention. Focus on improving time management and planning skills, so that always remain in control

PROFESSIONAL DEVELOPMENT

Professional development refers to the acquisition of skills and knowledge, both for personal development and for career advancement encompasses all types of facilitated learning opportunities.

A wide variety of people, such as teachers, military officers, non-commissioned officers, health care professionals, lawyers, accountants and engineers engage in professional development. Individuals may participate in professional development because of interest in lifelong learning, a sense of moral obligation, to maintain and improve professional competence, to enhance career progression, to keep abreast of new technology and practices, or to comply with professional regulatory organizations. Mainly at the early age student life one cannot estimate accurately real importance and so difficult to understand all about the phenomenon, naturally it becomes crystal clear upon stepping into practical life, from here development stage start and after sometimes getting experience person becomes

clear upon stepping into practical life, from here development stage start and after sometimes getting experience person becomes mature and able to take higher responsibilities which automatically leads towards strong sense of recognizing value.

However this is not a fix rule that one must be connected with any professional body or employment in order to act professionally or having professional behavior, there might be someone possessing inherent factor reflecting professionalism from their earlier stage of life. Professional development may also come in the form of pre-service or in-service professional development programs. These programs may be formal, or informal, group or individualized. Individuals may pursue professional development independently, or programs may be offered by human resource departments. Professional development on the job may develop or enhance process skills, sometimes referred to as leadership skills. What are the opportunities for professional development are explained in role of professional bodies content covered later in the article.

The 21st century has seen a significant growth in online professional development. Content providers incorporate collaborative platforms such as discussion boards and wikis, thereby encouraging and facilitating interaction, and optimizing training effectiveness. Research-based and outcomes-focused study has lent credibility to the idea that online professional development can and will serve an important role in supporting the educational goals.

RELATIONSHIP WITH ETHICS

Professionalism and ethics are like two sides of a single coin in the context of business environment; owners ensure that their company operates in the highest possible professional and ethical manners. Businesses may be started under a variety of circumstances; containing similar business style and structure may also depend on the entrepreneur's personal use of professionalism and priority towards ethics while dealing with business situations.

Professionalism includes a high level of excellence beyond the basic requirements, ethics are usually concerned with the personal values demonstrated by business owners or entrepreneurs and instilled in the company's employees. The good ethical

environment may include completing tasks in a timely manner with the highest quality possible and taking pride in completed tasks. Specifically, the data showed that majority considers professional knowledge, instead of attitudes, to be important in professionalism. Morality and ethics usually represent the personal beliefs which include transparency, honesty and integrity commonly displayed by them publicly when individuals respond to various business situations.

Small businesses use professionalism to help them establish a good reputation in the business environment. Small businesses that treat each customer in a professional manner and display a strong work ethic when completing business functions or responsibilities can help in developing goodwill along with customers relationship management (CRM).

Business entrepreneurs may decide to create formal set of guidelines outlining their company's professionalism and ethical expectations. These guidelines can help the business owner in translating company's vision or mission to employees. These guidelines may also be included in the company's employee manual so business owners can properly train, educate and monitor individuals about the importance of the company's professionalism and ethics.

Transforming an individual's understanding of professionalism and ethics may be a difficult process many individuals may not have the same views on professionalism and ethics as the business owner. Business owners may hire these individuals if they have technical experience or expertise in the business, regardless of the employee's personal moral or ethical beliefs. But employees often adopt the business's professionalism and ethical guidelines when working for a company, especially if they are well compensated.

ROLE OF PROFESSIONAL BODIES

There is significant important role of professional bodies in the development of professionalism through binding its students, members, employees and firms i.e. all those who are connected to their respective professional body of any country must have to adhere with established code of conduct of that body. Taking the example ACCA has established code of ethics containing fundamental principles as "Integrity, Objectivity, Professional Competence and Due Care, Confidentiality and Professional

Behavior", if anyone who is connected with ACCA, than must have to follow the ACCA code of ethics in prevailing any situations thereof.

CHARACTERISTICS THAT UNDERMINE

Gossip: Do not gossip. It is not only detrimental to the work ethic between employees; it can also place one's job in danger.

Negative attitude: Your attitude colors everything you do.

Poor attendance and frequent tardiness: Unprofessional body language: Yawning without covering your mouth and chewing gum in the presence of others are just a couple of examples.

UNPROFESSIONAL BEHAVIOR

Unprofessional behavior may directly undermine client care, may be destructive of the work culture and indirectly reduce the ability of an organization to achieve its objectives. Therefore maintaining high standards of professional behavior is important in protecting as well as maintaining the reputation of the profession and organization. It is expected that employing organizations will have HR policies which employees are required to adhere, to meet their contractual commitments to an employer, and to be guided by these guidelines as an elaboration of the expected standard of professional conduct. Chronic and repetitive inappropriate behavior that adversely affects the effective functioning of other staff and teams is unprofessional. Much behavior that could be considered unprofessional may be identified in organization's human resource policies as misconduct or serious misconduct and should be addressed accordingly.

Such behaviors include but are not limited to:

- Non compliance with laws, regulations and policies.
- Loud, rude comments.
- Abusive or offensive language.
- Persistent lateness in attending meetings without reasonable cause.

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IMPACT ASSESSTMENT STUDY OF PIFRA IN ACCOUNTANT GENERAL OFFICE KHYBER PAKHTUNKHWA PESHAWAR

By: SAFEER AHMAD FPFA, Deputy Accountant General, O/O A. G. Khyber Pakhtunkhwa

1. INTRODUCTION

1.1 Over the past twenty-five years, computer, more than any other invention, can be credited which bring about tremendous improvement in the performance of an organization's operational, tactical, and strategic activities (Drucker, P. 1988.) Globally computer is recognized as symbols of power, in developing countries it is considered the Western technology most needed for rapid economic development (Alvarez, J., Smiley, S.M. and Rohrmann, F.1985).

In the development literature, impact assessment is defined as "the systematic analysis of the lasting or significant changes—positive or negative, intended or not—in people's lives brought about by a given action or series of actions" (Roche, 1999).

PIFRA stands for Project to Improve Financial Reporting and Auditing. The basic objective of the project is to computerize the accounting and auditing system of Pakistan. The need of computerization is to generate timely, accurate and reliable financial statements, to monitor fiscal deficit, to forecast flow of cash, to manage public debt and to achieve effective financial controls.

The Project to Improve Financial Reporting and Auditing (PIFRA) was launched in 1995 by the Government of Pakistan to implement the recommendations of the two international consultancies, M/s "Price Waterhouse hopper" (PWC) and M/s CIPFA International. These recommendations provided a basis for introduction of reforms for improving, and modernizing the system of financial management and accounting and the budgetary discipline in the country. Successful completion of PIFRA-I, as was endorsed by various review missions of the World Bank Group and other financial partners, paved the way for PIFRA-II, the second round of reforms. PIFRA-II is largely an extension of its precursor project but with enhanced scope and geographical extent. Besides wider geographical coverage, PIFRA-II emphasizes on developing knowledge and skills reflective of a 'culture' of technology-supported best practices. Accordingly, the Office of the Auditor General (OAG) prepared a comprehensive project document (PC-1) for PIFRA-II.

The PC-1 incorporates the project plan, the targeted goals, and the implementation strategies as were discussed and finalized by Government of Pakistan with financial partners of the project in January 2003.

The major components of the PIFRA-II comprise the following:

- Trainings and capacity building;
- Strengthening the audit processes;
- Change management and communication;
- Expanding the Financial Accounting and Budgeting System (FABS); and
- Streamlining and rationalizing the procurement procedures

PIFRA-II, being a successor of PIFRA-I, has the same set of objective as of PIFRA-I, which, include the following:

- Modernize the governmental (public) audit procedures and adopt internationally accepted auditing standards (IAAS);
- Establish effective accounting and reporting systems;
- Strengthen financial management practices;
- Generate useful, complete, reliable and timely financial information. The improved data will facilitate program management by government decision-makers; and
- Tighten internal controls and minimize the occurrence of errors and irregularities in the processing of payments and receipts.

The envisaged goals for PIFRA-II, as contained in the project documents, are summarized as under:

- Replication of the Financial Accounting and Budgeting System (FABS);

- Capacity building of the Office of the Auditor General (OAG);
- Capacity building of the Office of the Controller General of Accounts (CGA);
- Project management

These targets are to be achieved by extending the computerized system of accounting and budgetary control introduced under PIFRA-I at 81 sites located in all provinces, all ministries at the federal level, all departments at the provincial level, finance offices at the districts i.e., EDO-F&P (Executive District Officer – Finance and Planning), and 15 key Tehsil Municipal Administrations (TMAs). Extensive trainings and capacity building programs are also an important component of PIFRA-II.

1.2 RESEARCH IMPORTANCE

In the near past we have seen various global trends including convergence of public private Accounting and Auditing standards, widespread use of Enterprise Resource Planning (ERP) for business processes, common use of Auditing and Accounting software, promulgation of legislation requiring compliance with Internal Controls for enhancing accountability.

PIFRA has helped the Government of Pakistan cope with such global changes and has brought a paradigm shift in Public Sector Financial Management in line with international best practices. Innovative changes such as Accounting based on 'Modified Cash Basis', adoption of International Public Sector Accounting Standards (IPSAS), Systematic and disciplined Risk based Auditing, and acquisition of ERP and audit related software, have all been part of PIFRA initiative. The beauty of PIFRA reform is inherent in the fact that deliverables of each component are closely integrated with each other. For example, financial information generated through SAP can easily be audited through ACL. Similarly, the financial data generated using the Chart of Accounts can be used for compiling Financial Statements under IPSAS.

The primary function of public sector accounting is to provide relevant, reliable and accurate financial information to its stakeholders allowing them to make

critical resource allocation decisions. PIFRA helped to introduce the New Accounting Model (NAM) for Public Sector Accounting consistent with international accounting standards requirements while conforming to the requirements of IMF's GFS Manual. NAM is based on Modified Cash Basis which proposes the following additional concepts in cash basis of accounting;

- Commitment Accounting
- Physical and Financial Assets Accounting
- Liabilities Accounting

1.3 RESEARCH OBJECTIVES

- What improvement does PIFRA bring in over all service delivery?
- What improvement does PIFRA bring in reducing the time for processing of claims?
- What improvement does PIFRA bring in quality (accuracy completeness, truthfulness and timeliness) of financial statements?
- What perception do the employees of AG,KP has regarding changes bring by PIFRA
- What is client perception regarding quality of service?
- What perception do the employees of AG,KP as well as the client Departments has regarding storage and security of data.

1.4 RESEARCH CONTRIBUTION

The research contribution will be to investigate the performance change; reasons of performance change; improvements because of change and its impact on reporting, employees and clients. The study will help to point out inadequacies in manual system and improvement bring about by the reforms introduced by PIFRA. The impact of time required for processing various claims before and after these reforms, the impact on working of AG employees, the perception of client Departments about PIFRA reforms, their opinion about impact on data storage and security before and after PIFRA reforms.

2. CHAPTER 2

LITERATURE REVIEW

Review of the literature suggests that academic research on impact assessment study of projects on computerization focuses on two aspects:

The first group of studies assessed projects post-implementation with special reference to variation in terms of “what was measured” and the methodologies used or “how the measurements were carried out.” (Bhatnagar, 2009, Bhatnagar & Schware, 2000).

Some studies examined the implementation process within the agency to evaluate whether the systems were functioning as they were designed to, or the degree to which the desired outcomes were achieved (Madon, 2009). Some studies try to know the long-term sustainability and scope for replication of a project (Kumar & Best, 2006), while some measured the benefits that were delivered to agencies. A few focused on benefits to the clients. A study reported savings from a number of computerization projects in Brazil by comparing operating costs in the implementing agencies before and after computerization (Crescia, 2006).

Another study looked at to the performance of 19 country veteran service offices, using a balanced-scorecard approach based on content analysis of websites (Lawson-Body et al., 2008). Some of the evaluations had been carried out by hardware vendors, consultants (Gartner, 2002; HP, 2002) and agencies that were likely to be seen as being biased toward showing a positive outcome. The methodologies used by these studies include surveys, expert opinion, ethnographic studies, and internal assessments carried out by lending agencies.

The second group of studies focused on developing a framework for measurement of value delivered to different stakeholders. Different components of value are identified, and a methodology for measuring the performance of each element proposed. Frameworks are expected to be applied to individual projects, either to the extent to determine whether the project needs to be implemented at all, or ex post to make a judgment on its success. A number of such approaches were

analyzed to develop a framework for the proposed assessment of computerization projects in Khyber Pakhtunkhwa. Among these were the following:

The eGEP framework (European Commission, 2006) is built around the three value drivers of efficiency (organizational value), democracy (political value), and effectiveness (user value), and it is “elaborated in such a way as to produce a multidimensional assessment of the public value potentially generated by computerization, not limited to just the strictly quantitative financial impact, but also fully including more qualitative impacts.” Heeks’ paper reviews a number of papers and discusses the important issues of “why benchmark,” “what to benchmark,” and “how to benchmark” computerization projects, particularly in the context of developing countries (Heek, 2010).

Many theoretical frameworks have been used to measure technology usage satisfaction, acceptance and adoption; however relatively few have been used in the computerization context. The Technology Acceptance Model (TAM), for example, has been extensively used to understand technology adoption. The goal of TAM is “to provide an explanation of the determinants of computer acceptance that is in general, capable of explaining user behavior across a broad range of end-user computing technologies and user populations, while at the same time being both parsimonious and theoretically justified” (Davis, 1986, 1989; Davis, Bagozzi, & Warshaw, 1989).

Khajane has been operational since 2003. In 2006, 31 district treasuries and 184 sub treasuries were delivering three key services: processing of bills presented by Drawing and Disbursing Officers (DDO); processing of pension bills; and payments to vendors and contractors. In the last three years there has been a steady increase in the volume of transactions. In 2003-04, 3.27 million bills were processed at the treasuries for processing whereas in 2005-06, 3.53 million bills were processed thereby representing an annual growth of 3.86%. The growth in the DDO bills was 3.63% and for the pension bills it was 5%. There has been a considerable reduction in the cases of errors in the bills presented at the treasury.

3 METHODOLOGY

3.1 Nature of research:- The study is exploratory in nature. It tries to understand the nature and degree of impact of computerization of project in which the manual system was replaced. Its aim was to produce a credible assessment of impact of project on some key dimensions like; client perception of quality of service, client perception on quality of governance and employee perceptions about process changes.

3.2 Data type and Sources:- Mostly qualitative data will be used collected from primary source through questionnaire.

3.3 Method/Tests:- The study will use descriptive statistics (Mean, Median and Mode) for analysis of different responses of the respondents. For comparison paired T- Test will be used.

3.4 Data Collection Tools: - For data collection Questionnaire will be used as a tool and the responses will be collected using stratified sampling by dividing the clients and employees of the organization into two different strata.

3.5 Sample size and sampling:- Sampling frame for data collection will be developed through a structured Questionnaire for clients, employees, and supervisors. A stratified sample for Districts of the total coverage will be Useful in maintaining precision of estimates. In case of service centers, activity levels (Number of users) can influence many parameters of assessment of service quality significantly. For client Questionnaire, locations will be selected from which sample would be drawn. The number of service centers will be stratified according to the above dimensions and an adequately large number will be selected. Sample size will be determined so that results can be extrapolated to the entire population with a given level of accuracy and degree of confidence. Generally, a sample of 100 clients may be sufficient for assessing a district wide impact of the project. Those respondents will be selected who have used the key services in both the manual and electronic delivery modes randomly from each location.

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- Passive aggression, including refusing to perform an assigned task or exhibiting
- uncooperative attitudes during routine activities.
- Unwillingness to discuss issues with colleagues in a respectful manner.
- Excessive criticism of others.
- Coercive or threatening behavior.
- Withholding of promised support.
- Blaming of employees for personal mistakes.
- Favoritism.
- Improper dismissal and misuse of private information.
- Changing the rules "after the fact".
- Breach of contract.
- Broken promises or lying.
- Stealing of ideas and plagiarism.
- Wrong or unfair accusations and the disclosure of confidential information.
- Sexual harassment.
- Racial, ethnic or sexist slurs.
- Over focusing on the supervisee's mistakes.
- Verbally attacking.
- Assigning an excess workload to the supervisee without providing adequate supervision.
- Breaching confidentiality.
- Lacking the skills to constructively express an alternative opinion.
- Having a personality style that creates conflict with others.
- Personal dislike.
- Differences in knowledge, beliefs or basic values.
- Disruptive behavior during training.
- Relationship with colleagues poorly performing.
- Differing perceptions or attitudes generated by the structure of the organization.
- Multiple jobs causing over commitment.

CONCLUSION

Professionalism is the axis around which any organization should revolve. A company that chooses not to develop or enforce policies may end up with a workplace that suffers from low productivity, low employee morale and poor customer service.

Whether you are a corporate executive responsible for instilling professionalism within organization or an employee looking for that next promotion, conducting yourself well in the office and following a specific set of work principles will make you a good role model.

The net result of this process is that you become more confident in your ability to deal with the situations required of the role and more willing to take on new responsibilities and more difficult situations.



EMPLOYEE OF THE QUARTER

Mr. Muhammad Saad Asif, Assistant Director, PIPFA is associated with the Institute for last four years. With a blend of Qualification and Experience of public dealing he has emerged as an Event Manager and has proved this skill several times by arranging CPD Seminars for PIPFA Members, Education Seminars, Presentations at Education Expos, Graduation Ceremony and other PIPFA's events. He has performed additional assignments alongwith his primary responsibilities in a very good manner. Recently he played a significant role in arranging PIPFA's first Graduation Ceremony applauded by every participant.

In recognition of Mr. Saad's extra ordinary support in PIPFA's mega events he has been awarded the title of **"Employee of the Quarter."**

PIPFA SEMINAR (LAHORE)

PIPFA Lahore organized seminar on Examination techniques on April 30, 2014 at ICMA Pakistan, Lahore. The faculty members (Mr. Latif Mehar, Mr. Ijaz Butt), member Board of Governor (Mr. Sajid Hussain) were invited as guest speakers to guide students about techniques of solving the paper and how to overcome general mistakes made by students in answering the questions.



OBITUARY

Our former member Board of Governors, Mr. Rafaqat Ullah Babar, FPFA-6000 & FCA (R -1320) passed away on June 27, 2014 in a tragic accident near Shandur. May Allah rest the departed soul in eternal peace and enable the family members to bear the loss with fortitude and courage. Ameen.

Mr. Rafaqat Ullah Babar was born on January 17, 1956. His matriculation was from Peshawar in 1971 followed by B.S degree from University of Peshawar in 1975. Mr. Rafaqat served as Articled Clerk from 1976 to 1980 with M/s Sajjad Ahmad & Co. Chartered Accountant. He passed the C.A. Final Examination in 1981, was admitted as



Associate Member of the Institute in 1981 and later became Fellow Member in 1989. He started his professional practice as sole proprietor under the name Rafaqat U. Babar & Co. Chartered Accountants from 1981 and ceased practice in 1982. He worked as Manager Finance in NWFP Forest Development Corporation from 1982 to 1986. Mr. Rafaqat has strong association with the institute. He was nominated at PIPFA Board in 2010 and serves the Board for 3 years. He has served various Committees of the Institute. He was associated as partner in Rafaqat Babar & Co. Chartered Accountants and Rafaqat Mansha Mohsin Dossani Masoom & Co. Chartered Accountants. He also engaged as partner in R.H. & Co.

CAREER COUNSELING SEMINARS

PIPFA Education Department organized a sequence of Career Counseling Seminars during last session and covered different universities and colleges of Pakistan.

In Karachi Seminars were conducted at Jinnah College for men, Kasbit University(North Nazimabad),Kasbit University (Shahrah-e-Faisal) & Bahria University. The participated students from Intermediate, Graduate & Master. The object was to guide & facilitate those young students who are not familiar with professional qualification and its need in the current scenario. The brochure & promotional material were also distributed at the end of the seminars.

Career Counseling (Karachi)



Career Counseling (Faisalabad)



PARTICIPATIONS IN EXHIBITIONS

PIPFA Karachi center participated The News Jang Group Education Expo, Shah Jee Commerce Expo & PCI Education Expo. The large number of students visited PIPFA stall in these educational Expos.



Expo News

As per Institute regular practice, PIPFA participated in "THE NEWS" education Expos, organized by THE NEWS, JANG GROUP.

The events were great success and a large number of crowd visited PIPFA stalls including Intermediate, Graduate and Master degree holders. They showed their inclination towards PIPFA qualification and found it more fruitful towards higher professional accounting education.

Expo at (Islamabad)



Expo at (Lahore)



Expo at (Faisalabad)



Visit to Anjum Textile Pvt Ltd. (Faisalabad)

PIPFA Faisalabad Office organized a visit to Anjum Textile (Pvt) Ltd. on May 14, 2014, for training, awareness and practical knowledge about different procedures of Textile unit, for final stage students.

The objective of the Industrial Visit was to help students gain first hand information regarding functioning of the Industry,

which presents the students with opportunities to plan, organize and engage in active learning experiences. During visit students got detail information about different production procedures.



INVITATION FOR PAPER-SETTERS/ EXAMINERS

Pakistan Institute of Public Finance Accountants invites applications from professionals (FPFA/FCA/FCMA) or other professionally qualified persons for appointment as Paper Setters/Examiners. The interested applicants may select the papers from the following list according to their subject of interest;

Foundation Level

1. Basic Accounting
2. Basic Cost Accounting
3. Bus. Maths, Stats & Economics

Intermediate Level

4. Financial Accounting
5. Performance Measurement
6. Business Communication & Behavioral Studies
7. Business Laws & Taxation

Final Level

8. Financial Reporting
9. Management Accounting
10. Auditing

Interested candidates are requested to send their applications to Director Examinations, PIPFA, M 1 & 2, Mezzanine Floor, Park Avenue, 24-A, Block 6, PECHS, Shahrah-e-Faisal, Karachi - 75400.

The candidates are advised to download the form from our website and send alongwith their request letter under sealed cover, marked "CONFIDENTIAL" on the envelope.

SEMINAR ON SIGNIFICANT CHANGES IN SALES TAX LAWS OF PAKISTAN

PIPFA Faisalabad organized a Seminar on the Significant Changes in Sales Tax Laws of Pakistan on April 05, 2014, at Faisalabad Chamber of Commerce & Industries (FCCI). Mr. Shahzad Ahmad Awan, President of PIPFA, was the Chief Guest for this informative session. Other honorable guests were Mrs. Rozina Muzammil, Executive Director of PIPFA, Mr. Zia ul Mustafa Awan, President of ICMA Pakistan, Mr. Mohsin Nasrullah, Fellow Member of ICAP and Partner of M/S Mohsin & Co., Chartered Accountants, Engg. Sohail Bin Rashid, President of FCCI.

By the Grace of Allah Almighty, the seminar was a great success as evident from the high number of participants that crossed 130. The seminar was concluded by distribution of shields to the distinguished speakers, guests of honor and the Executive Director. The seminar was followed by dinner.



SEMINAR ON ORACLE E-BUSINESS SUITE R12

The Publication & Seminar Committee, Karachi organized a seminar on Oracle E-Business Suite R12 on May 16, 2014 at PIPFA Corporate Office, Karachi. Mrs. Rozina Muzammil, PIPFA, FCMA, Executive Director, PIPFA warmly welcomed the chief guest, BOG members & participants. Mr. Amir Nadeem Siddiqui, ACMA was the facilitator of the seminar. He described complete system of Oracle E-Business Suite R12 and its benefits including Major Components of Oracle E-Business Suite, Shared Entities in R12 E-Business Suite, Creation of Chart of Accounts, Define Ledger in Application, setup of the Accounting. A question/answer session was held at the end of the presentation. Participants appreciated the efforts of the speaker for such an informative session. Mr. M. Sharif Tabani, FCA, Member BOG, delivered vote of thanks and appreciation to the speaker. Mr. Jawed Mansha, FCMA, Chairman Publication & Seminar Committee conclude the seminar by highlighting the importance of systemization in accountancy profession and also presented shield to the speaker. The seminar was appreciated by the participants and they urged for arranging similar seminars at other PIPFA offices as well.



SEMINAR ON AUDIT RISK

PIPFA Islamabad organized a CPD session on Audit Risk on May 23, 2014 at Islamabad Stock Exchange Auditorium, Islamabad. Facilitator of the event was Mr. Ahmed Mujtaba Khalid, FCA, FCMA, CPA, CISA, CIA currently attached with PTCL as Executive Vice President and Head of Internal Audit, having over 25 years post qualification experience as Chartered Accountant and Cost & Management Accountant. Other speakers were Mr. Muhammad Amir Usman, Director Audit, PIFRA and Mr. Muhammad Jawad Zafar, ACCA currently attached with IBL as Principal. The Master of the ceremony was Mr. Abid Ali Shah, currently attached with Asian Development Bank as Associate Finance and Administration Coordinator. Mrs. Rozina Muzammil, FPFA, FCMA, MBA (Finance), Executive Director, PIPFA presented a welcome address as well as progress report of the institute. The seminar covered detection of Audit Risk and planning in Private and Public Sector organizations, and how better Audit practices are implemented in different organizations. Mr. Sajjad Ahmed, FPFA, FCMA, Member BOG, PIPFA and National Council Member of ICMA Pakistan presented vote of thanks and appreciated the efforts of the Executive Director, speakers and the organizing committee of PIPFA Islamabad & Corporate office and encouraged the participants for attending such an informative seminar. The event was a great success and was attended by Members PIPFA, ICMA Pakistan and ICAP as well as students from different Industrial & Services sectors. At the end, shields were distributed to distinguished Guest.



Annual Subscription

Members who have not paid their annual subscription yet up to the year 2014-15 are required to pay the same at their earliest.



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