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MESSAGE BY CHAIRMAN, FBR

Success of an organization depends on the worth of its human resource capital. Federal Board of Revenue recognizes this fact and therefore, assigns much importance to the training of its workforce -- the serving officers as well as the new recruits. The Directorate General of Training has made laudable efforts to develop an all-inclusive and comprehensive roadmap for training the employees of the Federal Board of Revenue. Federal Board of Revenue is undergoing large-scale transformation and needs to continuously enhance the capabilities of its workforce to deal with emerging issues.

My felicitations go to all the probationary officers of the 35th Specialized Training Program, who have successfully completed their training last month. I hope that these young officers will play positive and pivotal roles in shaping the future of Inland Revenue. I also congratulate Mr. Naseer Ahmad, Director General, DOT and all the faculty members, for their efforts in keeping themselves abreast with key reform initiatives and in developing training modules accordingly.



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MESSAGE FROM MEMBER INLAND REVENUE, FBR

It was indeed a pleasure to be present at the Passing Out Ceremony of the 35th STP, to witness another batch of probationers successfully completing the training--all set to face future challenges as public servants.

A well trained and skilled workforce is a pre-requisite for enhanced organizational development. I am satisfied to know that the Directorate is putting in a fair share in reviewing, updating and modernizing its training programs to keep up with the changes and developments occurring at the national and global level. An enhanced focus on research at the Directorate is encouraged since, in today's world, progress in any discipline is heavily dependent on the research being carried out in that field.

Hard work, integrity and dedication are the three hallmarks of success. My advice to all officers is that they should remain committed to their job and continue to develop their abilities and improve their skills. They should align their behavior to the principles of integrity and commitment. We must all understand the momentous task that lies ahead and I hope and expect that all officers will contribute effectively to the intricate issues of day-to-day management, the challenges of policy implementation and the long-term questions that relate to our legacy to future generations.



I commend the efforts of Director General, DOT Mr. Naseer Ahmad and his team for suitably equipping the probationers with necessary skills in relevant disciplines, which would help serve as a pre-requisite for a successful career in tax management. I intend to remain involved in and updated on the workings of the Directorate General of Training & Research.

PATRON-IN-CHIEF:
Chairman, FBR
PATRONS:
Member Inland Revenue, FBR
Naseer Ahmad
Director General DOT (DT)
EDITOR:
Ambreen Iftikhar
Additional Director
ASSISTANT EDITORS:
Muhammad Majid Hayat
Deputy Director
Asma Hoori
Deputy Director
LAYOUT & DESIGN:
Asad Ali
ASSISTANCE:
Rashid Iqbal

Directorate General of Training & Research (Direct Taxes), Lahore.
Ph: +92-42-9260347
Fax: +92-42-2660346
email: dg@dgtrdt.gov.pk



WELCOME!

The editorial team, the DOT faculty and staff would like to congratulate Mr. Naseer Ahmad on assuming office as the new Director-General of Directorate General of Training & Research (Direct Taxes). We welcome him and wish him the best in his present assignment of training the future generations of tax collectors in Pakistan.

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EDITORIAL

We have been living in turbulent times for quite a while. The political situation is very precarious. The economic scenario looks rather bleak too, but we cannot afford to just sit around and fret. Each one of us has a responsibility to fulfill ___ to do our work with sincerity and dedication and pray to God to help us surmount the present crises.

The Directorate's role is to train the officers according to the changing requirements of their jobs. The reform process is a pretty winding road. We often cannot envisage what exactly we will encounter round the bend. The best that can be done is to prepare adequately for the challenges that we are likely to face. We are fortunate to have a Director-General like Mr. Naseer Ahmad, who has all the qualities of a true leader and believes in team work, mutual trust and respect.

Ms. Sameera Yasin, in her role as Director DOT, has the relevant training and experience to ensure that all important tasks and assignments are completed within the given time frame. Under the supervision and guidance of these seasoned officers, the faculty at DOT is committed to further improving the quality and depth of the training programs and ancillary projects.

We thank the Chairman, FBR Mr. Waqar Ahmad and Member Inland Revenue, Mr. Irfan Nadeem, for their continuous support and patronage.

AMBREEN IFTIKHAR
Additional Director

Visit of Member Inland Revenue

Mr. Irfan Nadeem Member Inland Revenue visited DOT on 24th January 2009. This occasion served as an opportunity for the officers of 35th STP to meet with the Member (IR) and have an exchange of views on the newly formed Inland Revenue and a host of other pertinent issues.

After his address to the probationers, he had a meeting with the Director General, Mr. Naseer Ahmad, and the faculty of DOT. A number of issues were discussed in depth and Mr. Irfan Nadeem gave very valuable suggestions to the faculty regarding important reform initiatives, including emphasis on research and public speaking classes.













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Welcome Party 36th CTP

Income Tax Officers of 36th Common Training Program were invited to a dinner by 35th STP in DOT on March 6th, 2009.

The program started with recitation from the Holy Quran, followed by a brief welcome address by the PMC, Mr Kashif Hafiz. Shields were distributed among the probationers of 36th CTP. Mr Imran Raza Kazmi, Additional Director (Training) in his address dilated upon multidimensional teaching methodology espoused by DOT. Speaking about the various training modules, he said that young officers from different educational backgrounds join this training institute to prepare themselves for a highly specialized field. He also talked about other opportunities for higher education in the Income Tax Department, such as MBA in Tax Management and foreign training programs. His address was followed by a sumptuous dinner.















THE ARCHWAY OF LOVE

Life is an amalgamation of distresses and delights - by and large an even blend of bliss and melancholy. A man lives through his life just as he crosses a brook - stepping on the stones that rise amidst the flowing water. Such is the illustration of joys and sorrows: joys being the stepping-stones, sorrows the current, and 'life & death' being the two banks of the stream.

Seldom does it happen that our joys outnumber our sorrows. Small moments of joy however, ephemeral though they might be, keep us alive. Balancing the troubles in our lives, not in their number but with their weight, they give us the vigour to carry on with life.

Our joys being more than our sorrows might be a rare happening, yet there do exist instances when the joy achieved outweighs all our troubles for a short span of time. The secret to reduce the rarity of such instances lies in loving someone and being loved in return. This is the only way to find frequently the moments of pure joy, unblemished by the shadow of grief, and to prolong them.

For those who have the privilege to love and be loved in return, do not have to step over the stones. Rather their 'stones' recur so often that they conjoin to form an arch.

It is this archway of love that carries them across…

By: Ali Shehzad
Probationer 35th STP

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CURRENT INITIATIVES - A CONSPECTUS

Change is an inherent feature of all fields of activity. That is how we evolve, progress and move on. Federal Board of Revenue is stepping into yet another phase of the reform process. The inception of Inland Revenue poses a host of challenges for all of us. It also entails the re-evaluation of existing policy and procedures and the development of programs and practices that are responsive to our changing requirements.

DOT's role as the training ground of FBR's existing and future workforce, is extremely important. The prime responsibility of the faculty of DOT is to ensure that all training programs are continually updated and tailored to meet the criteria of our changing roles as public servants. Additionally, our vision for the future is to develop training courses that offer a holistic view of management, encapsulating the core principles of tax administration alongwith leadership values, and an exploration of current fiscal issues through research and enquiry.

Many people still view research as the indulgence of a minority of wayward scientists and academics, locked away in the surreal world of their laboratories or libraries. Nothing could be further from the truth. Research is a pre-requisite of development and is a central activity at all progressive academic institutes. We are very fortunate to have the support and patronage of Member Inland Revenue, Mr. Irfan Nadeem, who has been an ardent advocate of enhancing the role of research at the Directorate.

It is at his behest that it has been decided to incorporate research into all future Specialized Training Programs. All probationary officers will be required to write a short research paper on an assigned topic. In order to mobilize the collective intelligence of the officers, Member Inland Revenue has also directed that Group Research be introduced as an integral part of the Specialized Training Program.

Mr. Irfan Nadeem has also expressed a desire to introduce public speaking classes for the probationary officers. We want our officers to be eloquent communicators, able to speak their mind and articulate their views in an impressive and befitting manner. Public speaking classes will be designed to cater to this requirement.

Then there is the very important concept of 'giving back to the community'. I believe that our roles extend much further than being tax administrators. As public servants, we also need to be aware of all that is happening around us so that we may alleviate the suffering of the less fortunate, in whatever way we can. Future Specialized Training Programs will also entail participation in a 'Community Welfare Project'. Our probationers will be given various welfare projects and will be evaluated on how effectively they fulfill their social responsibility.

All these activities would obviously require additional time. The Director- General has submitted a proposal for increasing the duration of S.T.P to about 9 months- 5 months of intensive classroom activity and 4-months allotted to field attachment, research work and community welfare.

In the backdrop of the policy and structural changes taking place at the Federal Board of Revenue, particularly the formation of Inland Revenue, our capacity building courses are also being modified to match these changes. Sales Tax Law is being introduced into various training modules along with other topics related to law, policy and administration, to foster enhanced efficiency and effectiveness amongst the officers and officials.

We are aware of the problems and challenges that lie ahead. Nevertheless, we are committed to ensuring that the Directorate General of Training & Research continues to maintain its position as a progressive academic institute, in the future.

Ambreen Iftikhar
Additional Director



Officers attending a training program



Participants of refresher course for staff

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REFRESHER COURSES

The Directorate General of Training & Research considers Training programs /Workshops for non-gazetted staff, an essential part of the reform process, therefore refresher courses for officials of BS 7 to BS 15 are made a regular feature to face the future challenges and enhance professional skills for tax collection. During the months of January and February 2009 refresher courses were conducted for the following categories

- Administrative officers
- Inspectors
- Superintendents
- Supervisors
- UDCs
- LDCs

Main topics for the courses were related to Income Tax Law, Office procedures and General financial Rules.

There is however a need to review and amend the contents of these training modules from time to time in order to adapt to the changes that occur in the work environment of the field formations. However DOT faculty is also working to identify the gap between existing and required skills through Training Needs Analysis. This will help to ensure optimum utilization of human resource. Field offices can provide valuable input /suggestions regarding the specific training requirements of the above officials under the new functional based system. Direct interface between DOT and various field offices will commence a new culture of direct communication and quick feedback which will facilitate the Directorate's role as a modern and progressive training institute.

Muhammad Majid Hayat
Deputy Director



Group Photo - Refresher Course for Staff

Ten Tips To Be More Successful

Smile
Be Polite
Look people in the eye when you talk to them
Keep your promises
Never judge other people harsher than you judge yourself
Volunteer
Privately question your own values
Avoid questioning other peoples values, especially in public
Listen more than you talk
Don't brag about your talents. Instead surprise people.

Strengthen Your Reading Habits

- Always have a book around
- Set a Reading goal -- Determine how much time you want to spend reading.
- Keep a log -- Keep a list of books you have read or keep track of how much time you read each day
- Keep a list -- Make a list of books you want to read in future
- Turn off the television -- Make your television watching more conscious and less habitual
- Listen when you can't read -- Use your commute and other time spent in the car to listen.
- Join a reading group or book club
- Visit the library or book store often
- Build your own strategy -- Some people read first thing in the morning, some before bed.
- Drop Everything and Read (DEAR) --Make it DEAR time

By Kevin Eikenberry

Visiting Faculty for Capacity Building Classes

We wish to thank the following officers of the Income Tax Department for taking time out of their busy work schedules to deliver lectures on various topics for Capacity Building Programs/Workshops.

- Mr. Abdul Rauf	Commissioner of Income Tax
- Mr. Shahid Hussain Asad	Commissioner of Income Tax
- Mr. Mustafa Ashraf	Commissioner of Income Tax
- Khawaja Adnan Zaheer	Additional Commissioner of Income Tax
- Syed Nadeem Hassan	Additional Commissioner of Income Tax
- Mr. Mustafa Sajjad Hassan	Additional Commissioner of Income Tax

SUGGESTED BOOKS FOR READING

BURNT SHADOWS By Kamila Shamsi
DESCENT INTO CHAOS By Ahmed Rashid
RECONSTRUCTION OF RELIGIOUS THOUGHTS By Allama Iqbal
DREAMS FROM MY FATHER By Barak Obama
GLOBALIZATION, DEMOCRACY AND TERRORISM By Eric Hobsbawm

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PASSING OUT CEREMONY OF OFFICERS OF 35th S.T.P.

The Passing Out Ceremony of 35th STP was held on March 20th, 2009. Member Inland Revenue, Mr. Irfan Nadeem was the Guest of Honour. Mrs. Azra Mujtaba, Chief (HRM) was also present as a representative of HRM Wing of Federal Board of Revenue.

It was indeed a jubilant occasion for the probationers. The duration of the 35th Specialized Training Program spanned a period of about five months. 44 probationary officers commenced training on 25th October, 2008 which concluded on 31st March, 2009. The Directorate had already conducted the Internal Examination and the results were announced during the ceremony, in order to recognize and reward the academic excellence of the high achievers.

Director-General, DOT, Mr. Naseer Ahmad in his opening address, welcomed the Member Inland Revenue and other guests. He congratulated the probationers on the completion of STP program. He stated that, in the brief period of five months, the faculty had tried to make the STP as comprehensive and academically stimulating as possible. He also said that the young officers were now ready to embark on a new journey along their career path __ the one year MBA Tax Management Program at IBA Karachi.

The Director-General, emphasizing the importance of Research, said that it was a core activity at all modern academic institutions around the world. He stated that DOT was committed to equipping probationers as well as field officers with necessary IT Skills to function effectively in the contemporary work place environment. The probationary officers had been given hands on training in M. S. Windows, Word, Excel as well as the FBR Portal. The Directorate has so far conducted I. T training programs to train more than 6000 officials of the department.

In the end, Mr. Naseer Ahmad advised the young officers to work hard and to believe in themselves. He said, "Success is not measured by belonging to any specific group that you are proud to call your own. Success, in my opinion, is measured by belonging to a group or organization that is proud to own You".

Speaking to the officers on the occasion, Mr. Irfan Nadeem, Member Inland Revenue, extended his felicitations to the probationers, on the successful completion of the STP. He told the young officers that they were entering the service at a very crucial juncture. The creation of Inland Revenue marks a metamorphosis within the department. He invited the officers to participate in trying to work out ways to develop viable policy, procedures and processes for the benefit of the government and taxpayers and ultimately the national economy.

He also advised the probationers to be committed to their jobs and to continue to develop their abilities and improve their skills. He was of the view that they should be the catalysts of change and align their behaviour to the principles of integrity and commitment.

The Chief Guest distributed certificates among the successful probationers and gave shields to position holders. The ceremony was followed by light refreshments.















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Group Photo 35th STP













Training and development programs should evolve naturally from the company's vision, mission, and principles. Programs should attempt to empower people to soar, to sail, to step forward bravely into the unknown, being guided more by imagination than memory, and ultimately to reach beyond their fears and past failures.

Stephen R. Covey
Principle Centered Leadership

We wish to thank the following visiting faculty members for their valuable contribution to the 35th Specialized Training Program:

- **Mr. Shahid Hussain Asad,**
  Commissioner of Income Tax
- **Ch. Safdar Hussain,**
  Additional Commissioner of Income Tax
- **Mirza Nadeem Munawar Baig,**
  Additional Commissioner of Income Tax
- **Syed Nadeem Hassan,**
  Additional Commissioner of Income Tax
- **Dr. Hamid Atiq,**
  Additional Commissioner of Income Tax

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MESSAGE FROM DIRECTOR-GENERAL, DOT

It is good to be back at the Directorate after so many years! We, as an organization, are at a very crucial stage of the reform process, which requires deliberate and systemic training and development strategy. We shall, Insha Allah, ensure that our officers are kept informed about current management and professional practices through various training programs, workshops and seminars.

I wish the probationary officers of the 35th STP success in their future careers. I hope they will demonstrate professional prudence in their jobs and will help to attain the organization's policy and administrative objectives through effective leadership skills.

I am also grateful to Chairman, FBR Mr. Waqar Ahmad and Member Inland Revenue, Mr. Irfan Nadeem for the guidance and support that they have always provided us to improve our academic programs.

DOT will strive to remain in the vanguard of the reforms process.

The importance of DOT



By: Sameera Yasin
Director

The importance of DOT, being a prime training institute for Direct Taxes cannot be undermined. Fortunately, in the true sense, this has evolved from a mere training institute into an institution. Institutional Development of DOT is one such example. The fact remains that it's the people who build institutions and institutions develop systems and produce leaders. It is a virtuous cycle only if committed and dedicated people run the systems, which go a long way for growth and prosperity. I am confident and ambitious about the future of this institution which shall work to achieve the vision of FBR with a mission of its workforce embedded with values of fair-play, integrity, dedication and professionalism. At DOT we believe in Team Work for **"Together Everyone Achieves More".**

Increasing Tax to GDP Ratio: a far cry

The following are excerpts from Zafar-ul-Hassan Almas's article titled "Increasing tax to GDP ratio: a far cry" that appeared in Business and Finance Review

There is no denial of the fact that the success of the on-going economic stabilization program crucially hinges upon success of the FBR in collecting more revenue. The task of the FBR is gigantic given the current macroeconomic environment of falling imports, negative growth in the large-scale manufacturing sector and falling commodity prices. The IMF and FBR have joined hands to look into the prospects of increasing tax-to-GDP ratio in a last ditch effort to make the IMF supported program a success.

It is Government's intention to undertake major tax reforms to improve the tax-to-GDP ratio, expand the tax payer base, increase tax compliance and make tax administration more efficient. Government is moving to a tax system that is based on moderate rates and wider base through rationalization of exemptions.

True is the fact that Pakistan's tax to GDP ratio remains abysmally low even in South Asia, and is at least 4 percentage points lower than other fellow countries in the region.

The tax reforms in the FBR are going on for the last seven years without significant impact on the tax-to-GDP ratio because the tax efforts remained modest owing to various structural problems. The administrative reform envisaged by the FBR, especially moving towards a functional organizational structure, has helped to enhance tax efficiency, as well as improving the tax climate and governance. However, expanding taxation gradually into the agricultural and service sectors would bring greater yields, as would efforts to reduce evasion.

One of the studies conducted by the FBR has reportedly pointed out "that 63 percent of the return files relating to the corporate sector have declared either nil income or business losses. Even more appalling is the fact that nearly 32 percent of those declaring business incomes did so upto Rs.200 thousand. These studies are mere reflections of numerous inadequacies that beset the taxation system and they range from under-reporting to evasion, to outright corruption, and to distortions within the system that incentivise tax evasion. These problems have a detrimental effect on the taxation system and warrant immediate remedial measures.

The government will therefore, have to make efforts to broaden the tax base i.e. to tax hitherto untaxed or under-taxed sectors. Broadening of tax base will enable the government to reduce marginal tax rates which will help further stimulate investment and production and will promote voluntary tax compliance.

It is a now or never game and the FBR should make sure that the current wave of reforms should be result-oriented and different from reforms in the past. Fair distribution of tax burden is always the key to economic development.