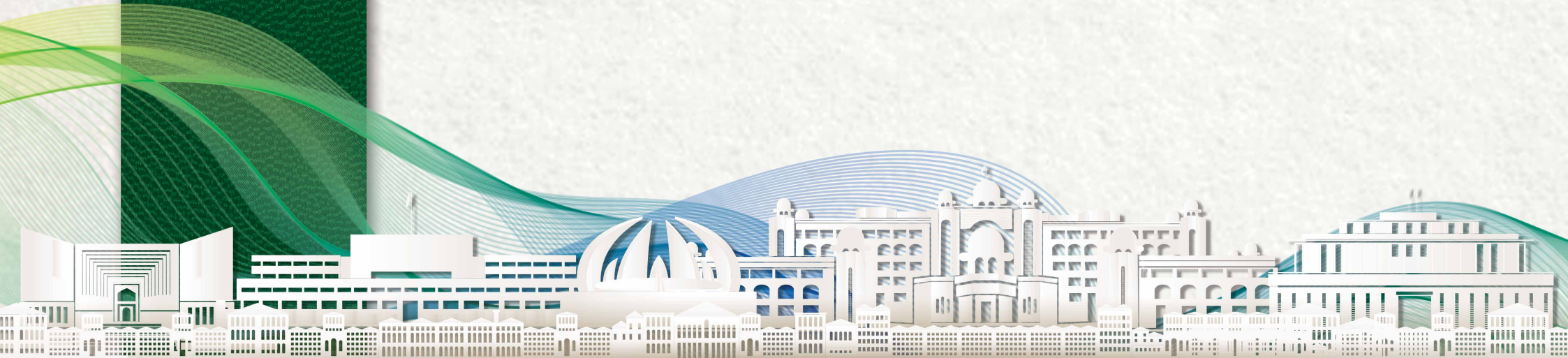




# DELIVERING RESULTS

Performance Agreements

2021-23





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# ACRONYMS

ADCR	Additional Deputy Commissioner, Revenue
AEDB	Alternative Energy Development Board
AJ&K	Azad Jammu and Kashmir
ANF	Anti-Narcotics Force
BE&OE	Bureau of Emigration and Overseas Employment
BPS	Basic Pay Scale Structure
CCI	Council of Common Interests
CCPA	Central Power Purchasing Agency
CCRI	Central Cotton Research Institute
CDA	Capital Development Authority
CPEC	China Pakistan Economic Corridor
CSB	Central Selection Board
CTBCM	Competitive Trading Bilateral Contracts Market
CTTI	Construction Technology Training Institute
DISCOs	Distribution Companies
DSB	Department Selection Board
ECO	Economic Cooperation Organization
EOBI	Employees' Old-Age Benefits Institution
EOM	Estate Office Management
FAB	Frequency Allocation Board
FDB	Fisheries Development Board
FDE	Federal Directorate of Education
FGEHA	Federal Government Employees Housing Authority
FGEI (C/G)	Federal Government Educational Institutions (Cantts/Garrisons)
FIA	Federal Investigation Agency
FMMA	Financial Management at Missions Abroad

FSC	Federal Seed Certification
FWMC	Federal Water Management Cell
GB	Gilgit-Baltistan
GDP	Gross Domestic Product
GI	Geographical Indication
HEC	Higher Education Commission
HR	Human Resource
ICAO	International Civil Aviation Organization
ICT	Information Communication and Technology
IDEAS	International Defence Exhibition and Seminar
IMPASS	Immigration and Passports
ITMS	Integrated Transit Trade Management System
KS&EW	Karachi Shipyard and Engineering Works Limited
KTMDC	Karachi Tools, Dye and Moulds Centre
LDA	Lahore Development Authority
LDDB	Livestock Dairy Development Board
MAW	Maritime Affairs Wing
ML&CD	Military Lands and Cantonments Department
NADRA	National Database and Registration Authority
NDRMF	National Disaster Risk Management Fund
NEPRA	National Electric Power Regulatory Authority
NFDC	National Fertilizer Development Company
NH&MP	National Highways & Motorway Police
NHA	National Highway Authority
NICL	National Insurance Company Limited
NIRC	National Industrial Relations Commission



NMRF	National Mechanism Reporting and Follow-up Framework
NRLP	National Remittance Loyalty Program
NTDC	National Transmission & Despatch Company
NTRC	National Transport Research Centre
NUST	National University of Science and Technology
NPHDA	Naya Pakistan Housing Development Authority
OGRA	Oil & Gas Regulatory Authority
OPF	Overseas Pakistanis Foundation
Pak PWD	Pakistan Public Works Department
PARC	Pakistan Agriculture Research Council
PASB	Pakistan Armed Services Board
PASSCO	Pakistan Agricultural Storage and Services Corporation Limited
PBRR	Plants Breeders Rights Registry
PBS	Pakistan Bureau of Statistics
PCSIR	Pakistan Council of Scientific and Industrial Research
PDFL	Pakistan Development Fund Limited
PEPCO	Pakistan Electric Power Company
PER	Performance Evaluation Report
PHA-F	Pakistan Housing Authority Foundation
PHA-KP	Provincial Housing Authority - Khyber Paktunkhwa
PIACL	Pakistan International Airlines Corporation Limited
PIDE	Pakistan Institute of Development Economics
PMAD	Pakistan Military Accounts Department
PNCA	Pakistan National Council of Arts
PODB	Pakistan Oilseed Development Board
PPOD	Pakistan Post Office Department
PPP	Public Private Partnership
PPRA	Pakistan Procurement Regulatory Authority
PRMI	Pakistan Regulatory Modernization Initiative

PSB	Pakistan Sports Board
PSDP	Public Spending Development Program
PSLM	Pakistan Social and Living Standard Measurement
PSM	Pakistan Steel Mill
PSX	Pakistan Stock Exchange
PTA	Pakistan Telecommunication Authority
PTDC	Pakistan Tourism Development Cooperation
PVMC	Pakistan Veterinary Medical Council
PWD	Public Works Department
QDA	Quetta Development Authority
QoS	Quality of Service
SBP	State Bank of Pakistan
SEZ	Special Economic Zone
SLA	Service Level Agreements
SLIC	State Life Insurance Company
SME	Small and Medium Enterprise
SMEDA	Small and Medium Enterprise Development Authority
SNGPL	Sui Northern Gas Pipelines Limited
SOE	State Owned Enterprises
SoP	Survey of Pakistan
SSGC	Sui Southern Gas Company
TVET	Technical and Vocational Education and Training
UNCRC	United Nations Convention on Rights of the Child
UNDR	Universal Declaration of Human Rights
USC	Utility Stores Corporation
WeBOC	Web Based One Customs
WTO	World Trade Organization
WWF	Workers Welfare Fund





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PERFORMANCE  
IS THE KEY TO  
SUCCESS FOR ANY  
GOVERNMENT.  
WE ARE ENSURING  
THAT ALL THE  
PROMISES ARE MET  
AND ALL SERVICES  
TO CITIZENS  
DELIVERED

”

PRIME MINISTER OF PAKISTAN  
— IMRAN KHAN —





*Message by*

## M. SHEHZAD ARBAB

*Special Assistant to Prime Minister on Establishment*

Having worked with the Pakistan's government for almost 40 years, I can safely conclude that governance has not moved with the times. Our governments continue to operate with archaic systems, with minimal debate on public policy objectives, and lacks effective coordination between departments - all of which results in slow delivery on government commitments. Rather than being proactive, over time, our public sector governance is now reactive, and the common Pakistani has suffered.

When I observe governance models around the world, and also that of our private sector, I realize the need to change our government management practices is now more important than ever before. For me, the critical missing piece beside other factors, has been the lack of annual work agendas, which is why, under the direction of the Prime Minister, I have spearheaded the implementation of Performance Agreements for the Federal Government.

The Performance Agreements system has substantially evolved in the last two years. All federal ministries prepare comprehensive annual work plans which comprise of a set of initiatives and quarterly targets that the ministry aims to achieve. I, along with a high-powered

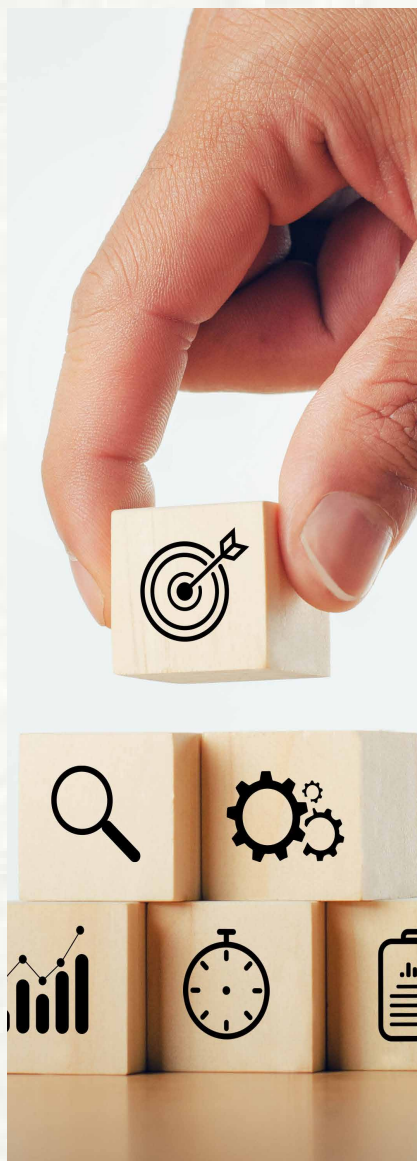
Peer Review Committee then hold sessions with each ministry to constructively analyze the work plans. Once finalized, these are signed off by the Prime Minister, after which, we conduct extensive quarterly reviews to assess performance against committed targets. This exercise not only allows the government to implement its agenda more effectively, but also helps Ministers and Secretaries to track progress within their divisions and objectively assess performance of their officers.

After having completed one successful round, I believe that this tool accelerates implementation by enabling the ministries to embed reform agendas in their annual plans, helps resolve cross-ministerial issues and supports them to regularly reflect on the pace of reform.

This methodical exercise is a joint effort by the Ministries, the Peer Review Committee and my Reform Team, who all have contributed thousands of hours of quality work to prepare the Performance Agreements.

Today, I am proud to share the federal government's agenda for the next two years. I assure you that under the leadership of the Prime Minister, I will be reviewing these commitments every quarter to ensure delivery of results by FY2021-22 and FY2022-23.





## *Performance Management:*

# UNLOCKING GOVERNANCE CHALLENGES

There are multiple ways to transform governance within the public sector and the right set of tools can be put to use for a desired outcome. A governance redesign fundamentally has to understand and respect the complexity and interconnectivity of an existing setup, and have the flexibility to evolve with the needs of individuals and the system, overtime.

The current government prioritizes governance reforms as the key for success in delivering results. This has been embedded within its Manifesto as one of the 6 pillars: transforming governance towards better accountability, empowerment and service delivery.

After forming government in 2018, one of the most significant gaps to ensure better delivery in Pakistan was the lack of setting a baseline for performance at the institutional level. There was no benchmark for

performance or evaluation, and by default, there was no will or interest to deliver efficiently either.

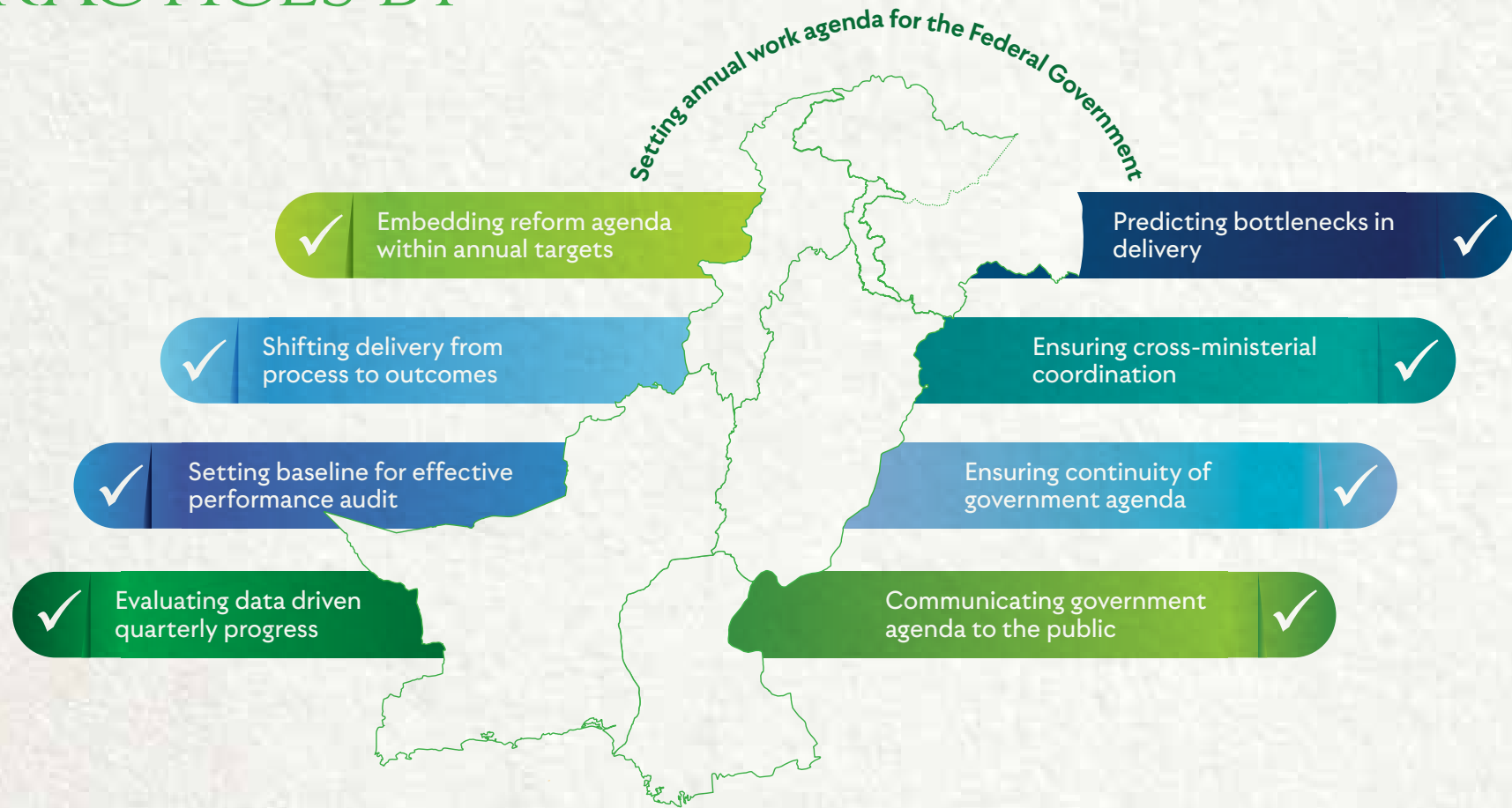
Using institutional performance as an entry point, the Federal Government embarked upon a journey to unlock governance challenges. Under the Prime Minister's comprehensive Civil Service Reforms Agenda, it initiated a new performance management system that brought the entire federal government together through one implementation tool: Performance Agreements.

Through the Performance Agreements, the government now has in place, a robust mechanism for operational planning and executing actions effectively, for a range of sectors and outcomes. This system is simple, flexible, and agile enough to allow all ministries to plan, set targets, review, and improve along the way.





# PERFORMANCE AGREEMENTS TRANSFORMING GOVERNANCE PRACTICES BY





## *Performance Agreements:*

# THE IMPLEMENTATION PROCESS

The process of Performance Agreements is simple. A Minister, together with the Secretary for each ministry identifies a set of initiatives, along with clear targets to achieve over a specified period of time. The initiatives are finalized, and signed off by the Prime Minister and the Minister. This sets the agenda for the particular ministry to deliver and provides the Prime Minister a tool to gauge institutional performance over time.

Other countries have also followed a similar model to varying degrees. Other than OECD countries, in Asia, a similar system has been used in Bangladesh, China, South Korea and Sri Lanka.

When the Federal Cabinet approved the proposed performance management system in September 2019, the Establishment Division decided to run a pilot to stress test the content as well as the process. Eleven ministries were selected based on a mix of mandates including policy making, revenue generation and service delivery.

The ministries selected for the pilot were Climate Change, Commerce, Communication, Education, Energy, Health,

Housing and Works, Industries, Information Technology, National Food Security, and Water Resources.

Over a three month period, Secretaries and other officials of these ministries sat together to design a template, in line with their needs and nature of work. Collective wisdom led to the production of a simple template with very clear guidelines on identifying a set of priority initiatives along with quarterly targets, and most importantly, providing names of the ministries/divisions that the initiative is dependent upon.

In terms of content, while ministries were free to pick initiatives from any of their reform efforts, Public Sector Development Program (PSDP) projects, or other development programs, all had to prepare initiatives for simplification of procedures, automation and internal auditing.

Simultaneously, a Peer Review Committee (PRC) was formed. Chaired by the Deputy Chairman of the Planning Commission, the PRC was represented by senior officials from four cross cutting ministries - Cabinet, Establishment,





Finance and Planning. Once the agreement was drafted by the pilot ministry, it was presented to the PRC, where the initiatives and targets were rationalized and improved.

By December 2019, Performance Agreements for all pilot ministries had been prepared for a six-month period, ending June 2020 and the process of quarterly reviews then began.

There were several lessons learnt from the pilot exercise, which were then presented to the Federal Cabinet in July 2020. From a governance perspective, some of the key takeaways included:

- No ministry can deliver alone: the government requires a backend system to cross-connect dependences between ministries
- The culture of preparing future agendas does not exist in ministries: this exercise is the first step in helping develop annual action plans
- Proactive preparation is helping ministries move away from “process” to “output” based targets, with actual service delivery as the outcome
- Prime Minister’s time can be focused on key results and crucial policy matters, not regular ministerial challenges

The Cabinet endorsed the fact that the system is not only effective for tracking progress but is also a facilitation mechanism to resolve inter-ministerial matters.

Performance Agreements were considered a critical governance tool for implementing the government’s reform agenda. Therefore, it was approved and expanded to all ministries and divisions for Financial Year 2020-2021.

Building on the process established during the pilot, the PRC undertook a herculean task of working together with all ministries and divisions of the Federal Government to prepare their Performance Agreements, which were signed off by Prime Minister Imran Khan with each Minister.

The National Information Technology Board (NITB) supported the development of an online portal which now allows for real time status updates by the ministries and divisions. The portal also allows ministries to add dependencies on other ministries for documentation and easy to access for action.

The PRC conducts regular quarterly reviews throughout the year which cajoles ministries and divisions to adhere to their delivery timelines. It also provides the much required inter-ministerial resolution platform to address bottlenecks and bring efficiency into the system.

For the financial year 2020 – 2021, a total of 40 ministries and divisions prepared their agreements. Over 1300 reform, policy, development, and administrative initiatives were chosen for delivery through 6000 targets identified on quarterly basis. For these targets, over 1700 inter-ministerial dependencies were tracked.





# PERFORMANCE AGREEMENTS: 2021 – 2023

Pakistan is now set to use institutional performance as an entry point to transforming governance. As a backend tool, the Performance Agreement has set delivery in motion.

To further improve the process and benefit from increased capacity, a two-year agreement has been prepared for this cycle, ending June 2023. With the quality of initiatives improved, a total of 1,090 initiatives have been finalized.

Quarterly reviews will allow the Federal Government, with complete ownership of the ministries, to internally keep track of its output over the two years.

Regularly, the respective ministries and divisions hold press conferences, undertake groundbreaking events, and launch various programs and initiatives. Nevertheless, in the spirit of transparency and for ease of reference, this document provides a snapshot of the initiatives of the entire Federal Government, as identified through the Performance Agreement system.

For each ministry, in this document, the initiatives are divided into three categories:



1. Completion by Financial Year 2021-2022
2. Completion by Financial Year 2022-2023
3. 'Running' initiatives, supplementing the overall delivery of ministries across the two years, and beyond



# SUMMARY SHEET

		FY 21- 22 Completion	FY 22- 23 Completion	Running
1	Aviation Division	19	12	2
2	Board of Investment	6	12	4
3	Cabinet Division	19	14	8
4	Climate Change Division	3	14	6
5	Commerce Division	9	6	4
6	Communications and Postal services Division	8	23	5
7	Defence Division	7	25	6
8	Defence Production Division	5	12	1
9	Economic Affairs Division	11	4	7
10	Establishment Division	11	9	6
11	Federal Education and Professional Training Division	6	22	1
12	Finance Division	8	2	1
13	Foreign Affairs Division	8		12
14	Housing and Works Division	7	22	2
15	Human Rights Division	19	11	5
16	Industries and Production Division	13	12	3
17	Information and Broadcasting Division	19	5	7
18	Information Technology and Telecommunication Division	8	20	3
19	Inter Provincial Coordination Division	13	12	5
20	Interior Division	22	23	1
21	Kashmir Affairs and Gilgit-Baltistan Division	1	7	4
22	Law and Justice Division	4	19	2

		FY 21- 22 Completion	FY 22- 23 Completion	Running
23	Maritime Affairs Division	23	5	1
24	Narcotics Control Division	7	8	1
25	National Food Security and Research Division	4	4	6
26	National Health Services, Regulations and Coordination Division	7	26	4
27	National Heritage and Culture Division	11	11	2
28	National Security Division	23	10	2
29	Overseas Pakistanis and Human Resource Development Division	1	0	7
30	Parliamentary Affairs Division	22	15	2
31	Petroleum Division	5	2	5
32	Planning, Development and Reform Division	22	10	4
33	Poverty Alleviation & Social Safety Division	10	12	14
34	Power Division	1	15	7
35	Privatization Division	18	17	3
36	Railways Division	11	5	1
37	Religious Affairs and Inter-faith Harmony Division	6	19	3
38	Revenue Division	6	8	9
39	Science and Technology Division	12	20	5
40	States and Frontier Regions Division	7	14	3
41	Water Resources Division	4	1	2
		426	488	176
		GRAND TOTAL		1090



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# AVIATION DIVISION

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**Complete by FY 2021-22**

1. Separate regulatory and service provider functions of Civil Aviation Authority (CAA)
2. Revise National Aviation Policy- 2019
3. Outsource pilots examination system to the internationally accepted regulatory body and conduct exam of 500 pilots
4. Contribution of aviation in promotion of global, regional and domestic connectivity through at least 2 licenses
5. Commence international flight operations and expansion of existing passenger terminal building at Skardu airport
6. Relocate Walton Airport Lahore and utilize the land of the existing Walton Airport for commercial activities
7. Formulate and implement turn-around plan for PIACL
8. Establish Civil Unmanned Aircraft System Authority (CUASA)
9. Independence of Aircraft Accident Investigation Board (AAIB) from Pakistan Civil Aviation Authority as per ICAO requirements
10. Award contract to Modernize air traffic management system for meeting the international requirement of ICAO for reduction in enroute separation
11. Assessment of Pakistan Meteorological Department (PMD) by a third party
12. Reconstruction of the runway at Lahore airport (AllAP)
13. Reconstruction of the runway at Faisalabad airport
14. Reconstruction of the runway at Quetta Airport
15. Linkage between the Marmara Research Center, Turkey and Pakistan Meteorological Department and training of 24 staff members in Turkey
16. Install Weather Surveillance Radar at Karachi
17. Amendment in Rules of Business, 1973
18. Create of Internal Audit Section
19. Interactive website with all requirements concerning functions, procedures, SOPs NOCs and along with an online complaint/feedback system

**Complete by FY 2022-23**

1. Operationalize New Gwardar International Airport
2. Delegate the role of operator and developer of airports to the private sector and outsource at least one airport
3. Prepare a business plan and utilize Benazir Bhutto International Airport
4. Award Pakistan Hydero - Met and Climate Services Project to revamp the meteorological services
5. Expansion of Lahore Airport - 72 % physical progress achieved
6. Upgrade runway at Jinnah International Airport - 65 % physical progress achieved
7. Glacier Lake Outburst Flooding : Install instruments in 24 valleys
8. Establishment of Weather Observatory at Naran for tourists
9. Install Weather Surveillance Radar at Multan - 70 % physical progress achieved
10. Install Weather Surveillance Radar at Sukkur - 60 % physical progress achieved
11. Construction of Rain Water Harvesting Kasana Dam
12. Replace existing seaband analog radar with dual polarization seaband radar at Dera Ismail Khan KP

**RUNNING INITIATIVES**

1. Strengthen financial management through internal audits of all attached and autonomous departments
2. Screen officers for early retirement as per the Directory Retirement Rules

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# BOARD OF INVESTMENT

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2021

**Complete by FY 2021-22**

1. Revise the Investment Policy, 2013 to make it more investment friendly
2. Draft the Legal Framework related to Asan Karobar Act (Regulatory Modernization)
3. Finalize the Ease of Doing Business Strategy for three years
4. Draft the Foreign Private Investment Act
5. Finalize the B2B Portal for online interaction between local & foreign companies to explore the possibility of Joint Ventures
6. Operationalize the Special Economic Zone (SEZ) MIS Module and integrate with Pakistan Single Window for custom duty exemption clearance

2022

**Complete by FY 2022-23**

1. Establish Model SEZ in Islamabad (1000 acres) to attract investments and promote industrialization
2. Establish and develop CPEC SEZ on Pakistan Steel Mills land, Karachi
3. Finalize Framework Agreement on Industrial Cooperation under CPEC
4. Finalize and implement the Ease of Doing Business Action Plan (to aim for ranking of 75 by FY22-23)
5. Implement the Bilateral Investment Treaties Strategy
6. Develop Project Portal (online database of projects from public and private sector, profiles of investors and Local Service Providers to highlight the investment potential and opportunities)
7. Automate receipt and issuance of Work Visa Recommendation Letter
8. Establish One Stop Services for SEZs to facilitate provision of services to the businesses operating in SEZs on a single platform
9. Amend the SEZ Act 2012 to make it more investor friendly
10. Establish the Pakistan Business Portal under Pakistan Regulatory Modernization Initiative
11. Establish e-Registry for federal government under the Pakistan Regulatory Modernization Initiative
12. Initiate construction of the CPEC Business and Investment Climate Tower in Islamabad

**RUNNING INITIATIVES**

1. Implement reform proposals for Small and Medium Enterprises under the Pakistan Regulatory Modernization Initiative
2. Conduct Road-Shows, Investment Conferences, Seminars and Bilateral Economic Consultations
3. Capacity Building training workshops for focal persons of federal, provincial and local government regulatory departments
4. Screen officers with over 20 years of service as per Directory Retirement Rules



Transform Governance

Inclusive Economic Growth

# CABINET DIVISION

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**Complete by FY 2021-22**

1. Audit to assess the quantity of gas loss by of Companies (OGRA)
2. Notification of LNG Terminal Access Rules and LNG Terminal Access Code to facilitate import and sale of LNG/RLNG in Pakistan by private sector by using LNG infrastructure including onshore/ off shore terminals and storage facilities (OGRA)
3. Amendment in Pakistan Oil (Refining, Blending, Transportation, Storage & Marketing) Rules, 2016 to create an enabling environment and attract private investment in Oil Sector (OGRA)
4. Standardize bidding documents for procurement of all goods and services (PPRA)
5. Specialized bidding documents for procurement related to Pharmaceuticals and Technology and Information Communication and Technology (ICT) (PPRA)
6. Singular Pakistan Emergency Helpline (911) to cater to all emergency call across the country (PTA)
7. Automate all licensing processes to reduce overall approval time (PTA)
8. Regulatory Framework for usage of Short-Range Devices (SRD) (PTA)
9. Issuance of first ever Tariff Regulations to cover entire telecom market (PTA)
10. Review Mobile Termination Rate (PTA)
11. Enforcement and Compliance of National Telecom Cyber Security Regulations (PTA)
12. Restructure Pakistan Tourism Development Corporation (PTDC)
13. Develop National Tourism Index (PTDC)
14. National Tourism e-portal and mobile App to facilitate domestic and international tourists (PTDC)
15. Online portal for consumer complaints for DISCOs (NEPRA)
16. Multiyear tariff of at least three DISCOs (NEPRA)
17. Automate all site clearance and frequency allocation procedures to reduce overall approval time (Frequency Allocation Board)
18. Establish Monitoring Stations at Faisalabad and Islamabad for better frequency (interference) complaint resolution (Frequency Allocation Board)
19. E-office installation in Cabinet Division, FAB, PPRA, and PTDC

**Complete by FY 2022-23**

1. Roll-out of e-Procurement system across the entire Federal Government to increase efficiency, transparency and value for money (PPRA)
2. Up to 8 regulations to improve governance, management, transparency, accountability and quality of public procurement (PPRA)
3. Launch 5G Network (PTA)
4. Establish National Security Operations Centre for Telecom to ensure security of critical infrastructure for industry (PTA)
5. Enhance Broadband Penetration in Pakistan to 55% (PTA)
6. Rollout National Minimum Standards to certify tourism sector service providers to strengthen reliability of Pakistan as a tourist destination (PTDC)
7. Regulations for establishing power market (Competitive Trading Bilateral Contract Market) (NEPRA)
8. Net-Metering approval portal (NEPRA)
9. Guidelines for registration of renewable energy distributed generation plants (NEPRA)
10. Cyber Security Regulation for Power Sector (NEPRA)
11. Automate all licensing processes to reduce overall approval time (NEPRA)
12. Digitize Daily Key Performance Indicators (KPI) Data from Generation Licensees (NEPRA)
13. Establish Monitoring Station at Gwadar for better frequency (interference) complaint resolution (Frequency Allocation Board)
14. Handover of housing units to eligible allottees of housing scheme on Sangjani land, ongoing projects with the CDA, LDA, PHA, WWF, QDA, and peri-urban projects (NPHDA)

**RUNNING INITIATIVES**

1. Capacity building of 700 officials of various Ministries/ Authorities/ Divisions on general and specialized Standard Bidding Documents and Procurement Regulatory Framework (PPRA)
2. Extensive Quality of Service (QoS) Surveys throughout Pakistan, Azad Jammu & Kashmir (AJK) & Gilgit Baltistan (GB) of mobile operators (PTA)
3. Local events to promote tourism (PTDC)
4. Social Media Marketing initiatives to promote tourism (PTDC)
5. Dissemination of "Brand Pakistan" publicity material for tourism promotion (PTDC)
6. Indicative Generation Capacity Expansion Plan (NEPRA)
7. Strengthen financial management through internal audits of all attached and autonomous departments
8. Screen officers with over 20 years of service as per the Directory Retirement Rules

Revolutionize Social Services

Inclusive Economic Growth

Transform Governance

# CLIMATE CHANGE DIVISION

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2021

**Complete by FY 2021-22**

1. Approve and implement National Wildlife Policy
2. Amend Islamabad Wildlife Management Board Ordinance (Rules & Act)
3. Enhance adoption of Zigzag technology by brick kilns for pollution control and training of Environmental Protection Agencies

2022

2023

**Complete by FY 2022-23**

1. 10 Billion Tree Tsunami Program: Enhance forest cover by planting 2.2 billion trees (including regeneration) and generate employment for 200,000 daily wagers by 2023
2. Approve and initiate Eco-system Restoration Initiative (Green Stimulus) through NDRMF
3. Launch Nature Performance Bond
4. Develop 20 National Parks, Wetlands, Marine protected area and 1 Safari Park
5. Formulate Green Building Code
6. Implement Clean Green Pakistan Index and expand to additional cities
7. Implement Pollution Load Assessment program (Recruitment of human resource, conduct assessments of water, air & vehicle emissions of select sites and publish yearly White Book)
8. Implement Scaling-up of Glacial Lake Outburst Floods Risk Reduction project
9. Implement Transforming the Indus Basin with Climate Resilient Agriculture and Water Management project
10. Implement Sustainable Forest Management project
11. Recharge Pakistan: Develop project, secure co-financing and initiate implementation
12. Initiate establishment of Botanical Garden in Islamabad
13. Strengthen management of Margallah Hills National Park and Wildlife in Islamabad and initiate establishment of Margalla Wildlife Center
14. Billion Tree Honey: Train new beekeepers, recognize prior learning through NAVTTC, enhance bee flora through nurseries and monitor business plan & loans

**RUNNING INITIATIVES**

1. Implement National Climate Change Policy
2. Approve revised Nationally Determined Contributions and monitor implementation
3. Action against Plastic Waste (ICT enforcement drives)
4. Monitor implementation of Electric Vehicle Policy
5. Pakistan Green Diplomacy Initiative (Signing of MoUs with countries for support of Ecosystem Restoration Initiative and implementation of activities)
6. Screen officers with over 20 years of service as per the Directory Retirement Rules

# COMMERCE DIVISION

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2021

### Complete by FY 2021-22

1. Achieve an export target of US\$ 31.21 billion
2. Diversify export products through export enhancement plan - non-agro products (salt, glass, fans, motorbikes, three Wheelers, home appliances, gems and jewellery, tyres) and agro products (Mango, Kinnow and dates)
3. Support value added products through implementation of revised DTL scheme
4. Approve National Domestic Commerce Policy
5. Establish Joint Border Market at Mand, District Kech
6. Registration of upto 135 products as Geographical Indication (GI) marks of Pakistan
7. Integrate State Life Insurance Company (SLIC) with National Remittance Loyalty Program (NRLP)
8. Implement Customer Base Relationship Management System for State Life's stakeholders
9. Restructure Ministry of Commerce

2022

### Complete by FY 2022-23

1. Enhance regional connectivity and trade with ECO countries by signing Preferential Trade Agreement with Uzbekistan, Afghanistan
2. Policy support to e-commerce (domestic and international) to grow by at least 20-25%
3. Increase exports to Africa by 20%
4. Rationalize Tariff on raw material, intermediate and capital goods
5. Establish Pak- UK Trade Dialogue
6. Increase in Gross written Premium of National Insurance Company Limited (NICL) by 25%

### RUNNING INITIATIVES

1. Implement Strategic Trade Policy Framework 2020 - 25
2. Implement Textiles and Apparel Policy (2021 - 2026)
3. Reformulate Import Policy Order and Export Policy Order for trade facilitation
4. Screen officers with over 20 years of service as per the Directory Retirement Rules



Transform Governance

Inclusive Economic Growth

# COMMUNICATIONS & POSTAL SERVICES DIVISION

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**Complete by FY 2021-22**

1. Construct Black Top Road Yakmach-Kharan Via Dostain Wadh Khurmagai (200 Km) (NHA)
2. Dualize Indus Highway (N-55) Sarai Gambila to Kohat (128 Km) (NHA)
3. Construct two-lane highway from Basima Khuzdar (103 Km) (NHA)
4. Dualize & improve Pindigheb-Kohat Road (72.5 Km) (NHA)
5. Construct SSP Office, Lines HQ and Beat for NH&MP at Gwadar (NH&MP)
6. Implement NTRC Permanent Traffic Count Program (NTRC)
7. Study Freight Transport (Trucking) in Pakistan (NTRC)
8. Study NTRC Accident Data and Accident Cost (NTRC)

**Complete by FY 2022-23**

1. CAREC Corridor Development Investment Programme Tranche-I Shikarpur-Ratodero (44 Km) (NHA)
2. Construct two-lane approach Road of Layyah with Taunsa and river training works (24.3 Km) (NHA)
3. Construct NHMP Building for SSP/LHQs Sector-I, M-5 Zone at Sher Shah Interchange, (South loop) (NH&MP)
4. Construct NHMP Building for SSP/LHQs Sector-II, M-5 Zone at Rahim Yar Khan Interchange (South loop) (NH&MP)
5. Dualize & improve of old Bannu Road (89 Km) (NHA)
6. Construct Dera Murad Jamali Bypass (13.6 Km) (NHA)
7. Nokundi-Mashkhel Road CPEC (102 Km) - 95% complete (NHA)
8. Quetta Western Bypass (23 Km) - 95% complete (NHA)
9. Widen & improve Lodhran-Multan section of N-5 (62 Km) - 80% complete (NHA)
10. Widen & improve Chitral-Booni-Mastuj-Shandur (CPEC) (147 Km) - 75% complete (NHA)
11. Dualize & rehabilitate Karachi-Chaman N-25 (790 Km) - Initiate construction under Public-Private partnership (NHA)
12. Hyderabad-Sukkur Motorway M-6 (306 Km) - Initiate construction under Public-Private partnership (NHA)
13. Dualize & rehabilitate Mianwali-Muzzafargarh N-135 (286 Km) - Initiate construction under Public-Private partnership (NHA)
14. Kharian-Rawalpindi Motorway (117 Km) - Initiate construction under Public-Private partnership (NHA)
15. Sialkot-Kharian Motorway (69 Km) - Initiate construction under Public-Private partnership (NHA)
16. Revamp and extend Digital Financial Services of PPOD - Complete integration and train staff (PPOD)
17. Approve and implement New Road Safety law
18. Approve and implement National Freight & Logistics policy
19. Develop Central Data Repository of driving licenses and deploy / integrate with e-ticketing application for point-based system (NH&MP)
20. Approve NHA business plan and execute activities (NHA)
21. Install tracker system in NHMP fleet (NH&MP)
22. Deploy body-worn cameras system for NHMP officers (NH&MP)
23. Construct dormitory for 200 Students in CTTI - 65% complete (CTTI)

**RUNNING INITIATIVES**

1. Post induction training of Ex-Cadre officers
2. Youth Internship Training Program (Paid & un-paid) (NHA)
3. Reduction in fatal accidents and injuries (2% decrease every quarter till June 2023) (NH&MP)
4. Increase in enforcement through Tickets (5% increase every quarter till June 2023) (NH&MP)
5. Screen officers with over 20 years of service as per the Directory Retirement Rules

**Ensure Pakistan's National Security**

**Strengthen the Federation**

**Revolutionize Social Services**

# DEFENCE DIVISION

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## Complete by FY 2021-22

1. Amend Pakistan Maritime Security Agency Act-1994 (MAW)
2. Survey & Mapping of coastal belt on scale 1:25000 and 1:50000 (SoP)
3. Finalize and publish Surveying & Mapping (amended) Rules (SoP)
4. Automate Field Pay Offices to streamline Defence Services Provident Fund management for Army JCOs/ Soldiers (PMAD)
5. Implement Electronic Last Pay Certificate (PMAD)
6. Procure and install 3 latest printing machines for modernization of Survey of Pakistan (SoP)
7. Develop HRMIS/ School Information System (FGEI (C/G))

## Complete by FY 2022-23

1. Digital / GIS Mapping of Cantonments i.e. Cantonment Boundary, Defence Lands, Property Units, Public Infrastructure etc. (Phase 1: Pilot in 5 cantonments) (ML&CD)
2. Study impact of digitization of taxable properties record to enhance Cantonment Boards revenue (ML&CD)
3. Develop fair and uniform house tax parameters and, complete implementation on all residential and commercial properties in Cantonment Boards (ML&CD)
4. e-Approval of building plans in Cantonment Boards (ML&CD)
5. Conduct cantonment citizens satisfaction survey and implement actionable findings to improve civic services e.g. water quality, implementation of food laws (ML&CD)
6. Study outsourcing of services (e.g. waste management) (ML&CD)
7. Construct 500 bedded Cantt General Teaching Hospital, Lahore Cantt - Complete civil works and initiate procurement (ML&CD)
8. Upgrade Cantonment General Hospital Peshawar from 200 to 500 bedded hospital (ML&CD)
9. Enhance green cover by planting 1,000,000 trees in all Cantonment Boards (ML&CD)
10. Construct CB Medical College in Lahore - Complete civil works only (ML&CD)
11. Construct Cantonment Board Institute Of Medical Sciences building - Chaklala Cantonment Board - Complete civil works only (ML&CD)
12. Study programs to develop cadre (e.g. estate management / land management / asset management) through professional institutions (ML&CD)
13. Remodel and open Ammar Chowk (twin tube underpasses) in Chaklala Cantonment (ML&CD)
14. Establish National Aerospace Science & Technology Park in Project Aviation City Pakistan - Complete civil works only (Pakistan Air Force)
15. Establishment of FGEI University with Federal Charter by upgrading 2x FG Colleges as university campuses and remaining 24x Colleges as constituent Institutions (FGEI (C/G))
16. Implement Early Childhood Education as per National Education Policy 2009 and Single National Curriculum (including training of teachers) (FGEI (C/G))
17. Train faculty and staff for 21st Century Skills & on Single National Curriculum (FGEI (C/G))
18. Establish and operationalize FG Degree College for Boys at Kohat Cantonment (FGEI (C/G))
19. Approve bill for Creation of Joint Maritime Information Organization (MAW)
20. Approve Pakistan Maritime Zones Bill (MAW)
21. Update geo-spatial database of 154 districts for National Security and Infrastructure (Preparation Gazetteers of Geographical names) (SoP)
22. Update geo-spatial database for National Security and Infrastructure (Ground Verification of Sheets on 1:50K updated through IKONOS Mono Imagery (240 Sheets)) (SoP)
23. Digitalization of 33,572 Army Officer Pension record (PASB)
24. Capacity building of 2,299 PMAD employees (PASB)
25. Renovate 10 District Armed Services Board (Attock, Jhelum, Peshawar, Tank, Sukkur, Mirpurkhas, Bannu, Sahiwal, Gujranwala, Muzaffargarh) (PASB)

## RUNNING INITIATIVES

- |  |  |  |
|--|--|--|
| 1. Internal Inspection / Audit of 13,936 units through Controller Local Audit (Defence Services & Defence Production) (PMAD) | 3. Audit 1,896 PAF Units / Formation (PMAD)            | audits of all attached and autonomous departments                                      |
| 2. Audit 324 NAVY Units / Formation (PMAD)   | 4. Audit 776 DP Establishment Units / Formation (PMAD) | 6. Screen officers with over 20 years of service as per the Directory Retirement Rules |
|  | 5. Strengthen financial management through internal    |  |



# DEFENCE PRODUCTION DIVISION

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2021

### Complete by FY 2021-22

1. Frame Financial and Accounting Rules of Heavy Industries Taxila
2. Establish Commercial Window of Heavy Industries Taxila
3. Nominate and approve Board of Directors of Wah Industries Ltd
4. Revise Factory Accounting Rules and new format of accounts
5. Finalize and implement Cyber Security guidelines for all departments

2022

### Complete by FY 2022-23

1. Execute a Joint Venture contract for establishing the Commercial Maintenance and Repair Overhaul (MRO) facility for Civil Aircraft at the New Islamabad Airport
2. Establish the Project Management Cell for creation of Gwadar Shipyard
3. Finalize and approve the Defence Production Policy
4. Approve and implement the Offset Policy
5. Finalize and implement the Directorate General Munitions Productions (DGMP) Green Book
6. Amend the Heavy Industries Taxila Board Act, 1997
7. Amend the Pakistan Aeronautical Complex Board Ordinance, 2000
8. Implement the e-Office system in two Executive Departments
9. Develop and implement Internal dashboard / contracts software
10. 60% rehabilitation of dry docks for infrastructure upgradation of KS&EW
11. Finalize transfer of TIP to National Radio Telecommunication Corporation
12. Hold the IDEAS exhibition

### RUNNING INITIATIVES

1. Screen officers with over 20 years of service as per Directory Retirement Rules

Inclusive Economic Growth

Transform Governance

# ECONOMIC AFFAIRS DIVISION

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2021

**Complete by FY 2021-22**

1. G-20 Debt Relief: Approx. USD 1 billion under External Public Debt Management
2. G-20 Debt Relief: 36 loan agreements negotiated & signed, and 17 MoUs signed under External Public Debt Management
3. Finalize and implement operational policy framework for procurement, utilization and management of foreign grants
4. Improve Debt Management Function by strengthening human capital
5. Revise NGO Policy of 2013
6. Launch NGO portal along with mechanism for stakeholder engagement for improvements
7. Explore opportunities for Green Financing in coordination with Ministry of Climate Change
8. Conduct study on Global Funds to identify opportunities for utilization
9. Prepare roadmap to increase student intake from Africa and Central Asian Republics through coordination with Ministry of Foreign Affairs
10. Implement upgraded version of E-office under Digitalization of Business Processes
11. Review effectiveness of JMCs/JECs Meetings

2022

2023

**Complete by FY 2022-23**

1. Mobilize USD 9.9 billion Foreign Economic Assistance
2. Mobilize new financing USD 14 billion under 142 agreements under Foreign Economic Assistance
3. Manage USD 23.8 billion External Public Debt
4. Enlistment of NGOs for foreign funding - Signing of 200 MoUs

**RUNNING INITIATIVES**

1. Hold 27 JMCs/ JECs meetings for Enhanced Economic Cooperation with Partner Countries and International Financial Institutions
2. Conduct review meetings of 473 portfolios under Foreign Economic Assistance
3. Hold 287 consultative meetings with development partners (Multi-tier) for Enhanced Economic Cooperation with Partner Countries and International Financial Institutions
4. Offer university / college admissions to 774 students of friendly countries for promotion of Pakistan's image
5. Offer Short Term trainings to 144 students of friendly countries for promotion of Pakistan's image in friendly countries
6. Identify new short and long term trainings capacity building abroad for 310 Government officers
7. Screen officers with over 20 years of service as per the Directory Retirement Rules



# ESTABLISHMENT DIVISION

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2021

**Complete by FY 2021-22**

1. Improve advisory services by the Management Services Wing
2. 3 Tier Structure in the Federal Government for timely decision making
3. Effective rotation of All-Pakistan officers to address provincial imbalances
4. Screening test for induction for CSS examination
5. Induct technical personnel at level Joint Secretary and Deputy Secretary from open market
6. Four streams of services in Federal Secretariat
7. Formulate and implement Rotation Policy for OMG officers
8. Formulate and implement Deputation Policy
9. Select head hunting firms for Federal Government
10. Update Government Servants (Conduct) Rules, 1964
11. Research on key issues related to Civil service

2022

**Complete by FY 2022-23**

1. Centralized access to Human Resource data of all occupational groups
2. Strengthen Training and Research Functions of National School of Public Policy
3. Induction and recruitment into civil service reform
4. Census of Federal Government Civil Servants
5. Database for MP Scale Positions
6. Computer Based Testing for various Exams/Testing conducted by the Federal Public Services Commission
7. Roll-out of revised Performance Evaluation Reports (PERS)
8. Revise 'Guide to Performance Evaluation - 2004' as per the new Performance Management System
9. Update manuals (ESTA Code, Secretariat Instructions and Establishment Manual)

**RUNNING INITIATIVES**

1. Performance Agreements across the Federal Government
2. Mandatory retirement to improve quality of civil servants
3. Facilitate institutionalization of Training of Ex-Cadre Officers
4. Strengthen financial management through internal audits of all attached and autonomous departments
5. Central Selection Board (CSB). Promotion of officers to BPS-20 & BPS-21
6. Departmental Selection Board (DSB) Promotion of officers from BPS-18 to BPS-19

# FEDERAL EDUCATION AND PROFESSIONAL TRAINING DIVISION

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## Complete by FY 2021-22

1. Implement Prime Minister's Special Package "Skills for All": Standardize 150 Technical & Vocational Education & Training (TVET) qualifications, International accreditation of 18 Pakistani TVET Institutes, establish 10 country of destination specific facilitation centres, establish 20 labs / workshop in Madrassa(s) to introduce skill development and skill development program for 50,000 youth belonging to less developed areas of the country
2. Establishing online portal for attestation, Equivalence and digital Payments to facilitate public
3. Implement Google workspace for education deployment project in 400 schools
4. Project for Blended E-Learning in 200 - Class Rooms of Federal Capital (Grade I-X) under the ambit of FDE
5. Implement STEM teaching (Grades 6 to 8) project in 30 educational institutions of Islamabad
6. Introduce Matric-TECH pathways for integrating TVET with general Education by establishing 27 TVET labs in 15 schools/colleges of Islamabad

## Complete by FY 2022-23

1. Develop World-Class Centers of Learning (P-15): Develop and implement plans for 15 universities to take these universities among the top 500 ranked universities of the World in the next 5 years
2. Develop Single National Curriculum, assessment framework and teacher training modules for grades 6-12
3. Establish 90 Undergraduate Student Office (USO) in universities for career counseling and employability after graduation
4. Digitize Federal Board for Intermediate and Secondary Examinations (FBISE) to bring transparency in the conduct of examination, registration, issuance of roll number slip and allotment of examination centers
5. Reduce out of school children through targeted interventions in lagging districts of Pakistan
6. Transform universities through 100 smart classrooms
7. Register 9,600 deeni madaris and provision of 500 teachers for deeni madaris to mainstream Deeni Madaris education
8. Federal Board for Intermediate and Secondary Examinations (FBISE) reforms: Resolve the issue of restriction of group in selecting the desired subject and provide freedom of choice for any elective subject irrespective of the groups
9. Develop a framework to make universities financially independent
10. Women leadership program - Train 220 women for academic, administrative and leadership roles in universities
11. Formulation of a National Strategic Framework for Higher Education to design a futuristic development plan for the next 20 years
12. Award of 175 scholarships for the students of Gilgit-Baltistan (GB) to study in top Pakistani universities
13. Establish six China study centres
14. Grand Challenge Fund (GCF-2021): Support 15 research projects to stimulate collaborative interdisciplinary research within the strategic priority areas
15. Innovator Seed Fund (ISF-2021) - Support 15 start-ups launched by students, recent graduates or faculty from universities
16. Train 1200 university faculties by HEC - NFDP in an intensive 4 week program with international and national instructors to improve the quality of teaching at Higher Education level
17. Establish IT centers of excellence at 10 Universities through public-private partnership
18. Train 300 Academic staff working in less-resourceful private schools in Islamabad
19. Federal Board for Intermediate and Secondary Examinations (FBISE): Introduce Computer Based Examination System (CBES) for overseas candidates
20. Standardization of all provincial examination boards through IBCC by developing National Uniform Standards with the intervention of CCI
21. Kamyab Jawan Innovation League: Incentivize 350,000 eligible students across Pakistan each year to participate by submitting their innovative ideas
22. Kamyab Jawan Talent Hunt Youth Sports League: Organize trials and competitions of 22 sports all over the country for youth aged between 15-25

## RUNNING INITIATIVES

1. Screen officers for early retirement as per the Directory Retirement Rules



Transform Governance

Inclusive Economic Growth

# FINANCE DIVISION

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2021

### Complete by FY 2021-22

1. Service Level Agreements (SLAs) on Debt - Data consolidation
2. Submit State Owned Enterprises (SOE) Policy to Cabinet
3. Amend Fiscal Responsibility and Debt Limitation Act for structural changes at par with international standards
4. Framework for Asset Light Structure for Sukuk issuances
5. Buyback mechanism for Government Securities
6. Post Economic Ministers to Washington, Beijing, London, Tokyo
7. Appoint Managing Director of PakChina Investment Company Limited
8. Appoint Independent Director in Pakistan Development Fund Limited (PDFL)

2022

### Complete by FY 2022-23

1. Integration of debt management system
2. Steps to enforce State Owned Enterprises (Governance & Operations) Act, 2021

### RUNNING INITIATIVES

1. Screen officers with over 20 years of service as per the Directory Retirement Rules

Ensure Pakistan's National Security

Inclusive Economic Growth

# FOREIGN AFFAIRS DIVISION

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2021

**Complete by FY 2021-22**

1. Launch of Foreign Minister's Portal and Central Digital Platform for Consular Services across all Pakistan Missions abroad
2. Simplification of consular policies, rules and procedures for better service delivery
3. Construction of new Consular Hall in Kabul, Afghanistan
4. Promote Pakistan's Science and Technology products and services (Host international Science Exhibition)
5. Revision of Financial Management at Missions Abroad (FMMA) for better service delivery
6. Establishment of cypher links in all Missions abroad
7. Increase human resource (Foreign Service of Pakistan)
8. Monetize proposals for simplification of administrative procedures

2022

2023

**Complete by FY 2022-23****RUNNING INITIATIVES**

1. Promotion of Kashmir Cause
2. Effective pursuit of Economic diplomacy Initiative
3. Vision East Asia to deepen and expand political and economic relations with the countries of the region
4. Vision Central Asia to deepen and expand political and economic relations with the countries of the region
5. Engage Africa Initiative to deepen and expand political and economic relations with the countries of the region
6. International political support to Pakistan's Climate Change Diplomacy initiative
7. High level engagements with world leaders for exchange of views on national, regional and global issues of mutual concern
8. Planned Bilateral Structured Dialogues with countries to review progress in bilateral relations
9. Multilateral Engagements to promote interests of Pakistan in international arena
10. Training of officers of line departments for consular services at Missions abroad to improve overall service delivery to Overseas Pakistanis
11. Training programmes for foreign diplomats at Pakistan Foreign Service Academy to promote goodwill
12. Screen officers with over 20 years of service as per the Directory Retirement rules



Inclusive Economic Growth

Revolutionize Social Services

Transform Governance

# HOUSING & WORKS DIVISION

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**Complete by FY 2021-22**

1. Automate data bank of office buildings (EOM)
2. Automate Estate Office Management into service orientated organization (EOM)
3. Survey public building across Pakistan for rehabilitation and digitization of data (Pak PWD)
4. Multi-Storey apartments in sector I-16/3, Islamabad (1,584 apartments) (PHA-F)
5. Life Style Residency on 10 acres, G 13, Islamabad (1,836 apartments) (FGEHA)
6. Study establishment of Infrastructure Development Company for Federal Government (Pak PWD)
7. Complete SDGs schemes of parliamentarians (Pak PWD)

**Complete by FY 2022-23**

1. Prime Minister's Low Cost Housing Scheme - Finance 44,000 housing units
2. Approve and implement Urban Regeneration Act
3. Green Enclave – I, (GE-I) Islamabad (3,282 plots) (FGEHA)
4. Kashmir Avenue Apartments, G 13 (1,467 apartments) (FGEHA)
5. F-14 & F-15 Sector Development (approx. 6,700 plots) (FGEHA)
6. Multi-Storey Apartments in sector I-12/1 (3,200 apartments) (PHA-F)
7. Sky Line, Islamabad (860 apartments) (FGEHA)
8. Chaklala Heights Apartments, Rawalpindi (1,352 apartments) - 90% physical progress (FGEHA)
9. PHA Residencia Housing project Kuchlak Road, Quetta (1,350 houses / apartments) - 85% physical progress (PHA-F)
10. Sky Gardens, Green Enclave –II, Phase-I Islamabad (1,065 plots) - 70% physical progress (FGEHA)
11. Life Style Residency on 5 acres, G 13, Islamabad (1,404 apartments) - 75% physical progress (FGEHA)
12. Life Style Residency Apartments, Lahore (1258 apartments) - 75% physical progress (FGEHA)
13. Joint Venture with Government of AJK (100 houses) - 75% physical progress (FGEHA)
14. Joint Venture with Government of KPK (730 apartments) - 75% physical progress (FGEHA)
15. Urban Regeneration of Federal Government Servants colony, Saryab Road , Quetta - 60% physical progress (FGEHA)
16. Sector F-12, Islamabad (3,500 plots) - 50% physical progress (FGEHA)
17. Sector G-12, Islamabad (6,000 plots) - 40% physical progress (FGEHA)
18. PHA Residencia Housing Project Minawar, Gilgit (1,216 apartments) - 20% physical progress (PHA-F)
19. PHA Residencia Housing Project Sorazai, Peshawar (15,000 houses / apartments) - 5% physical progress (PHA-F)
20. Public building maintenance outsourcing - 100% rehabilitation completed (Pak PWD)
21. Strengthen non-tax revenue collection through IT based solutions for rent recovery system (EOM)
22. Vacate and auction of 200 shops and commercial units (Asset use optimization for revenue enhancement) (EOM)

**RUNNING INITIATIVES**

1. Training of Ex-Cadre Officers
2. Screen officers with over 20 years of service as per the Directory Retirement Rules

**Transform Governance**

**Ensure Pakistan's National Security**

**Revolutionize social services**

**Strengthen the Federation**

# HUMAN RIGHTS DIVISION

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**Complete by FY 2021-22**

1. National Policy Framework on Human Rights
2. Implement Legal Aid and Justice Authority Act, 2020 to provide legal, financial and other assistance to the poor and vulnerable segments of the society in criminal cases in jails
3. Implement recommendations of Commission constituted by Islamabad High Court on Prisons Reforms
4. Implement ICT Rights of Persons with Disabilities Act to create a caring Pakistan for people with special needs
5. Protection of Journalist and Media Professional Bill, 2020
6. Domestic Violence (Prevention and Protection) Bill, 2020 to provide legal protection and relief to victim, punishment for perpetrators
7. ICT Senior Citizens Bill, 2020, privileges including concessions in medicine rates and tax exemptions
8. Establish Human Rights Violation Complaint Cells at the federal and provincial levels
9. Institutionalize e-governance practices through implementation of e-filing
10. Revamp manpower to improve service delivery
11. Implement Action Plan for Human Rights in Pakistan to protect and promote human rights of all its citizens without any discrimination
12. Pilot Project for inclusive education for children with disabilities in Public and Private Schools, Islamabad
13. Upgrade National Special Education Centre for Visually Handicapped Children, Islamabad
14. Establish and strengthen National Commission for Human Rights
15. Establish and strengthen National Commission on the Status of Women
16. Establish and operationalize Zainab Alert, Response and Recovery Agency (ZARRA): Implement law dealing with child rape and kidnapping cases
17. Protection against Harassment of Women at the Workplace Bill, 2021
18. Interim report on CEDAW: Implement observations and recommendations on 5th Review Report on UN Convention on the Elimination of All Forms of Discrimination against Women
19. 2nd Periodic Report of International Covenant on Civil and Political Rights, a fulfilment of international obligations

**Complete by FY 2022-23**

1. Implement Transgender Persons (Protection of Rights) Act, 2018
2. Establish Human Rights Information Management System (HRIMS) to digitalize data for reporting on core international human rights conventions
3. Establish Sub-Office of Human Rights in Merged Districts of KP for redressal of grievances for Human Rights violations
4. Inclusion of Human Rights in school/college curricula to inculcate constitutional rights for all (Implementation of Article 26 of UDHR)
5. 2nd Periodic Report on UN Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, a fulfilment of international obligations
6. 24th – 26th Combined Report on the Convention on the Rights of All Forms of Racial Discrimination, a fulfilment of international obligations
7. 2nd Periodic Report on International Covenant on Economic Social & Cultural Rights, a fulfilment of international obligations
8. Fourth Review of Universal Periodic Report, national review of Human Rights by the UN Human Rights Council
9. Prepare 6th and 7th Combined Report on implementation of the United Nations Convention on the Rights of the Child(UNCRC), a fulfilment of international obligations
10. Human Rights Coordination and Monitoring Unit for National Mechanism Reporting and Follow-up Framework (NMRF) to track and coordinate national follow-up and implementation
11. Establish and operationalize Child Protection Institute to provide rehabilitation services as per ICT Child Protection Act 2018

**RUNNING INITIATIVES**

1. Human Rights Awareness Programme: Outreach sessions about Human Rights Laws with various stakeholders
2. Effective disbursement of Diyat, Arsh and Daman Fund to support release of destitute prisoners due to non-payment
3. Capacity Building for ministry officials to improve service delivery
4. Strengthen financial management through internal audits of all attached and autonomous departments
5. Screen officers with over 20 years of service as per the Directory Retirement Rules



# INDUSTRIES AND PRODUCTION DIVISION

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2021

**Complete by FY 2021-22**

1. Civil Infrastructure works for Bin Qasim Industrial Park, Karachi (Phase-II)
2. 26 MW gridwork and gas supply provision at the Rachna Industrial Park, Sheikupura Phase-II Development
3. Establish Footwear Cluster Development through CAD/CAM & CNC Machining Centre at Lahore
4. Develop the National Productivity Master Plan of Pakistan
5. Develop and approve the Auto Industry Development and Export Policy
6. Develop and approve the Electronics Policy and Reform Package for Domestic Appliances Sector
7. Update the SMEDA Ordinance, 2002
8. Disburse Asian Productivity Organization grants to COVID-19 Affected SMEs - Special Account for Business Recovery and Resilience assistance
9. Strengthen the Small and Medium Enterprise Development Authority
10. Provide targeted subsidy with Ehsaas Programme by Utility Stores Corporation (USC)
11. Update Customs General Order (Engineering Development Board)
12. Implement Enterprise Resource Planning (ERP) Modules for automation of USC
13. Finalize the Sugar Sector Review

2022

**Complete by FY 2022-23**

1. Develop and implement the National Industrial Policy
2. Provide infrastructure & utilities to investors in a plug and play environment through Karachi Industrial Park at PSM Land (Phase-I: 500 Acres)
3. Provide matching grants for 150 units out of total 1000 Industrial Stitching Units to SMEs all across Pakistan
4. Develop and operationalize 132KV electricity grid station for Bin Qasim Industrial Park (SEZ) Karachi
5. Establish the Industrial Designing & Automation Centers in Lahore, Sialkot and Karachi
6. Open 4,000 franchise Utility Stores under Kamyab Jawan Programme
7. Revamp and revive the Pakistan Industrial Development Corporation
8. Operationalize the Product Development Center for Composites Based Sports Goods, Sialkot
9. Establish High Tensile Sheet Metal Die Manufacturing and Titanium Coating Setup at KTDMC, Karachi
10. Establish a Dates Processing & Storage facility for Southern Baluchistan at Turbat
11. Initiate the Agro Food Processing Facilities, Mirpurkhas
12. Initiate the National Strategic Programme for Acquisition of Industrial Technology

**RUNNING INITIATIVES**

1. Implement National Business Development Program for SMEs across Pakistan
2. Launch a productivity movement in Pakistan to improve competitiveness through Sustainable National Productivity
3. Screen officers with over 20 years of service as per Directory Retirement Rules

Transform Governance

Strengthen the Federation

# INFORMATION AND BROADCASTING DIVISION

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**Complete by FY 2021-22**

1. Restructure News operations by replacing existing outdated equipment with modern technology
2. Establish and operationalize offices in South Africa, Kenya, Sudan, Morocco and Senegal under the Prime Minister's Engage Africa Initiative
3. Establish 07 Information Centres (Phase - I) across Pakistan
4. Launch the Advertisement Management Information System Software for online release of advertisement and maintenance of payment record
5. Upgrade PTV News Chaghai Studio with state-of-the-art production through Virtual Set Solution
6. Restructure External Publicity Wing, Pakistan Television Corporation and Pakistan Broadcasting Corporation
7. Raise revenue through auctioning of purchased property of Pakistan Broadcasting Corporation
8. Raise revenue through actioning of purchased property (Revaluation of land & building of PTV Corporation)
9. Replace Medium Wave Transmitter at Mirpur
10. Rehabilitate Medium Wave Services from Muzaffarabad
11. Modernize cameras and production equipment of PTV for migration of PTV-News from Standard Definition to High Definition
12. Feasibility study for construction of multi-story building for office accommodation of Ministry and its allied entities at available plot in Islamabad
13. Feasibility study for establishment of Information Center on available plot in Karachi
14. Feasibility study for Pakistan Media University
15. Approve the Moving Picture Policy 2021
16. Finalize and implement Press, Newspapers, News Agencies and Books Registration Rules 2021
17. Automate the Audit Bureau of Circulation
18. Restructure and rationalize the Associate Press of Pakistan
19. Digitize the Electronic Media Reporting format and develop mobile app for Directorate of Electronic Media and Publications

**Complete by FY 2022-23**

1. Digitize the Distribution Service Networks (Pakistan Electronic Media Regulatory Authority)
2. Launch PM's Digital Media Development Program (PM's DMDP) for 100 interns from all over Pakistan
3. Establish 100 KW Medium Wave Radio Station in Gwadar
4. Invite foreign bloggers, vloggers and social influencers for coverage on Pakistan's soft image
5. Finalize and implement Service Rules of Printing Corporation of Pakistan

**RUNNING INITIATIVES**

1. Conduct Digital Media Wing interactive sessions with Federal Ministers to generate 12 social media products on initiatives, programs and projects of each ministry for information of general public
2. Train social media focal persons of each ministries by conducting 12 workshops annually
3. Finalize and implement the Media Internship Programme
4. Conduct Consultative Forum sessions on issues related to International Media
5. Strengthen financial management through internal audits of all attached and autonomous departments
6. Training of Ex-Cadre Officers (Information Service Academy)
7. Screen officers with over 20 years of service as per Directory Retirement Rules



# INFORMATION TECHNOLOGY AND TELECOMMUNICATION DIVISION

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2021

**Complete by FY 2021-22**

1. Issue policy directive for spectrum auction across Pakistan
2. Finalize and approve the Cyber Security Policy
3. Finalize and approve the Personal Data Protection Bill
4. Finalize and approve the Cloud Policy
5. E-Office replication and training of all divisions of the Federal Government
6. Implement the President Initiative on Cyber Efficient Parliament
7. Expand Cellular Services in AJ&K and GB (Phase-III)
8. Rollout of crime analytics and smart policing across Pakistan

2022

**Complete by FY 2022-23**

1. Launch of next generation Broadband for Sustainable Development across 47 districts for improved connectivity
2. 70% construction of the Technology Park Islamabad
3. Commercial launch of 5G network in Pakistan for boosting economic development
4. Training of 750,000 students on freelancing and programming skills under Digiskills 2.0 programme
5. Establish the Agritech National Incubation Centres in Faisalabad and Hyderabad
6. Finalize and approve the Digital Transformation Plan
7. Finalize and approve the National Broadband Policy
8. Finalize and approve the Data Governance Policy and Inter-operability Framework
9. Finalize and approve the e-Education Policy
10. Induction of 200 startups at the National Incubation Centers
11. Expand Next generation Broadband for Sustainable Development to National Highways & Motorways
12. Launch of Optic Fiber Cable Programme in 31 districts
13. Capacity building of ICT companies through ISO certifications
14. Human Resource Development through trainings, certification and placement of 2,500 interns
15. Raise Smart Capital through Private Trading Market at PSX and listing of 12 companies (Phase -1)
16. Establish 21 startups in Pakistan with rental subsidy (Phase-1)
17. Smart Office software delivery (Beep Pakistan and e-Office mobile)
18. 400 km OFC expansion of Broadband Services in cities & towns of AJ&K and GB for improved connectivity
19. Deploy 270 km OFC for upgradation of Pak-China OFC for establishment of Cross Border Connectivity project
20. Deploy 800 km OFC for replacement and upgradation of transmission network in AJ&K and GB

**RUNNING INITIATIVES**

1. Strengthen financial management through internal audits of all attached and autonomous departments
2. Implement the Blended Virtual Education Project
3. Screen officers with over 20 years of service as per Directory Retirement Rules

Transform Governance

Strengthen the Federation

# INTER-PROVINCIAL COORDINATION DIVISION

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**Complete by FY 2021-22**

1. Revise National Sports Policy in collaboration with Provincial Sports Ministers
2. Restructure Pakistan Sports Board (PSB) Organization in order to make it a vibrant and modern organization
3. International Accreditation of 2 veterinary institutions in Pakistan
4. Amend Pakistan Veterinary Medical Council (PVMC) and Professional Ethics of Veterinary Practitioners, Regulations, 2002
5. Develop an online registration system for Students & Veterinary Graduates
6. Conduct inter-provincial youth tournaments (Pakistan Sports Board).
7. Organize sports activities at headquarter and provincial level for 75th (Diamond Jubilee) Anniversary of Pakistan independence
8. Organize sports activities at headquarter and provincial level for 70th Anniversary celebrations of the establishment of Pak China diplomatic relations
9. Implement E-Office in Pakistan Sports Board (HQ), Islamabad
10. Conduct National Conference on sports
11. Lay synthetic hockey turf at Gilgit
12. Update financial rules of Pakistan Sports Board (PSB)
13. Install Toll-Free number at Pakistan Veterinary Medical Council (PVMC) House

**Complete by FY 2022-23**

1. Establish permanent Secretariat of Council of Commons Interest(CCI)
2. Restructure Inter-Provincial Coordination Committee (IPCC) to improve Inter-Provincial Harmony
3. Host 14th South Asian Games in Pakistan
4. Verify and consolidate district-wise data of Resumed, Allotted and Balance land, under Land Reform Laws of 32 districts
5. Rehabilitation and upgradation of existing facilities at Pakistan Sports Complex, Islamabad
6. Rehabilitation and upgradation of existing facilities at Pakistan Sports Board Coaching Centre, Karachi
7. Hold seminars on doping and athletics fitness
8. Faculty training of 300 members on herd health monitoring and new dimensions of veterinary
9. Conduct 4 international seminars/ conferences by involving faculty of regional veterinary statutory bodies
10. Establish sub-offices in all provinces (PVMC)
11. Framing of recruitment rules of ex-cadre posts in Ministry of Inter-Provincial Coordination
12. Conduct 8 workshops and 4 seminars to strengthen inter-provincial coordination between the federal and provincial governments through capacity building for evolving cooperative federalism

**RUNNING INITIATIVES**

1. Revive quarterly sports journal (Pak Sports)
2. Register Veterinary Students (800 annually)
3. Strengthening of existing internal audit system and internal audit of all affiliated departments to improve financial management
4. Register Fresh Veterinary Medical Practitioners (800 annually)
5. Screen officers for early retirement as per the Directory Retirement Rules



**Transform Governance**

**Inclusive Economic Growth**

**Ensure Pakistan's National Security**

# INTERIOR DIVISION

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**Complete by FY 2021-22**

1. Set up National Response Center for Cyber Crimes (FIA)
2. Integrated Border Management System with biometric verification and facial recognition (FIA)
3. Operational Improvement in AML/CFT, Counter Terrorism Wing and Case Management System through enhanced training and equipment (FIA)
4. Revamp Cyber Crime Wing (FIA)
5. Database integration with SECP for recovery of Professional Tax (Excise & Taxation)
6. Computerize and register motor vehicle and property dealers (Excise & Taxation)
7. Self Service Kiosks for acquiring Character Certificate, Police Verification, others (ICT Police)
8. Traffic Regulation through Electronic Challan System (ICT Police)
9. 500 Private CCTV Cameras of Housing Societies, Shopping Malls & Markets integrated with Safe City (ICT Police)
10. Automate 20 revenue estates for facilitation of in-land Registration (ADCR)
11. Public facilitation for passport fee collection through all branches and online services of all banks (IMPASS)
12. Passport issuance within 48 hours through Fast Track Category (IMPASS)
13. Digitize issuance of emergency travel documentation (IMPASS)
14. PWD interchange on Islamabad Highway (CDA)
15. Korang Bridge on Islamabad Highway and 1.5 Km approach road (CDA)
16. Development of G-9/F-9 (Blue area ) (CDA)
17. Additional block at Capital Hospital (CDA)
18. Citizen's satisfaction survey on services provided by CDA (CDA)
19. Amendments to Mutual Legal Assistance Act, 2020
20. Notify Pakistan Arms (Amendment) Bill, 2020
21. Notify Uniform Arms Policy for Prohibited/Non-Prohibited Bore Arms Licenses
22. Research Journal publication (National Bureau of Police)

**Complete by FY 2022-23**

1. Full automation of properties through digitalization of Estate Wing (CDA)
2. Construct Margallah Highway from GT Road to D-12 (CDA)
3. Land acquisition of water transmission scheme from Ghazi Brotha to Islamabad (CDA)
4. 6 parking plazas to address growing vehicle parking challenge in Islamabad (CDA)
5. Construct and maintain 300 public toilets in Islamabad (CDA)
6. Digitize full submission process of Property Tax (CDA)
7. Traffic Management Solution for Rawal Chowk and Park Road (CDA)
8. 85% widening and rehabilitation of IJP Road (CDA)
9. Grade Separation Facility at 7th Avenue with Srinagar Highway (CDA)
10. Widen and rehabilitate Islamabad Highway from Korung to Soan (CDA)
11. Succession Certificate issuance across Pakistan (NADRA)
12. Registration of Un-registered population (16 million approx.) to reduce gap between census and current registration data (NADRA)
13. Alien Registration Card -Deployment and Registration of 40,000 Aliens/Foreigners Registration Program across the country (NADRA)
14. 40 additional Mobile Registration Vehicles for easy access to citizens (NADRA)
15. Establish additional 80 NADRA Registration Centers (NADRA)
16. Deploy counters in 52 Pakistani Missions for all identity card related operations (NADRA)
17. Record automation of 21 cooperative housing societies in Islamabad (Cooperative Societies Department)
18. International flight carrier intelligence based system integrated with Watch for Pre-Immigration Assessment (FIA)
19. IBMS system Integration with foreign governments for Online visa verification issued to Pakistani Nationals (FIA)
20. 13 Regional Passport Offices in Sindh (IMPASS)
21. "Naka Free" Capital by monitoring through smart cars (ICT Police)
22. Automate search catalogue of 09 community libraries (Dept. of Libraries)
23. Investigation Certification for Investigation Officers (National Police Academy)

**RUNNING INITIATIVES**

1. Screen officers with over 20 years of service as per the Directory Retirement Rules

Inclusive Economic Growth

Strengthen the Federation

# KASHMIR AFFAIRS & GILGIT BALTISTAN DIVISION

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2021

### Complete by FY 2021-22

1. Approve bill for Gilgit Baltistan Reforms (Gilgit Baltistan Council)

2022

### Complete by FY 2022-23

1. Rehabilitate affected population residing along Line of Control (LoC) - 100% physical progress of roads, community bunkers and protection walls
2. Establish and operationalize 250 Bedded Hospital at Skardu - 100% physical progress
3. Initiate establishment of Regional Grids in Gilgit-Baltistan (Phase1) - 60% physical progress on grid and transmission line construction activities
4. 20 MW Hydro Power Project in Hanzel, Gilgit - 57% physical progress
5. 26 MW Hydropower Project in Shagarthang, Skardu - 24% physical progress
6. 30MW Hydropower Project in Ghowari, Ghanche - 20% physical progress
7. Improve sewerage and sanitation system for Gilgit City - 55% physical progress

### RUNNING INITIATIVES

1. Campaign to express Solidarity With Kashmiris (Black day 27th October & Kashmir Solidarity Day 5th February)
2. Award of 270 scholarships to university students
3. Strengthen financial management through internal audits of all attached and autonomous departments
4. Screen officers with over 20 years of service as per the Directory Retirement Rules

Transform Governance

Strengthen the Federation

# LAW AND JUSTICE DIVISION

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**Complete by FY 2021-22**

1. Implement automated file tracking system for disposal of official receipts of all Ministries/Divisions
2. Complete construction of Islamabad High Court, Islamabad
3. Complete construction of Federal Courts/Tribunals complex at Peshawar
4. Complete construction of camp office for Federal Shariat Court at Peshawar

**Complete by FY 2022-23**

1. Dispose ~120,000 court cases for speedy dispensation of justice in Federal Courts/ Tribunals
2. Criminal Law Reforms: Amendments in a) Code of Criminal Procedure, 1898 b) Pakistan Penal Code, 1860 c) Qanun-e-Shahadat Order, 1984 d) Amendments in other Criminal Laws e) CrPC for Mercy Petitions under section 402. f) Pakistan Prison Rules 1978. g) Salient features pertaining to Mercy Petitions h) Salient features pertaining to Pakistan Prison Rules.
3. Anti-Rape (Investigation and Trial) Ordinance, 2020: Establish special courts, anti-rape crisis cell and joint investigation teams
4. Operationalize Islamabad Forensic Science Agency
5. Civil Law Reforms: Amendments in a) Code of Civil Procedure (Amendment) Act, 2020 b) Protection of Parents Ordinance, 2021 c) Public Properties (Removal of Encroachment) Bill, 2021
6. Implement Women's Property Rights Act
7. Implement Letters of Administration and Succession Certificates Act
8. Digitalize and automate of Federal courts/tribunals to facilitate litigants and lawyers through case search history, cause list, SMS/email alerts
9. Establish Knowledge Management System and Legal Research Facility to access all opinions on any subject
10. Pass Islamabad Capital Territory Criminal Prosecution Service (Constitution, Functions and Powers) Act
11. Implement Alternative Dispute Resolution (ADR) system in Islamabad
12. Strengthen Planning and Monitoring Unit in Ministry of Law and Justice
13. Implement E-office and all files submit through E-office
14. Update Ministry website with a search option on the website to find any law
15. Complete 80 % civil works of the new building for Supreme Court, branch registry at Karachi
16. Complete 65 % civil works of Session Divisions (East and West) at G-11/4, Islamabad
17. Expand National Judicial Automation Unit and integrate with police and prisons
18. Archive and digitize legislations and records of Ministry of Law and Justice
19. Create liaison cell in Solicitor Wing for the efficient performance of law officers to plead Federal government cases

**RUNNING INITIATIVES**

1. Internal audit of 300 special courts/tribunals/law offices
2. Screen officers for early retirement as per the Directory Retirement Rules

# MARITIME AFFAIRS DIVISION

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**Complete by FY 2021-22**

1. Issue licences to operate cruise ships and ferry services domestically and offering concessions to develop resorts at different coastal areas of Balochistan for promoting domestic tourism
2. Establish 02 LNG Terminals at Port Qasim Authority
3. Upgrade the Pakistan Marine Academy to Degree Awarding Institute
4. Procure four shipping tugs for the Karachi Port Trust
5. Conduct studies on making Gwadar Port more competitive
6. Construction of Eastbay Expressway at Gwadar Port Authority
7. Establish Pak-China Technical & Vocational Institute at Gwadar
8. Shift businesses related to Maritime Affairs assigned to other Ministries/ Divisions under the Blue Economy Policy
9. Develop and finalize the National Ports Master Plan
10. Promote coastal port harbour facilities, including freight and passenger shipping service concessions to address strategic trade arrangements
11. Purchase the LR-1 oil tanker (Pakistan National Shipping Corporation)
12. Purchase bulk carrier (Pakistan National Shipping Corporation)
13. Purchase the Aframax oil tanker (Pakistan National Shipping Corporation)
14. Issue licenses to operate Floating Hotels and Restaurants (Karachi Port Trust)
15. Infrastructure work in Port Qasim Authority Industrial Zone
16. Finalize and approve design, development and operating concession of Inland Waterways for freight & passengers
17. Establish Ship Refueling Facility at Gwadar (Bunkering Facility)
18. Amend recruitment rules of Fisheries Development Commissioner Wing
19. Frame and amend Recruitment Rules of different posts of Marine Fisheries Department
20. Rationalization of HR in Port Qasim
21. Implement international standard shipping Enterprise Resource Planning
22. Land Acquisition for establishment of Off Dock Terminal by Gwadar Port Authority
23. Construction of gryone wall, break water and allied works at East Bay (Demi Zer) Gwadar

**Complete by FY 2022-23**

1. Establish the National Maritime Authority as an independent regulator to manage maritime issues
2. Road works for East-West Wharf Bridge Connectivity
3. Construct the Boat Basin Jetty Phase-II
4. Establish cold storage and freezing tunnel facilities
5. Establish a Business Park at the Korangi Fisheries Harbour Authority

**RUNNING INITIATIVES**

1. Screen officers with over 20 years of service as per Directory Retirement Rules

Ensure Pakistan's National Security

Revolutionize Social Services

# NARCOTICS CONTROL DIVISION

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2021

### Complete by FY 2021-22

1. Amend CNS Act 1997 and ANF Act 1997
2. Amend Frozen or Forfeited Drug Assets Rules, 2010
3. Implement E-Office Suite at Anti Narcotics Force Academy
4. Restructure posts of law officers in Anti Narcotics Force, working hierarchy of law directorate and law branches of Anti Narcotics Force Headquarters and Regional Directorates

2022

### Complete by FY 2022-23

1. Commercialize industrial hemp (Develop regulatory mechanism & complete one crop cycle to develop standards)
2. Develop and implement Drug Rehabilitation and Treatment Regulatory mechanism
3. Develop standardized treatment protocols for harm reduction and initiate implementation
4. Initiate construction of Model Addiction Treatment & Rehabilitation Centre Islamabad

### RUNNING INITIATIVES

1. Prosecution of Anti Narcotics Force cases in courts
2. Capacity building of Anti Narcotics Force through International / Regional / Bilateral Cooperation
3. Train officers of foreign Drug Law Enforcement Agencies to strengthen bilateral counter narcotics cooperation and build national goodwill
4. Train Anti Narcotics Force personnel on basic drug law enforcement, money laundering & terrorism, law and investigation
5. Strengthen financial management through internal audits of all attached and autonomous departments
6. Screen officers with over 20 years of service as per the Directory Retirement Rules



**Uplift Agriculture and Conserve Water**

**Inclusive Economic Growth**

# NATIONAL FOOD SECURITY & RESEARCH DIVISION

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## Complete by FY 2021-22

1. Approve and implement National Poultry Policy
2. Approve and implement export policy for animal products
3. Reconstitute Pakistan Central Cotton Committee (Main Committee)
4. Amend Pakistan Central Cotton Committee Staff Service Rules
5. Establish permanent Monitoring and Evaluation Cell
6. Operationalize National Food Security Dashboard under Essential Agricultural Food Commodity (EAFC) Monitoring Cell
7. Fill vacant post - Chairman (PARC), Chief Executive Officer (PCCC)

## Complete by FY 2022-23

1. Wheat Productivity Enhancement - Subsidy for seed replacement, implements, and crop inputs (Cost-sharing with Punjab, KP & Balochistan and 100% federal share for AJK and Gilgit Baltistan) (PARC)
2. Rice Productivity Enhancement - Strengthen rice research institutes and subsidy for seed and implements (Cost-sharing with Punjab, Balochistan & KP) (PARC)
3. Sugarcane Productivity Enhancement - Evaluate 100 sugar cane genotypes and provide subsidy for implements (Cost-sharing with Punjab & KP) (PARC)
4. National Oilseeds Enhancement Program: Subsidy for implements and seed (Canola, sesame and sunflower) (Cost-sharing with Punjab & KP) (PODB)
5. National Program for Improvement of Watercourses (Phase - II) - Subsidy to level 95,000 acres of land and save 212,500 Acre-Feet of water (Cost-sharing with Punjab, Balochistan & KP and 100% federal share for AJK, Gilgit Baltistan and ICT) (FWMC)
6. Water Conservation in Barani Areas of KP - Subsidy to develop storage / conserve 18,000 Acre-Feet of water and convert 8,700 acres from rainfed to irrigated area (FWMC)
7. National Program for Enhancing Command Area in Barani Areas - Subsidy to level 9,500 acres, plant fruit trees on 1,205 acres, oilseed crop on 710 acres, fodder crop on 1,160 acres and to install 125 solar tube wells (make 12,100 Acre-Feet of water available) (Cost-sharing with Punjab, Balochistan & KP and 100% federal share for AJK, Gilgit Baltistan and ICT) (FWMC)
8. Save the Calf - Subsidy to save 132,900 beef calves (Cost-sharing with Punjab & KP and 100% federal share for AJK & Gilgit Baltistan and ICT) (LDDDB)
9. Calf feedlot fattening - Subsidy to fatten 137,230 calves and 149,000 Sheep / Goat (Cost-sharing with Punjab, Balochistan & KP and 100% federal share for AJK, Gilgit Baltistan and ICT) (LDDDB)
10. Prime Minister's initiative for Backyard Poultry: Distribute approx. 2 million birds (Cost-sharing with Punjab, Balochistan & KP and 100% federal share for AJK, Gilgit Baltistan and ICT) (LDDDB)
11. Cage Culture Cluster Development - Develop training programs & model cage farms for farmers and subsidize installation of 1,500 cages for farmers (FDB)
12. Promotion of Trout Farming in Northern Areas of Pakistan: Develop 4 new hatcheries in Gilgit-Baltistan, KP & AJK, and renovate and upgrade 6 old hatcheries in AJK (cost-sharing with KP, AJK and Gilgit Baltistan) (FDB)
13. Pilot Shrimp Farming Cluster Development Project: Develop training programs, complete civil works of model shrimp farms, hatchery and saline water aquaculture research center and subsidize development of 625 acres of shrimp farm (Cost-sharing with Punjab) (FDB)
14. Promotion of Olive Cultivation on Commercial Scale in Pakistan (Phase-II): Conduct adoptability trials, graft 1.3 million wild olives, subsidize plantation of 11,000 acres of olives and install drip irrigation on 600 acres (Cost-sharing with Punjab & KP) (PODB)
15. Locust Emergency and Food Security Project: Complete building civil works, recruit human resource, procure equipment and achieve readiness to combat locust through drones
16. Better Cotton Initiatives - Develop expert teams, establish cotton clinics and raise awareness on better cotton crop management (CCRI)
17. Enhance wheat procurement efficiency (PASSCO)
18. Approve bill for Animal Health at national level
19. Develop plan for local vaccine development and upgrade FMD vaccine production center in Lahore
20. Provide plant breeders rights for new varieties (cotton, maize, canola, sunflower, potato, wheat, groundnut, chickpea, barley, banana (FY 21/22) and four additional crops (FY 22/23)) (PBRR)
21. Formulate, approve and legislate National Oilseed Policy (Edible Oil Policy) (PODB)
22. Approve National Fertilizer Policy (NFDC)
23. Approve new National Policy on Water Pricing (FWMC)
24. Update Agro Ecological Zones of Pakistan through Satellite and In-situ data mapping (PARC)
25. Fill vacant post - Director General (FWMC), Director General (National Veterinary Laboratories), Managing Director (PODB), Chief Executive Officer (FDB), Chief Executive Officer (LDDDB)
26. Complete plan for strengthening of Ministry of National Food Security & Research and initiate implementation to improve human resource capacity

## RUNNING INITIATIVES

1. Area & production targets of crops: Review, planning and implementation
2. Update and maintain National Food Security Dashboard and monitor production, supply and prices of essential food items
3. Strengthen financial management through internal audits of all attached and autonomous departments
4. Screen officers with over 20 years of service as per the Directory Retirement Rules

# NATIONAL HEALTH SERVICES, REGULATIONS AND COORDINATION DIVISION

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2021

**Complete by FY 2021-22**

1. Roll out COVID-19 vaccines and fully vaccinate 100 million of the eligible population
2. Pass Health Contribution Act
3. Pass Pakistan Nursing Council Act
4. MTI Act: Make Board of Governors of PIMS, Sheikh Zayed Hospital, JPMC, NICV and NICH functional
5. Launch and implement the nutrition PC-1 to tackle malnutrition induced stunting
6. Build a central information management system for vaccines
7. Establish Islamabad Healthcare Facility Management Authority (IHFMA)
8. Pass Islamabad Healthcare Regulation Bill 2021
9. Consolidate TB and Malaria efforts to facilitate masses
10. Provide Contraceptives to the Provinces
11. Coordinate with foreign missions for medical tourism promotion

2022

**Complete by FY 2022-23**

1. Sehat Sahulat Program: Scale up to the entire population of ICT Islamabad (258,000 families) and Gilgit-Baltistan (328,000 families)
2. Reform National Institute of Health to carry out research, prevent spread of infectious disease and health emergencies
3. Implement universal health coverage benefit package of essential health services in Islamabad
4. Eradicate Polio through nationwide campaigns
5. Establish 200 Beds Allama Iqbal Hospital, Islamabad
6. Complete third party evaluation of Sehat Sahulat Program in federally funded districts
7. Establish 200 beds accident and emergency center at Pakistan Institute of Medical Sciences, Islamabad
8. Establish 300 beds Jinnah Hospital at G/11/3, Islamabad
9. Amend Drug Act 1976 and DRAP Act 2012
10. Pass Allied Health Council Act
11. Revamp IT infrastructure of the ministry and healthcare sector in Islamabad

**RUNNING INITIATIVES**

1. Strengthening of existing internal audit system and internal audit of all affiliated departments to improve financial management
2. Screen officers for early retirement as per the Directory Retirement Rules

# NATIONAL HERITAGE AND CULTURE DIVISION

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**Complete by FY 2021-22**

1. Map the Historical and Religious Sites in Pakistan (Department of Archeology and Museums)
2. Digitize archives at the National Library of Pakistan
3. Finalize and approve Ratification of 2005 Convention
4. Finalize and approve Protocol of Cooperation with National Library of Morocco
5. Safeguard dying languages in Pakistan by establishing a literary museum (Pakistan Academy of Letters)
6. Prepare framework for developing guidelines for National Museums in collaboration with UNESCO
7. Develop National Protocols for Arts and Culture for improved promotion of heritage, culture and arts
8. Implement the E-Office system
9. Upgrade Film Projection, Light and Sound Equipment Installed at Pakistan National Council of Arts (PNCA) auditorium
10. Prepare Master Plan for upgradation of National Museum of Pakistan, Karachi
11. Upgrade the National Library of Pakistan building in Islamabad
12. Commission books and documentaries of Buddhist/ Hindu sites
13. Collaborate with academic institutions and provincial governments to protect the Gandhara Civilization sites
14. Design and print 4 books on natural and social Sciences (Urdu Science Board)
15. Conduct 4 national conferences, 4 seminars, 24 lectures and an international conference (Iqbal Academy)
16. Print 35 books to promote Allama Iqbal (Iqbal Academy)
17. Establish the Gazette of Pakistan Section (National Library of Pakistan)
18. Conduct One Year Film Production Certificate Program (online)
19. Train 80 students for Music & Art Certification Course
20. Open Galleries of Masters and hold Art Exhibitions (04) at PNCA
21. Renovate the Aiwan-e-Nawadrat-e-Quaid-i-Azam located at the Quaid Mazar, Karachi
22. Organize four mega cultural events (National Academy of Performing Arts)
23. Prepare National Programme for talent support

**Complete by FY 2022-23**

1. Establish the National Language Processing Laboratory, Islamabad
2. Preserve and restore parts of the Rawat Fort
3. Develop 3 mobile apps for national language promotion
4. Reprint the Urdu Lughat
5. Compile and digitize 16 books, publish 25 books (National Language Promotion Department)
6. Print 48 Literary Books and Journals
7. Hold 180 Literary Programmes (National and International Conferences/Seminars etc.) at the Pakistan Academy of Letters
8. Conduct National Literary Awards (20-Awards on best book of the year in all major Pakistani languages Kamal e Fun Award)
9. Digitize 20 books at the New Faiz National Heritage Library, Lok Virsa
10. Conduct courses in Miniature Painting, Film-making and other heritage-related courses

**RUNNING INITIATIVES**

1. Strengthen financial management through internal audits of all attached and autonomous departments
2. Screen officers with over 20 years of service as per Directory Retirement Rules

Ensure Pakistan's National Security

Inclusive Economic Growth

# NATIONAL SECURITY DIVISION

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2021

Complete by FY 2021-22

1. National Security Policy defining all aspects of the future national security trajectory

2022

Complete by FY 2022-23

### **RUNNING INITIATIVES**

1. Think tank portal to obtain first hand input from academia into policy design related to national security
2. Islamabad Security Dialogue, an international platform for thought leadership
3. Priority Sectors, implementation and monitoring of decisions at the highest level
4. Revitalization and regular meetings of National Security Committee Advisory Board
5. Policy input on the specific national security issues as and when required
6. Development and regular updation of new externally facing national security narrative
7. International treaties and agreements dashboard

Revolutionize Social Services

Strengthen the Federation

Inclusive Economic Growth

# OVERSEAS PAKISTANIS AND HUMAN RESOURCE DEVELOPMENT DIVISION

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**Complete by FY 2021-22**

1. Finalize and approve the National Emigration and Welfare Policy for Overseas Pakistanis
2. Initiate third-party insurance coverage for long term workers
3. Introduce and implement revised mechanism for effective performance and monitoring of the CWAs (24) posted at Pakistan Missions abroad
4. Construction and handing over of fifty (50) Country Homes at OPF Housing Scheme Zone-V, Islamabad (Overseas Pakistani Foundation)
5. Construction and handing over of six (06) Apartment Buildings at OPF Housing Scheme Zone-V, Islamabad
6. Ballotting and handing over of 1008 Labour colony (Phase-I) Zone-V, Islamabad
7. Operationalize newly constructed Industrial Homes for skill development of workers children in Zone-V, Labour Colony, Islamabad
8. Open 4 new Protectorate of Emigrants Offices
9. Finishing and handing over of 500 single houses at the Labour colony (Phase-I) Zone-V, Islamabad
10. Ballotting and handing over of 504 apartments at the Labor Colony, Hattar Road, Taxila
11. Amendment in Workers Welfare Fund (Employees Service) Rules 1997
12. Amendment in Emigration Rules, 1979
13. Amendment in Emigration Ordinance, 1979
14. Report Ratified and Unratified Conventions to International Labor Organization
15. Conduct demographic analysis of European countries to capture the forecasted labour demand gap
16. Develop and implement MIS of Workers Welfare Fund for i. Online submission of Educational and other welfare claims ii. Mobile Apps Development iii. Online Employer's Contribution Status iv. Institute Management base v. Data of Industrial Establishments & its workers
17. E-Office application for Workers Welfare Fund in i. Human Resource Management ii. Inventory & Procurement
18. Filling up vacant posts of Members National Industrial Relations Commission (NIRC) to ensure that all benches of NIRC are functional
19. Establish OPF's Educational YouTube channel for children of overseas Pakistanis
20. Implement Learning Management System for students of OPF Educational Institutions in Islamabad and Rawalpindi for online learning, course management, and collaborative learning
21. Train 150 students under the OPF Faculty Development Programme
22. Develop mechanism for Assets distribution as per CCI decision (Workers Welfare Fund)

**Complete by FY 2022-23**

1. Skill-based Matchmaking for 220,000 jobseekers on Online Job Portal for Overseas Employment and Reintegration (OEC)
2. Send 34,000 workers under the Diversification Strategy for Enhancing manpower export (to Kuwait, South Korea, Japan, Germany & China - BE&OE)
3. Revamp the OPF Facilitation and Reintegration Centre with GIZ grant of 3.13 million Euros
4. Expand OPF's E-learning Program to four more OPF Educational Institutions (Total 26 schools)
5. Disburse educational scholarships to children and spouses of overseas Pakistanis
6. Facilitate reintegration by registering 106,000 returnee workers
7. Train 3,600 workers under Enhancement of Employability of human resource of Pakistan (Foreign Languages Teaching Program in Korean and Japanese Languages)
8. Train 16,000 persons trained under Soft Skills Training Program for potential emigrants
9. Construct and operationalize School in Zone-V, Labour Colony, Islamabad
10. Send 200,000 workers abroad under the BE&OE 10 Million Jobs Programme
11. Approve and execute the plan for Inclusion of informal sector workers within the ambit of EOBI
12. Initiate construction of 1500 flats at the labour colony (Phase-II) Zone-V, Islamabad
13. Amendments in The Companies Profit (Workers' Participation) Act 1968
14. Amendments in Workers Welfare Fund Ordinance 1971
15. Amendments in Employees' Old-Age Benefits Act / Ordinance, 2021

**RUNNING INITIATIVES**

1. Strengthen financial management through internal audits of all attached and autonomous departments
2. Screen officers with over 20 years of service as per Directory Retirement Rules



Transform Governance

Strengthen the Federation

# PARLIAMENTARY AFFAIRS DIVISION

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2021

### Complete by FY 2021-22

1. Pass Election (Amendment) Bill, 2020 containing electoral reforms package
2. Pass bill for use of Electronic Voting Machines and grant right of vote to Overseas Pakistanis in elections.
3. Appoint Members of Election Commission of Pakistan (Punjab & Khyber Pukhtunkhwa)
4. Follow up of resolutions of Parliament (~ 26 resolutions annually)
5. Lay statutory reports in the Parliament (~35 reports annually)

2022

### Complete by FY 2022-23

1. Follow up of resolutions of Parliament (~ 26 resolutions annually)
2. Lay statutory reports in the Parliament (~35 reports annually)

### RUNNING INITIATIVES

1. Follow up of assurances, undertakings and commitments (20 commitments annually) of government in the Parliament
2. Summon Parliament (Senate) to complete 110 days annually
3. Summon Parliament (National Assembly) to complete 130 days annually
4. Resolve and obtain comprehensive replies of 10000 complaints annually by Prime Minister's Public Affairs and Grievances Wing
5. Screen officers for early retirement as per the Directory Retirement Rules

Inclusive Economic Growth

Transform Governance

# PETROLEUM DIVISION

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**Complete by FY 2021-22**

1. Dualization of MahmoodKot-Faisalabad-Machike (MFM) Pipeline
2. Dualization of White Oil Pipeline
3. 30 MMCFD Gas/RLNG supply to Rashakai Special Economic Zone Khyber Pakhtunkhwa (SNGPL)
4. 40 MMCFD Gas / RLNG supply to Allama Iqbal Industrial City, Punjab (SNGPL)
5. Exploration Blocks Bidding Round 1 - Grant licenses and initiate execution
6. Approve and implement Oil Refinery Policy 2021
7. Notify and implement LNG Policy 2021
8. Notify Offshore Exploration and Production Rules 2020
9. Notify and implement revised Petroleum Act, 1934
10. Notify revised Petroleum Rules, 1937
11. Approve Model Petroleum Sharing Agreement
12. Approve OMC's and Dealer Margins policy
13. Approve separation of Policy/ Regulation Functions – Upstream Petroleum and initiate implementation
14. Study and set-up a high-powered technical group for assistance to the ministry
15. Restructuring of the GSP, HDIP and Policy Wing
16. Transfer residue Oil Regulatory Functions to OGRA
17. Pipeline Connectivity between KPT and PQA - Award of engineering, procurement & construction contract
18. South North Gas Pipeline (Length 1,192 Km) - Complete feasibility study
19. PCR - Phase 1 (Oil Import Terminal) - Complete feasibility study
20. PCR - Phase 2 (Integrated Refinery-Petchem Complex) - Complete feasibility study
21. Joint Industry Bottom Upgrade Project - Complete feasibility study
22. MCR - Euro 5 upgrade - Complete feasibility study

**Complete by FY 2022-23**

1. Approve and implement Gas Sector Reforms
2. Approve and implement Circular Debt Settlement plan
3. Roll-out and complete disbursement of two-wheeler fuel card subsidy program
4. Supply of gas/ RLNG to SEZ Dhabeji, Sindh (SSGCL)
5. 10 MMCFD RLNG supply via pipeline from Kuchlak to Bostan Special Economic Zone, Balochistan - Pipeline construction complete
6. Approve policy, regulatory and legal framework of underground gas storage
7. Exploration Blocks Bidding Round 2 - Advertise bids (National & International)
8. Geological mapping (including chemical analysis and petrographic studies) of 50 Toposheets out of 354 Unmapped Toposheets of Outcrop Area of Balochistan Province
9. TAPI Pipeline Project (Length 1,680 Km) - Achieve financial close and sign financing agreements
10. North South Gas Pipeline (Length 1,100 Km) - Mobilize engineering, procurement & construction contractor and complete training

**RUNNING INITIATIVES**

1. Implement ongoing '3 Years UFG Reduction Plan' by SNGPL (reduction of 4% in 3 years from FY 2019-20 to FY 2021-22) (SNGPL)
2. Implement ongoing '3 Years UFG Reduction Plan' by SSGC (reduction of 7.2% in 3 years from FY 2019-20 to FY 2021-22) (SSGC)
3. Performance evaluation of public sector oil and gas companies (PPL, PARCO, PSOCL, OGDCL, SSGCL, SNGPL, ISGSL, GHPL, SML, PMDC & PLL)
4. Screen officers with over 20 years of service as per the Directory Retirement Rules

Strengthen the Federation

Inclusive Economic Growth

# PLANNING, DEVELOPMENT AND SPECIAL INITIATIVES DIVISION

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**Complete by FY 2021-22**

1. Investment Facilitation Management System for Chinese Investment (CPEC Authority)
2. 11th Joint Coordination Committee (JCC) to review existing and approve new development initiatives under CPEC
3. Pitchbook for Textile, Agriculture, Pharmaceutical and IT sector and dissemination to targeted investors in China (CPEC Authority)
4. Marketing Plan for Gwadar Port and Free Zone (CPEC Authority)
5. Restructure National Disaster Risk Management Fund (NDRMF)
6. Set up Construction Industry Development Board
7. Fully automate project development and approval processes
8. Approve Sectoral Framework for formulation of public sector investments by National Economic Council
9. Approve and Implement simplified Development Manual
10. Fill vacant positions of Members of Planning Commission

**Complete by FY 2022-23**

1. 30 projects under the Development Plan for over 14 priority Districts of Sindh (Total budget PKR 443 billion)
2. 27 projects under the Accelerated Development Plan for South Baluchistan (Total budget PKR 439 billion)
3. 4 projects under the Karachi Transformation Plan (Total budget PKR 739 billion)
4. 3 projects under the Gilgit Baltistan Development Package (Total budget PKR 370 billion)
5. Revitalize Monitoring and Evaluation in Ministry for effective implementation of development projects
6. Inclusive three years Growth Strategy and Macro Economics Framework
7. Population Census to support better planning and resource distribution to provinces and territories
8. Develop and implement 2 year sector strategies (PPP Authority)
9. Integrated Agriculture Census (PBS)
10. Pakistan Demographic Survey (PBS)
11. Pakistan Social and Living Standard Measurement (PSLM / HIES) Survey (PBS)
12. PSLM District level Survey (PBS)

**RUNNING INITIATIVES**

1. 100% authorization/utilization of funds allocated to ministries as per the yearly Public Sector Development Program (PSDP)
2. Review and monitor Kamyab Jawan Program
3. Resurrecting the Role of Planning Commission in Economic Policy making and quarterly review of Economic policy/ situation
4. Integrated Energy Planning for Sustainable Development
5. Issue quarterly estimation of GDP and Provincial GDP
6. Review of PSDP and Annual Development Plan
7. Annual Plans for 2022-23 and 2023-24
8. 48 CDWP meetings for project approvals
9. 480 projects monitored
10. 60 projects evaluated
11. 60 research studies/papers published (PIDE)
12. Retrofit 450 km of flood walls (NDRMF)
13. 165 building made safe in earthquake prone areas (NDRMF)
14. Screen officers with over 20 years of service as per the Directory Retirement Rules

Transform Governance

Revolutionize Social Services

Strengthen the Federation

# POVERTY ALLEVIATION AND SOCIAL SAFETY DIVISION

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2021

**Complete by FY 2021-22**

1. Deploy e-office system to create efficient, paperless work environment

2022

**Complete by FY 2022-23**

1. Nationwide expansion of Ehsaas Kafaalat to 10 million families
2. Expansion of Ehsaas Nashonuma, Nutrition Conditional Cash Transfer
3. Nationwide completion of Ehsaas Survey (National Socioeconomic Registry)
4. Migration of Ehsaas Kafaalat payment system to SBP - RAAST system
5. District-level opening of Ehsaas One-Window / Ehsaas Centres
6. Disburse ~1 million interest-free loans under Ehsaas Bila Sood Qarza Programme
7. Disbursement of 100,000 Ehsaas Undergraduate Scholarships
8. Nationwide roll-out of the Ehsaas School Stipend (primary to higher secondary level with additional incentive for girls)
9. Expansion of Koi Bhooka Na Soye (meals provided to 4 million citizens) and Panahgahs (provided shelter to 90,000 citizens & meals to 900,000 citizens)
10. Asset transfer to 68,000 poor households and training of 24,000 beneficiaries under the Ehsaas Amdan Programme (National Poverty Graduation Programme for Asset Transfer & Livelihood Training)
11. Enroll 25,000 beneficiaries under the Hybrid Social Insurance Scheme for existing beneficiaries and informal sector workers
12. Expansion of Ehsaas Tahafuz Programme to provide healthcare coverage to 2,250 poor patients
13. Launch Data 4 Pakistan - An interactive poverty estimation portal for public access
14. Operationalize Private Sector Engagement Policy
15. Ehsaas IT Infrastructure Enhancement: Launch Application Programme Interface (API) reforms under Ehsaas; upgrade Ehsaas Android App with geo-tagging features; introduce Business Intelligence tools for BISP; IT infrastructure availability in public places for awareness; develop dashboards for monitoring and reporting

**RUNNING INITIATIVES**

1. Open Ehsaas target commodity subsidies in selected cities
2. Serve 4,000 orphans across 150+ Dar-ul-Ehsaas Orphanages Programme
3. Distribute Assistive Devices including customized wheel chairs to 4,000 beneficiaries with disabilities
4. Retain 15,000 primary children under Education / School for Rehabilitation Programme for Child Labor
5. Impart vocational training to 24,000 and IT training to 12,000 women at Women Empowerment Centres
6. Strengthen financial management through internal audits of all attached and autonomous departments
7. Screen officers with over 20 years of service as per Directory Retirement Rules

Inclusive Economic Growth

Transform Governance

# POWER DIVISION

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## Complete by FY 2021-22

1. Establish Market Implementation and Regulatory Affairs function (including training) in DISCOs (Implement CTBCM) (CPPA)
2. Establish Independent Auction Administrator & Revision of Security Package (Implement CTBCM) (CPPA)
3. Amend NEPRA ACT 1997 to activate market based reforms in electricity market (Implement CTBCM) (CPPA)
4. Approve and notify eligibility Criteria Rules under NEPRA Act 2018 Batch-I & Batch-II (Implement CTBCM) (CPPA)
5. Operationalize independent System and Market Operator (Implement CTBCM) (CPPA)
6. Identify vulnerable / protected consumers (Subsidies Reform) (CPPA)
7. Identify consumers who do not go beyond 200 units for consecutive six (6) months (Subsidies Reform) (CPPA)
8. Split 301-700 units slab into smaller equal sized slabs, 301-400, 401-500, 501-600 & 601-700 (Subsidies Reform) (CPPA)
9. Approve and implement National Electricity Plan (CPPA)
10. Approve and implement transmission constraints removal plan (NTDC)
11. Amend Renewable Energy Policy to include hydro (AEDB)
12. Establish AJ&K as a DISCO (Amend relevant Acts & revise Mangla Raising Agreement) (DISCOs / PEPCO)
13. Sign Power Purchasing Agency Agreement between CPPA & AJ&K based on bulk power rates (DISCOs / PEPCO)
14. Augmentation of 4x600 MVA T/Fs with 4x750 MVA Capacity at 500 KV Lahore (Sheikupura) Complete civil works / erection works and initiate testing & commissioning (DISCOs / PEPCO)
15. Enhance transmission capacity of NTDC System by extension and augmentation of existing Grid Stations (DISCOs / PEPCO)
16. 500 KV HVDC Transmission System between Tajikistan and Pakistan for Transmission-Interconnection (Work on-going on TW01-Converter Station & TW02: Transmission Line) (DISCOs / PEPCO)
17. 220 KV Swabi Sub Station - Approve electrical / civil works design and initiate construction (DISCOs / PEPCO)
18. 500 KV Allama Iqbal Industrial City for 600 MW demand of SEZ in FIEDMC - Evaluate technical bids (DISCOs / PEPCO)

## Complete by FY 2022-23

1. Alternative renewable energy project auctions (Wind/Solar/Hybrid) (AEDB)
2. Interconnection of Isolated Makran Network at Basima via Nag G/Station from Panjgoor G/Station (QESCO) LOT- I to V: Complete testing & commissioning (DISCOs / PEPCO)
3. Improve billing accuracy (94% accuracy in FY 21/22 & 96% accuracy in FY 22/23) (DISCOs / PEPCO)
4. Remove illegal connections (266,433 illegal connections removed under Anti-theft drive) (DISCOs / PEPCO)
5. Install 22,823 new industrial connections (Equivalent to consumption of 1,985 MWs) (DISCOs / PEPCO)
6. Install 3,446,625 new connections (Other than industrial connections) (Equivalent to consumption of 8,572 MWs) (DISCOs / PEPCO)
7. Reduce 645 feeders under loss category based on AT&C losses (DISCOs / PEPCO)
8. Lodge FIRs for legal proceedings against defaulters (26,119 expected) (DISCOs / PEPCO)
9. Install new Automatic Meter Reading devices (41,911 AMR meters) (DISCOs / PEPCO)
10. Reduce %T&D losses (PKR 4.2 billion in FY 21/22 & PKR 2.5 billion in FY 22/23 to be achieved by all DISCOs) (DISCOs / PEPCO)
11. Improve recovery by all DISCOs (Achieve PKR 8.2 billion in FY 21/22 & PKR 7.7 billion in FY 22/23 from all consumers without subsidies) (DISCOs / PEPCO)
12. 1,208 HT proposals (Equivalent to technical loss reduction of 605 MWs) (DISCOs / PEPCO)
13. 15,199 LT proposals (Equivalent to technical loss reduction of 1,141 MWs) (DISCOs / PEPCO)
14. Install 2,283 new capacitors (DISCOs / PEPCO)
15. Add / augment 195 Grid Stations (DISCOs / PEPCO)
16. Install 2,182 Km's of ABC cable (DISCOs / PEPCO)
17. Install new / augment 4,484 Km's of transmission lines (DISCOs / PEPCO)

## RUNNING INITIATIVES

1. Manage Circular Debt (CPPA)
2. Approve and implement Indicative Generation Capacity Expansion Plan (NTDC)
3. Screen officers with over 20 years of service as per the Directory Retirement Rules



# PRIVATISATION DIVISION

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2021

### Complete by FY 2021-22

1. Privatize 1223 MW Balloki Power Plant
2. Privatize 1230 MW Haveli Bahadur Power Plant
3. Privatize Pakistan Steel Mills
4. Privatize Jinnah Convention Centre, Islamabad
5. Sale of 17 properties owned by the Federal Government
6. Privatize Services International Hotel, Lahore
7. Privatize SME Bank
8. Divestment of up to 20% shares of Pakistan Reinsurance Co. Ltd
9. Privatize Heavy Electrical Complex
10. Privatize Sindh Engineering Limited
11. Update the Privatisation Policy

2022

### Complete by FY 2022-23

1. Initiate private sector participation in management of 9 DISCOs
2. Privatize First Women Bank Limited
3. Privatize House Building Finance Company Limited
4. Approve and implement HR Rationalization in the existing organizational structure of the Privatisation Commission
5. Review Privatisation Commission Ordinance, 2000 to bring at par with international standards

### RUNNING INITIATIVES

1. Screen officers with over 20 years of service as per Directory Retirement Rules

Transform Governance

Inclusive Economic Growth

# RAILWAYS DIVISION

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2021

**Complete by FY 2021-22**

1. Operationalize Facial Recognition Time & Attendance Management System for ~18000 employees
2. Train 750 officers of Pakistan Railways and strengthen Pakistan Railways Academy Walton
3. Implement Railway Project Management System
4. Implement Human Resource Management and Information System (HRMIS)
5. Implement Charts of Accounts under New Accounting Model (NAM) of the Federal Government over Pakistan Railways
6. Standardize promotion and rotation policy for railway officers

2022

**Complete by FY 2022-23**

1. Groundbreaking and the start of work on up - gradation of Pakistan Railways existing Main Line-1 (ML-I)
2. Outsource 16 passenger trains and 8 freight trains
3. Outsource 7 Railway hospitals
4. RABTA (Railway Automated Booking & Travel Assistance) : Complete automation of passenger and freight services
5. Establish Pakistan Railway Pension Fund with disbursement and investment operations of funds
6. Procure / manufacture of 320 high capacity Bogie Freight Wagons out of 820
7. Installation of solar systems at 155 railway stations
8. Procure / Manufacture of 73 Passenger Coaches out of 230
9. Procurement of 180 bogie wagons out of 600
10. Complete 30% construction work on Karachi Circular Railway - Modern urban railway
11. Complete 30 % construction work on an additional double line from Karachi Port Trust to Pipri
12. Rehabilitate 11 Kms of Karachi Port Trust rail connectivity
13. Complete 15 % construction work on the new railway line from Thar to Choor
14. Launch 'Green Initiative Railways' to plant 1 million trees
15. Direct billing of Railway colonies (~25000 houses) by DISCOs
16. Implement Enterprise Resource Planning(ERP) software
17. Outsource 10 Railway schools
18. Increase passenger train earning from Rs. 21.8 Bn to Rs. 26.9 Bn
19. Increase freight train earning from Rs. 20.4 Bn to Rs. 25.0 Bn

**RUNNING INITIATIVES**

1. Reduce train accidents by 40 %
2. Increase punctuality of trains from 80% to 88% and automate train schedules
3. Screen officers for early retirement as per the Directory Retirement Rules

# RELIGIOUS AFFAIRS AND INTERFAITH HARMONY DIVISION

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2021

### Complete by FY 2021-22

1. Scale up of Road to Makkah project to four airports i.e. Karachi, Lahore, Peshawar and Quetta in addition to Islamabad
2. Pass Ruet-e-Hilal Bill 2020 to bring harmony on religious festivals
3. Pass Hajj & Umrah (Regulation) Act-2021
4. Amend Publication of Holy Quran Printing and Recording Errors Bill 2020
5. Amend the Muslim Family Laws Ordinance 1961
6. Complete construction of Bridge at Zero Line for Kartarpur Sahib Corridor

2022

### Complete by FY 2022-23

1. Implement Zaireen Management Policy to regulate and facilitate 4 lakh zaireen visiting Iran, Iraq and Syria
2. Auction 34 Evacuee Trust properties for health and education purpose
3. Dispose 288 appeals out of 464 pending appeals under sections 8 & 16 of the Evacuee Trust Property Board Act 1975
4. Construct Hajj Complex, Lahore (30% physical progress)
5. Hold international/national Seerat Conference and Seerat Books/Article Competition
6. Retrieve ~4000 acres agri land and ~5000 urban units of Evacuee Trust properties from illegal occupants
7. Recover departmental arrears of ~400 Mn from Evacuee Trust properties
8. Create project management unit to manage Kartarpur

### RUNNING INITIATIVES

1. Hajj policy, plan and operations
2. Meetings with ulema on religious matters
3. Meetings of Ruet-e-Hilal
4. Celebration of Eid Miladul Nabi
5. Protection and welfare of minorities through Minority Students Scholarships of Rs. 37 Mn
6. Celebrate religious festivals and events
7. Strengthen financial management through internal audits of all attached and autonomous departments
8. Hold interfaith harmony conferences
9. Screen officers for early retirement as per the Directory Retirement Rules

Transform Governance

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# REVENUE DIVISION

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**Complete by FY 2021-22**

1. Enhance tax/GDP ratio by 0.9%
2. WeBOC-Valuation module upgraded version to add intelligence tools for improved and enhanced efficiency, support to appraisement staff of virtual assessment and curbing under invoicing
3. Install 100,000 Point of Sales
4. Gwadar Free Zone Automation: Place Gwadar free zone on the WeBOC platform for all the goods entering / exiting the zone
5. Implement cargo XML (Air manifest) and Electronic Data Interchange (EDI) with airlines to expedite the clearance of all air cargo imports
6. Implement a currency declaration system for passengers to declare at all international airports in Pakistan
7. Establish Centers for Tax Support for Low Income Taxpayers
8. Carnet De Passage: Automate the temporary import of vehicles in the country by tourists
9. Automate the directorate general of input output coefficient organization (IOCO)
10. Complete recruitment for Border Management Initiative(II)
11. Include Tax Chapters/Topics at Intermediate /Matriculation levels through Single National Curriculum
12. Professional development of Service groups(PCS & IRS- cadres)

**Complete by FY 2022-23**

1. Install 100,000 Point of Sales
2. Implement Track & Trace System for cement, petroleum, beverage, sugar, fertilizer, tobacco, plastic, cosmetics and electronics sector
3. Pakistan Single Window: Implement ICT based Pakistan Single Window (PSW) to facilitate trade and achieve compliance with provisions of WTO's Trade Facilitation Agreement by the deadline of year 2022
4. Increase the number of registered tax payers by 800,000 and active taxpayers by 400,000
5. Automate litigation management process to digitize the internal business processes for the ease of doing business, transparency and efficiency in service delivery
6. Establish Pakistan Land Port Authority (PLPA) to standardize business processes and reduce the cost of doing business
7. Implement Pakistan Raises Revenue Program to enhance revenue generation
8. Pre-populate Income Tax Returns for salaried individuals
9. Prepare a comprehensive tax policy showing 10 years perspective
10. Implement E-filing of Sales tax/FED returns on IRIS
11. Implement Alternate Delivery Channel (ADC) for AOPs and individuals
12. Centralized Issuance of Income Tax Refund Office (CITRO): Develop an automated system of issuance of income tax refunds in a centralized manner
13. Deploy Integrated Transit Trade Management System (ITTMS) to improve port efficiency, competitiveness and enhanced trade facilitation
14. Conduct 40 comprehensive field audits and issue-oriented audits for cases selected through an automated risk-based tool
15. Simplify first appeal process, E-Filing of sales tax and federal excise appeals
16. Establish E-Hearing Rooms
17. Launch unique identifier-NTN/STRN
18. DAC/PAC online portal
19. Conduct 15 sector specific studies
20. Integrate WeBOC with ITTMS at Torkham

**RUNNING INITIATIVES**

1. Strengthen financial management through internal audits of all attached and autonomous departments
2. Alternate Dispute Resolution Committees: Dispose all cases in a year
3. Launch E-audit in all LTO's, RTO's, MTO's
4. Dispose 75% tax appeals available (16,000 appeals pending)
5. Screen officers for early retirement as per the Directory Retirement Rules

# SCIENCE AND TECHNOLOGY DIVISION

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2021

**Complete by FY 2021-22**

1. Harmonize food standards across industry
2. Rehabilitate and conserve 03 Karezes for Sustainable Groundwater Management and Livelihood Improvements in Balochistan
3. Separate National Physical and Standards Laboratory from Pakistan Council of Scientific and Industrial Research (PCSIR) as an autonomous body
4. Frame Service Rules of Pakistan Council of Scientific and Industrial Research
5. Frame Service Rules of Pakistan National Accreditation Council
6. Approve and notify Pakistan Council for Science and Technology Employees Service Regulations, 2021
7. Notify Pakistan Council of Research in Water Resources Service Rules

2022

**Complete by FY 2022-23**

1. Formulate and approve the National Electronics Policy
2. Develop 160 standards across various sectors (Pakistan Standards and Quality Control Authority)
3. Upgrade Polymer & Plastics Laboratory at PCSIR Laboratories Complex, Lahore
4. Establish Semiconductor Chip Design Facilitation Centre and Network
5. Establish Pak - Korea Testing Lab for Photo Voltaics (PV) modules and allied equipment (Pakistan Council of Renewable Energy Technologies)
6. Establish additional production lines for research and development of indigenous electromedical devices at NUST, Islamabad
7. Prepare action plan of Science Technology and Innovation Policy 2021
8. Upgrade the Halal Authentication Labs at PCSIR Laboratories Complex, Lahore, Karachi and Peshawar
9. Establish a Gene Editing of Biological Agents Lab for Nutritional Biochemical and Therapeutical Purpose
10. Strengthen the Oceanographic Research Sub Station at Gwadar
11. Monitor the Sea Water Intrusion, Sea Level Rise, Coastal Erosion and Land Subsidence along Sindh and Balochistan coast
12. Review and finalize implementation framework for promotion of venture capital companies
13. Reform of Pakistan Engineering Council through a new Bill
14. Frame Rules for establishing an endowment fund at PCSIR

**RUNNING INITIATIVES**

1. Approve research projects under the Competitive Research Programme
2. Disburse quarterly stipends for 300 students under the Science Talent Farming Scheme For Young Student (Phase-1)
3. Screen officers with over 20 years of service as per Directory Retirement Rules



Ensure Pakistan's National Security

Transform Governance

# STATES AND FRONTIER REGIONS DIVISION

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2021

### Complete by FY 2021-22

1. Documentation of Afghan Nationals other than Proof of Registration and Afghan Citizen Card holders
2. Digitization of all Afghan refugee identification record through smart cards and establishment of MIS
3. Finalize Draft Recruitment Rules (BS 1-15) of Chief Commissionerate for Afghan Refugees
4. Conduct review of existing Rules of Business

2022

### Complete by FY 2022-23

1. Geo-mapping of Afghan Refugees Camps and facilities to gather spatial data

### RUNNING INITIATIVES

1. Strengthen financial management through internal audits of all attached and autonomous departments
2. Screen officers with over 20 years of service as per Directory Retirement Rules

# WATER RESOURCES DIVISION

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2021

**Complete by FY 2021-22**

1. Implement National Water policy through a framework and monitoring mechanism
2. Complete feasibility study and approve PC-1 of Chashma Right Bank Canal (Lift cum Gravity) Project
3. Publish study of the impact of domestic & Industrial effluent on contamination of rivers and groundwater especially near Lahore city and in downstream irrigated areas
4. Publish study of simulating water availability against future requirements and for adopting possible measures against desertification
5. Reactivate river gauging stations in Pakistan to monitor shared water flows with Afghanistan
6. Reform Indus River System Authority (IRSA) through an independent performance audit
7. Create a dedicated Policy Implementation Unit (PIU) for National Water Policy

2022

**Complete by FY 2022-23**

1. Build Diamer Basha Dam and the start of water diversion through diversion canals-20% physical progress achieved (Project Completion Date : Feb 2029)
2. Build Dasu Hydropower Project- 19% physical progress achieved (Project Completion Date : Apr 2026)
3. Complete Karachi Bulk Water Supply Scheme (K-IV Project) - 75% physical progress achieved (Project Completion Date : Oct 2023)
4. Build Mohmand Dam- 36 % physical progress achieved (Project Completion Date: May 2025)
5. Complete Kurram Tangi (Stage-I)- 80 % physical progress achieved (Project Completion Date : Dec 2023)
6. Contract award of Floating Solar Project of 300 MW under Tarbela 5 Hydro Power Project
7. Indus Basin Irrigation System (IBIS) : Automate selected key sites for discharge monitoring
8. Award contract of Flood Protection Sector Project-III

**RUNNING INITIATIVES**

1. Screen officers for early retirement as per the Directory Retirement Rules





### **Prime Minister's Reform Team**

Amina Bajwa

Bilal Rao

Kashmala Kakakhel

Saad Tamman

M Shakil Anwer





Government of Pakistan

