



**DIRECTORATE GENERAL**  
**PUNJAB ENFORCEMENT AND REGULATORY AUTHORITY**  
**LAHORE**



**Minutes of Meeting: Selection Panel for Independent Members of PERA**

**Date: 8<sup>th</sup> May 2025**

**Venue: PERA, HQ, 10-03 Arfa Software Technology Park Lahore**

**Time: 12:00pm (noon)**

**Attendees:**

- 1) Mr. Zahid Saeed, Former Chief Secretary – Punjab (Member Selection Panel)
- 2) Mr. Azam Suleman, Former Chief Secretary – Punjab (Member Selection Panel)
- 3) Mr. Farukh Atiq Khan, Director General PERA
- 4) Mr. Sayyed Abbas Shah, Director Administration PERA
- 5) Mr. Bilal Saleem, Director Finance PERA
- 6) Mr. Yasir Farid, Director Enforcement PERA
- 7) Mr. Imran, Director Personnel PERA
- 8) Mr. Abraham Shah, Deputy Director Admin & HR PERA

**Regrets:**

One member of Selection Panel Dr. Ali Cheema of the panel was unable to attend.

Sr. #	Agenda	Discussion	Decision
1.	Update on PERA institutional development and rollout & Selection process for Independent Members of PERA	A comprehensive update was provided to the panel on the ongoing rollout of the Punjab Enforcement and Regulatory Authority (PERA), particularly with reference to the operationalization in Lahore Division. The members appreciated the clarity of the institutional direction and provided constructive insights on governance frameworks and functional autonomy mechanisms	Inputs received from panel members will be incorporated into ongoing institutional design workstreams.
2.	Finalization of Process for Selecting Independent Members	The panel deliberated on the roadmap for the induction of independent members to the Authority and developed the ToRs for the independent members. ToRs include details of members, their functions and proposal for the honorarium.	Terms of Reference (TORs) for independent members be submitted to the Authority for approval (Copy Attached as <b>Flag/A</b> )





**DIRECTORATE GENERAL**  
**PUNJAB ENFORCEMENT AND REGULATORY AUTHORITY**  
**LAHORE**



Sr. #	Agenda	Discussion	Decision
		<p>The TORs clearly define eligibility, roles, deliverables, tenure, and performance expectations for each member category.</p> <p>Key functional areas identified for independent member positions include:</p> <p>Member Finance – Oversight of financial management and audit functions</p> <p>Member Enforcement – Strategic input on field operations and public safety protocols</p> <p>Member Human Resources &amp; Implementation – Institutional HR policy and talent management</p> <p>Member Information Technology – Guidance on digital infrastructure and service automation</p>	<p>Invitation of applications after approval of the ToRs and the Honorarium by the Authority</p> <p>Shortlisting, interviews and submission to the Government for the approval</p>

3. The meeting concluded with the remarks that draft TORs (**Flag-A**) be presented before the Authority in the next meeting of the Authority. Meeting adjourned with thanks to all participants.

Capt. Farukh Atiq Khan (Retd.)  
Director General PERA  
PERA Headquarters  
Date: 12th May 2025





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**Flag-A**

**Term of Reference**

**1. Preamble**

In line with the statutory framework (Section 4(l) of the PERA Act 2024) and operational vision of the Punjab Enforcement and Regulatory Authority (PERA), four independent members are to be appointed including a female member to bring strategic depth, cross-sectoral expertise, and integrity to the governance structure of the Authority. These Terms of Reference outline the roles, eligibility criteria, and performance expectations for the independent members to be selected in the following domains:

- i. Member Finance
- ii. Member Enforcement
- iii. Member Human Resource & Implementation
- iv. Member Information Technology

**2. General Principles for All Independent Members**

- 2.1. Tenure: 3 years (non-renewable or renewable once, subject to performance)
- 2.2. Status: Non-executive, advisory and oversight role with voting rights
- 2.3. Remuneration: As recommended by the Panel and approved by the Authority
- 2.4. Time Commitment: Approximately 3–5 days per month (including attendance at meetings, review of documentation, and strategic engagement)

**3. Member Finance**

The final approval of TORs of the member or any committee headed by such member will be given by the Authority.

**3.1 Role & Responsibilities:**

- i. Advise on financial planning, budgeting, and audit oversight
- ii. Ensure transparency in fund utilization and resource allocation







**DIRECTORATE GENERAL**  
**PUNJAB ENFORCEMENT AND REGULATORY AUTHORITY**  
**LAHORE**



- iii. Review financial policies and internal controls
- iv. Support compliance with relevant public financial management laws

**3.2 Eligibility Criteria:**

- i. Minimum 20 years of relevant experience in public or corporate finance, budgeting, audit, management or financial oversight
- ii. Experience with government financial systems (e.g., AGPR, FD, or multilateral-funded programs) will be preferred
- iii. Recognized qualification such as CA, ACCA, CMA, CFA or a Master's degree in Finance, Accounting, Economics or MBA

**3.3 Preferred Profile:**

- i. Senior financial practitioner with a track record in public or large-scale institutional financial governance

**4. Member Enforcement**

The final approval of ToRs of the member or any committee headed by such member will be given by the Authority.

**4.1 Role & Responsibilities:**

- i. Advise on field enforcement operations, regulatory compliance, and citizen safety mechanisms
- ii. Guide the design of SOPs and training for field staff
- iii. Ensure public-facing protocols are rights-aligned and enforcement is judicious
- iv. Support inter-agency coordination for regulatory enforcement

**4.2 Eligibility Criteria:**

- i. Retired officers from **PAS, PMS or PSP of BS 20/21** with a strong reputation for integrity and operational command
- ii. Minimum 20 years of public service, including relevant experience in law & order, district administration, or regulatory operations
- iii. Deep understanding of public safety issues, field protocols, and civil service procedures

**4.3 Preferred Profile:**

- i. Retired PSP officer of BS-20/21 with a strong reputation for integrity and operational command





**DIRECTORATE GENERAL**  
**PUNJAB ENFORCEMENT AND REGULATORY AUTHORITY**  
**LAHORE**



**5. Member Human Resource (HR) & Implementation**

The final approval of ToRs of the member or any committee headed by such member will be given by the Authority.

**5.1 Role & Responsibilities:**

- i. Lead the development of HR policies, recruitment frameworks, and performance management systems
- ii. Ensure merit-based hiring, institutional development, and organizational culture reforms
- iii. Provide input on staff grievances, ethics, and disciplinary codes
- iv. Align PERA's HR strategy with modern public sector practices
- v. guide and assist in implementation of HR policy

**5.2 Eligibility Criteria:**

- i. Retired PAS or PMS officer of BS 20/21 with substantial experience in HR, administration, or institutional reforms
- ii. At least 20 years of public sector experience with a focus on governance or civil service policy
- iii. Familiarity with rules of business, service laws, and organizational development

**5.3 Preferred Profile:**

- i. Retired PAS/ PMS officer of BS-20/21 officer with demonstrated HR or administration leadership roles

**6. Member Information Technology (IT)**

**6.1 Role & Responsibilities:**

- i. Provide strategic guidance on digital systems, MIS architecture, and tech-driven enforcement models
- ii. Review and recommend IT procurements and vendor selection
- iii. Drive digital transformation and support data analytics for enforcement
- iv. Promote e-governance, automation, and cybersecurity compliance

**6.2 Eligibility Criteria:**





**DIRECTORATE GENERAL**  
**PUNJAB ENFORCEMENT AND REGULATORY AUTHORITY**  
**LAHORE**



- i. At least 15 years of experience in IT, software engineering, systems design, or public sector digitization
- ii. Degree in Computer Science, Software Engineering, MIS, or related field (Master's preferred)
- iii. Proven record of implementing large-scale IT systems in government or private sector

**6.3 Preferred Profile:**

- i. Senior IT Expert with experience of working on IT policy level work and understand the execution and implementation of IT projects.

**7. Disqualification Clause.** As per section 6 of the Act.

**8. Selection Process**

- 8.1 Approval of ToRs by the Authority
- 8.2 Inviting Application in light of Sec 5 (3) of the PERA Act 2024
- 8.3 Candidates will be shortlisted based on CV and credentials.
- 8.4 Interview and assessment will be conducted by the Selection Panel.
- 8.5 Submission of the recommendation to the Government in light of sec 5(4) of the PERA Act 2024

**9. Proposed Honorarium.** Rs. 50,000/- is proposed for the independent member and committee members of the committees formulated under such independent members in light of Sec 9(1) of the PERA Act 2024 with the approval of the Authority

