

GOVERNMENT OF PAKISTAN
CABINET SECRETARIAT
CABINET DIVISION



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FOREWORD

In pursuance of Rule 25 of the Rules of Business, 1973, it is mandatory for each Division of the Federal Government to prepare and upload on its official website a Year Book containing the comprehensive record on account of its activities and achievements during the Fiscal Year. The Year Book shall contain information that may be used for reference and public record purposes.

In compliance with the aforementioned requirement, the Year Book is considered to be a permanent document and it is mandatory for each Division that the Year Book is prepared and published at the end of each Fiscal Year, for the information of the Cabinet as well as the general public. The online publication of the Year Book reflects the Government's commitment towards transparency, recognition of the citizens' right of access to information and is a positive step towards enhancing openness in the governance.

In line with the above, the Cabinet Division has prepared its Year Book for the Fiscal Year 2024-25. The purpose of this publication is to apprise the public about the major initiatives, programs and administrative measures undertaken by the Division and its attached departments, autonomous bodies and subordinate offices.

It is anticipated that this Year Book will serve as a valuable source of information for all stakeholders and will be proved as a useful reference for policymakers, researchers, scholars and other members of the general public.

Kamran Ali Afzal
Secretary,
Cabinet Division

Islamabad,
March, 2026

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FUNCTIONS OF THE CABINET DIVISION

FUNCTIONS OF THE CABINET DIVISION

The Cabinet Division plays pivotal role in secretarial setup of the Federation of the Islamic Republic of Pakistan and symbolizes the mechanism for the exercise of executive authority of the State, in accordance with the Constitution of Islamic Republic of Pakistan, 1973, and the Rules of Business framed thereunder.

The following functions have been allocated to the Cabinet Division under the Rules of Business, 1973:

1. All secretarial work for the Cabinet, National Economic Council and their Committees.
2. Follow up and implementation of decisions of all the bodies mentioned at (1) above.
3. Omitted.
4. National Economic Council: Its constitution and appointment of members.
5. Secretaries Committee.
6. Central Pool of Cars.
7. All matters relating to President, Prime Minister, Federal Ministers, Ministers of State, Persons of Minister's status without Cabinet rank, Special Assistants to the Prime Minister.
8. Appointments, resignations, salaries, allowances and privileges of Provincial Governors.
9. Strength, terms and conditions of service of the personal staff of the Ministers, Ministers of State, Special Assistants to the Prime Minister, dignitaries who enjoy the rank and status of a Minister or Minister of State.
10. Rules of Business: Setting up of a Division, allocation of business to a Division and constitution of a Division or group of Divisions as a Ministry.
11. Implementation of the directives of the President/Prime Minister.
12. Preparation of Annual Report in relation to Federation on observance of Principles of Policy.

13. Budget for the Cabinet: Budget for the Supreme Judicial Council.
14. Omitted vide SRO 1434 (I)/2024 dated 11th September 2024.
15. Coordination of defence effort at the national level by forging effective liaison between the Armed Forces, Federal Ministries and the Provincial Governments at the national level; Secretariat functions of the various Post-War Problems.
16. Communications Security.
17. Omitted vide SRO 445 (I) /2012, dated 30th April 2012.
18. Instructions for delegations abroad and categorization of International conferences.
19. Security and proper custody of official documents and Security Instructions for protection of classified matter in Civil Departments.
20. Preservation of State Documents.
21. Coordination: Control of fixed line office and residence telephones, mobile phones, faxes, internet/DSL connections, ISD, toll-free numbers, green telephones etc., staff cars; Rules for the use of staff cars; common services such as teleprinter service, mail delivery service, etc.
22. Civil Awards: Gallantry Awards.
23. Tosha Khana.
24. Omitted vide SRO 834(i) / 2015 dated 24th August 2015.
25. Repatriation of civilians and civil internees from India, Bangla Desh and those stranded in Nepal and other foreign countries, and all other concerned matters.
26. Resettlement and rehabilitation of civilians and civil Government servants uprooted from East Pakistan including policy for grant of relief and compensation for losses suffered by them.
27. All matters arising out of options exercised by and expatriation of Bengalis from Pakistan.

28. Grant of subsistence allowance to Government servants under the rule making control of the Government of East Pakistan and its corporations, and their families stranded in West Pakistan.
29. Management of movable and immovable properties left by the Bengalis in Pakistan.
30. Administration of the "Special Fund" for POWs and civilian internees held in India and War displaced persons.
31. Defence of Pakistan Ordinance and Rules.
32. Omitted vide SRO1088 (I)/2011, dated 09th December 2011.
33. Stationery and Printing for Federal Government official Publications, Printing Corporation of Pakistan.
- 34-51 Omitted.
52. National Archives including Muslim Freedom Archives.
- 53-54 Omitted.
55. People Works Program (Rural Development Program).
56. Pride of Performance Award in the field of arts.
- 57-60 Omitted vide SRO1088 (I)/2011, dated 09th December 2011.
61. Pride of Performance Award in academic fields.
- 62-75 Omitted.
76. Pakistan Tourism Development Corporation and its subsidiaries.
77. Treaty Implementation Cell.
78. Islamabad Club.
- 79-80 Omitted.
81. Pakistan Commissions of Inquiry Act, 2017.
82. Naya Pakistan Housing and Development Authority.
83. Administrative control of the National Electric Power Regulatory Authority (NEPRA), Pakistan Telecommunication Authority

(PTA), Frequency Allocation Board (FAB), Oil and Gas Regulatory Authority (OGRA) and Public Procurement Regulatory Authority (PPRA).

84. Prime Minister's Performance Delivery Unit (PMDU) including Pakistan Citizen Portal (PCP), operation and management of which shall be managed by Prime Minister's Office (Public).
85. (i) Warrant of precedence;
(ii) Pakistan Flag;
(iii) Coat of Arms, National Emblem, monograms, seals;
(iv) Standard time for Pakistan;
(v) Public Holidays; and
(vi) Gazette of Pakistan.
- ¹86. Institutional Reforms Cell.
- ²87. Special Technology Zones Authority.
- ³88. Sheikh Sultan Trust.
- ⁴89. Pakistan Cricket Board.
90. Omitted vide SRO 964(I)/2025, dated 02nd June 2025.
- ⁵91. Cannabis Control and Regulatory Authority.
- ⁶92. Administrative functions in respect of the National Anti-Money Laundering and Counter Financing of Terrorism Authority Act, 2023 (LIII of 2023).
- ⁷93. National Anti-Money Laundering and Counter Financing of Terrorism Authority of Pakistan.
- ⁸94. National Engineering Services Pakistan (NESPAK).

¹ Inserted vide SRO 1434 (I)/2024 dated 11-09-2024 [From 1st July, 2022 till 4th June, 2023 Institutional Reforms Cell remained under the Establishment Division (F.No.471(S)/2022-Cab;F.No. 4-1/2023-Min-I)].

² Inserted vide SRO 1434 (I)/2024 dated 11-09-2024

³ Inserted vide SRO 1434 (I)/2024 dated 11-09-2024

⁴ Inserted vide SRO 1434 (I)/2024 dated 11-09-2024

⁵ Inserted vide SRO 1434 (I)/2024 dated 11-09-2024

⁶ Inserted vide SRO 1434 (I)/2024 dated 11-09-2024

**ACTIVITIES OF THE
CABINET DIVISION
2024-25**

CABINET WING

The Cabinet Wing deals with the following:

- (i) All matters relating to the President, the Prime Minister, Federal Ministers, Ministers of State, persons of Ministers' status without Cabinet rank, Special Assistants to the Prime Minister;
- (ii) Strength, terms and conditions of service of the personal staff of Ministers, Ministers of State, Special Assistants to the Prime Minister, dignitaries who enjoy the rank and status of a Minister or Minister of State;
- (iii) Rules of Business: Setting up of a Division, allocation of Business to a Division and constitution of a Division or group of Divisions as a Ministry.
- (iv) Matters relating to the Provincial Governors.
- (v) Policy/Instruction on participation in International Conferences, Meeting, Workshops, Seminars, Symposia etc. abroad.
- (vi) Categorization of International Conferences, Meeting, Workshops, Seminars, and Symposia.
- (vii) All secretarial work for Secretaries' Committee.
- (viii) Warrants of Precedence, Pakistan Flag, Coat of Arms, National Emblem, Public Holidays and Gazette of Pakistan etc.

During the Fiscal Year 2024-25, forty (40) meetings of the Cabinet were held. A total of 1211 Summaries, submitted by various Ministries/Divisions, were examined and processed for placing before the Cabinet. Out of these, 608 summaries were disposed of through circulation and 92 summaries were returned back, whereas, 511 Summaries were considered in the Cabinet Meetings. The proceedings of all meetings were duly recorded and the decisions were conveyed to the concerned Ministries/Divisions for necessary implementation. The Summaries included legislative proposals, cases requiring approval of the Federal Government, signing of MoUs/Agreements with foreign countries etc. and policy/reports of various committees/commission(s) etc.

Cabinet Wing coordinated oath-taking ceremonies and notified thirteen (13) Federal Ministers, eleven (11) Ministers of State, two (02) Advisors, nine (09) Special Assistants to the Prime Minister and five (05)

Coordinators to Prime Minister in the current Government.

Further, during the Fiscal Year 2024-25, the Cabinet Wing examined and processed thirty (30) cases/summaries referred to the Cabinet Division by other Ministries/Divisions regarding the Rules of Business, 1973. Accordingly, the Cabinet Division issued six (06) versions of the Rules of Business, 1973. The Cabinet Wing has also been conducting the exercise of substituting the term “Federal Government” with “Appropriate Authority” in statutory instruments falling within the domain of the Cabinet Division.

The Cabinet Wing responded to nine (09) Senate/National Assembly Questions and twenty-three (23) Budget Cut Motions. The Annual Calendar for Public and Optional Holidays for the year 2025, along with notifications of Public Holidays throughout the country were also issued.

Further, the Federal Cabinet in Case No.119/Rule-19/2014/201 dated 02nd March 2024, submitted by the Cabinet Division, authorized this Division to update the list of “obligatory” visits in consultation with the concerned Ministries/Divisions and to issue updated instructions on visits abroad. A letter along with a pro-forma was devised and issued to all Ministries/Divisions on 06th March 2024, for obtaining proposals to enable this Division to review and update the list of obligatory visits. The exercise for revising the list of obligatory visits as per the Federal Cabinet’s decision is currently under way. The Cabinet Division also issued clarification regarding travel for visits abroad; vide O.M. No.9-148/2002-Min-II dated 09th July 2024.

Furthermore, four (04) meetings of the Secretaries’ Committee were convened and ten (10) agenda items were deliberated upon. Significant issues such as the amendment in laws/rules to replace the term “Federal Government” with “Appropriate Authority,” implementation of Cabinet decisions, non-implementation of recommendations of the Public Accounts Committee and briefing on e-Office along with its implementation were discussed in these meetings. The details of the meetings are as under: -

Secretaries’ Committee Meetings 2024

01	02/SCM/2024	04-07-2024
02	03/SCM/2024	31-10-2024

Secretaries’ Committee Meetings 2025

01	01/SCM/2025	08-01-2025
02	02/SCM/2025	24-02-2025

Details of the Cabinet meetings and number of decisions taken during the Fiscal Year 2024-25 are as under: -

01	Cabinet Meetings held	35
02	Decisions taken during the Fiscal Year 2024-25	1159
03	Decisions implemented so far	888
04	Decisions under implementation at the end of Fiscal Year 2024-25	271
05	Percentage of implementation	76%

CABINET COMMITTEES WING

The Committees Wing consists of two Sections:

- i. Cabinet Committees Section
- ii. Progress-II Section

It provides secretarial support to the National Economic Council (NEC), Executive Committee of the National Economic Council (ECNEC) and the Committees of the Cabinet for convening their meetings. During the Fiscal Year 2024-25, the Wing provided secretarial support to NEC, ECNEC and the following Committees of the Cabinet:

- a) Economic Coordination Committee (ECC)
- b) Cabinet Committee on Privatization (CCoP)
- c) Cabinet Committee on Energy (CCoE)
- d) Cabinet Committee for Disposal of Legislative Cases (CCLC)
- e) Cabinet Committee on Inter-Government Commercial Transactions (CCoIGCT)
- f) Cabinet Committee on State Owned Enterprises (CCoSoEs)
- g) The Cabinet Committee on Chinese Investment Projects (CCoCIP)
- h) Cabinet Committee on Regulatory Reforms (CCoRR)

During the Fiscal Year 2024-25, total eighty-one (81) meetings of the above said committees were held wherein five hundred and eight (508) decisions were taken.

S/N	Name of Forum	No. of Meetings held	No. of Decisions taken
1.	National Economic Council (NEC)	01	06
2.	Executive Committee of the National Economic Council (ECNEC)	06	65
3.	Economic Coordination Committee of the Cabinet (ECC)	27	234
4.	Cabinet Committee on Privatization (CCoP)	05	09
5.	Cabinet Committee on Energy (CCoE)	03	12
6.	Cabinet Committee for Disposal of Legislative Cases (CCLC)	19	99
7.	Cabinet Committee on Inter-Government Commercial Transactions (CCoIGCT)	02	03
8.	Cabinet Committee on State Owned Enterprises (CCoSoES)	16	77
9.	Cabinet Committee on Chinese Investment Projects (CCoCIP)	01	02
10.	Cabinet Committee on Regulatory Reforms (CCoRR)	01	01
Total		81	508

The Cabinet Committees Wing is also responsible for the following:

- i. Submitting proposals for the constitution of NEC, ECNEC and other Cabinet Committees along with their Terms of References.
- ii. Convening meetings of the above-mentioned fora, recording minutes and documenting decisions.
- iii. Submitting decisions of the Cabinet Committees to the Federal Cabinet for ratification.
- iv. Issuing ratified decisions of the Cabinet Committees to the concerned Secretaries of Ministries/Divisions for implementation.
- v. Following-up with the concerned Ministry/Division for implementation of decisions.
- vi. Submitting the Annual Report of the NEC in term of Clause 5 of Article 156 of the Constitution of Islamic Republic of Pakistan, 1973, in consultation with the Ministry of Planning Development and Special Initiatives, to both Houses of the Parliament after approval of the Federal Cabinet.

ADMINISTRATION WING

The Administration (Admin) Wing provides support services to the Cabinet Division. It looks after the matters relating to Human Resource Management (HRM) including procurement, repair and maintenance of machinery & equipment, furniture & fixture, vehicles & stationery etc. The Admin Wing also deals with the preparation of the budget/re-appropriation, and all financial matters of officers & staff of the Cabinet Division including Mail Delivery Service & Bag Service between Islamabad and the Provincial Capitals. Activities during Fiscal Year 2024-25 are as under:-

Administrative / HR Matters:

1. Promotion of Transport Supervisor (BPS-10).
2. Five (05) LDCs have been promoted to UDCs (BPS-13).
3. Three (03) Qasids/Daftry have been promoted to Duplicate Machine Operator (BPS-04).
4. Eleven (11) Naib Qasids have been promoted to Daftry (BPS-02).
5. Ten (10) Naib Qasids/Farash have been promoted to Qasid (BPS-02).
6. One (01) Assistant has been absorbed in the Cabinet Division on Transfer by Appointment.

The following cases were processed:

7. Seventeen (17) cases of Marriage Grant.
8. Fifty-two (52) cases of Education Stipends.
9. Eleven (11) cases of deputation.
10. Eighteen (18) cases of LPR/Retirement.
11. Forty-three (43) cases of posting/transfer of staff in Cabinet Division.
12. One hundred and six (106) cases of leave.
13. One (01) case under Act "Protection against Harassment of Women at the Workplace".

14. Eight (08) cases of disciplinary proceedings.
15. Administrative and establishment matters, relating to Cadre/ex-Cadre Posts (BPS-16 and above).
16. Twenty-six (26) charge assumption cases of Cadre Officers BPS-17 to BPS-22 were processed.
17. Three (03) charge assumptions cases of Army Officers' BPS-18 & BPS-19 were processed.
18. One (01) absorption case of Director (BPS-19) was processed.
19. Administrative matters (appointment, posting, transfers, promotions, time scale, discipline etc.) relating to PS/ex-Cadre officers (Deputy Directors/Assistant Directors, Superintendents, APSs, etc.) in BPS-16 and BPS-17 of the Cabinet Division were processed.
20. One (01) promotion case of Assistant Director BPS-17 to BPS-18 processed.
21. Eleven (11) charge assumption cases of APS (BPS-16) were processed.
22. Four (04) charge assumption cases of Superintendent (BPS-16) were processed.
23. Three (03) promotion cases of Assistant Private Secretary (BPS-16) as Private Secretary (BPS-17) were processed.
24. Twenty-one (21) cases of reimbursement of fee/stipend were processed and sent to Benevolent Fund & Group Insurance.
25. Thirty-four (34) cases of official passports/private passports in respect of officers/officials of Cabinet Division were processed.
26. Grant of leave (all types), including processing of LPR/Retirement/Leave Encashment etc. cases were processed out of which six (06) retirement Leave Encashment and fourteen (14) ex-Pakistan Leave, cases were processed.
27. Deputation/Repatriation cases of the Cadre and ex-Cadre officers in BPS-16 to BPS-20 one each case was processed.

28. Deputation/Repatriation case of Cadre and ex-Cadre officers of BPS-16 to BPS-20 one each case was processed.
29. Determination of seniority of the ex-cadre officers in BPS-16 and above and circulation of seniority lists etc.
30. Five (05) cases of matters relating to issuance of airport entry passes of officers of Cabinet Division were processed.
31. Six (06) cases of mandatory course of officers (MCMC, SMC & NDU/NMC) were processed.
32. Fifteen (15) posts of BPS-16 to BPS-19 were abolished.

Logistic Support:

The Admin Wing provided logistic support to the Advisors/Special Assistants to the Prime Minister and all officers/sections of the Cabinet Division for disposal of official business. The following tasks were completed during Fiscal Year 2024-25:-

1. Preparation of Committee Room No. 02 at the 4th Floor of the Cabinet Division for holding meetings of the Committees, arranged by Additional Secretaries and Joint Secretaries.
2. Preparation of shed for security staff deputed at barrier point towards basement.
3. Installation of Windows/sliding doors in various offices and sections of the Cabinet Division (1st & 2nd floor) for provision of a better working environment.
4. Stoppage of leakage in the lift room basement and other points at 1st floor and fixing of floor tiles in the 1st floor washrooms through CDA.
5. Removal of raw building material lying in the basement.
6. Renovation of the Joint Secretary (Admin) office at 2nd floor of Cabinet Block, Cabinet Division.
7. Fixing of floor tiles at the 2nd and 3rd floors, Cabinet Division side, along with the office of CF&AO, Cabinet Division through CDA.

8. Completion of printing material pending in Printing Corporation of Pakistan (PCP) and clearance of pending dues.
9. Preparation of tender documents during the period under report.
10. Maintenance of stock registers, movement registers and log books.

Miscellaneous Activities:

Name of PUCs / FRs / Cases	No. of Cases
Medical claims reimbursed	512
HBA granted to officers/officials	51
Motor Car Advance granted to employees	56
Motorcycle Advance granted to employees	14
GPF Advance granted to employees	85
Officers nominated for training / abroad	30
Officers / officials nominated for training / course (Islamabad Station)	17
Total	765

Pension Cell:

The Pension Cell is discharging the following functions in respect of the employees proceeding on retirements:-

1. Processing of fresh retirement/pension cases of officers and staff of the Cabinet Division.
2. Payment of Leave Encashment cases to retired employees of the Cabinet Division.
3. Final payment of GP Fund dues to retired/retiring employees.
4. Processing of TA cases for retired employees.
5. Grant of Farewell Allowance on retirement.
6. Grant of family pension & payment of financial benefits under Prime Minister's Assistance Package, to bereaved families of deceased Government employees.
7. Processing of family pension cases of retired employees/pensioners of the Cabinet Division.

8. Revision, transfer and restoration of pension cases of retired employees.
9. Disbursement of education stipends to the children of deceased employees who passed away while in service, under Prime Minister's Assistance Package.
10. Payment of monthly Benevolent Fund Grant & burial charges to the families of deceased employees who passed away during service, as well as to families of retired employees/pensioners on their death.
11. Payment of pension contribution cases of retiring/retired employees.
12. Completion of all types of requisite documents of pensioners/fresh retiring employees.
13. Maintenance of updated year-wise pensioner reports.
14. Issuance of ID cards to pensioners through AGPR, Islamabad.

Cases Processed During Fiscal Year 2024-25	
Pension cases finalized (Fresh)	24
Family Pension & Monthly Benevolent Fund Grand cases of Retired / Deceased Employees / Pensioners finalized	36
Restoration of Commuted Portion of Pensioners finalized	15
Total Cases	75

Financial Related Matters:

1. Pay Fixation & Allowances of approximately 800 officers/officials of the Cabinet Division, Advisors and Special Assistants to the Prime Minister etc.
2. Preparation of TA/DA bills including foreign tours, on retirements/transfers, vendor creation receiving, disbursement of cash, payment of advance to the staff car drivers, payment of contingent bills, conveyance charges, etc.
3. Processing of overtime, medical charges, hiring, late sitting, House Building Advance (HBA), Motor Car Advance (MCA), Motor Cycle Loans, GP Fund Advance, etc.

4. Maintenance of service-books of employees of the Cabinet Division, updating of leave account and verification of service books from AGPR.
5. Budget matters including savings, surrender, excess and appropriation/expenditure control registers

Information Technology (IT) Centre:

1. The Help-Desk system has been providing assistance in hardware and software operations to the offices of the Cabinet Division. The support has also been extended to e-office operations, e-Cabinet Portal and e-Cabinet Committees Portal.
2. The IT Centre provided technical support in each meeting of the Federal Cabinet and its Committees held during the reporting period. A total of 37 Federal Cabinet meetings and 81 Cabinet Committees meetings were provided with IT support.

Parliamentary Business:

In addition, the Administration Wing processed the following Parliamentary Business:-

Questions (National Assembly & Senate)	132
Meetings	25
Motions	04
Adjournment Motions	01
Calling Attention Notices	08
Bills	06
Resolutions	03
Economy Cut Motion (Budget 2024-25)	60

Coordination Matters:

1. **Internal Coordination:** Dissemination and gathering of information from all Wings of the Cabinet Division, Attached Departments and Sub-ordinate Offices of the Cabinet Division.
2. **Coordination:** Coordination among all Ministries/Divisions/Departments for the provision of information on matters pertaining to the Federal Government as required by Supreme Court of Pakistan, Prime Minister's Office, Aiwan-e-Sadr, National Assembly, Senate of Pakistan and Ministries / Divisions.

3. **Complaint Handling:** Management of complaints received through the Pakistan Citizen's Portal monitored by Prime Minister of Pakistan.
4. **Task Management:** Operation of the Task Management System of the Prime Minister's Delivery Unit, monitored by the Prime Minister of Pakistan.
5. **Public Complaints:** Resolution of public complaints in pursuance of the directives of the Wafaqi Mohtasib.
6. **Right to Information:** Provision of information to the citizens of Pakistan as required under Right of Access to Information Act, 2017.

Pakistan Citizen's Portal:

S/N	Total Number of Complaints	Resolved	In Progress
1.	Five	05	00

Task Management System:

S/N	Total Number of Task	Completed Task	In Progress / Periodically Updated
1.	One Hundred and Sixty-Nine	129	40

Complaint Cell:

- Resolution of Public Complaints in pursuance of Wafaqi Mohtasib Directives.
- During the year 2024-25; the following complaints were disposed/forwarded to respective authorities to redress the grievances:

S/N	Total Number of Complaints	Status
1.	Thirty-Eight	All complaint Disposed of/forwarded to concerned agencies

Provision of Information Under Right of Access to Information Act, 2017:

- Seven (07) requests for information under the Right of Access to Information Act, 2017, were received and the citizens were provided the requisite information.

- Three (03) hearings were attended to represent the Cabinet Division in the Pakistan Information Commission and cases were disposed off.

Tosha Khana & Green Line Connection Matters:

Record of Tosha Khana gifts up to 31st December 2024, has been uploaded on the Website of the Cabinet Division. Details of other activities are as under:

1.	Green Telephone connections installed	35
2.	Green Telephone connections closed	32
3.	Green Telephone connections shifted	14
4.	Replacement of Green Telephone sets	04
5.	Green Telephone CLI facility installed	01
6.	Security Passes issued	191
7.	Security Passes Returned	88
8.	Cypher Messages Received	1828
9.	Internal Admin Wing coordination as per requirement	

CENTRAL POOL OF CARS (CPC)

In pursuance of Schedule-II of Rule 3(3) of the Rules of Business, 1973 and Rule-28 of Staff Car Rules, 1980, maintaining the Central Pool of Cars (CPC) consisting of vehicles of different categories, is mandate of the Cabinet Division. Staff cars are provided from the Central Pool to the following, subject to availability:

- i. Ministries/Divisions – for the use of state guests, members of foreign delegations and VIPs visiting Pakistan.
- ii. Federal Ministers, Ministers of State, Advisors and Special Assistants to the Prime Minister (SAPMs) without portfolio.
- iii. Federal Ministers, Ministers of State, Advisors and other dignitaries or office holders when their staff cars are temporarily off road for repairs, for the period not exceeding fifteen (15) days.
- iv. Provincial Governors, Chief Ministers, Chief Justices of High Courts, Provincial Ministers and other officers with similar rank and status visiting Islamabad.

In addition, CPC of the Cabinet Division has been mandated to:

- Administer the Staff Car Rules and the Transport Monetization Policy.
- Process summaries for the Prime Minister for the provision of Protected/higher engine capacity vehicles to various dignitaries.

Activities of CPC during 2024-25:

- i. Prepared and processed summaries for the approval of the Prime Minister for providing protected/higher engine capacity vehicles to various dignitaries.
- ii. Provided logistic support to the Ministry of Foreign Affairs during the SCO Conference held in October, 2024.
- iii. Arranged ten (10) meetings of the Vehicle Authorization Committee to fix/revise the authorization of vehicles for the Ministries/Divisions and Departments.

- iv. Entertained more than 295 requests regarding protocol duties, received from Ministries/Divisions and Departments for the provision of vehicles.
- v. Ensured the repair, maintenance and proper upkeep of protocol vehicles of the CPC through OEM/prequalified vendors.

MILITARY WING

Military Wing was established in 1956, under the Cabinet Division. It is now functioning as a secretariat for Defence Planning in the civil sector to assist and support armed forces under the Rules of Business, 1973. The Wing is headed by a serving Brigadier rank officer and is assisted by officers from all the three armed forces. Its main functions are:

- i. To coordinate National War Effort serving as a linchpin for maintaining uninterrupted liaison among Federal Ministries, Armed Forces and Provincial governments.
- ii. To activate Federal War Book on the orders of National Security Committee (NSC)/Defence Committee of Cabinet (DCC) and relevant Defence Planning Committees (DPCs)/Policy Committees/Boards for meeting during any emergency situation in the country. To issue notification regarding all stages of war and emergencies as stipulated in Defence of Pak Ordinance (DPO) and Defence of Pak Rules (DPR) upon approval from NSC/DCC.
- iii. To revise the Federal War Book.
- iv. To act as a secretariat for thirty (30) Federal Defence Planning Committees chaired by the respective Federal Secretary of administrative Ministry/Division and assist Provincial Defence Planning Committees (8 in each Province) including monitoring the overall Defence Planning.
- v. To ensure safe custody of various secret Publications/Defence Planning Reports.

Activities / Achievements During FY 2024-25:

a. Annual Defence Planning Meetings FY 2024-25:

i. Main Committees' Meetings:

Date	Meeting	Ministry
06-11-2024	Meeting of the Essential Supplies Committee on Defence Planning	Ministry of Industries and Production
19-11-2024	Underground Shelter Committee on Defence Planning	Ministry of Housing & Works
27-12-2024	Meeting of Food Supplies on Defence Planning	Ministry of National Food Security and Research
24-01-2025	Meeting of Commerce and Trade on Defence Planning	Ministry of Commerce
12-05-2025	Underground Shelter Committee on Defence Planning	Ministry of Housing & Works

ii. Provincial / Sub-Committee Meetings:

Date	Meeting	Venue
18-07-2024	Meeting of Provincial Strategic Communication Committee on Defence Planning	KP
20-08-2024	Meeting of Provincial Afforestation Committee on Defence Planning	KP
17-04-2025	Meeting of Provincial Finance Committee on Defence Planning	KP
23-04-2025	Meeting of Provincial Strategic Communication Committee on Defence Planning	KP
06-01-2025	Meeting of Provincial Sub-Committee on Road & River Transport on Defence Planning	Punjab

iii. The provincial Defence Planning mechanism has been reviewed in light of the study approved by the Cabinet Secretary and based on post-18th amendment devolved roles of provinces/regional governments through activation of eight (08) Provincial/Regional Defence Planning Committees (PDPCs). The activation of PDPCs in real scenario has been geared up in all provincial/regional governments in order to strengthen Pakistan’s defence potential.

b. Major Achievements During FY 2024-25:

• Issuance of Revised Federal War Book-2025:

- i.** Federal War Book issued in 1983 was revised after 42 years with meaningful input by Joint Staff Headquarters, Tri-Services Headquarters, Ministries and Divisions. The updated version under title “*Federal War Book – 2023 (updated May 2025)*” was published during the 1st week of May 2025 and issued to all concerned Ministries, Divisions, Departments, Provincial Departments, Services Headquarters and Joint Staff Headquarters on 09th May 2025. The revised *Federal War Book – 2023 (updated May 2025)* provided guidelines to all concerned for better planning and generating response during Marka-e-Haq.
- ii.** A constant liaison was kept with the Armed Forces, Federal Ministries/Divisions and Provincial Governments for follow-up actions on decisions taken in various Federal Defence Planning Committees.
- iii.** Scrutiny of Defence Planning documents viz Committee Reports and War Books was carried out.
- iv.** Annual “Safe Custody Certificates” from various Federal Ministries/Divisions, Provincial/Regional Governments and

Departments for Federal War Book and other related documents were sought.

• **23rd March Parade – 2025:-**

- i. The Military Wing, Cabinet Division coordinated all matters related to the Pakistan Day Parade (Limited Scale) at “Aiwan-e-Sadr”, Islamabad with the Joint Staff Headquarters and the General Headquarters in befitting manner.
- ii. The annual audit of the Secret Service Fund of the Intelligence Bureau Division, Islamabad was conducted in January, 2025.

c. 6 Aviation Squadron:

Military Wing is also responsible for managing operational, administrative and training matters of 6 Aviation Squadron. 6 Aviation Squadron maintains a fleet of helicopters for VIP missions, rescue missions, relief and recovery operations. These missions/operations are carried out with the approval of the Prime Minister. The skills of the pilots of the squadron are also enhanced/polished through training abroad.

i. Details of Missions (1st July 2024 to 30th June 2025):

S/N	Type of Mission	Hours Flown
1.	VIP / VVIP Mission	458.7
2.	Technical / Maintenance Test Flying	23.0
3.	Training Flying	366.7
Total		848.4

ii. Details of Relief and Rescue Operations:

82.2 hours flown time consumed in connection with Emergency Relief Operations. Details are as under:-

- I. Para Chinar (KP) Relief Operation: 23.8 hrs.
- II. Operational Readiness Flying: 58.4 hrs.

iii. Any Other Activity:

06 hours Missions were conducted as per requests made by Provincial Government, Departments and various organizations.

iv. Technical:

S/N	Type
1.	12 x Major inspections conducted.
2.	01 x Helicopter recovered from outstation missions by replacement of spares.
3.	Service Bulletin AW139-817 Brake Padle Assembly inspections compiled on 05 x helicopters.

v. Training:

S/N	Type
1.	Conversion Training
2.	Continuation Training
3.	Special Operations Mission (Bambi Bucket) Training

vi. Details of flying hours during the Fiscal Year 2024-25:

Months / Year	Type of Ac / Helicopter	Hours Flown	Total Hours		
			Technical / Maintenance	Trg.	VIP / VVIP
Jul 2024	AW-139	58.5	1.5	28.1	28.9
Aug 2024	“	47.9	1.0	9.5	37.4
Sep 2024	“	73.0	3.3	43.3	26.4
Oct 2024	“	103.0	0.9	54.6	47.5
Nov 2024	“	80.8	2.4	8.3	70.1
Dec 2024	“	49.2	1.0	10.1	38.1
Jan 2025	“	72.0	1.1	33.7	37.2
Feb 2025	“	69.8	4.1	30.1	35.6
Mar 2025	“	81.2	2.8	39.5	38.9
Apr 2025	“	70.8	0	40.2	30.6
May 2025	“	80.2	1.9	34.2	44.1
Jun 2025	“	62.0	3.0	35.1	23.9
Total		848.4	23.0	366.7	458.7

AWARDS WING

Meetings of Awards Sub-Committees and Main Awards Committee:

The nominations for Pakistan Civil Awards-2024, received from specified Nominating Agencies, were scrutinized by the following four (04) Award Sub-Committees:

- i. Gallantry
- ii. Art and Literature
- iii. Social/Welfare Work, Philanthropy and Public Service
- iv. Science, Engineering and Education

The meetings were held on 13th June 2024, 27th June 2024, 02nd July 2024, 04th July 2024 and 10th July 2024 respectively. The recommendations of these sub-committees were reviewed/scrutinized by the Main Awards Committee on 19th July 2024. The Summary, containing the final list of nominations, was submitted to the Prime Minister/President of Pakistan for approval.

Notification of Awardees:

After approval of the President, Pakistan Civil Awards 2024 were announced on 14th August 2024. The President, Islamic Republic of Pakistan, conferred civil awards upon 169 Pakistani citizens including foreign nationals/overseas Pakistanis. The detail of conferment of Pakistan Civil Awards 2024 is as under:-

S/N	Name of Pakistan Civil Awards	Total
1.	Nishan-i-Pakistan	06
2.	Nishan-i-Imtiaz	02
3.	Nishan-i-Khidmat	01
4.	Hilal-i-Pakistan	03
5.	Hilal-i-Shuja'at	10
6.	Hilal-i-Imtiaz	13
7.	Hilal-i-Quaid-i-Azam	02
8.	Sitara-i-Shuja'at	03
9.	Sitara-i-Imtiaz	41
10.	President's Award for Pride of Performance	31
11.	Sitara-i-Quaid-i-Azam	02
12.	Tamgha-i-Pakistan	04
13.	Tamgha-i-Shuja'at	05
14.	Tamgha-i-Imtiaz	42
15.	Tamgha-i-Quaid-i-Azam	02
16.	Tamgha-i-Khidmat	02
Total		169

Investiture Ceremonies:

The Award Wing of the Cabinet Division arranged the Investiture Ceremony for conferment of Civil Awards 2024 at Aiwan-i-Sadr, Islamabad on 23rd March 2025. The Investiture Ceremonies were also held on 23rd March 2025, at the Joint Staff Headquarters and Provincial Capitals, where Governors of the Provinces decorated the recipients with civil awards. Four (04) special investiture ceremonies were also held during the year 2024-25 at Aiwan-e-Sadr, Islamabad to confer civil awards upon the following Pakistani / foreign dignitaries:

- i. “Hilal-i-Imtiaz” upon Mr. Arshad Nadeem on 23rd August 2024.
- ii. “Nishan-i-Pakistan” upon His Excellency YAB Dato’ Seri Anwar Bin Ibrahim, Prime Minister of Malaysia on 03rd October 2024.
- iii. “Sitara-i-Imtiaz” upon Mr. Asif Bashir on 24th January 2025.
- iv. “Nishan-i-Pakistan” upon His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi on 27th February 2025.

National Programme for Independence Day Celebrations:

A National Programme for celebration of Independence Day on 14th August 2025 was prepared in consultation with all Ministries/Divisions and Provincial Governments, which was submitted to the Prime Minister for approval. The Programme, after approval, was circulated to all the Ministries/Divisions and Provincial Governments for implementation.

Flag Hoisting Ceremony 2024:

Flag Hoisting Ceremony was held at Pakistan Monument, Islamabad on 14th August 2024. The Prime Minister, Islamic Republic of Pakistan was the chief guest for the ceremony. Federal Ministers, Ministers of State and representatives from the Armed Forces attended the Ceremony.

FINANCE AND ACCOUNTS WING

Finance and Accounts Wing consists of three sections, namely Planning & Monitoring Cell, Accounts-II Section and Audit & PAC Section. The activities of the Wing are supervised by the Chief Finance & Accounts Officer.

Planning & Monitoring Cell:

Planning & Monitoring Cell (P&M Cell) mainly deals with the Public Sector Development Programs (PSDP) of the Cabinet Division and its attached departments/organizations/executing agencies. P&M Cell prepares/analyzes the cases of PC-Is, releases PSDP funds and conducts coordination with departments/organizations/executing agencies & Planning Commission. It is involved in arrangement of Departmental Development Working Party (DDWP)/Reviews/Pre-Priorities/Priorities & other project-related meetings, preparation & presentation of briefs for Central Development Working Party (CDWP)/External Reviews & other PSDP related meetings, particularly relating to Cabinet Division's PSDP projects.

Achievements in FY 2024-25:

The Planning & Monitoring Cell dealt with the following five (05) PSDP projects during the Fiscal Year 2024-25:

- i. Strengthening & Modernizing National Archives of Pakistan
- ii. Sustainable Development Goals Achievement Program (SAP)
- iii. Infrastructure Development of Islamabad Technopolis.
- iv. Rehabilitation and Up-Gradation of Building of National Archives of Pakistan
- v. Enhancement of Combat Efficiency/Security Measures of 06 Aviation Squadron and Up-Gradation of Solar Power Supply System

The other activities performed by P&M Cell include:

- Attended meeting of Senate Standing Committee to consider and finalize recommendations on Finance (Amendment) Bill, 2025 relating to PSDP 2025-26.

- Attended Central Development Working Party (CDWP)'s meeting for approval of the Cabinet Division's Project.
- Undertook one (01) Departmental Development Working Party (DDWP) meeting for consideration and approval of the Cabinet Division's projects.
- Attended meeting of Annual Plan Coordination Committee (APCC).
- Attended two (02) Quarterly Review and Special Review meetings in Ministry of PD&SI.
- Coordinated matters related to Intelligent Project Automation System (i-PAS) and Project Automation System (SAP).

Accounts-II Section:

Activities:

The Accounts-II Section deals with budgetary matters of the current expenditures in respect of Demand No. 01 and 02 of the Cabinet Division. It releases funds to the Federal Ministers/Ministers of State on account of Pay & Allowances, TA/DA & Medical Reimbursements, Appropriations & Re-appropriations and surrender of the savings.

Achievements in FY 2024-25:

The achievements during the Fiscal Year 2024-25 are given below:

- i. Prepared annual budget proposals for the Fiscal Year 2025-26 and thereafter, forwarded Budget Orders (BOs) & New Item Statements (NISs) according to the ceiling i.e. Rs.4,847.629/-million to the Budget Wing, Finance Division under Demand No. 01 & 02 in favor of the Cabinet Division and its attached Departments/Organizations.
- ii. Obtained proposals for Foreign Exchange Budget from all the concerned Wings, Departments/Organizations of the Cabinet Division and accordingly presented to Finance Division for its approval.
- iii. Funds amounting to Rs.284, 077,593/- were released during 2024-25 to Ministers/Divisions on accounts of Pay & Allowances, TA/DA, and Medical Reimbursement in respect of Federal Ministers/Ministers of State.

- iv. Prepared Medium-Term Performance-Based Budget for Fiscal Year 2025-26 to Fiscal Year 2027-28.
- v. Forwarded Performance Monitoring Report for Fiscal Year 2023-24 to Finance Division in respect of Cabinet Division.
- vi. Prepared the consolidate Appropriation Accounts under Demand No. 03, 04, 05 & 93 for the Fiscal Year 2022-23 and presented in the DAC meeting for compliance.
- vii. Processed the case for declaring the heads of the six (06) Regulatory Authorities under the Cabinet Division as Principal Accounting Officer (PAO).

Audit & PAC Section:

Activities:

Audit & PAC Section is dealing with “audit matters” of the Cabinet Division (Main) as well as its sixteen (16) component offices. This includes Audit & Inspection Reports, Draft Audit Reports/Proposed Draft Para’s, Special Audit Reports, Printed Appropriation Accounts as well as “Auditor General’s Reports”. The significant function is to deal with the meetings of DAC and PAC as well as compliance of their Decisions/Directives.

Achievements during Fiscal Year 2024-25:

- i. Forty-six (46) meetings of DAC were arranged, minutes thereof were prepared, got these ratified from Audit, got them signed from members of DAC, got approved from the competent authority and then finally sent to audit office for compliance.
- ii. One (01) meeting of the PAC was convened and directives of the PAC were sent to the respective offices for compliance.
- iii. Input made in five (05) Fact Finding Inquiries ordered by DAC/PAC.

LITIGATION & DEVOLUTION WING

Litigation and Devolution Wing is headed by the Joint Secretary (Litigation and Devolution). The activities of the Wing are given below:

- i. To deal with the court cases of the Federal Government as per Secretariat Instructions/SOPs;
- ii. To get the reports/Para-wise comments drafted from the concerned wing and to get the same vetted from Law & Justice Division along with nomination of Counsel;
- iii. To continue/notify the Commissions under the Pakistan Commission of Inquiry Act, 2017 and to deal with the ancillary matters of these Commissions;
- iv. To deal with the residual matters/issues of the employees of the devolved Ministries/Divisions of the Federal Government;
- v. To deal with the residual issues pertaining to the President/Prime Minister's directives.

During the period from 01st July 2024 to 30th June 2025, the Cabinet Division was put on notice in more than 600 legal cases in various courts of law. The Litigation & Devolution Wing processed all these cases for filling of reports and/or comments on behalf of the Cabinet Division. Some of these cases have been decided by the courts, while, some cases are still at pending adjudication in various courts of Law. The cases filed against the Federation of Pakistan (FoP) were defended with the assistance of the nominated or standing Law Officers/Counsels of the Federal Government, including Additional Attorney General/DAGs/AAGs and Advocates on Record (AoR) nominated by the Law and Justice Division. The details of the cases received in the Litigation & Devolution Wing during the Fiscal Year 2024-25 are given hereunder:

Sr. No.	Name of Court	No. of Cases
1.	Supreme Court of Pakistan	36
2.	Islamabad High Court, Islamabad	119
3.	Lahore High Court, Lahore	108
4.	Sindh High Court, Karachi	45
5.	Peshawar High Court, Peshawar	275
6.	Baluchistan High Court, Quetta	10
7.	Lower Courts, across the country	16
8.	Federal Services Tribunal	12
9.	Wafaqi Mohtasib (Ombudsmen)	02
Total		623

The Litigation Wing also updated the following information about its court cases in the Law and Justice Division’s portal, namely the Case Assignment and Management System (CAMS):

Sr. No.	Name of Court	No. of Cases
1.	Supreme Court of Pakistan	40
2.	Islamabad High Court, Islamabad	307
3.	Lahore High Court, Lahore	62
4.	Sindh High Court, Karachi	23
5.	Peshawar High Court, Peshawar	338
6.	Baluchistan High Court, Quetta	20
7.	Federal Services Tribunal	14
Total		804

The Litigation & Devolution Wing has also been assigned the subject “Pakistan Commissions of Inquiry Act, 2017”. During the Fiscal Year 2024-25, the following three (03) Commissions of Inquiry were notified after their constitution by the Federal Cabinet:

- i. Commission of Inquiry to investigate and inquire into the incident at River Swat leading to the loss of lives
- ii. Commission of Inquiry to assess and inquire into the damage during Pak-India standoff
- iii. Commission of Inquiry for determining responsibility for Neelum Jhelum Hydro Power Project

Some residual matters relating to the devolved Ministries/Divisions/Departments were also dealt with by this Wing during the Fiscal Year 2024-25.

ORGANIZATIONS WING

The Organizations Wing is responsible for looking after the administrative matters of the following:

- i. National Documentation Wing
- ii. Pakistan Tourism Development Corporation (The Administrative control of PTDC has since been shifted to the Ministry of Inter-Provincial Coordination (IPC) from 22nd July, 2025.
- iii. National Archives of Pakistan, Islamabad
- iv. Printing Corporation of Pakistan, Islamabad
- v. Institutional Reforms Cell
- vi. Assets Recovery Unit
- vii. Abandoned Properties Organization
- viii. Sheikh Sultan Trust (SST), Karachi
- ix. Islamabad Club
- x. Pakistan Cricket Board
- xi. National Engineering Services Pakistan

NATIONAL DOCUMENTATION WING

The National Documentation Wing (ND-Wing) is an archival repository of primary source material pertaining to the British era in the Subcontinent, the Independence Movement and the Muslim political movements till the creation of Pakistan.

As per entry 20 of Schedule II [Rule 3(3)] of Rules of Business 1973, acquisition and preservation of State Documents is one of the main functions entrusted to the National Documentation Wing.

Under Rule 25(2) of Rules of Business 1973, preparation and compilation of the Year Book of the Cabinet Division is also one of the prime functions entrusted to the ND Wing.

Under Rule 26(1) of the Rules of Business 1973, the preparation/compilation and presenting report on Principles of Policy (PoP) to the Federal Cabinet, prior to its submission to the Parliament, is mandate of the Cabinet Division, entrusted to ND Wing.

NDW Reference Library:

ND Wing has established a digitized reference library which is the largest repository of primary source material in Pakistan, comprising over 27 million pages of documents on microfilms that have been acquired either through local sources or through the British Library, London. NDW Reference Library also carries a vast collection of historical material including Books, Journals, Articles, Newsletters, Newspapers, Biographies, Dictionaries and Encyclopedias. This collection comprises 12,916 books as secondary source material for research and reference purposes. This repository facilitates scholars and researchers from all over the world.

The Cabinet Division's Library (Main):

The Cabinet Division's Library is a repository of books and official record including Gazettes, Notifications, etc. The Library collection comprises 13,112 books on various subjects. It also deals with matters relating to purchase of books and newspapers.

Year Book of the Cabinet Division:

Under rule 25(2) of Rules of Business 1973, it is mandatory for each Division to prepare a Year Book of preceding fiscal year and upload it on its website for information of the Cabinet and general public. The Year Book of the Cabinet Division for FY 2023-24 was compiled, edited and uploaded on the website of the Cabinet Division in the month of May, 2025.

During the FY 2024-25, ND-Wing carried out the following activities:

Provision of Declassified Cabinet Record to Students/Researchers:

The Cabinet record pertaining to various Ministries/Divisions declassified by the Committee constituted by the Secretary Cabinet covers the period from 1947 to 1980. The record is being widely studied by researchers and students for their M.Phil., Ph.D., Post-Doctoral research, etc. During the year 2024-25, twenty-three students/scholars locally as well as from abroad, consulted the declassified Cabinet record.

Printing of a Book entitled: “Intelligence Reports on the All India Muslim League, 1940-47”:

The National Documentation Wing has published a Book entitled: “Intelligence Reports on the All India Muslim League, 1940-47”. The Police Abstracts of Intelligence carry important historical details on various dimensions of the All-India Muslim League. It covers political activities, rare information about its organizational structure and its functioning as voice of the aspirations of a major segment of the Muslim Community in the British India. This compilation, therefore, aims at recording all the important happenings relating to the All-India Muslim League at the National, Provincial and grass roots levels. The Intelligence Reports have been arranged in chronological order and a detailed index to subjects, persons and places has also been added in the book.

The Principles of Policy:

Observance and Implementation of the Principles of Policy in Relation to the Affairs of the Federation:

The Principles of Policy are enshrined in Chapter-2 (Articles 29-40) of the Constitution of the Islamic Republic of Pakistan, 1973. These Articles of the Constitution lay down the Principles of Policy. Article 29

(3) requires that the Report on Observance and Implementation of these Principles in relation to the affairs of the Federation is prepared each year and laid before each House of Majlis-e-Shoora (Parliament).

In terms of Rule 26, read with Rule 25 of the Rules of Business, 1973, the Cabinet Division is entrusted with the responsibility of preparing the Report on the PoP. For this purpose, the Cabinet Division solicits input from all the Ministries/Divisions of the Federal Government and compiles Report on PoP accordingly. Data from Federal Ministries/Divisions regarding the Reports on the PoP for the years 2021-22, 2022-23 and 2023-24 has been obtained. The reports for FY 2021-22 and 2022-23 are currently at the printing stage at the Printing Corporation of Pakistan Press (PCPP).

Furthermore, the Federal Cabinet has constituted a Cabinet Committee on the “Observance and Implementation of the Principles of Policy in Relation to the Affairs of the Federation,” under the chairmanship of the Federal Minister for Planning Development and Special Initiatives. The Committee has been tasked with revising the framework for the preparation of future reports on the Principles of Policy. In this regard, the Committee has decided to conduct a National Workshop on the Principles of Policy to develop a new, result-oriented framework. The reports for FY 2023-24 onwards, shall be prepared in the light of the recommendations of the said Committee.

Acquisition of Vital Government Records:

The following files pertaining to Cabinet Wing of the Cabinet Division and State Documents were acquired during the period from July, 2024 to June, 2025:

Record Description	Period	Files /State Documents Acquired	Pages Acquired
Cabinet Record	1973-1979	2157	134,942
State	2023-2024	09	47

Preservation of Records:

The following records pertaining to Cabinet Wing and State Documents have been preserved during the period from July, 2024 to June, 2025:

Record Description	Period	Files/State Documents Preserved	Total Pages Preserved
Cabinet Record	1972-1973	2318	127,706
State Document	2023-2024	09	47

Quality Checking of Digitized Records:

In order to comply with the international standards regarding digital preservation of vital archival records, the quality of one thousand four hundred & fifty-one (1451) scanned files and eighty-three thousand eight hundred & fifty-two (80,852) documents have been checked to ensure quality, accuracy and consistency of digital images during the reporting period.

Reconciliation of Record:

Reconciliation is basically a process comprising three stages, i.e. “Record acquisition proformas, Record digitized by Data Processing Assistants and Record posted to backup storage server after quality control”. Reconciliation of 513 files comprising of 80,852 documents on Cabinet record has been carried out, for the years 1973-1976.

Reprographic Services and Assistance to the Researchers:

NDW provides opportunities for the researchers and the students by providing access to the primary source material on history. The declassified closed Cabinet Records and other historical documents are also made available to the researchers for research and reference purposes in the NDW Reference Library. During the reporting period, twenty-three researchers from inland and abroad visited ND-Wing. In this context, declassified documents on the following topics were provided to the said researchers:

- Global Norms and Domestic Choices: Pakistan financial decisions amidst International Political-Economic compulsion during 1990-2023
- Pakistan’s Foreign Policy: A Cultural Analysis
- Pakistan’s relation with China during the Cold War

- The relationship between Law, Crime and Morality from Linguistic Perspectives
- Pakistan's Foreign Policy vis-à-vis its four Neighbors', India, Afghanistan, Iran and China
- Development of Criminal Law and Unlawful Assembly in Colonial India and Pakistan (1857-1970s)
- Indian Partition 1947 and its Implications on Princely State of Jammu and Kashmir: A case study of Jammu Massacre
- History of Flood in Pakistan (1800-1971)
- A Case Study of Levies Force and Malakand Agency (1921-1947)
- Social Impact on Hunza Nagar during the Colonial Period (1889-1947)
- Hunza States" including Administrative System (1892-1974)
- Social and Cultural History of Karachi during 1960s
- History of Pathans
- Malakand & Dir Affairs
- Museum in Pakistan
- The History of Chinese Diplomacy with Pakistan (1951-1999)
- Rethinking Environment, the Environmental Humanities and the Ecological Transformation of Society
- Mapping the Impact of Subsidies on Agrar Change in Gilgit-Baltistan
- Freedom Movement & Struggle of Khan Abdul Samad Khan Achakzai
- Pakistan History of Industrialization
- History of Pakistan Steel Mills

Records Section:

Records Section is responsible to maintain the record of non-current files in the Record Room in accordance with the procedure prescribed in the Secretariat Instructions.

In pursuance of Appendix E, Para 83, Annexure-V of the Secretariat Instructions, a quarterly return on recording, indexing and weeding of old record in respect of the Cabinet Division and its constituents is forwarded to the Pakistan Public Administration Research Centre (PPARC), Islamabad which is under the administrative control of the Establishment Division.

Quarterly Reports for the quarter from July to September 2024, October to December 2024, January to March 2025 and April to June 2025 on recording, indexing and weeding of non-current record, received from various Wings/Sections and departments under the administrative control of the Cabinet Division, were compiled and forwarded to the Pakistan Public Administration Research Centre (PPARC), of the Management Services Wing, Establishment Division.

PAKISTAN TOURISM DEVELOPMENT CORPORATION (PTDC)

Introduction:

Pakistan Tourism Development Corporation (PTDC) was incorporated in March 1970, under the Companies Act, 1913, now operates under the Companies Act, 2017, as a Public Corporation Limited by Shares. The Corporation is owned by the Government of Pakistan and is governed through its Board of Directors, comprising eighteen (18) members – eleven (11) members with ex-officio status while, seven (07) members are from the private sector.

Previously, PTDC was functioning under the administrative control of the Cabinet Division until 22nd July, 2025. However, it now operates under the Ministry of Inter-Provincial Coordination (IPC), which provides overall policy guidelines and coordination for tourism-related initiatives at the federal level.

Financial Sustainability:

To strengthen financial sustainability, the Federal Government created the Pakistan Tourism Development Endowment Fund with seed money of rupees one billion, supplemented by contributions of rupees 250 million from the Government of Khyber Pakhtunkhwa (KPK) and rupees 100 million from the Government of Punjab.

Income generated through investment of these funds is being used for PTDC's promotional activities. Additionally, PTDC properties located in the provinces have been leased out to the private sector, contributing 10% of lease income towards the Endowment Fund.

Six PTDC properties in Gilgit-Baltistan and a restaurant in Islamabad have also been leased out through competitive bidding. Moreover, seven (07) more properties in Gilgit-Baltistan and land at Gaddani Beach have been awarded to M/s Green Tourism (Pvt.) Limited on profit-sharing basis.

Major Achievements & Activities:

International Events:

- ***Pakistan International Tourism Investment Summit & Expo, Islamabad:*** Pakistan International Tourism Investment Summit & Expo, Islamabad was jointly organized by PTDC and Discover Pakistan from 26th to 27th Sept, 2024; the event

showcased investment-ready tourism projects in adventure resorts, hospitality infrastructure and heritage restoration. High-profile participants included federal secretaries, provincial ministers, international investors and development partners. MoUs were signed with private operators for FDI partnerships.

- ***National Tourism Awards 2024:*** National Tourism Awards ceremony was organized on 27th Sept, 2024 at Serena Hotel, Islamabad under the “*Salam Pakistan*” brand. This first-ever organized Awards ceremony achieved outstanding contributions in adventure tourism, faith-based tourism, destination marketing and cultural preservation. The ceremony was attended by federal secretaries, provincial ministers, private stakeholders and ambassadors from ECO and ASEAN countries.
- ***World Travel Market (WTM) London, UK:*** PTDC, in collaboration with TDAP and provincial boards, showcased Pakistan’s diverse WTM tourism portfolio under “*Salam Pakistan*” from 5th to 7th Nov, 2024. The Pakistan Pavilion was inaugurated by H.E. Dr. Muhammad Faisal; Pakistan’s High Commissioner to the UK and drew global buyers, investors and media. Over 40 B2B meetings were held, leading to agreements on Silk Route cross-border itineraries and international media campaigns.
- ***Travel & Adventure Show (TAS), New York, USA:*** Pakistan Pavilion, jointly organized by PTDC, TDAP and the Consulate General of Pakistan in New York from 25th – 26th Jan, 2025, was awarded “*Best Partner Pavilion*”. This event was inaugurated by Ambassador Rizwan Saeed Sheikh, while the pavilion included Chief Minister of Gilgit-Baltistan Mr. Gulbar Khan and Tourism Minister of Gilgit-Baltistan Mr. Ghulam Muhammad. Pakistan secured trade agreements with U.S. and Canadian operators for collaborative marketing campaigns and FAM trips.
- ***ITB Berlin, Germany:*** Pakistan Pavilion, inaugurated by H.E. Saqlain Syedah, Pakistan’s Ambassador to Germany from 4th – 6th Mar, 2025, showcased adventure tourism, Buddhist heritage sites and culture diversity. A delegation of thirteen (13) private operators and provincial boards convened thirty (30) B2B meetings with international operators, leads to generating investment and digital partnerships.

- ***MATTA Fair, Kuala Lumpur, Malaysia:*** MATTA Fair was held at MITEC, Kuala Lumpur from 18th to 20th Apr, 2025. Pakistan Pavilion highlighted faith-based tourism circuits, adventure tourism and heritage destinations under “*Salam Pakistan*”. The High Commission of Pakistan hosted a gala dinner attended by prominent Malaysian operators, influencers and media representatives.
- ***6th ECO Ministerial Meeting on Tourism, Erzurum, Turkiye:*** During 6th ECO Ministerial Meeting on Tourism on 26th Apr, 2025, as a historic achievement, Lahore was declared ECO Tourism Capital, 2027. Pakistan’s delegation, led by Secretary IPC Mohyuddin Ahmad Wani, engaged ECO member states on cross-border circuits, regional branding and joint marketing initiatives.
- ***Seoul International Travel Fair (SITF), Seoul, South Kores:*** During Jun 2025, PTDC collaborated with TDAP and the Pakistan Embassy in Seoul to promote Buddhist heritage, Karakoram Highway tours and film-friendly destinations. Korean influencers and tour operators were invited for FAM trips to Hunza and Skardu.

National Events:

- ***Pakistan International Tourism Investment Summit & Expo, Islamabad:*** Pakistan International Tourism Investment Summit & Expo, Islamabad was jointly organized by PTDC and Discover Pakistan from 26th to 27th Sept, 2024. The event showcased investment-ready tourism projects in adventure resorts, hospitality infrastructure and heritage restoration. High-profile participants included federal secretaries, provincial ministers, international investors and development partners. MoUs were signed with private operators for EDI partnerships.
- ***National Tourism Awards 2024, Serena Hotel, Islamabad:*** To celebrate World Tourism Day under the theme “*Tourism and Pease*”, PTDC hosted the first-ever National Tourism Awards on 27th Sept, 2024. The ceremony recognized individuals, provinces and private operators for exceptional contributions in adventure tourism, heritage promotion, destination marketing and hospitality services. The event was attended by federal secretaries, provincial ministers and ambassadors from ECO & ASEAN countries, tour operators and media representatives.

- ***International Mountain Day, 2024, PNCA, Islamabad:*** International Mountain Day was celebrated on 11th Dec, 2024 under the global theme “*Mountain Solutions for a Sustainable Future – Innovation, Adaptation and Youth*”. The event featured a national conference on sustainable mountain tourism, photography competitions and policy discussions. Collaborators included Alpine Club of Pakistan, Hashoo Group, Riphah University, PNCA and provincial tourism boards.
- ***Pakistan Travel Mart (PTM) 2025, Karachi Expo Centre:*** Pakistan’s flagship B2B travel and tourism exhibition held from 31st Jan – 2nd Feb, 2025 has broken records this year, with over 500 exhibitor’s participation from 15+ countries. PTDC’s Salam Pakistan Pavilion highlighted mountain tourism, heritage trails and hospitality projects, attracting global buyers and investors. The event facilitated B2B networking sessions linking Pakistani operators with foreign buyers and international platforms.
- ***FIDIC Asia-Pacific Mid-Year Conference, Movenpick Centaurs, Islamabad:*** FIDIC Asia-Pacific Mid-Year Conference, held at Moven-pick Centaurs, Islamabad from 25th to 27th May, 2025 was co-hosted by PTDC and the Association of Consulting Engineers Pakistan (ACEP). The conference integrated tourism infrastructure into sustainable development frameworks. Attendees included experts from World Bank, ADB and UN Tourism, along with infrastructure developers and provincial representatives. Discussions focused on green investment, resilient hospitality infrastructure and sustainable mountain connectivity.
- ***Global Tourism Expo, 2025, Centaurs Mall, Islamabad:*** Global Tourism Expo, 2025, was Jointly organized by PTDC and Cherry Communications at Centaurs Mall, Islamabad from 27th to 29th Jun, 2025. This public-facing tourism showcased featured provincial pavilions, airlines, hospitality brands and international exhibitors. The Expo promoted domestic tourism, offered discounted travel packages and launched awareness campaigns on eco-friendly tourism initiatives and digital campaigns for maximum outreach.

Webinars & Stakeholder Engagements:

- ***Webinar on Adventure Tourism Opportunities with Central Asia:*** Webinar on Adventure Tourism Opportunities with Central Asia was organized on 12th Sept, 2024, in collaboration

with the ECO Secretariat and IPC. The session explored Silk Route adventure circuits with participation from Uzbekistan, Kazakhstan, Kyrgyzstan and Tajikistan. PTDC representatives presented trekking routes, Buddhist heritages circuits and adventure tourism opportunities. Attendees included H.E. Alisher Tukhtaev, Ambassador of Uzbekistan and senior officials from ECO.

- ***Stakeholder Meeting on Safe & Secure Mountain Tourism, PTDC Head Office, Islamabad:*** PTDC hosted a high-level consultation on 2nd Jul, 2025 attended by provincial tourism departments, Alpine Club, Rescue 1122, Pakistan Army and private operators. Discussions focused on:
 - Formulation of a National Mountain safety Policy
 - Development of a digital monitoring system for high-altitude expeditions
 - Training programs for local guides and porters
 - Establishing a real-time mountain information database
- ***Webinar on Promoting Tourism Services in Indonesia:*** Webinar on Promoting Tourism Services in Indonesia was organized in collaboration with TDAP, ASITA and the Pakistan Embassy in Jakarta on 15th Jul, 2025. The webinar was attended by Indonesian tour operators, Pakistani private stakeholders and Ms. Rafia Syed, Director General, TDAP. Outcomes included the formation of a bilateral tourism task force, planning of direct flight connectivity and reciprocal FAM trips.

Ambassadorial & Diplomatic Engagements:

- ***Pakistan-Uzbekistan Bilateral Tourism Cooperation:*** PTDC hosted H.E. Alisher Tukhtaev, Ambassador of Uzbekistan, at its Islamabad headquarters on 29th Jul, 2025 to discuss joint marketing campaigns, Buddhist heritage tourism and regional roadshows.
- ***Pakistan-Rwanda Tourism Dialogue:*** PTDC officials met H.E. Ms. Fatou Harerimana, High Commissioner of Rwanda during March, 2025 to explore eco-tourism partnerships, investment facilitation and joint workshops.

Branding, Digital Outreach & Publications:

- Expanded the “*Salam Pakistan*” branding across international expos, national events and social media platforms: (<https://bit.ly/3UAGFHS>).
- New song welcome to Pakistan has been made: (https://drive.google.com/file/d/1rmmQprcLauZQFq-lha-S6-2lPxUNy9ZJ/view?usp=drive_link).
- PTDC produced and published multilingual brochures, tourist guides and maps to promote heritage, mountain, adventure and faith-based tourism. These publications are available on the Salam Pakistan website and include:
 - Pakistan Tourism Guide (*English, Chinese & Korean*)
 - Buddhist Heritage Trail Brochure (*English, Chinese & Korean*)
 - Sikh Heritage Trail Guide
 - Journey into Light – Sufi Trail
 - Northern Areas of Pakistan Travel Guide
 - Islamabad Guide Map
 - Taxila: Gateway to Ancient Gandhara
 - World Heritage Sites of Pakistan
 - Rock Art Tourism along Karakoram Highway
 - Ecotourism in Pakistan
 - Mountaineering and Trekking in Pakistan
 - Pakistan Tourism Map
- Enhanced the Pakistan Tourism E-Portal: <https://salampakistan.gov.pk> by making it more interactive and user-friendly. Key features include:
 - Virtual galleries showcasing Pakistan’s landscapes and culture heritage
 - High-quality tourism videos and documentaries
 - Access to publications, brochures and travel maps
 - Integrated tools to facilitate investors, tour operators and travelers

Future Development Projects:

- ***Aiwan-e-Sayahat Project:*** The aim of the PTDC Headquarter is to create a “Tourism Center of Gravity”, in F-5 on 13.5 Kanal Land from where all initiatives in tourism and facilitation to both foreign and domestic tourists, will emanate. It will also provide institutional support to stakeholders within the tourism industry. This project will be launched through Public-Private Partnership (PPP) mode.
- ***Eco-Friendly Glamping Resort:*** PTDC owns a 25 acre piece of land at Garden Avenue near Sports Complex. PTDC intends to develop a model Eco-friendly Glamping Resort along with provision of allied facilities to promote ecotourism in Islamabad Capital Territory. This project will be launched through Public- Private Partnership (PPP) mode.

NATIONAL ARCHIVES OF PAKISTAN (NAP)

Introduction

The National Archives of Pakistan (NAP) was established in December 1973, as an attached department of the Ministry of Education, after bifurcation of the Directorate of Archives and Libraries, which was working as a sub-office of the Ministry of Education at Karachi since 1951. In 1978, administrative control of NAP was transferred to the Ministry of Culture, Sports, and Tourism. Later, on 9th January 1997, it was placed under the Cabinet Division.

The National Archives of Pakistan has preserved the record of Federal Ministries/Divisions/Attached Departments, Private Collections, Newspapers and Periodicals, Media Reports and Government Publications. Among its most valuable private collections are those of Quaid-e-Azam Muhammad Ali Jinnah, Mohtarma Fatima Jinnah and the All India Muslim League, collectively maintained under the “*Archives of Freedom Movement*”.

The NAP offers reference services to government ministries, researchers, historians and postgraduate students (M.Phil. / Ph.D.), at domestic and international level. It also maintains an extensive archive of newspapers and periodicals dating back to 1848.

In addition, the National Archives of Pakistan organizes exhibitions on national days and other significant occasions.

Functions:

The NAP performs its functions according to National Archives Act, 1993, which are as follows:

- a) To ensure the conservation and, where necessary, the restoration of all public records and other archival material.
- b) To make use of all types of reprographic techniques for reproduction of public records necessary.
- c) To describe and arrange all public record and other archival material acquired by the National Archives of Pakistan.
- d) To provide facilities for research and reference.

- e) Subject to the terms and conditions on which they are acquired, to reproduce or publish any public record and other archival material.
- f) To examine any record in the custody of a public office and to advise such office on the care and custody of such record.
- g) To accept and preserve record that is transferred to the National Archives of Pakistan.
- h) At the request of any administrative head of public office, to return to that office for an agreed period, any public record transferred to the National Archives of Pakistan. Such an arrangement shall be made between the Director General and concerned administrative head.
- i) To acquire, by purchase in accordance with the delegated financial authority, donation, request, or otherwise, any documents, book or other material which is, or is likely to be, of enduring national or historical value.
- j) To perform such other functions as may be necessary for the purpose of management and control and as may be assigned by the Federal Government.

Achievements of National Archives of Pakistan during the Fiscal Year 2024-25:

Celebration of Independence Day:

The National Archives of Pakistan (NAP) celebrated Independence Day on 14th August 2024, with great enthusiasm. The Director General, accompanied by distinguished guests, hoisted the national flag at the NAP premises to mark the occasion.

As part of the celebrations, NAP organized a quiz competition involving students from various schools and colleges in Rawalpindi and Islamabad.

A total of fifteen (15) students from different educational institutions participated in the competition, showing strong interest in Pakistan's history and archival heritage. Siddeeq Public School, Rawalpindi secured the first position, followed by Islamabad Model College for Girls, G-9/2 in second and Citi School and College, Rawalpindi in third position.

At the conclusion of the event, Director General, National Archives of Pakistan, presented shields and certificates to the winning teams and participants. He extended his gratitude to all school and college representatives and students for their involvement and contribution to the success of the event.

In addition, NAP organized an exhibition showcasing rare photographs and historical documents, held at its premises. Director General, National Archives of Pakistan, inaugurated the exhibition after the flag-hoisting ceremony. The exhibition was open to the general public, including students from schools, colleges and universities. Visitors including students, researchers and the General Public showed great interest in the historical materials on display and the rich archival collections of Pakistan.

Internship Program:

The National Archives of Pakistan (NAP) conducted an Internship Program from 8th July to 30th August 2024. A total of twelve (12) students from the National Defence University, Islamabad participated in the program. Upon successful completion, the Director General of NAP awarded certificates to all the participants in recognition of their engagement and efforts.

Visits to National Archives of Pakistan:

A group of forty-five (45) students from National University of Science and Technology (NUST), Islamabad, along with faculty members, visited National Archives of Pakistan on 10th July 2024. The aim of their visit was to observe the functions and role of National Archives Library, as well as preservation and significance of historical documents and artifacts. Dr. Muhammad Mazher Saeed, Director General of the National Archives of Pakistan, briefed them about the functions and modernization efforts of NAP. The students visited the various Wings of NAP.

A group comprising thirty (30) research scholars (M.Phil. and Ph.D.) of Minhaj University, Lahore, along with faculty members, visited National Archives of Pakistan on 27th July 2024. The purpose of their visit was to observe the functions and role of National Archives Library and to learn about the preservation and significance of historical documents and artifacts. Dr. Muhammad Mazher Saeed, Director, National Archives of Pakistan, briefed them about the functions and modernization efforts of NAP. The group also visited the various Wings of NAP.

A delegation from Islamabad visited National Archives of Pakistan on 23rd August 2024. Mr. Muhammad Khalid Nawaz, Admin & Accounts Officer, briefed them about the functions of NAP. The aim of their visit

was to observe the functions and role of National Archives Library. The delegation visited the Library of the National Archives of Pakistan.

A group from the Specialized Training Course of Pakistan Administrative Services (PAS) from Civil Services Academy (CSA), Lahore, along with the faculty members, visited the National Archives of Pakistan on 26th August 2024. Director General, National Archives of Pakistan, briefed them about the functions and role of NAP. It was a study visit and the participants visited the various wings of NAP.

A group of six (06) officers from Pakistan Telecommunication Authority (PTA), Islamabad, headed by Director, PTA visited National Archives of Pakistan on 28th August 2024. Director, NAP, briefed them about the functions and role of NAP. The aim of their visit was to establish a Record Room, listing and categorization of records etc.

A group of twenty (20) scholars (M.Phil. and Ph.D.) from the Department of History, Quaid-e-Azam University, Islamabad visited the National Archives of Pakistan on 12th November 2024. The aim of their visit was to observe the functions and role of National Archives of Pakistan and the preservation of significant historical documents and artifacts. They were briefed about the functions and modernization of NAP. The scholars also visited the various Wings of NAP.

The Director, Election Commission of Pakistan, Islamabad, along with his team, visited the National Archives of Pakistan on 11th November 2024. The purpose of their visit was to observe the functions and role of National Archives of Pakistan and its preservation of significant historical documents and artifacts. The Directorate General, National Archives of Pakistan, briefed them about the functions and modernization of NAP. The team also visited the various Wings of NAP.

A group of twenty (20) Probationary Officers of Common Training Program (CTP) from Civil Services Academy (CSA), Lahore, along with a faculty member, visited National Archives of Pakistan on 30th December 2024. The aim of their visit was to observe the functions and role of the National Archives of Pakistan and the preservation of historical documents and artifacts. Director, National Archives of Pakistan, briefed them about the functions and modernization of NAP. They visited the various Wings of NAP.

A group of twenty-one (21) Probationary Officers of the 52nd Common Training Program (CTP) from Civil Services Academy (CSA), Lahore, along with a faculty member, visited the National Archives of Pakistan on 03rd January 2025, from 03:00 PM to 05:00 PM. Director General, NAP, briefed the visitors about the role and functions of NAP,

particularly the preservation of historical record. The visitors toured various Wings of NAP.

A delegation of 16 officers, headed by Additional Directing Staff, National School of Public Policy, National Institute of Public Administration (NIPA), Islamabad, visited NAP on 08th January 2025 at 09:30 AM to 11:30 AM. Director, NAP, briefed the delegation about the role and functions of NAP. They also visited various Wings of NAP and appreciated the role of NAP in preservation of historical record.

Dr. Shaista Sohail, CEO of Save Our Society (SOS) Foundation, Islamabad, visited NAP on 17th January 2025, in joint collaboration with NAP. Dr. Shaista Sohail, CEO, Mr. Muhammad Din Chakarani, Director General NAP and others delivered their speeches at the event. At the conclusion, the CEO of SOS Foundation also awarded certificates to the participants.

A group of twenty-two (22) officials, including seventeen (17) Assistant Sub Inspectors and five (05) Constables undergoing training at the Intelligence Bureau Academy, Islamabad, visited the NAP on 06th February 2025, from 10:00 AM to 01:00 PM. The purpose of their visit was to observe the method of record-keeping and preservation. Director NAP, briefed the participants about the role and functions of NAP. They also visited various Wings of NAP.

A batch of trainees, along with three (03) faculty members of the 11th Domain Specific (MCMC) Course and the 03rd Specialized Training Course of Pakistan Administrative Service, from Civil Service Academy (PAS Campus), Lahore, visited the NAP on 04th March 2025 at 01:00 PM. They visited various Wings of NAP.

Mr. Yusuf Sharifzoda, the Honorable Ambassador of Tajikistan, called on the Director General, NAP on 14th May 2025. Matters of mutual interest in the field of archives were discussed. Both sides agreed to enhance cooperation in archival development. The meeting concluded with a vote of thanks from both the sides.

Provision of Guidelines:

- a) An official from the Ministry of Maritime Affairs, Islamabad, visited the Government Record Section of NAP and received guidelines about the categorization and process of transfer of Category “A” Record to NAP.
- b) An officer of the Government Record Section visited on 17th January 2025, and obtained guidelines about the categorization and process of transfer of Category “A” Record to NAP.

- c) Three (03) officials of PMIC, Islamabad, visited the NAP Government Record Section on 12th February 2025 and received guidelines about categorization and process of transfer of Category “A” Record to NAP. Practical training was conducted for these officials.

Celebration of Library Day:

The National University of Science & Technology (NUST), Islamabad, celebrated Library Day under the theme “*National Conference Reinventing Libraries; Shaping Next-Generation Learning Spaces*” with the co-operation of the National Archives of Pakistan, Islamabad.

On this occasion, the National Archives of Pakistan displayed an exhibition featuring rare documents and other archival material of national significance and historical value. The exhibition also included photographs relating to the Kashmir freedom struggle and the Pakistan Movement, displayed at the National Library of Pakistan, Islamabad.

The exhibition was inaugurated by Director, Department of Library and NUST on 19th September 2024. It remained open for visit of public / students from various schools and colleges from 19th September 2024 to 26th September 2024.

Celebration of International Archives Day:

The International Council on Archives (ICA) has declared 09th June as International Archives Day. All ICA member countries celebrate this day to create awareness among the public about the importance of records and archives, which serve as the foundation of identity and rights. The day also highlights the benefits of record management for good governance and development.

In this connection, the National Archives of Pakistan celebrated International Archives Day on 19th June 2025. A quiz competition was organized among the students from various schools and colleges of Rawalpindi and Islamabad. Dr. Muhammad Mazher Saeed, Director, NAP, welcomed the dignitaries and distinguished guests.

Fifteen (15) students from different schools and colleges of Rawalpindi and Islamabad participated in the competition. They showed keen interest in the history of Pakistan and archival collections. Fauji Foundation College for Girls, Rawalpindi won the competition, Citi School and College; Rawalpindi secured second position and Siddeeq Public School; Rawalpindi, stood third. At the conclusion of the event, Director General, NAP, distributed shields to the winning teams and

individual prizes to the participants. He thanked the representative of schools and colleges, as well as the students, for making the event successful.

The National Archives of Pakistan also organized an exhibition of rare photographs and historical documents on the same occasion at the premises of NAP. The exhibition remained open for the general public, as well as students of schools, colleges and universities. Students, research scholars and general public visited the exhibition and showed great interest in the history of Pakistan and archival collections.

Public Record Wing:

Accrual of Record		
S/N	Work Assigned	Work Done
1.	Government Publications and periodicals received from Private Collection Wing and 'A' Category files of PCW, NAP.	1932 Nos. 96 Files
Accession		
1.	Various periodicals accessioned in Accession Register.	158 issues
2.	Government Publication Accessioned	2300 Pubs.
3.	Press Clippings	122 Files
Sorting / Arrangement and Stocktaking		
1.	Sorting and arrangement of various Newspapers and Periodicals.	738 issues 1661 Volumes
2.	Sorting and arrangement of Government Publications.	2415 Pubs.
3.	Sorting and arrangement of Press Clippings.	60 Boxes
4.	Checked the lists of 'A' Category record of Federal Ministries, Divisions, and Departments.	1129 Files
5.	Checked the list of 'D' Category record of Federal Ministries, Divisions and Departments.	6336 Files
Labeling and Boxing		
1.	Boxing of 'A' Category record of various Ministries, Divisions and Departments.	1019 Files
2.	Boxing of Passport Forms (Ministry of Foreign Affairs)	1257 Nos.
3.	Boxing of Hajj Forms (Ministry of Religious Affairs)	1845 Nos.
4.	Boxing of Export Promotion Bureau	41 Register
Preparation of Computerized Lists		
1.	Computerized List of 'A' Category Record of Labor Division prepared.	
Recording, Indexing, and Weeding of Files		
1.	220 Files of Newspapers Section of (PRW) Categorized as 'A' Category and 68 Files as 'D' Category.	

Technical Wing:

Public Sector Development Project (PSDP):

The National Archives of Pakistan executed a PSDP Project titled “*Strengthening & Modernizing of National Archives of Pakistan*” for three (03) years, which was completed on 31st December 2024. Under this

project, the following activities were carried out during the reporting period:

Digitization		
S/N	Work Assigned	Work Done
1.	'A' Category Record of various Ministries, Divisions and Departments has been digitized.	498220 Pages
Conservation Work		
1.	Manuscripts repaired and restored with wet repair method.	1346 Pages
Binding		
1.	'A' Category files of Ministry of education flattened, arranged and stitched.	1659 Files
2.	Various folders of NAP building project flattened arranged and stitched.	100 folders

Microfilming and Photostatting Unit:

Digitization Work:

The Record of the following Ministries, Divisions and Departments has been digitized during the period under report:

S/N	Name of Collections	Work Done
1.	The record of AJ&K Refugees placed in the Poonch House Complex, Rawalpindi has been scanned by a team of Microfilming & Photostatting Unit of National Archives of Pakistan.	33798 Pages
2.	'A' Category Record of Ministries, Divisions and Departments.	62764 Pages
3.	Digitization of daily " <i>Pakistan Times</i> " from Microfilm Rolls.	31695 Images
4.	Digitization of daily " <i>Imroze</i> " from Microfilm Rolls.	4216 Pages
5.	Digitization from Microfilm Rolls.	13223 Pages of 10 Rolls
6.	Digitization of Record of Land Record department, Nowshehra.	18105 Pages
7.	Digitization of files of MP Unit.	143074 Pages
Preparation of Soft and Hard Copies		
1.	Soft copies prepared for research scholars.	14153 Pages
2.	Hard copies prepared for official use.	21001 Pages
3.	Photographs prepared for research scholars.	97 Photos
Inspection of Oral Archives and Microfilm Rolls		
1.	Inspection of Audio and Video Cassettes.	173 Nos.
2.	Inspection of old Microfilm Rolls.	60 Rolls

Repair and Preservation Unit:

Conservation Work		
S/N	Work Assigned	Work Done
1.	De-acidification of documents.	25560 Docs.
2.	Traditional wet repair of documents.	1925 Docs.
3.	Trimming of documents.	2656 Pages.
4.	Lamination	859 Docs.

Binding Work		
1.	Full cloth binding	93 Vols.
2.	Plastic binding	80 Vols.
3.	Simple binding	18 Vols.
Grand Total		191 Vols.

Private Collections Wing:

Accession		
S/N	Work Assigned	Work Done
1.	Various books have been accessioned in the Accession Register.	1039 Books
Arrangement		
1.	Arrangement of various books according to DDC in shelves.	321 Books
2.	Arrangement of Books of Private Collections.	3234 Books
Data Entry		
1.	The data of various books entered in Computer for access of research scholars.	200 Books
Labeling		
1.	Various books have been labeled on their spines.	158 Books
2.	Classification of Books.	73 Books
Description		
1.	All Pakistan Muslim League record (1947-1958) description prepared for easy access of research scholars.	04 Vols.
Donation of Books		
1.	Books received as donation from different sources.	39 Books
Listing		
1.	Various books have been listed.	633 Books

Provision of Research & Reference service to Scholars:

The National Archives of Pakistan provides reference services to scholars, researchers, and students. In this connection, seventy-five (75) new scholars were registered and issued reader membership cards, while two hundred and sixty-five (265) research scholars from various walks of life visited the National Archives of Pakistan and consulted archival material during the period under report:

S/N	Material	Done
1.	Newspapers and Periodicals Government Publication	748 Vols.
2.	Media Reporting Record	166 Books
3.	'A' Category files of IB	31 Files
4.	Microfilm Rolls	158 Rolls
5.	Soft copies provided to scholars	1314 Pages
6.	Private Collection Books	24 Books

PRINTING CORPORATION OF PAKISTAN (PCP)

Printing Corporation of Pakistan (PCP) was incorporated as a self-financing Private Limited Company under the Companies Act, 1913, on 01st January, 1969. The Central Government Presses of that time at Rawalpindi, Lahore, Karachi and Dacca were converted into PCP.

Currently, it has three (03) Printing Presses located in Islamabad, Lahore and Karachi with its Headquarters in Islamabad. PCP is under the administrative control of the Cabinet Division and its affairs are controlled by the Board of Directors comprising eight (08) members drawn from various government entities. The Managing Director, PCP is the Chief Executive of the Corporation.

The main functions of the PCP are as under:

- PCP is the Principal Printer to the Government of Pakistan and undertakes maximum printing work of the Government of Pakistan / Autonomous Bodies.
- PCP also acts as a printing adviser to the government of Pakistan and its agencies.
- A role keeps a check on the printing rates of the private printers in relations to Government printing.

In spite of transformation into a Corporation, the PCP has retained its essential character as a service organization of the Federal Government.

The PCP undertakes all the important printing jobs of the Federal Government *viz.* Ministries / Divisions / Departments, Autonomous and Semi-Autonomous Bodies etc. The printing work carried out by the PCP is classified as under:-

- i. Extraordinary and Weekly Gazette of Pakistan.
- ii. Annual Budget Publications of Ministry of Finance.
- iii. Senate/National Assembly proceedings including Questions and their Replies, Debates.
- iv. Confidential/Secret and Classified jobs.
- v. Summaries for the Cabinet.

- vi. Printing work of Election Commission of Pakistan *viz.* Ballot Papers, Election Forms, Election Manuals and other election related material. This occasional work is undertaken for printing when the General Elections, Local Government Elections and Referendum are to be held.
- vii. Printing of Telephone Directories for PTCL whenever offered / ordered.
- viii. Census Forms & Publications.
- ix. Official stationary including Registers, Pads, Letter Heads, Envelops, File Covers and Invitation Cards etc.
- x. Books of Allama Iqbal Open University.
- xi. General Publications.
- xii. Books of Punjab Text Book Board, Lahore.
- xiii. C.D.N.S. stationary.

During the Fiscal Year 2024-25 (July 2024 to May, 2025 (11 months), PCP completed 4110 jobs worth Rs.473.932 million (including sales tax) of various Ministries / Divisions and their Attached Departments / allied Organizations. Major clients of the PCP were as follows:-

- i. President's Secretariat
- ii. Prime Minister's Secretariat
- iii. Election Commission of Pakistan
- iv. Election Commission of Azad Jammu and Kashmir
- v. Election Commission of Gilgit/Baltistan
- vi. Central Directorate of National Savings
- vii. National Highways and Motorway Police
- viii. Senate of Pakistan
- ix. National Assembly
- x. Ministry of Finance
- xi. Ministry of Interior
- xii. Cabinet Division
- xiii. Ministry of Health

- xiv. Allama Iqbal Open University
- xv. Punjab Text Book Board

The sales tax of Rs.49.699 million was generated by PCP and deposited into Government Treasury during the Fiscal Year 2024-25 (July 2024 to May 2025 (11 months). The gross sale of PCP comes to Rs.473.932 million (including sales tax), which is 35.600% (without GST) against the annual sales target of eleven (11) months Rs.1, 191.663 million. Table following press-wise details of sales target, sales and achievement are as under:-

PCP Press	Sales Target (RS. in million) (July 2024 to May 2025)	Consolidated Sales in 11 months July 2024 to May2025		
		Sales		Achievement (without Sales Tax)
		Including S.Tax	Excluding S.Tax	
Islamabad	641.663	364.736	327.261	51.002%
Lahore	366.663	55.923	51.826	14.135%
Karachi	183.337	53.273	45.146	24.625%
Total:	1,191.663	473.932	424.233	35.600%

INSTITUTIONAL REFORMS CELL (IRC)

Introduction:

The Federal Cabinet, in its meeting held on 28th August 2018, decided to constitute, inter-alia, a Task Force on Civil Service Reforms to be headed by Advisor to the Prime Minister on Institutional Reforms & Austerity. The Cabinet further decided in the same meeting to set up an Institutional Reforms Cell in the Prime Minister's Office to serve as Secretariat to the said Task Force. In pursuance of the decision, Cabinet Division notified Institutional Reforms Cell (IRC) on 10th September 2018, with Advisor to the Prime Minister on Institutional Reforms & Austerity as its head.

Sanctioned v/s Filled Strength:

IRC has a total sanctioned strength of four (04) officers (one Joint Secretary, three Deputy Secretaries) and eight (08) staff members. The details of the sanctioned vis-a-vis filled positions, as on 30th June 2025, are as under:-

	Post	Sanctioned	Filled	Vacant
Officers	Joint Secretary	01	01	Nil
	Deputy Secretary	03	01	02
Staff	Assistant Private Secretary	02	02	Nil
	Assistant	03	03	Nil
	Naib Qasid	03	01	02
Total		12	08	04

Budget and Expenditure:

Joint Secretary, IRC is the Administrative Head of the Cell and exercises the administrative and financial powers delegated by the Principal Accounting Officer (PAO). Budget and expenditure position of the IRC during the Fiscal Year 2024-25 is as under:-

Budget and Actual Expenditure 2024-25 (in RS)			
Fiscal Year	Original Budget Grant	Revised Estimate	Actual Expenditure
2024-25	44,000,000/-	31,017,000/-	30,050,913/-

Functions and Mandate:

Functions and mandate of IRC have evolved as under:-

- i. The Cell was established as secretariat to the Taskforce on Civil Service Reforms in September 2018.
- ii. It also served as focal unit of the Implementation Committee, after the same was formulated by the Cabinet in July 2019.
- iii. After the constitution of the Cabinet Committee on Institutional Reforms (CCIR) in July 2020, IRC was declared the Secretariat of the Committee and was given the task of examining, evaluating and refining the summaries before the same were submitted for the consideration of the Committee.
- iv. In addition to above, the Cell has all along served as a support unit to its head i.e. the Advisor to the Prime Minister on Institutional Reforms in carrying out his assigned mandate of reforms.
- v. After the revival of the Cell in May 2023, it worked as a support unit to the SAPM on Government Effectiveness and assisted in making SIFC fully functional.

Overview of the Activities & Accomplishments:

IRC was mandated to undertake a comprehensive exercise for right-sizing of the Government to ensure productive & allocate efficiency. The Cell is part of Cabinet Division and serves as a support unit in carrying out the assigned mandate of reforms. Presently, one (01) Joint Secretary and one (01) Deputy Secretary along with supporting staff are deputed in this Cell.

Through these responsibilities, the IRC contributes significantly to the ongoing efforts to streamline government structures and improve institutional performance. IRC has conducted over 100 meetings under the Rightsizing exercise and seven (07) meetings under the Committee and Sub-Committee for Rationalizing Pakistan's Missions Abroad, in the current financial year. Both are ongoing exercises.

Under the committee for Rationalizing Pakistan's Missions Abroad, Asia Pacific Region has been initially focused on. Online meetings with the seventeen (17) Pakistani envoys posted in the region were conducted.

Meetings with the remaining eight (08) functioning missions are scheduled to be taken up in the coming days. Further, IRC has successfully explained the Rightsizing process to the Parliamentary Standing Committees and to the IMF/Working group. Despite the laborious and arduous nature of the work, the officers and staff of IRC have successfully completed all tasks within the specified timeline, by working beyond the routine office hours.

Salient Activities During the Year 2024-25:

Listed below are some of the salient and specific activities carried out by the cell during the Fiscal Year 2024-25:

- IRC has successfully performed the role of a secretarial support in convening the meetings, preparing minutes, coordinating and preparing draft reports of the Committees.
- The Cabinet Division has constituted the following Committees which are being provided the necessary support and assistance as well:
 - a. Committee for Reducing Federal Government Expenditures (dated 11th March 2024, F.No.9-148/2002-Min-II).
 - b. Sub-Committee for Rationalization of Structure of Federal Government and its Functions (dated 06th May 2024, F.No.1 (198)2024/CRGE-IRC).
 - c. Committee on Rightsizing of the Federal Government (dated 21st June 2024, No.9-148/2024(1)-Min-II).
 - d. Committee on Rationalizing Pakistan's Mission Abroad (dated 21st June 2024, No.9-148/2024(1)-Min-II).
 - e. Committee for Considering Interventions (dated 19th March 2025, No.1-208/2025-IRC).

Additional Details:

The Prime Minister of Pakistan has constituted the Committee on Rightsizing headed by the Finance Minister vide notification No.9-148/2024(I)-Mint-II dated 21st June 2024.

The committee is being assisted by a Sub-Committee chaired by Mr. Salman Ahmed, Ambassador at Large for Investment, to examine the matters as per the Terms of References (ToRs).

Current Status:

1. Rightsizing proposals for the following Phase-I Ministries were approved by the Cabinet on 27th August 2024 and are now in the implementation stage:
 - i. Capital Administration & Development Division (CA&DD) (dysfunctional).
 - ii. Industries & Production
 - iii. Information Technology & Telecommunication
 - iv. Kashmir Affairs & Gilgit-Baltistan
 - v. National Health Services, Regulations & Coordination
 - vi. States & Frontier Regions
2. Rightsizing proposals for the Phase-II Ministries were approved by the Cabinet on 01st January 2025 and their implementation plans are being finalized:
 - i. Science and Technology
 - ii. Commerce
 - iii. Housing and Works
 - iv. National Food Security and Research

3. Rightsizing proposals for the following Ministries in Phase-III are under process and are yet to be placed before the Cabinet for approval:
 - i. Energy (Power Division)
 - ii. Federal Education and Professional Training
 - iii. Information and Broadcasting
 - iv. National Heritage and Culture
 - v. Finance Division
4. Rightsizing proposals for the following Ministries in Phase-IV are under process and are yet to be placed before the Cabinet for approval:
 - i. Railways
 - ii. Communications
 - iii. Poverty Alleviation and Social Safety
 - iv. Energy (Petroleum Division)
 - v. Revenue Division
5. The following Ministries in Phase-V are under process and are yet to be placed before the Cabinet for approval:
 - i. Cabinet Division
 - ii. Establishment Division
 - iii. Economic Affairs Division
 - iv. Privatization Division
 - v. Planning, Development and Special Initiatives
6. The following Ministries in Phase-VI are under process and are yet to be placed before the Cabinet for approval:
 - i. Climate Change and Environment Coordination
 - ii. Human Rights Division
 - iii. Inter Provincial Coordination

7. The following Ministries in Phase-VII are under process and are yet to be placed before the Cabinet for approval:

- i. Law and Justice
- ii. Maritime Affairs Division
- iii. Narcotics Control Division
- iv. National Security Division
- v. Overseas Pakistanis and Human resource Development Division

The list of Ministries/Divisions abolished/merged so far under phase I & II are as follow:

- i. Capital Administration and Development Division (CA&DD) abolishment
- ii. Ministry of States and Frontier Regions (SAFRON) merged into Ministry of Kashmir Affairs & Gilgit Baltistan
- iii. Narcotics Division merged into Ministry of Interior
- iv. Aviation Division merged into Ministry of Defence

ASSETS RECOVERY UNIT (ARU)

The Federal Cabinet approved the establishment of the Assets Recovery Unit (ARU) on 5th September 2018, with the mandate to serve as a central coordinating unit for tracing and facilitating the recovery of unlawfully acquired offshore assets. ARU works closely with key institutions, including the Federal Investigation Agency (FIA), National Accountability Bureau (NAB), Provincial Anti-Corruption Establishment, Federal Board of Revenue (FBR) and Financial Monitoring Unit (FMU). Although, ARU does not directly recover assets, it plays a vital role in supporting law enforcement agencies through coordination, timely identification of suspicious transactions and facilitating recovery via taxation, plea bargains or direct repatriation to the national exchequer.

The Asset Recovery Unit (ARU) has significantly strengthened inter-agency coordination, facilitating the identification and active pursuit of numerous asset recovery cases by the institutions such as National Accountability Bureau (NAB) and the Federal Investigation Agency (FIA). These efforts have led to substantial recoveries for both the public and private sector entities. The continued operation of the ARU is vital for Pakistan to meet its international commitments under the United Nations Convention against Corruption (Article 51) and to comply with the Financial Action Task Force (FATF) recommendations, particularly in the areas of combating money laundering and recovery of misappropriated assets.

Budget and Expenditure for Fiscal Year 2024-25:

- Original Budget Grant: PKR 44,000,000
- Revised Estimates: PKR 5,063,000
- Actual Expenditure: PKR 4,396,675

During the Fiscal Year 2024-25, ARU received a reference/MoU from the Finance Division (through the Ministry of Foreign Affairs) concerning a proposed Asset Recovery Agreement between Pakistan and Nigeria. ARU facilitated coordination among key stakeholders including NAB, FIA, FBR, State Bank of Pakistan, SECP, NADRA and FMU. ARU accordingly submitted a consolidated response to the Ministry of Finance. Additionally, ARU also support the Institutional Reforms Cell in Rightsizing efforts through administrative and documentation facilitation.

ABANDONED PROPERTIES ORGANIZATION (APO)

The Abandoned Properties Organization (APO) was established under the Abandoned Properties (Management) Act, 1975 (Act XX of 1975) to administer and manage properties left behind by “specified persons” i.e. citizens of Pakistan who were domiciled in the former East Pakistan and departed from the country on or after 16th December 1971.

The APO is a self-financing body with offices in Islamabad and Karachi. In accordance with Section 4 of the Act, the Federal Government has constituted a Board of Trustees (BOT) to exercise overall control and management of Abandoned Properties in Pakistan. The composition of the Board is as follows: -

01	Additional Secretary-III, Cabinet Division, Islamabad	Chairman
02	Senior Legislative Adviser, M/o Law & Justice, Islamabad	Member
03	Joint Secretary (Expenditure), Islamabad	Member
04	Secretary, Law Department, Government of Sindh	Member
05	Commissioner, Karachi (for meetings at Karachi only)	Member
06	Chief Commissioner, Islamabad (for meetings at Islamabad)	Member
07	Member (Estate), Capital Development Authority, Islamabad	Member
08	Chief Engineer (North), Pak PWD (for meetings at Islamabad only)	Member
09	Chief Engineer (South, Pak PWD, Karachi (for meeting at Karachi only)	Member

The APO presently holds title of the following properties: -

AVAILABLE IMMOVABLE PROPERTIES				
S/N	Category of Property	Islamabad	Karachi	Total
01	Plots	05	354	359
02	Houses	09	06	15
03	Shops	04	-	04
04	Buildings	-	02	02
05	Godown	-	01	01
06	Land	1.6 acres Okara	3074 acres	3075.6 2 acres

Details of moveable assets of Abandoned Properties Organization, as on 30th June 2025 are as under: -

AVAILABLE MOVEABLE PROPERTIES	
Description	Total (RS. in million)
Pakistan Investment Bonds (Maturity April, 2026)	1,122.20
NIT Units	25.45
Shares	38.61
Total	1,186.26

New Initiatives / Performance:

- All APO properties, except houses at Islamabad, were rented out on a market-based rent through open bidding.
- As per Federal Cabinet decision in Islamabad, APO houses were rented out on ceiling basis to civil servants of BS-21 and BS-22.
- A total amount of Rs.23, 432,503 million has been recovered on account of rent from different tenants after vigorous efforts.
- A total amount of Rs.13.907 billion has been deposited in the FCF during Fiscal Year 2024-25.

Special Initiatives:

Adoption of E-Office Module:

APO has successfully implemented the E-Office Module in compliance with Federal Government directives and is presently conducting its correspondence with the Federal Government and allied agencies.

Implementation of Digital Economy:

APO has effectively implemented the Federal Government's "Digital Pakistan" initiative by adopting online payment systems, including Government-to-Person (G2P) and Person-to-Government (P2G)

services. This has facilitated the transition towards a paperless environment across the organization.

The initiative is designed to enhance efficiency, reduce operational costs and promote environment sustainability. By replacing conventional paper-based procedures with digital solutions, APO is enabling faster communication, secure record management and improved access to information.

SHEIKH SULTAN TRUST (SST)

Background:

The Trust was established under a registered Trust Deed dated 09th August 1974, under the name Peoples Foundation. During 1974-75, a plot of land measuring 3,872 square yards was purchased from the Karachi Municipal Corporation, where a ten (10) story building comprising a basement and ground floor was constructed. The second floor of the building was designated for car parking and for housing the A.C. plant room.

In 1976, the Trust purchased an adjoining plot measuring 2,547 square yards from the Karachi Municipal Corporation for the construction of Sheikh Sultan Trust building No. II. The building was completed in 1986 on its site, consisting of a basement, ground floor and four upper floors. In the same year, the Trust also acquired, on a ninety-nine (99) years lease from the Evacuee Trust Property Board, Lahore, a plot of land measuring twenty-one (21) kanals, nineteen (19) marlas and eighty-nine (89) square feet, located at the junction of Race Course Road and Lawrence Road (China Chowk), Lahore.

In 1978, the Peoples Foundation was taken over by the Martial Law Administration and renamed as Sheikh Sultan Trust under Presidential Order No.04 of 1978. Its Board of Trustees was reconstituted. Subsequently, its objectives were revised through Martial Law Order No.06 of 1979, notified via No.F.24 (2)/78-Pub dated 26th March 1978, in the Gazette of Pakistan (Extraordinary) of 26th March 1978.

Initially, the Trust was functioning under the administrative control of the Ministry of education. However, since October 2004, it has been placed under the control and supervision of the Cabinet Division, Islamabad.

Board of Trustees (BOT):

The Board of Trustees was reconstituted in the subsequent years. Finally, the Board of Trustees was reconstituted by the President of Pakistan in November 2000 and it remained unchanged since then. The BoT is headed by the Finance Minister, Government of Pakistan. The major activity of the Trust is to maintain its properties and generate

income from rent in order to cover the expenses. These include staff salaries, maintenance costs, electricity bills and other necessary expenditures.

Administrative Setup:

Initially, an Additional Administrator (BS-21) was appointed to manage the affairs of the Trust, including financial matters. However, in the year 2001, the designation was changed and an Administrator (BS-21) was appointed with the same responsibilities. The day-to-day operations of the Trust are managed by the Administrator, who also serves as the sanctioning authority for expenditures. The Administrator is empowered to make staff appointments against sanctioned posts as required.

Finances:

All expenses of the Sheikh Sultan Trust, including electricity, telephone bills, salaries, bonuses, maintenance, and other essential costs, are met entirely from its own funds. The Government of Pakistan does not provide any financial assistance. The sole source of income for the Trust is the rent received from tenants, which is utilized to meet all expenditures. At present, the Trust holds funds amounting to Rs.1, 255,840,605/-, while the income generated during the last fiscal year stood at Rs.98, 954,153/-.

Achievements:

- The major achievements and progress of the Trust during the year 2024-25 include renting out about 5500 Sq.ft. area.
- Flooring and installation of shades in the parking area of the SST buildings.
- Laying of main sewerage lines in the SST buildings.
- Laying of drainage and fresh water supply lines in the SST building.

ISLAMABAD CLUB

Introduction:

The Islamabad Club was established in the year 1967-68 to provide recreational and sports facilities to government officials, diplomats and other residents of Islamabad, the newly designated capital of Pakistan. It was originally registered as a limited company under the Companies Act of 1913, titled "*The Islamabad Club*". In the year 1978, (vide the Islamabad Club (Administration) Ordinance No. XXXIII dated 17th July 1978), the ownership of the Club was taken over by the Government of Pakistan and the company was accordingly dissolved. The President of Pakistan serves as the Patron of the Club.

The Islamabad Club is a statutory body operating under the administrative control of the Cabinet Division, Government of Pakistan. It functions as an unincorporated entity comprising its members and is governed by the Islamabad Club (Administration) Ordinance, along with framework provided under the Club Rules 2022, duly approved by the Federal Government. Furthermore, the Islamabad Club Regulations 2022; covering memberships, finance, service and procurement matters, were formulated and implemented in accordance with the Club Rules 2022, to regulate the Club's day-to-day operations.

The Club does not receive any Government grants or PSDP funding. Its administration and assets are entrusted to the Administrator, appointed by the Federal Government, who is assisted by a Managing Committee also nominated by the Federal Government. The Managing Committee comprises five (05) members from the service and three (03) members from the private society, each with minimum membership tenure of ten years. As the principal policy-making body, the Managing Committee, together with the Administrator, makes decisions based on recommendations of various Committees and Sub-Committees.

The management structure of the Club is led by the Secretary, supported by Department Heads, who are responsible for executing and overseeing the policies formulated by the Administrator and the Managing Committee. The fundamental principles guiding the Club's operations are:

- i. Utilization of internally generated funds to fulfill its objectives.

- ii. Ensuring that the resources are managed in a consultative and transparent manner.

The Islamabad Club remains committed in providing high-quality facilities and services to its members and their families.

Legal Framework:

The Islamabad Club operates under the provisions of the Islamabad Club (Administration) Ordinance No. XXXIII of 1978 and the Rules and Regulations framed thereunder. In accordance with these, members are entitled to avail themselves of the Club's facilities and may also extend invitations to their guests. The property and resources of the Club are managed prudently, ensuring their use serves the best interests of the Club and its members.

Safety and Security:

Ensuring the safety and security of the members and their guests is among the highest priorities of the Islamabad Club. The Club maintains a well-trained security staff tasked with creating and sustaining a safe environment within its premises. The security team is equipped with the necessary skills and tools to safeguard members and guests effectively. In addition, a dedicated Safety & Security Officer is part of the team, responsible for conducting safety training and overseeing the upkeep of safety-related equipment.

Membership Categories:

The Islamabad Club offers a range of membership categories, including:

- i. **Honorary Membership** – for the President and Prime Minister of Pakistan
- ii. **Parliamentarian Membership** – for sitting members of the Senate and National Assembly
- iii. **Service Membership** – for senior government and defense officers.

Other categories extend to diplomats, non-diplomats, corporate entities and private individuals, each governed by specific eligibility criteria such as professional status, residency or social standing. Memberships are granted through a selective process requiring endorsement by two (02) senior members with at least ten years of standing, acting as proposer and seconder, in line with the Club's Rules and Regulations. The application membership fees for each category are defined separately:

S/N	Category	Fees
1.	Legislators (Permanent Membership)	Rs.600,000
2.	Legislators (Tenure Membership) (valid Tenures only)	Rs.200,000
3.	Service (Permanent Membership)	Rs.600,000
4.	Non-Service (Permanent Membership)	Rs.7,000,000
5.	Associate (Diplomat) <ul style="list-style-type: none"> • For six (06) months • For one (01) year • For two (02) years 	\$900 \$1800 \$3600
6.	Associate (Non-Diplomat)	\$6000
7.	Corporate	Rs.40 million

The Islamabad Club was allotted an area of 352 acres as per following details:

S/N	Allotted for	Area
1.	Main Club	11.46 acres
2.	Golf Course	233.4 acres
3.	Polo Ground, Cricket Ground, Futsal	102.5 acres
4.	Riding Club & Others	5.5 acres

Financial Performance:

Fiscal Year 2024-25 (as of 30th June 2025 -Un-audited) PKR in millions	
Total Revenue	2,553.79
Total Expenditure	2,407.57
Net profit / (Deficit)	146.23
Total Assets & Liabilities (as on 30th June 2024 – Audited) PKR in millions	
Total Assets	4,151.01
Total Liabilities	3,873.63

Achievements:

The following activities / achievements have been made by the Islamabad Club during Fiscal Year 2024-25:

i. Construction:

- Renovation of Darbar Hall / Jharoka
- Renovation of Dewan-e-Khas
- New Masjid Construction (in-progress)

ii. Membership Increased:

Considering the limited slots generally compulsory (i.e. Parliamentarians) and tenure memberships (i.e. Diplomats) are being processed at present.

iii. Sports Activities:

Bi-Annual Swimming Gala, Badminton & Squash tournaments, Cycling & Hiking outdoor events.

iv. Other Activities:

Various events including but not limited to the following:

Entertainment & Cultural Events:

- Cultural & Musical Performance, including Stage Plays
- Bi-Annual Grand Tombola Event
- Meet the Author Sessions & Book Launches
- Monthly Movie Screenings for Orphaned Children (CSR Initiative)
- Workshop & Informational Sessions on various topics including behavioral, psychological and other related topics.

PAKISTAN CRICKET BOARD (PCB)

Major Achievements & Activities During FY 2024-25:

- **Up gradation of Cricket Stadium before ICC Champions Trophy 2025:**

Major infrastructure projects were undertaken, including the complete reconstruction of Gaddafi Stadium and renovations at Rawalpindi and National Stadiums, aligning facilities with ICC standards.

- **Pakistan Successfully Hosted ICC Champions Trophy 2025:**

After nearly three decades, PCB hosted a major ICC event, showcasing its organizational capability and providing world-class cricketing action on home soil.

- **Hosted ICC Women's World Cup Qualifier 2025:**

PCB organized its first-ever women's global qualifying tournament, marking a major step towards promoting women's cricket in the country.

- **Pakistan Qualified for ICC Women's Cricket World Cup:**

The national women's team secured its place in the global event, reflecting improvements in structure and performance.

- **Hosted Tri-Nation Series (Pakistan, New Zealand, South Africa):**

This high-profile series provided competitive international exposure and was successfully held in the month February 2025.

- **Successfully Hosted 10th Edition of Pakistan Super League:**

PSL 10 achieved record-breaking digital viewership and featured fifty-nine (59) international players, underlining its global appeal.

- **Mr. Mohsin Naqvi Elected as President of ACC:**

PCB Chairman Mr. Mohsin Naqvi assumed leadership of the Asian Cricket Council, enhancing Pakistan's influence in regional cricket governance.

- **Pakistan Strike Force Camp began at NCA:**

An elite development camp for emerging talent was initiated at the National Cricket Academy to strengthen future national team prospects.

- **PCB Level-2 Coaching Course held at NCA:**

The Board continued to invest in coach education by organizing advanced training for aspiring and existing coaches.

- **Foreign Coaching Staff Appointed:**

Mike Hesson and other internationally experienced professionals were inducted to bolster the men's team's performance and strategy.

- **Tony Hemming Appointed as Chief Curator:**

Renowned Australian curator Tony Hemming was appointed to standardize and improve pitch quality nationwide.

- **Six Cricket Academies Resumed Operations:**

PCB reactivated regional academies across Pakistan, revitalizing gross roots training programs.

- **Annual Umpire and Referee Workshop held:**

PCB organized a refresher course for match officials to upload high officiating standards in domestic and international matches.

- **Champions Events Introduced in Domestic Season:**

The board launched new tournaments to enhance competition and talent identification in domestic cricket.

- **Five Test Cricketers named a Champions Cup Mentors:**

To inspire and guide domestic players, PCB appointed five (05) iconic Test Cricketers as mentors for Champions Cup Teams: Misbah-ul-Haq, Saqlain Mushtaq, Shoaib Malik, Waqar Younis, and Sarfaraz Ahmed.

- **Pakistan Rose to No. 3 in ODI Rankings:**

Consistent performances elevated the national team to a top-three spot in the ICC ODI Team Rankings.

- **Shaheen Shah Afridi Ranked No. 1 ODI Bowler:**

Shaheen's dominant form earned him the top position in the ICC ODI Bowling Rankings.

- **Haris Rauf named ICC Men's Player of the Month (November):**

Haris Rauf's impactful bowling displays were acknowledged with ICC's monthly accolade.

- **Noman Ali named ICC Men's Player of the Month (October):**

Noman's outstanding Test performances earned him global recognition from the ICC.

- **Pakistan Won T20i Home Series against Bangladesh:**

Pakistan secured a T20i series victory in May 2025, maintaining strong performance in the shortest format.

- **Pakistan Won Historic ODI Series in Australia:**

Pakistan triumphed in an away ODI series against Australia for the first time in twenty-two (22) years, marking a major milestone.

- **Pakistan Won Test Series against England:**

A significant series victory at home demonstrated Pakistan's resurgence in Test Cricket.

- **Pakistan Win ODI Series in Zimbabwe:**

Pakistan claimed an away series win, continuing strong form in limited-overs formats.

- **Pakistan Won T20i Series in Zimbabwe:**

The tour concluded successfully with another series win in the shortest format.

- **Pakistan Won ODI Series in South Africa:**

Pakistan ended the year with a crucial away ODI series victory in South Africa, capping off a successful international campaign.

International Cricket Activities During FY 2024-25

Month / Year	Senior Team	Series Result	Junior Team	Series Result
July 2024			Pakistan Shaheen Team tour to Australia against Bangladesh (2 Four-Day matches and 3 OD matches against Bangladesh & Northern Territory and Top End T20 Series) (14 th July – 19 th Aug)	Four Day Series Draw ODI Series Won T20 Series lost in Semi Final
August 2024	Bangladesh to Pakistan (2 Tests) (17 th Aug – 4 th Sept)	Series Lost (2-0)	“ Bangladesh a team tour to Pakistan (2 Four-Day & 3 ODI) (5 th Aug – 31 st Aug)	Four-Day Series Draw ODI Series Won
September 2024	“		“	
October 2024	England to Pakistan (3 Tests) (2 nd Oct – 29 th Oct)	Series Won (2-1)	ACC Emerging Cup (T20) (16 th Oct – 27 th Oct)	Lost in Semi Final
	Pakistan to Australia (3 ODI & 3 T20i) (30 th Oct – 19 th Nov)	ODI Series Won (2-1) T20i Series Lost (3-0)		
November 2024	“		Hong Kong 6s Tournament (1 st Nov – 3 rd Nov)	Runners Up
	Pakistan to Zimbabwe (3 ODI & 3 T20i) (20 th Nov – 5 th Dec)	ODI Series Won (2-1) T20i Series Won (2-1)	Seri Lanka a team tour to Pakistan (2 Four-Day & 3 ODI) (7 th Nov – 30 th Nov)	1 Four-Day Game Won and 1 Draw 1 ODI Won 2 ODI Postponed
			U19 Tri Series 2024 (Pakistan, UAE & Afghanistan) in UAE (ODI) (9 th Nov – 27 th Nov)	Lost in Final
			ACC U19 Asia Cup 2024 in	Lost in Semi

			UAE (ODI) (28 th Nov – 8 th Dec)	Final
December 2024	“		“	
	Pakistan to South Africa (2 T20i, 3 ODI, & 2 Tests) (6 th Dec – 9 th Jan)	T20i Series Lost ODI Series Won (3-0) Test Series Lost		
January 2025	“		West Indies to Pakistan (1 Warm Up Match) (6 th Jan – 12 th Jan)	Draw
	West Indies to Pakistan (2 Tests) (6 th Jan – 30 th Jan)	Series Draw (1-1)		
February 2025	Tri Series (Pakistan, New Zealand & South Africa) (ODI) (5 th Feb – 14 th Feb)	Lost in Final	-	
	ICC Champion Trophy in Pakistan / Dubai – (ODI) (15 th Feb – 10 th Mar)	Did not qualify for Semi Final		
March 2025	“		-	
	Pakistan to New Zealand (3 ODI & 5 T20i) (12 th Mar – 7 th April)	T20i Series Lost (4-1) & ODI Lost		
April 2025	“		-	
	Pakistan Super League (PSL) 10 th Edition (6 th April – 11 th May) and (19 th May – 26 th May)			
May 2025	“		-	
	Bangladesh to Pakistan (3 T20i) (25 th May – 2 nd Jun)	T20i Series Won (3-0)		
June 2025	-		-	

Tournaments / Activities – Domestic Cricket season 2024-25

S/N	Tournaments	Duration of the Tournament	No. of Teams	No. of Matches	Duration Per Match
1.	Senior District Camp	20 Jul to 23 Aug 2024	100	-	For 33 Days
2.	Regional Inter District Senior Tournament	05 Sep to 01 Oct 2024	103	255	Three Days
3.	Champions Cup	12 Sep to 29 Sep 2024	5	14	One Day
4.	President's Cup Grade – I	03 Oct to 16 Oct 2024	9	19	One Day
5.	Women University Cricket Tournament	16 Oct to 22 Oct 2024	16	18	T20
6.	University Cricket Tournament	14 Oct to 15 Dec 2024	127	195	One Day
7.	Quaid-e-Azam Trophy	26 Oct 2024 to 06 Jan 2025	18	49	Four Day
8.	Champions T20	07 Dec to 25 Dec 2024	5	22	T20
9.	President's Trophy G-I	08 Jan to 12 Apr 2025	9	37	Four Day
10.	PCB Challenger League (U-19)	12 Feb to 28 Feb 2025	88	264	One Day
11.	National U-15 Cup	14 Feb to 28 Feb 2025	18	49	One Day
12.	National U-17 Cup	14 Feb to 28 Feb 2025	18	49	One Day
13.	National T20	14 Mar to 27 Mar 2025	18	39	T20
14.	President's Trophy G-II	15 Apr to 25 May 2025	27	85	Three Day
15.	Regional Inter District U-19 Tournament	25 Apr to 27 May 2025	110	264	One Day
16.	PCB Challenge League (Senior)	14 Apr to 30 May 2025	408	986	Two Day
17.	Regional Inter District Senior Tournament	14 Jun to 08 Aug 2025	111	281	Three Day
Total				2626	

Note:

The Champions Tournaments comprising the Champions Cup (CC) and Champions T20 (CT20) represent a groundbreaking addition to the domestic cricket structure, introduced last season (2024-25) to elevate the standard of competitive cricket in Pakistan. As the elitist tournament format, the Champions Tournaments bring together the top-performing players from across the country, selected based on merit from national competitions.

Structured in a high-intensity double league format, these tournaments provide a platform for consistent and high-level performances in two formats one-day and T20 cricket.

Women Cricket Activities & Achievements During FY 2024-25

S/N	Date	Activities	Venue
International Women Cricket Activities			
1.	02 to 15 Jul 2024	National Women Training Camp for ACC Women's Asia Cup (14 Days Training Camp was held in Karachi)	Karachi
2.	16 to 28 Jul 2024	ACC Women's T20 Asia Cup Played: 4 T20 Matches Won: 2 matches vs. Nepal, UAE Lost: 2 matches vs. India, Sri Lanka Best position: Semi Finalist Top Performers: Sadia Iqbal (8 wickets) and Gul Feroza (149 runs)	Dambulla
3.	01 to 12 Sep 2024	National Women Training camp for South Africa Series (12 Days Training Camp held in Multan)	Multan
4.	13 to 21 Sep 2024	South Africa Women Tour to Pakistan (T20 Series) Played: 3 matches	Multan

		Won: 1 match Lost: 2 matches Top Performers: Sadia Iqbal (6 wickets) and Fatima Sana (101 runs)	
5.	25 Sep to 21 Oct 2024	ICC Women's T20 World Cup-UAE Played: 4 matches Won: 1 match vs. Sri Lanka Lost: 3 matches vs. India, Australia, New Zealand Best Position: Group stage Top Performers: Sadia Iqbal (6 wickets) and Nida Dar (70 runs)	Dunai, Sharjah
6.	05 Dec to 12 Dec 2024	National Women U-19 Training Camp for ACC Women's U-19 T20 Asia Cup (8 Days Training Camp held in Karachi)	Karachi
7.	13 to 22 Dec 2024	ACC Women's U-19 T20 Asia Cup-Malaysia Played: 3 matches Won: None Lost: 2 matches vs. India, Nepal No result: 1 match vs. Malaysia Best Position: Tied 5 th Top Performers: Fatima Khan (2 wickets), Mahnoor Zeb (2 Wickets) and Komal Khan (66 runs)	Kuala Lumpur
8.	31 Dec 2024 to 09 Jan 2025	National Women U-19 Training Camp for ICC Women's U-19 T20 World Cup (10 Days Training Camp held in Karachi)	Karachi
9.	11 Jan to 02 Feb 2025	ICC U-19 Women's T20 World Cup in Malaysia (T20i) Played: 4 matches Won: 1 match vs. Samoa Lost: 2 matches vs. England, Ireland No result: 1 match vs. USA Best position: 13 th Top Performers: Haniah Ahmer (4 wickets), Quratulain Ahsen (4 wickets) and Fatima Khan (41 runs)	Kuala Lumpur
10.	01 to 28 Feb and 20 Mar to 02 Apr 2025	Pakistan Women Training Camp for ICC Women World Cup Qualifiers (Phase 1-28 Days Training Camp was held in Faisalabad) (Phase 2-14 Days Training camp was held in Lahore)	Faisalabad
11.	03 to 20 Apr 2025	ICC Women's Cricket World Cup Qualifiers Played: 5 matches Won: 5 matches vs. Ireland, Scotland, West Indies, Thailand, Bangladesh Lost: None Best Position: Top of the table / Qualified for the ICC Women's World Cup Top Performers: Fatima Sana (12 wickets) and Sidra Amin (225 runs)	Lahore
International Achievements			
1.	September 2024	Fast bowling all-rounder Fatima Sana replaced Nida Dar and was appointed as Capitan of Pakistan Women.	
2.	January 2025	Left-arm spinner Sadia Iqbal named in the ICC Women's T20i Team of the Year 2024.	
3.	April 2025	Pakistan Women qualify for the ICC Women's Cricket World Cup 2025 following an unbeaten run at the ICC Qualifier at home.	
4.	May 2025	Left-arm spinner Sadia Iqbal ascends to the top of the ICC Women's T20i Bowlers Rankings.	
5.	June 2025	Sana Mir, the former captain of the Pakistan Women's Cricket Team is inducted into the ICC Hall of Fame. She is the first Pakistani woman to receive this honor.	

Domestic Cricket & Game Development

S/N	Date	Activities	Venue
1.	01 st July 2024 to 30 th June 2025	Continuous Players' Development Program National, Domestic, and Pathway Players are doing practice on daily basis at all the 7 centers (Karachi, Quetta, Bahawalpur, Multan, Lahore, Rawalpindi and Peshawar) to fine-tune their skills under the supervision of Regional Coaches.	7 Centers
2.	21 st Aug to 03 rd Sep 2024	Talent Hunt Program Trials were held for U-19, Emerging, and Senior Players in 14 cities across Pakistan (Gilgit, Hunza, Sost, Karachi, Gujranwala, Sialkot, Lahore, Faisalabad, Peshawar, Risalpur / Mardan, Quetta, Rawalpindi, Multan, and Bahawalpur). Pool of talented players were identified and channelized into the women cricket domestic and academy structures.	14 Cities
3.	11 th Oct to 03 rd Nov 2024	Women U-19 T20 Tournament 05 Teams (Conquerors, Invincible, Strikers, Challengers and Stars) participated in the event and 21 matches played during the tournament including Final. Best Performing players were shortlisted for the U-19 Fitness and Skills Development Camp in order to prepare a team for the U-19 Asia Cup and U-19 World Cup.	LCCA, Lahore
4.	04 th to 18 th Nov 2024 10 th to 22 nd Dec 2024	National Women One Day Tournament 5 Teams (Conquerors, Invincible, Strikers, Challengers, and Stars) participated in the Tournament. The Tournament was played on Double Leagues Basis and overall 21 matches were played. However, due a fire incident in Karachi at the Hotel where teams were staying, the event was postponed and then resumed in Islamabad. Stars won the tournament.	Karachi and Islamabad
5.	11 th to 30 th Nov 2024	Skills and Fitness Camp for U-19 In all there were 32 Players and the purpose of the camp was to develop fitness and skills of U-19 Players for the preparation for the upcoming ACC U-19 Asia Cup in Malaysia and ICC Women U-19 World Cup in January 2025 in Malaysia.	HPC, Karachi
6.	04 th to 25 May 2025	National Women T20 Tournament 5 Teams (Conquerors, Invincible, Strikers, Challengers and Stars) participated in the Tournament. The Tournament was played on Double Leagues Basis and overall 22 matches were played. The Final was played between Conquerors and Stars and Stars won the tournament convincingly.	NSK and Oval, Karachi

PCB High Performance Department (NCA)				
Activities & Achievements During FY 2024-25				
S/N	Activities	Dates	Venue	Description
1.	Skill Development Program	01 st Jul 2024 to 30 th June 2025	NCA, Lahore	International, Domestic and Talented Players visited on Continuous basis to fine-tune their skills under the supervision of High-Performance Coaches.
2.	Continuous Injury Prevention / Rehabilitation Program	01 st Jul 2024 to 30 th Jun 2025	NCA, Lahore	International and Domestic Players were provided professional Rehab services under the supervision of NCA Coaches / Medical Team.
3.	U-19 High Performance Skill & Fitness Training Camp	04 th to 31 st Aug 2024	18 Regional Headquarters	20 Players from each regional side were selected from the top performers of the national U-19 tournament.
4.	Regional academies for Senior	14 th to 23 rd Oct 2024	18 Regional Headquarters	The camp focused on the skill development (25 players) each region, to provide them more opportunity for development.
5.	Level 1 Coaching Course (21 participants)	28 th to 31 st Oct 2024	Lahore	Basic Coaching Course Program for beginner Coaches.
6.	100 Pathway Players Development Program for U-17 & U-19 players	10 th Jan to 8 th Feb 2025	High performance Center, Karachi	30 Top U-17 and 30 top U-19 Players attended this Camp under the supervision of 05 Foreign Coaches / NCA Officials.
7.	Pakistan Strike Force Training Camp (1 st Phase)	14 th to 30 th Jan 2025	National Cricket Academy, Lahore	The Camp was arranged with an aim to work on the hard-hitting and modern-day batting skills of 25 domestic and international players.
8.	Pakistan Strike Force Training Camp (2 nd Phase)	04 th to 25 th Feb 2025	High Performance Center, Faisalabad	
9.	Champions U-19 Skill Development Training Camp	27 th Jan to 16 th Feb 2025	Lahore Country Club, Muridke	Top 45, U-19 cricket players were part of the Camp. 05 team mentors i.e. Waqar Younas, Misbah ul Haq, Saqlain Mushtaq, Shoaib Malik and Sarfraz Ahmed provided training to the selected U-19 players.
10.	Level 1 Coaching Course (30 participants)	07 th to 10 th April 2025	Rawalpindi	Basic Coaching Course Program for beginner Coaches.
11.	Level 1 Coaching Course (29 participants)	12 th to 15 th April 2025	Peshawar	Basic Coaching Course Program for beginner Coaches.
12.	Level 1 Coaching Course (30 participants)	26 th to 29 th May 2025	Faisalabad	Basic Coaching Course Program for beginner Coaches.
13.	Level 2 Coaching Course (30 participants)	14 th to 19 th Jan 2025	Lahore	Advance Coaching Course Program for Level 1 qualified coaches.
14.	Skill Development Camp for U-19	16 th to 30 th Jun 2025	HPC, Multan	The Camp focused on the skill development (30 U-19 players) to provide them more opportunity for development.
15.	Elite National Contender Program – Skill Development Camp	16 th to 30 th Jun 2025	National Cricket Academy	The objectives of the camp were to enhance the technical and tactical skills of the national / Shaheen's players.

Achievements:

Biomechanics Lab:

The Biomechanics Lab was Shifted to NCA. It was previously set at LUMS University. Purpose of this lab is to equip the NCA with the modern day coaching tools and to enhance the performance in the following domain:

- PCB is planning to Injury prevention and rehabilitation of national and international players
- Performance Analysis
- Performance enhancement
- Sports Research

Separate High-Performance Center for Women:

A separate High-Performance Center is allocated for Women Players in Karachi.

Dedicated Support / Coaching Staff:

A dedicated coaching staff for players is allocated at high performance centers in Lahore, Multan, Karachi and Faisalabad.

Revamping of High-Performance Centers:

Revamping of high-performance centers in various cities including Karachi, Lahore, Multan, Faisalabad and Sialkot is in progress. These centers are being equipped with state-of-the-art equipment to benefit cricket players.

Blind, Deaf & Disabled Cricket Activities During FY 2024-25:

Blind Cricket:

Domestic Activities

Month / Year	Event	Venue
Oct 2024	PBCC Blind Cricket Super League 2024-25	Bahawalpur
Jan 2025	A.S. Ali Blind Cricket Super League 2024-25 (One-Day 40 overs)	Islamabad
Apr 2025	PBCC T20 Trophy 2024-25 G-II	Gujranwala
May 2025	PBCC T20 Trophy 2024-25 G-I	Peshawar

International Activities

Month / Year	Event	Venue
Nov to Dec 2024	4 th T20 Blind Cricket World Cup	Lahore, Multan
Apr 2025	Pakistan – Australia Women’s Blind Cricket Series, 2025	Australia

Deaf Cricket:

Domestic Activities

Month / Year	Event	Venue
14 th to 18 th Oct 2024	3 rd One-Day National Deaf Cricket Championship 2024	Lahore
21 st to 26 th Apr 2025	9 th T20 National Deaf Cricket Championship 2025	Lahore

Disabled Cricket:

Domestic Activities

Month / Year	Event	Venue
Dec 2024	Quadrangular T20 PD Cup	Karachi
Feb 2025	National PD T20 Cricket Championship 2024 (G-II)	Lahore, Karachi, Rawalpindi, Faisalabad
Jun 2025	National PD T20 Cricket Championship 2025 (G-II)	Rawalpindi, Quetta, Abbottabad

International Activities

Month / Year	Event	Venue
Jan 2025	PD Championship Trophy 2025	Sri Lanka

NATIONAL ENGINEERING SERVICES PAKISTAN (NESPAK)

In line with its mandate, NESPAK was established to develop a pool of skilled engineers with the objective of achieving self-reliance in engineering consultancy and reducing dependence on foreign consultants. With aspirations of attaining a leading position in the global market, NESPAK continues to provide world-class consultancy service, forge international corporate alliances and uphold the highest professional and ethical standards.

The following sections highlight NESPAK's new initiatives, activities, achievements and progress during the preceding year, wherein substantial targets were successfully achieved in business acquisition.

Business Acquisition by NESPAK:

During the reporting period, the Company secured business valued at Rs.23.3 billion, both within Pakistan and abroad. A total of one hundred eighty-five (185) projects were acquired, comprising one hundred seventy-two (172) domestic and thirteen (13) international assignments. Overseas projects were secured in Afghanistan, Oman and Uganda. Major Projects secured by NESPAK are as under:

- Restoration Program for the year 2024-25, Punjab
- Providing Consultancy Services under Framework Agreement, Lahore
- Chief Minister Lahore Development Program
- Preparation of PC-Is and PC-II for Shrimp Aquaculture Development
- K-IV Augmentation Works
- Anti-Smuggling Check Posts in Baluchistan (Construction of Customs Digital Enforcement Units on Key Check Points of FBR in Baluchistan, Sindh, Punjab and Khyber Pakhtunkhwa)

- Widening and Improvement of Priority Sections on N-5, 465km (Negotiated Tendering 42-D-III)
- Development of a Project having a Cumulative Capacity of 100MWP Distributed Solar Photovoltaic Plants at various sites in Gilgit-Baltistan
- Establishment of two Multipurpose Cargo and one Integrated Container Terminal, on Build Operate and Transfer (BOT) basis at Port Qasim
- Chief Minister Lahore Development Program Shalimar Zone, Samnabad Zone, Aziz Bhatti Zone, Allama Iqbal Zone, Nishtar Zone-I & II, Ravi Zone-I & II, Data Gunj Bakhsh Zone and Gulberg Zone, Lahore
- Tourist Glass Train from Rawalpindi to Murree
- Safe City Project Dasu District Kohistan Upper, Khyber Pakhtunkhwa
- Safe City Project for Diamer Basha Dam, Gilgit Baltistan
- Dismantling and Disposal of Old and Defunct Power Plants of Northern Power Generation Company Limited (GENCO-III)
- Thar Rail Connectivity with Existing Railway Network from Thar Coal Mines to New Chorr Railway Station (Package-1)
- Resolving Traffic congestion issues at Serena and Convention Center Chowk, Islamabad and crossing of 9th Avenue and Jinnah Avenue / Ibn-e-Sina Road, Islamabad
- Green Pakistan Initiative Access Road – A Marot Complex
- Dismantling and Disposal of Old and Defunct Power Plants of Central Power Generation Company Limited (GENCO-II)
- Upgrading of Izki to Firq road and Marfaa' Dariz to Al-Ghafat road, Oman

NESPAK Ongoing Projects:

From July 2024 to June 2025, NESPAK provided consultancy services to its clients both domestically and internationally on two hundred fifty-nine (259) multidisciplinary projects. The major ongoing projects of NESPAK are as follows:

Projects in Pakistan

- 4500MW Diamer Basha Dam
- 969MW Neelum-Jhelum Hydroelectric Project
- 1263MW Re-Gasified Liquefied Natural Gas (RLNG) Based Combined Cycle Power Plant near Trimmu Barrage in Jhang District
- National Program for Improvement of Watercourses in Pakistan, Phase-II
- Kachhi Canal Project
- 800MW Mohmand Dam Hydropower Project
- Rehabilitation and Reconstruction of N-5 from Moro to Ranipur 86km (NBC-SBC) and 32 Damaged Bridges (PCSS No.0005)
- Emergency Floods Assistance Project, Khyber Pakhtunkhwa
- Punjab Intermediate Cities Improvement Investment Program (PICIIP)
- Mangla Dam Raising Project
- 500kV Transmission Lines Interconnection Arrangement for Power Evacuation from Suki Kinari, Kohala and Mahl Hydropower Projects in Northern Areas of Pakistan
- Expansion of Terminal Building and Allied Facilities at Allama Iqbal International Airport, Lahore

- Baluchistan Water Resources Development Sector Project
- Strengthening of East-West Connectivity of Merged Areas (FATA) with Settled Districts and Improvement Links (AIP 2029-20-CR042)
- Up-gradation and Refurbishment of Generating Units (1-6) of Mangla Power Station
- Sub-Project SOP-I, Karachi Water and Sewerage Services Improvement Project
- 1223MW Re-Gasified Liquefied Natural Gas (RLNG) Based Combined Cycle Power Plant at Balloki, District Kasur
- Establishment of Infrastructure in LDA City (Phase-I), Lahore

Overseas Projects:

- Consultancy Services for Study and Evaluation of Safety of five hundred seventy-four (574) Dams in different Regions of Saudi Arabia
- Neom Project WOA-Part 20, Saudi Arabia
- Infrastructure in Town of Duqm (Package-I), Oman
- Low and Medium Voltage Electrical Networks in Aden Governorate in the Republic of Yemen
- Al-Batinah Expressway (Package-III), Oman
- Asphalt Roads in Wilayat of Muqshin, Oman
- Al-Meera five Malls (Al-Froosh, Umm Al-Amad, Al-Luqta, Al-Thumama, and Al-Muaither), Qatar

Projects Completed by NESPAK in FY 2024-25:

NESPAK successfully completed twenty-seven (27) projects in Pakistan and abroad. Some important projects are as follow:

- Five Years of Saaf Pani Project, Punjab
- Laying of Sewerage System from Larech Colony to Gulshan-e-Ravi, Lahore
- Provision of Sewerage System for UCs-117, 118 and 120, Lahore
- Ravi Riverfront Urban Development Project
- Development of Chunain Industrial Estate, Kasur
- Quaid-e-Azam Apparel Park at M-2, Sheikhpura
- Third Party Verification and Validation for Supervision and Monitoring in the Process Desilting and Winching Works of Nallahs of all Districts of Karachi City
- Laying of Sewerage System from Larech Colony to Gulshan-e-Ravi, Lahore
- Prioritized Special Economic Zone near Kot Sarwar Interchange (Sukheki-Hafizabad) on Motorway M-2
- Relocation of WASA Services for Orange Line Metro Train Project, Lahore
- Construction of Landfill Site at Lakhodair (Lot I & II), Lahore
- Stormwater Drainage System from Haji Camp to River Ravi via Lakshmi Chowk, McLeod, Nabha Road, Chauburji, and Sham Nagar, Lahore
- Relocation of WASA Design Services for Orange Line Metro Train Project, Lahore

- Review of Structural Evaluation/Retrofitting Reports of Silos and Kiln Pier at Askari Cement Limited
- Third Party Validation of Water Supply and Sewerage Drainage Schemes under Southern Punjab Development Program

Special Initiatives:

Adoption of E-Office Module:

NESPAK has successfully implemented the E-Office Module in compliance with Federal Government directives and is presently conducting its correspondence with Federal Government and allied agencies.

Implementation of Digital Economy:

NESPAK has successfully implemented the Federal Government's "*Digital Pakistan*" initiative by introducing online payment systems, including Government-to-Business (G2B) and Government-to-Government (G2G) services, thereby paving the way for a paperless environment across the organization.

This initiative seeks to enhance efficiency, lower operational costs and support environmental sustainability. By transitioning from traditional paper-based processes to digital solutions, NESPAK is ensuring faster communication, secure record management and improved access to information.

NATIONAL TELECOMMUNICATIONS AND INFORMATION TECHNOLOGY SECURITY BOARD

The Cabinet Division is responsible for Communication and IT security at the national level. This function is being performed through the National Telecommunications and Information Technology Security Board (NTISB). The Board has representation from all major stakeholders in the field of Telecommunication, IT and Cyber Security organizations in the country and is headed by the Cabinet Secretary (Chairman, NTISB). The secretarial functions of the Board are performed by a team of officers under Secretary NTISB. During the year 2024-25, NTISB has actively been performing the following functions / activities:

Cyber Security For Digital Pakistan (Establishment Of Pakistan CERT):

The Government's Digital Pakistan vision requires robust & resilient cyber security measures to protect sensitive information and the reputation loss which occurs due to successful cyber-attacks. In the context of 'National Cyber Security Policy 2021', there was a need to establish National CERT (Computer Emergency Response Team) of Pakistan – a central coordination and technical body to safeguard against information / cyber security threats and manage cyber incidents. PC-I for the same with the name 'Cyber Security for Digital Pakistan' was approved by the Government and now is being executed by NTISB. The project completion date is now extended and will be completed by the year 2026.

IT Security Audits, Cyber Security Assessments, Source Code Evaluations, Cyber Incidents Evaluations:

During the year, NTISB remained actively involved in activities related to IT security audits, cyber security evaluations and investigation of cyber incidents (see next page).

S/N	Detail	Remarks
1.	IT Security Audit of FBR	Completed
2.	Penetration Testing of Pakistan Startup Connect Portal	Completed
3.	Security Assessment of Portal for the 23 rd of the SCO Council of heads of the Government	Completed
4.	Security Assessment of Prime Minister Digital Youth Hub	Completed
5.	Security Assessment of Digital Foreign Direct Investment (DFDI)	Completed
6.	Security Assessment of BEOE existing web-based application	Completed
7.	Security Assessment of E-Office (Mobile Application)	Completed
8.	Security Assessment of E-Cabinet Portal (Mobile Application)	Completed
9.	Evaluation of Advanced Passenger Information System	Completed
10.	Information Security Audit of the e-procurement system (e-Paki Acquisition and disposal system EPAD)	In progress
11.	Security Assessment of Communication platform under “Smart Office” PSDP Project (BEEP)	In progress
12.	Survey and development of Security solution at Govt. Ministries/Divisions to improve their CS posture	In progress

Cyber Security Awareness Training:

NTISB organized the following cyber security training events for the Ministries/Divisions during the year 2024-25:

- i. Five (05) days assessor training on Testing and Calibration Laboratories Accreditation (ISO/IEC 17025) and PSS implementation for relevant stakeholders (members ATC) involved in Lab Accreditation process.
- ii. Five (05) days assessor workshop/training on Certified Information Systems Auditor (CISA).
- iii. Five (05) days assessor workshop/training on Certified Information Security Manager (CISM).
- iv. Five (05) days assessor workshop/training on ISO 27002 Lead Implementer.

Inspection Of Communication Security Centers:

According to its mandate, NTISB carries out periodic inspections of inland Communications security Centers through inspection teams of NTISB, DCS, Pakistan Army, Pakistan Air Force and Pakistan Navy. During the Fiscal Year 2024-25, 155 Communication Security Centers were inspected across the country.

Training On Crypto:

Department of Communication Security (DCS) which is an attached department of the Cabinet Division conducts crypto training for officers and operators from public and defence sectors to improve the cryptographic knowledge and handling of crypto material. During the Fiscal Year 2024-25, nine (09) courses have been organized by DCS in which seventy-six (76) officers and ninety-four (94) operators have been trained.

Sharing Of Advisories:

NTISB also shares advisories on cyber/communication security matters with all the Ministries/Divisions as well as the provincial governments. During the year 2024-25, nineteen (19) advisories have been shared with Ministries/Division/Provincial Government offices and related setups of public/private Sectors.

Evaluation Of Crypto / IT Security Equipment:

In order to facilitate the private vendors for investment in Cipher Technology, NTISB also carries out evaluation of Crypto/IT security equipment. During the fiscal year 2024-25, evaluation NOC of four (04) devices has been issued by NTISB and eleven (11) devices evaluation is under process.

REGULATORY AUTHORITIES WING

The Regulatory Authorities Wing deals with the administrative matters of the following Authorities and Autonomous Organizations:

Regulatory Authorities	i. National Electric Power Regulatory Authority (NEPRA)
	ii. Oil and Gas Regulatory Authority (OGRA)
	iii. Public Procurement Regulatory Authority (PPRA)
	iv. Pakistan Telecommunication Authority (PTA)
	v. Special Technology Zones Authority (STZA)
	vi. Naya Pakistan Housing and Development Authority (NAPHDA)
	vii. National Anti-Money Laundering & Counter Financing of Terrorism Authority (AML / CFT)
	viii. Cannabis Control & Regulatory Authority (CCRA)
Autonomous	Frequency Allocation Board (FAB)

NATIONAL ELECTRIC POWER REGULATORY AUTHORITY (NEPRA)

National Electric Power Regulatory Authority (NEPRA) is an independent statutory body established under the Regulation of Generation, Transmission and Distribution of Electric Power Act, 1997, amended from time to time, (commonly referred to as the “NEPRA Act”), which came into force in December, 1997. NEPRA operates as an autonomous regulator with a well-defined mandate. Its primary role is to oversee and regulate the generation, transmission and distribution of electric power businesses in Pakistan. In doing so, NEPRA is tasked with ensuring sectorial compliance, safeguarding consumer interests and promoting transparency, efficiency and competition within the power market.

In the performance of its functions, NEPRA has developed a comprehensive regulatory framework comprising Rules, Regulations, Codes, Manuals, Guidelines and other relevant instruments. The major highlights of the performance of NEPRA during the last year are as follow:

Development of Projects through Competitive Bidding:

The government of Pakistan is actively working towards developing a balanced electricity generation mix that meets the growing needs of consumers while ensuring affordability and competitiveness, which are vital for fostering economic growth. To achieve this, it is essential to reduce reliance on expensive imported fuels and shift towards more cost-effective and locally sourced energy. In line with the Government of Pakistan’s (GoP) vision to promote clean, green and indigenous energy and in alignment with the Alternative Renewable Energy (ARE) Policy 2019, the Authority has approved the following Requests for Proposals (RFPs) submitted by the K-Electric (KE) for the development of renewable energy projects. These projects will be developed through a competitive bidding process. The approved RFPs are as follows:

- i. Competitive bidding for a 150 MW Solar PV Project in the winter and Bela Districts, Baluchistan.
- ii. Competitive bidding for a 200 MW Site-Neutral Hybrid Project at the Dhabeji Grid Station.

- iii. Competitive bidding for a 150 MW Solar PV Project in West Karachi.
- iv. Competitive bidding for a 200 MW Solar PV Project in Malir, Karachi

Generation License:

In compliance with relevant provisions of the NEPRA Act, the Authority granted generation licenses/concurrences for various technologies with a combined capacity of 38.20 MW.

Additionally, the Authority approved modifications in the generation license of four (04) generation companies to permit the operation of their generation facilities on Gas, RLNG or a blend thereof.

Transfer of System Operator and Market Operator (MO License to Independent System & Market Operator):

A significant regulatory milestone was achieved with the successful transfer of existing licenses of System Operator (SO) and Market Operator (MO) to newly incorporated company Independent System & Market Operator (ISMO), demonstrating the commitment of the Authority to streamline power sector operations, promote competitive electricity market and enhancing regulatory oversight.

Distribution & Supplier License to Hazara Electric Supply Company:

Prior to the year 2018 amendments to the NEPRA Act, the supply function was integrated into the distribution licenses held by distribution companies, which were responsible for both distribution and supply activities. However, following these amendments, the legislature separated the ‘distribution’ and ‘supply’ functions. While the ‘distribution’ function remained under Section 21 of the NEPRA Act, a new provision, Section 23E, was introduced to address the ‘supply’ function.

Furthermore, in line with Section 21 and 23E of the amended NEPRA Act, the Authority issued Distribution License and Electric Power Supply Licenses to the newly incorporated Hazara Electric Supply Company (HAZEKO) in May, 2025, by carving out the areas of Abbottabad, Haripur, Mansehra, Battagram, Torghar, Upper & Lower

Kohistan and Kolai Pallas from the PESCO. Accordingly, the Authority approved the LPM in the matter of Distribution and Electric Power Supplier Licenses of PESCO.

Indexation / Adjustment of Thermal Tariff:

During the Fiscal Year 2024-25, NEPRA issued a total of 252 Monthly Adjustments, 395 Quarterly Adjustments and six (06) Annual Adjustments. These adjustments are essential for ensuring that the tariffs reflect fluctuations in foreign exchange rates and other factors.

Complaint Handling:

During the time from 01st July 2024 till 31st May 2025, NEPRA received a total of 17,257 consumer complaints related to various issues within the electricity sector. Out of these, 15,214 complaints have been resolved successfully. The remaining 2,043 complaints are still under review, as NEPRA continues to process them in line with established regulatory procedures. The prompt and efficient resolution of complaints is essential for fostering consumer's satisfaction, ensuring accountability and upholding trust in the regulatory framework that governs the electricity sector.

NEPRA Asaan Approach:

To enhance consumer accessibility and simplify the process of lodging complaints, NEPRA has launched a user-friendly mobile application called "NEPRA ASAAN APPROACH". This innovative approach provides consumers with a convenient platform to register complaints against all Distribution Companies (DISCOs) directly from their smartphone. The application aims to streamline the complaint submission process by offering a quick and efficient method for consumers to raise issues related to electricity services. Through this platform, users can easily track the status of their complaints, ensuring transparency and timely resolution. It is highlighted that 60,025 complaints have been registered through this app, out of which 59,884 complaints have been resolved while 141 complaints are under process.

Registration of PPIB as Independent Auction Administrator:

In line with the Government of Pakistan's vision to establish a competitive electricity market, amendments to the NEPRA Act introduced new license categories and enabled the registration of additional market participants. To support this, the Authority approved the high-level and detailed designs of the Competitive trading Bilateral Contract Market (CTBCM) in 2019 and 2020. The CTBCM design included the need of an Independent Auction Administrator (IAA) to help XW-DISCOs and Suppliers of Last Resort to meet their capacity obligations. Consequently, the Authority granted a single registration to the Private power and Infrastructure Board (PPIB) to act as the IAA, advancing the development of a competitive power market in Pakistan.

OIL AND GAS REGULATORY AUTHORITY (OGRA)

Domain of OGRA covers both the Oil and Gas sectors which are detailed below separately:

Oil Sector:

License / Permission Issued to Oil Marketing Companies (OMCs):

In pursuance of the powers conferred under the OGRA Ordinance, 2002/Oil Rules, 2016, OGRA granted three (03) Marketing licenses to the following OMCs:

- i. M/s Benzin Petroleum (Pvt.) Ltd.
- ii. M/s Allied Petroleum (Pvt.) Ltd.
- iii. M/s Flow Petroleum (Pvt.) Ltd.

One (01) Provisional Marketing Permission is granted to M/s HG Petro Marketing (Pvt.) Ltd.

Storages added by Oil Marketing Company (OMC):

Various permissions were granted to OMCs/Companies for operations of their newly constructed Oil Storages/Terminals at different locations i.e. Faqirabad, District Attock, Daulatpur, Shikarpur, Mehmoodkot and Kohat. The addition of new Oil Storages 53,794MT (i.e. 36,132 M.Tons for Petrol and 17,662 M.Tons for Diesel) with an investment of Rs.4, 034 million (approximately), has further enhanced the Oil Supply Infrastructure/Storages in the country.

Refinery:

Government of Pakistan has announced Brownfield Refining Policy for up gradation of existing refineries which will enable the existing refineries to comply with Euro-V fuel specifications as well as the expected increase in the production of petrol and diesel by 2030. Implementation of the Brownfield Refining Policy will attract an investment of \$5-6 billion.

Pakistan Refinery Limited (PRL) has signed an upgrade agreement with respect to implementation of the said Brownfield Refining Policy. The other refineries are in the process of execution/amendments of upgrade agreements. In addition, the Federal Government has also notified the Greenfield Refinery Policy in 2023 for establishment of new deep conversion refineries, which is likely to attract foreign investment in this arena.

Licenses granted to Lubricant Marketing Companies:

- i. Operational License: 04
- ii. License for Setup: 06

Licenses granted to Lube Oil Blending plants:

- i. Constructional License: 02
- ii. Operational License: 03

Subsequent to transfer of the above regulatory functions, OGRA is ensuring uninterrupted operation of 05 Refineries, 180 Oil Terminals/depots owned by 42 licensed OMCs, 03 Oil Pipelines and effective planning of sales, local production and imports. For determining the deficit of the refined oil products to be imported by the licensed Oil Marketing Companies (OMCs), OGRA conducts Products Review Meeting (PRM) every month, which is attended by licensed refineries, OMCs, Petroleum Division and representatives of Defence Forces for carrying out the estimates/plans considering numerous variables to ensure resilience in the National Oil Supply Chain. Details of locally produced refined oil products and imports made are as under:

S/N	Description	Quantity (Million M. tons)
1.	MS & HSD produced by local refineries	7.16
2.	MS & HSD sales	14.71
3.	MS & HSD imports	7.40
4.	Crude Oil imports	9.27
5.	Total imports MS, HSD and Crude Oil	16.67
Export		
6.	FO and Naphtha	1.55

Enforcement of Petroleum Products:

OGRA in its endeavor to ensure the quality of POL products and in line with Section 6(2)(x) of the OGRA Ordinance, continued to undertake the quality testing through Third Party Laboratory, Hydrocarbon Development Institute of Pakistan (HDIP) at import level, Oil Refineries, OMCs' depots and lube oil blending/reclamation plants. During 2024-25, 370 quality checks on imported lubricants (non-energy products) were undertaken through HDIP. Similarly, 2,280 & 649 quality checks were carried out at oil depots and lube blending plants respectively. Moreover, with respect to the quality testing at refinery level, 320 samples from five (05) refineries of Pakistan were qualitatively analyzed through HDIP against the approved specifications of the Government of Pakistan. In addition to the foregoing, random inspections at 1,243 outlets were also carried out with respect to quality, quantity and pricing. On observance of any violation, respective companies were penalized/fined as per applicable Rules.

POL Pricing:

In pursuance of the ECC decision dated 15th October 2010, OGRA computes/notifies the ex-refinery/ex-depot prices of Superior Kerosene Oil (SKO) as per the Federal Government approved pricing formula. The Federal Government vide its policy directive dated 31st July 2008 transferred the management of Inland Freight Equalization Margin (IFEM) to OGRA from 01st September 2008. OGRA has also been assigned to monitor the pricing of petroleum products. Furthermore, OGRA also determines the pipeline tariff under its Ordinance for transportation of petroleum products.

Gas Sector:

Determination of Revenue Requirements of Gas Utility Companies, i.e. SNGPL & SSGPL:

Petitions pertaining to Final Revenue Requirements and Estimated Revenue Requirements of SSGPL and SNGPL are evaluated prudently after conducting due-diligence in the matter. The aspect of financial and technical viability and prudence in evaluating Company's Assets, Projects, etc. is ensured, thus by enhancing performance and productivity eventually resulting in the consumer's benefits. While taking decision,

public hearing is also conducted to take input from general public as well as stakeholders. The details of Petitions of the Gas Utility Companies evaluated and decided during the above-said period are as under:

- Final Revenue Requirement of SNGPL of FY 2023-24
- Final Revenue Requirement of SSGCL of FY 2023-24
- Determination of Estimated Revenue Requirement of SNGPL for FY 2025-26
- Determination of Estimated Revenue Requirement of SSGCL for FY 2025-26
- Review of Estimated Revenue Requirement of SNGPL for FY 2024-25
- Review of Estimated Revenue Requirement of SSGCL for FY 2024-25
- Transportation Tariff of SNGPL for FY 2021-22
- Transportation Tariff of SNGPL for FY 2022-23
- Transportation Tariff of SNGPL for FY 2023-24
- Transportation Tariff of SNGPL for FY 2024-25
- Motion for Review of DFRR of SNGPL for FY 2022-23
- Final Revenue Requirement of SSGCL for FY 2022-23

Summary of Revenue Requirement – SSGCL

Particulars	FRR FY 2022-23	FRR FY 2023-24	RERR FY 2024-25	DERR FY 2025-26
Sale Volume (BBTU)	231,958.00	214,808	209,153.00	213,546
(RS./MMBTU)				
Cost of gas sold	1,350.65	1,411.72	1,413.89	1,310.34
UFG adjustment	(119.33)	(68.42)	(122.80)	(85.67)
T&D cost including Other Charges	108.77	142.79	103.82	120.96
Return on regulated asset base	69.32	97.11	87.65	114.50
Finance Cost on short term borrowing	16.13	29.27	26.74	21.13
Gas internally consumed	3.91	3.60	3.78	3.25
Depreciation	26.11	33.55	38.38	43.04
Subsidy relating to Air-mix LPG	6.86	7.85	14.12	12.08
Re-claimed items	175.95	(3.46)	-	-
Other Operating income	(31.24)	(65.47)	(36.66)	(41.44)
Previous Year Shortfall adjustment as per Federal Cabinet decision dated 30 th June 2024	-	-	233.58	160.38
Average Prescribed Price	1,607.14	1,589.35	1,762.50	1,658.56

Summary of Revenue Requirement – SNGPL

Particulars	MFRR FY 2022-23	FRR FY 2023-24	RERR FY 2024-25	DERR FY 2025-26
Sale Volume (BBTU)	344,884	328,365	325,217	281,999
RS./MMBTU)				
Cost of gas sold	887.34	909.84	959.50	842.02
Cost of RLNG		582.74	499.67	859.86
UFG adjustment	(8.91)	(4.11)	(18.68)	(8.28)
T&D cost including Other Charges	74.18	69.69	75.51	81.70
Return on regulated asset base	65.60	118.67	86.54	95.24
Finance Cost on short term borrowing	4.82	6.69	-	2.17
Gas internally consumed	2.83	3.15	3.37	2.88
Depreciation	41.05	46.62	69.93	82.87
Subsidy relating to Air-mix LPG		1.18	1.50	1.88
Other Operating income	(40.59)	(68.48)	(55.19)	(65.10)
Previous Year Shortfall adjustment as per Federal Cabinet decision dated 30 th June 2024		-	156.21	-
Average Prescribed Price	1,026.33	1,665.98	1,778.35	1,895.25

Grant of License:

The Authority, in exercise of its powers conferred by Section 22(1) and 23(1) of the Oil and Gas Regulatory Authority Ordinance, 2002 and Rule 3(3) of the Natural Gas Regulatory Authority (Licensing) Rules, 2002, has granted following licenses during the above-said period: -

- M/s GAP Distribution and Marketing (Private) Limited for sale of natural gas / flare gas (Halini Field, District Mianwali).
- M/s EGas Private Limited for sale of natural gas / flare gas (Kabir X-1 Field District Sanghar).
- M/s Shaheen Energy (Pvt.) Limited for sale of natural gas / flare gas (Sinjhor Gas Field, District Sanghar, Sindh).

- M/s Shahzad Processing Solutions (Pvt.) Limited (SPS) for sale of Natural Gas (Zahrah North-1 Gas field in Badin IV South Block Field, District Badin, Sindh)

Moreover, the Authority, in exercise of its powers conferred by 22(1) and 23(1) of the Oil and Gas Regulatory Authority Ordinance, 2002, and Rule 23 of the Natural Gas Regulatory Authority (Licensing) Rules, 2002, granted extension and amended following license during the said period: -

- M/s Universal Gas Distribution Company (Pvt.) Limited

Approval of Agreements:

The Authority, under relevant provisions of the NGRA Licensing Rules, 2002, and OGRA Gas TPA Rules, 2018, has approved the following Gas Sale / Purchase Agreements (GSPAs) between the Gas Producers, Gas Companies and supply contracts between Gas Companies and Consumers and Access Arrangement or interconnection arrangement between transporters & shippers.

- Approval of 7th Supplemental Agreement to Access Agreement for Interruptible Capacity Allocation of 68 MMCFD to Mari Petroleum Company Limited HRL Reservoir Gas.
- Approval of Interconnection Services Agreement b/w PLL and SSGC for supply of 150 MMCFD of RLNG.
- Approval of Gas Sales contract/agreement b/w SNGPL and PIEDMC for Supply of RLNG to Quaid-e-Azam Business Park SEZ, Sheikhpura.
- Approval of GSPA for Mohar Gas Field (Latif Block).
- Approval of Term Sheet for EWT Gas from Shahpur Chakar North X-1 (Gambat South Block).
- Approval of Letter Agreement to Mehar Term Sheet for Sofiya Gas Field (Mehar Block).

- Approval of 1st addendum to Term Sheet b/w MPCL and EFL for sale of gas from HRL Reservoir of MPCL.
- Approval of 6th Addendum to Term sheet for sale of gas from HRL reservoir from Mari field to SNGPL.
- Approval of 3rd Supplemental to GSPA b/w MPCL and Fatima Fertilizer (Multan Plant).
- Letter Agreement for Sale & Purchase of EWT gas from TOR Gas Field (Latif Block).
- Approval of Addendum No.2 to GSPA for Hundi Sari Gas Field.
- Addendum No.2 Rehman EWT Production Gas Sales and Purchase Agreement.
- GSA b/w M/s UGDC and M/s PIEDMC for supply of gas to BIS-SEZ.
- Approval of letter Agreement to Mehar Term Sheet for Sofiya Gas Field (Mehar Block), GSPA for Gas Field and EWT Term Sheet for Shahpur Chakar North X-1.
- Approval of GSPA b/w PLL and SNGPL.
- 5th Supplemental agreement to agreement for supply of gas blend of system gas and RLNG / swapped natural gas with M/s Fatima Fertilizer & M/s Agritech Limited.
- Approval of interim agreement for supply of indigenous gas / RLNG with M/s Fatima Fertilizer & M/s Agritech Limited.
- Interim Tripartite Agreement and its addendum b/w PSO, PLL and SNGPL for the LNG Supplies under New SPA with Qatar Petroleum.

Gas Market Liberalization:

The Third-Party Access Rules were notified in the year 2018 under section 41(3) of the OGRA Ordinance, 2002, paving the way for new entrants to participate in an open and liberalized gas market and promoting competition. OGRA also issued Pakistan Gas Network Code, which forms a uniform contractual framework for Third Party Access (TPA) Arrangements between the Transporters & Shippers and in addressing various issues i.e. operational, commercial, measurement and safety related to third party access regimes. OGRA periodically reviews and approves amendments to the Pakistan Gas Network Code to enhance operational efficiency upon request of the stakeholders i.e. shippers and transporters. During the said period, the Authority considered three requests for modifications to the Pakistan Gas Network Code (the Network Code) in light of the OGRA Gas TPA Rules. Following the due process, one modification has been approved, while the remaining two are currently under consideration in accordance with the prescribed procedure.

Determination and Notification of Prices:

i. Well-Head Gas Prices:

OGRA has been determining the wellhead prices of Natural Gas produced by the Exploration & Production Companies of Pakistan, under section 6(2) (w) of OGRA Ordinance, 2002, read with Natural Gas (Wellhead Price) Regulations, 2009 and notifying the same in the official gazette biannually. Accordingly, the Authority has issued 184 wellhead gas price notifications during Fiscal Year 2024-25.

ii. Gas Sale Price Notifications:

Two (02) gas sale price notifications were issued as per the advice of the Federal Government, details are as under:-

- Sale price notification dated 01st July 2024 effective from 01st July 2024.
- Sale price notification dated 26th January 2025 effective from 01st February 2025.

iii. Prescribed Price Notifications:

Four (04) prescribed price notifications were also issued for Fiscal Year 2024-25 in respect of SNGPL & SSGCL

iv. Determination of Transport Tariff:

In addition to the above, OGRA also decided four (04) Transportation Tariff petitions of SNGPL.

Liquefied Natural Gas (LNG):

Liquefied Natural Gas (LNG) is natural gas predominantly methane (CH₄) that has been treated and super-cooled to a liquid form to extremely low temperatures (-162 °C or -260 °F) reducing its volume by 600 times and making it more convenient for transportation to long distances over sea, where pipeline transportation is not economically feasible. This flexibility enables the export of LNG to overseas energy markets through the use of LNG tankers and terminals. Details are as under:

SNGPL Transportation Tariff for Transmission & Distribution

Description	FY 2021-22		FY 2022-23		FY 2023-24		FY 2024-25	
	Transm	Distrib	Transm	Distrib	Transm	Distrib	Transm	Distrib
Throughput Volume of transmission network (MMCFD)	1,882	1,031	1,605	960	1,759	1,033	1,854	1,016
Fixed components:	(RS. in million)							
i) Operating cost	9,527	14,369	12,114	14,249	11,962	17,171	8,208	22,215
ii) Depreciation component of the transportation cost	3,768	11,856	3,509	12,508	4,835	16,783	5,038	20,429
iii) Return Assets	9,551	17,470	10,310	18,450	8,630	17,719	10,584	27,262
Total Fixed Cost	22,846	43,694	25,933	45,207	25,428	51,673	23,829	69,906
Variable components:								
i) Stores and spares consumed	424	261	494	583	543	513	594	568
ii) Repair & maintenance cost	285	1,182	361	1,297	113	1,373	308	1,378
iii) Fuel and power	307	204	279	372	344	299	340	368
Total Variable Cost	1,016	1,647	1,134	2,252	1,000	2,185	1,242	2,314
Average capacity charge rate for the year in volumetric terms	33.26	116.11	44.27	129.02	39.49	136.68	35.21	188.59
Average utilization charge rate for the year in volumetric terms	1.48	4.38	1.94	6.43	1.55	5.78	1.84	6.24
Total Transportation Tariff	34.74	120.51	46.21	135.38	41.04	142.46	37.04	194.83

LNG Policy 2011 and OGRA (LNG) Rules, 2007:

In pursuance of the LNG Policy 2011, OGRA has developed LNG Rules, 2007 which define the procedure of application for a license to establish LNG business in the country. For LNG licensing, Oil and Gas Regulatory Authority (OGRA) performs its functions under the OGRA Ordinance 2002, keeping in view the LNG Policy 2011 and the rules made thereunder i.e. OGRA (LNG) Rules 2007. Further, modification, extension, revocation, renewal of licenses, inspections and audit of LNG Terminals is also dealt under the said Rules. The status of active LNG Licenses issued by the OGRA so far is shown on the next page.

Infrastructure Development and Operational Milestones:

Ever since the initiative of LNG imports in 2015, Pakistan has made significant progress in developing its LNG infrastructure. Long-term contracts with global suppliers have facilitated the establishment of state-of-the-art import terminals and re-gasification facilities along the coastline. These developments have improved energy shortages, ensuring a more stable natural gas supply for industries and households.

Activities, Achievements and Progress in LNG Sector by OGRA:

i. Existing LNG Terminals:

Two (02) LNG re-gasification terminals are presently operational in Pakistan i.e. Engro Elengy Terminal Limited (EETL) and Pakistan Gasport Consortium Limited (PGPCL), having combined peak re-gasification capacity of 1.44 BCFD. They have been developed by the private sector. Regasification capacity of 1.2 BCFD has been hired by Government of Pakistan through SSGCL and PLL. SNGPL and SSGC transport RLNG to the consumers as per allocation by the Government of Pakistan, whereas LNG is procured by PSO and PLL.

Status of the LNG Licenses

S/N	Name of Developer	Type of License Issued / License Issuance Date	Status
1.	Engro Elengy Terminal Limited EETL	Unbundled Project Structure Regasification Capacity: 600-690 MMCFD 18th March 2016	Operational
2.	PGP Consortium Limited PGPCL	Unbundled Project Structure Regasification Capacity: 600-750 MMCFD 03rd April 2018	Operational
3.	Global Energy Infrastructure Pakistan Limited & Global Energy Infrastructure Limited (GEIP/GEIL) Port Qasim	Integrated Project Structure Construction License	Extension in license timelines granted till 31 st March 2026 (For submission of all valid NOCs and achieving FID)
4.	Tabeer Energy (Pvt.) Limited TEPL	Integrated Project Structure Construction License 28th April 2021 Anticipated Regasification Capacity: 750-1000 MMCFD	Extension in the validity of the license has been granted by OGRA for further two years i.e. till April, 2027, upon request by the licensee and on completion of the requisite formalities. Project developer is yet to take an FID and commence construction.
5.	Energas Terminal (Pvt.) Limited ETPL	Integrated Project Structure Construction License 28th April 2021 Anticipated Regasification Capacity: 750-1000 MMCFD	Applied for extension in the validity of the license the licensee has yet to completion the requisite formalities
6.	LNG Easy Private Limited (LNGe) (Virtual Pipeline Project)	Integrated Project Structure Construction License 27th July 2023	License granted for two years. The licensee has now requested for an extension in construction license. Project developer is yet to take an FID and commence construction
7.	LNGFlex Limited (Virtual Pipeline Project)	Integrated Project Structure Provisional License 11th March 2022	Extension in the validity of the license has been granted by OGRA for further one year i.e. till March, 2026, upon request by the licensee. The licensee is yet to apply for construction license
8.	Cygnus Energy (Virtual Pipeline Project)	Integrated Project Structure Provisional License 28th March 2022	Extension in the validity of the license was granted twice by OGRA i.e. till March, 2025. The licensee has not requested for any further extension in license timelines nor applied for construction license
9.	Gwadar Gas Port Pvt. Limited (GGPL) (Virtual Pipeline Project)	Integrated Project Structure Provisional License 16th May 2022	License granted for 12 months to complete requisite formalities to apply for a formal license. Applied for extension in license duration, yet to complete formalities for extension
10.	Atlantic and Pacific LNG (Pvt.) Limited (Virtual Pipeline Project)	Integrated Project Structure Provisional License 03rd July 2024	License granted for 12 months to complete requisite formalities to apply for a formal license. The licensee has not requested for any further extension in license timelines nor applied for construction license

ii. Development of new LNG Terminals:

OGRA has granted construction licenses to two (02) private sector companies i.e. Energas Terminal Private Limited (ETPL) and Tabeer Energy Private Limited (TEPL) for development of LNG import and re-gasification Terminals at Port Qasim, Karachi as an integrated project, wherein the project developer shall construct the LNG receiving terminal, arrange LNG supplies and find its own buyers. These terminals, after commencing full operations have the potential to add 1.5 to 2 BCFD of regasification capacity which shall contribute towards reducing the current gas demand-supply gap. The project developers are yet to take Final Investment Decision (FID) and start construction of these terminals. License timelines have been extended to facilitate project developers.

Moreover, Global Energy Infrastructure Pakistan Limited (GEIP) having construction license for development of LNG Terminal at Port Qasim, Karachi has been granted extension in timelines of construction license.

iii. LNG Virtual Pipeline Projects:

LNG virtual pipeline are an alternative to physical pipeline, whereby gas that would typically be transported through a conventional gas pipeline is instead transported as Liquefied Natural Gas to the point of use by sea, road, rail or via combination of these modes.

OGRA has granted provisional license to four (04) companies to complete the requisite formalities under the prevalent rules to apply for a formal license to undertake LNG regulated activities. Moreover, M/s LNG Easy (Private) Limited has been granted a construction license, however, the company has not taken FID so far and has applied for an extension in its construction license, which is under process.

Third Party Access to LNG Terminals:

The LNG market is diversifying in Pakistan and the concept of multiple users on LNG terminals is being introduced through OGRA LNG Terminal and Storage Access Rules and Code, which have been drafted by the OGRA. The said rules shall play a pivotal role in liberalization of the LNG / RLNG market and promote uniform principles of transparency, fairness and non-discriminatory practices in transactions involving LNG terminals and ensuring safe and reliable supply of gas. This activity will contribute in the country's economic growth.

The draft rules were required to be aligned in accordance with amendments in LNG Policy on third-party access, notified in August, 2022. The modified draft was sent to the Cabinet Division for notification as per procedure, in November, 2023. Furthermore, the recent amendment to the LNG Policy, 2011, is also linked with amendment in the OGRA Ordinance, 2002. The rules are to be notified by the Cabinet Division after the amendment in OGRA Ordinance, 2002, as per procedure.

RLNG Pricing:

OGRA has been mandated to determine the RLNG sale price on monthly basis under Section 43B of OGRA Ordinance, 2002, based on the prevailing guidelines issued by the Federal Government on "sale price of RLNG" for the RLNG consumers of SSGCL, SNGPL and PLL. Accordingly, OGRA computes the RLNG prices in accordance with parameters provided by Federal Government.

Achievements of LPG Sector:

S/N	Activity	Achievement 2024-25
1.	Licenses issued for Construction of LPG Storage and Filling Plants	118
2.	Licenses issued for Storage, Filling and Marketing of LPG (Operational)	32
3.	Licenses issued for Construction of LPG air-mix plants	1
4.	Licenses issued for Construction of LPG Auto Refueling Stations	39
5.	Licenses issued for LPG Auto Refueling Station (Operational)	3
6.	Licenses issued for transportation of LPG through Road Browsers	47
7.	Authorized / enlisted Manufactures for manufacturing of LPG equipment	6

LPG Pricing:

Ministry of Energy, Petroleum Division vide letter dated 24th March 2016 forwarded LPG Policy 2016, approved by the CCI, to OGRA for implementation. In LPG Policy 2016, it has been decided to regulate LPG prices. In pursuance of LPG Policy 2016, LPG price determination is the mandate of the Ministry of Energy; OGRA's domain is limited to notification and regulation of the determined price.

In exercise of the powers conferred under Section 6(2) (r) of Oil and Gas Regulatory Authority Ordinance, 2002 (XVII of 2002) read with Rule 18(1) of LPG (Production & Distribution) Rules 2001, the Oil & Gas Regulatory Authority has twelve (12) times notified LPG prices during fiscal year 2024-25 for indigenous LPG. The prices shall be regulated as per the maximum LPG price at all levels of the supply chain for indigenous as well as imported LPG.

Compressed Natural Gas (CNG):

In 1992, the Government of Pakistan introduced Compressed Natural Gas (CNG) as an alternative fuel for automobiles to reduce environmental degradation and save foreign exchange. The CNG (Production & Marketing) Rules, 1992, along with Standard Code of Practice, were framed to regulate construction as well as operational phases of CNG refueling stations.

The Oil & Gas Regulatory Authority is empowered to regulate the CNG Sector under the OGRA Ordinance, 2002 and CNG (Production & Marketing) Rules, 1992. Since February, 2008, Federal Government has imposed a ban on the issuance of new CNG licenses. In recent past, the Government vide ECC decision dated 23rd October 2020, has allowed grant of new CNG License on RLNG basis. The Authority is processing the application(s) for the same in light of the applicable provision(s) of Rule(s) / Law(s). Accordingly, forty-seven (47) Construction Licenses & nine (09) Marketing Licenses on RLNG basis have been granted till date. Further, the licenses whose validity period is surpassed have also been extended as per applicable rule(s) / law(s) / decision(s) / policies. A total of 92 renewals have been made.

In order to ensure compliance to the Standard Code of Practice & other applicable technical standards and for the safe operation of CNG

Stations across the country, annual safety inspections of operational CNG Stations are conducted through OGRA’s designated Third Party Inspectors.

Complaints and Appeals:

OGRA deals with the complaints against licenses in accordance with the Complaint Resolution Procedure Regulations, 2003. It entertains consumer complaints without any fee and without any formalities. Consumers are not required to come to OGRA office for filling complaints. They can file the same through e-mail/online complaint system via OGRA web portal, fax or normal post.

During the Fiscal Year 2024-25, OGRA received **5,694** complaints from all over the country against gas utilities SNGPL / SSGC. The status of complaints during Fiscal Year 2024-25 is given as under:-

Complaints Received	Complaints Decided	Gas Connection	Relief provided to Consumers / Complainants (RS. in million)
5,694	5,929*	08	329.6

**This number includes previous year’s complaints as well.*

As per Section 12 & 13 of OGRA Ordinance, 2002, the Authority is empowered to hear and decide appeal / review cases filed against the decision(s) of its delegates and the Authority itself.

During the Fiscal Year 2024-25, the Authority heard and decided Natural gas appeal / review cases as well as appeal / review cases pertaining to the imposition of fine / penalties in the CNG / LPG / Oil sector as under:-

Natural Gas Appeal / Review Cases decided	103
CNG / LPG / Oil / Enforcement, Appeal & Review Cases decided	35

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA)

Introduction:

The Public Procurement Regulatory Authority (PPRA) was established in the year 2002, under the Public Procurement Regulatory Authority Ordinance, 2002. Its aim was to build and strengthen the Government's capacity to develop a modern, transparent and cost effective Public Procurement System, to regulate Public Sector Procurements of Goods, Services and Works with a view to ensure transparency, accountability, level playing field, fairness, value for money, economy, grievance handling and quality of public procurement.

PPRA is mandated to regulate the procurements of goods, works and services across federal procuring agencies by formulating rules, guidelines, standard procurement documents and monitoring compliance.

Over the past two decades, it has played a vital role in shaping national procurement policy, enhancing oversight and ensuring the public financial management. PPRA's legal framework comprises the Ordinance, 2002, the Public Procurement Rules, 2004, associated regulations and Standard Bidding Documents designed to ensure uniformity in procurement processes.

PPRA's Transformation:

In line with the directives of the Honorable Prime Minister of Pakistan to transform PPRA, a comprehensive reform process has been initiated. As part of this effort, PPRA engaged an international consultant with the support of the World Bank to conduct a diagnostic review of its legal and institutional frameworks. The consultant has proposed some amendments in the PPRA Ordinance, 2002 and has also identified gaps in the Public Procurement Rules, 2004, notably the absence of modern procurement methods, limited independence in grievance redress mechanisms and inadequacies in human resource structures.

Based on this comprehensive assessment, PPRA launched an integrated transformation process encompassing regulatory reforms, human resource and institutional reforms and digital transformation by

optimization and rollout of the e-Pak Acquisition and Disposal System (EPADS).

PPRA Board Meetings:

To drive the process of transformation, the PPRA Board held nineteen (19) meetings between July 2024 and June 2025. During the reporting period and in accordance with Section 21 of the PPRA Ordinance, 2002, the Board recommended three (03) exemption cases to the Federal Government pertaining to different ministries. Furthermore, the Board reviewed and approved key initiatives related to institutional restructuring and regulatory reforms, intending to align Pakistan's public procurement framework with international best practices and the growing imperatives of technological advancement.

Reform Agenda of the Authority:

Multiple reforms have been introduced in the Authority to enhance its efficiency, transparency and service delivery. These reforms span several key areas, ensuring alignment with national goals and modern governance practices as under:

- Legal Reforms
- EPADS Optimization and Rollout
- Human Resource Reforms
- Capacity Building/Accreditation Program
- Digitization of the Authority/IT reforms
- Infrastructure Reforms

Regulatory Reforms:

In compliance with the directives of the Federal Cabinet and Honorable Prime Minister, the Legal Framework of PPRA, including Ordinance, 2002 and Public Procurement Rules 2004, was reviewed. The key developments under this reform stream are outlined below:

a. Amendments in PPRA Ordinance, 2002:

- In September 2024, the international consultant submitted a preliminary draft proposing amendment to the PPRA Ordinance
- The draft amendments were thoroughly reviewed by the PPRA team, ensuring consistency with Pakistan’s legal framework and constitutional principles
- The PPRA Board, in its 87th meeting held in January 2024, endorsed the revised draft
- The amended PPRA Ordinance is currently under consideration at the Cabinet Division, following detailed legal vetting by the Ministry of Law and justice.

b. Public Procurement Rules, 2025:

- In December 2024, the international consultant submitted an initial draft of the Public Procurement Rules, 2025, intended to replace the existing Public Procurement Rules, 2004 and reflect global procurement best practices. The draft Rules underwent detailed global benchmarking by the PPRA team to ensure alignment with the laws of the country.
- In December, 2024, the proposed Rules were circulated among key stakeholders, including procuring agencies and were also uploaded on the PPRA’s website simultaneously, to obtain the feedback of public.
- Constructive feedback was received from a broad spectrum of stakeholders which was duly incorporated. A revised draft was placed before the 88th, 89th, 90th and 91st Board Meetings held in January 2025. The Board furnished detailed recommendations, which were duly incorporated into the draft Public Procurement Rules, 2025.
- The final draft of the Public Procurement Rules, 2025, was shared with the matter experts at the Prime Minister’s Office (PMO) for final discussion on financial thresholds of Third-

Party Validation, Third-Party Evaluation and Grievance Redress mechanism, etc.

- The guidance received from the PMO was duly incorporated into the revised draft.
- On 20th June 2025, the PPRA Board endorsed the draft for submission to the Cabinet Division for further processing and getting approval of the Federal Cabinet.

c. Public Procurement Rules, 2025 – Key Features:

- The Public Procurement Rules, 2025, proposes 71 rules, a significant increase from the 51 rules under the Public Procurement Rules, 2024.
- Explicit specification of roles and responsibilities for procuring agencies and officials to enhance accountability.
- The constitution and composition of the Committees are introduced.
- Establishment of Procurement Cells
- Introduction of third-party evaluation, validation, Grievance Redress Cell (GRC) and inspection mechanism.
- New procurement methods, including Gallop Tendering, Dynamic Purchasing and Electronic Shopping.
- Streamlined timelines: Response time and standstill period of grievance redress, have been reduced from 15 to 10 days.
- Inclusion of provisions for second-hand goods.
- Contract management provided alongside procurement and contract signing.
- A panel of experts with an accreditation system is introduced.
- Introduction of new definitions, including non-consultancy services.

- Preference for Small and Medium Enterprises (SMEs), marginalized communities and green procurements.
- Introduction of cross-debarment and blacklisting system.
- Redesigned procurement process flow to optimize efficiency and expedite execution.

d. Establishment of the Procurement Cell:

The Procurement Cell plays crucial role in ensuring efficient procurement processes within procuring entities. The Cell is responsible for various functions, including procurement planning, market analysis, bid document preparation, budget checks, bid notification and contract management. Furthermore, PPRA has launched a comprehensive capacity-building program to equip officers and experts with the latest skill and knowledge necessary for effective procurement management. This initiative is pivotal in driving procurement excellence and supporting PPRA’s broader objectives of reform and regulatory compliance.

e. Enforcement of Legal Regulatory Framework:

The Authority is continuously providing advices to Procuring Agencies on the application of PPRA Legal Framework, legal assistance to Superior Courts for deciding cases pertaining to Public Procurement, rendering legal opinion/suggestions and clarifications to the federal Government agencies/departments. Following are the details of Legal Activities:

Legal Opinion / Clarification

Year	Legal Opinion Rendered
2024-25	123

Court Cases

Court(s) Name	Pending Cases	Disposed off
Supreme Court	05	00
Islamabad High Court	63	23
Sindh High Court	05	16
Lahore High Court	07	05
Peshawar High Court	00	00
Baluchistan High Court	01	00
All District Courts	05	03
Total Cases	86	47

Blacklisting

Year	Blacklisted Firms
2024-25	46

Appeals & Review Petitions

Year	Decided Appeals & Review Petitions	
2024-25	Appeals	21
	Review Petitions	07
Total	28	

EPADS Optimization and Rollout:

Implementation of E-PADS is ensuring transparency across public procurements at both the Federal and Provincial levels. The platform is now operational within the Federal Government as well as the Governments of Punjab, Sindh and Khyber Pakhtunkhwa. The number of procurement activities performed through E-PADS was 7,777 during the Fiscal Year 2023-24 and 521,655 during the period from 01st July 2024 to 30th June 2025. The details are as follows:

Region	Completed Procurement Count	Amount in Billion Rupees
Federal	40,306	306.59
Punjab	480,296	617.07
Sindh	620	15.27
KP	433	0.28
Total	521,655	939.21

Key Initiatives:

- Helpdesk support services have already been commenced at the new office of PMU-E-PADS. One UAN Helpline (051-111-137-237) has been dedicated for E-PADS, functional from 08:30 AM to 11:30 PM on working days and a total of five (05) telephone lines are operating with this UAN.
- Addendum to the MoU with the Competition Commission of Pakistan (CCP) has been signed on 31st December 2024. The purpose of this Addendum is to enhance cooperation for information sharing through E-PADS to ensure fairness in Public Procurements.

- Furthermore, a MoU with the National Accountability Bureau (NAB) has also been signed on 04th February 2025 to develop a mechanism for sharing information with NAB through E-PADS to ensure transparency and combat corruption in the Public Procurements.
- An understanding with SECP has also been developed for devising a mechanism in E-PADS to monitor and verify the performance of companies in the public procurement market.
- The e-Disposal (Auction) Module of E-PADS has successfully been developed and launched, on a pilot basis in Pakistan Customs and the Ministry of Federal Education and Professional Training from 01st July 2025. Twenty-seven (27) Master Trainers of these entities have also been trained in June 2025 on the e-Disposal Module.
- Integration of E-PADS with the Directorate General of Financial Accounting & Budgeting System (FABS) is in progress. The purpose of this integration is asset tagging, asset accounting and commitment accounting. This integration will be enhanced by November 2025, to include e-invoicing.
- State Bank has been engaged to provide system-based integration of E-PADS with RAAST for receiving bid security, subscription payments of E-PADS from vendors and PPRA fees from the procuring agencies.
- Inauguration of a state-of-the-art training facility for E-PADS is being scheduled soon.
- Training of the suppliers/vendors as well as of the Procuring Agencies has become a regular feature to ensure the sustainability of E-PADS.

Human Resource Reforms:

As part of the ongoing institutional strengthening efforts, PPRA conducted a comprehensive assessment of its existing human resources and processed reforms to enhance organizational efficiency and service delivery. The key component of this restructuring involved the establishment of a new cadre comprising Senior Specialists, Specialists

and Technical Experts, each possessing specialized expertise in the areas such as public procurement, legal frameworks, contract management, data analytics and e-procurement systems. In line with this plan, twenty-six (26) positions for Specialists and Experts were advertised through a transparent recruitment process, resulting in the induction of thirteen (13) qualified professionals into the Authority. Additionally, to support and enhance the operations of E-PADS, thirteen (13) IT professionals have been recruited and on boarded since January 2025. The comprehensive restructuring plan received formal approval from the PPRA Board in November 2024.

Capacity Building Initiative / Accreditation Reforms:

Following the promulgation of the e-Pak Procurement Regulations in the month of February 2023, the use of the EPADS has been made mandatory for all Federal Government procuring agencies. In addition, standardized guidelines for the establishment of Procurement Cells were issued in December 2024. These initiatives created a demand for extensive training of staff, officials from procuring agencies and vendors / suppliers. To address this, PPRA conducted forty-six (46) nationwide training sessions, equipping 1629 participants with essential knowledge on the public procurement framework and EPADS. PPRA continued to work closely with leading academic institutions of the country, including LUMS, LUST and IBA, for specialized certificates and diploma courses. In addition, PPRA has partnered with the World Bank to develop a competency framework for procurement professionals and an accreditation program.

i. Key Programs Conducted:

Modules	Number of Training Sessions	Number of Participants
PPRA Introductory Framework	14	450
Customized Training Program	04	139
EPADS USER Training	10	550
Master trainer program for EPADS	11	238
IBA Certificate	02	29
LUMS Certificate	02	54
NUST Certificate Program	01	21
NUST Diploma	02	148
Total Accumulated	46	1,629

ii. Accreditation Program:

To further strengthen the capacity-building ecosystem and ensure consistent technical support for procuring agencies, a proposal has been initiated to hire an independent pool of procurement experts. These professionals will be engaged on a need basis by the procuring agencies to provide hands-on assistance in complex procurement processes, support the implementation of EPADS and to conduct TPV / TPE. The pool of experts will also play a key role in mentoring procurement staff, supporting training initiatives and offering advisory services for specialized or high-value procurements. This initiative aims to institutionalize professional procurement support, enhance efficiency and promote transparency across the public procurement landscape.

In addition, PPRA has developed a partnership with the International Training Centre of the ILO in Turin, Italy, to launch a Master Training Program for the first cohort of PPRA employees and consultants. Avenues are being explored with the United Nations Development Program (UNDP) and the Chartered Institute of Procurement & Supply (CIPS), London, for long-term capacity-building programs. PPRA is further working with the Asian Development Bank (ADB) to develop customized training modules for auditors involved in the oversight of foreign-funded projects, especially those supported by the ADB.

Digitalization in PPRA:

- ***Implementing the E-Office System:***

PPRA has advanced its digital transformation by implementing the E-Office system organization-wide, aimed at improving efficiency, transparency and data security in financial and administrative operations. The automation of key workflows has significantly reduced manual handling and processing delays. By shifting to digital file movement, PPRA is actively promoting a paperless work environment, lowering paper consumptions, reducing storage demands and supporting environmentally sustainable practices.

- ***Development and Deployment of In-House Applications:***

Custom-built IT Service Desk and Visitor Logging Applications – featuring Radio Frequency Identification (RFID) capabilities – streamlined technical support and security operations, aligning with digital governance goals.

- ***Launch of Digital Receipt & Issuance (R&I) System:***

Introduced automate internal correspondence and file movements, reducing turnaround time and manual errors in document handling.

- ***Deployment of High-Speed Data Network:***

Enterprise-wide connectivity infrastructure has been up-graded with tenfold bandwidth increase by ensuring high-speed, secure and reliable access for all the departments.

- ***Upgrade of Digital Communication Systems:***

Digital exchange capacity expanded to sixty-four (64) lines with eight (08) tracks, integrated Interactive Voice Response (IVR) menus which is significantly improving public interaction.

- ***Integration with External Systems:***

Secure linkages with NTC, NADRA Verisys and PTCL maintained to enhance service accessibility.

- ***Publication of Procurement Data:***

Over 23,112 tenders (with 508 violations), 280 procurement plans, 8,860 evaluations and 830 contracts uploaded on the PPRA website to promote transparency and compliance.

- ***Graphic Design and Visual Communication:***

High-quality visual materials such as training certificates, reports, brochures and standees have been provided which support the stakeholder engagement and institutional branding.

- ***Hands-on IT Training Delivery:***

The Training Directorate assisted in conducting capacity-building workshops and hands-on sessions for users to promote digital literacy and adoption.

- ***Procurement of Modern Equipment and Furniture:***

Latest-generation computing devices and multi-function printers procured.

- ***PPRA Website Optimization:***

The Public Procurement Regulatory Authority (PPRA) has recently improved its website to meet the modern requirements and to enhance accessibility for the public and contractors. The website is now more user-friendly, featuring a faster loading speed, mobile-responsive design and improved search functionality, with up-to-date information on tenders, procurement rules and policy guidelines. This up gradation aims to promote e-governance, enabling the public procurement system to become more transparent, accountable and accessible. Users can now easily access to relevant information, register online and submit complaints or queries through the portal.

Enforcement Activities of Existing Regulatory Framework:

The Monitoring & Evaluation (M&E) Wing of PPRA played an important role in strengthening procurement oversight and governance during 2024. M&E Wing issued over 200 directives and recommendations to procuring agencies in response of their queries. The Wing conducted evaluations & inquiries, issued expert opinions & assessment reports to the FIA and the Prime Minister's Office on Karachi Port Trust, the National Health Services (Islamabad health facilities) and PIMS Hospital.

In addition, PPRA has institutionalized regular consultative forums that bring together the suppliers and the procurement officials. Recognizing the importance of policy consistency, PPRA is also working closely with provincial procurement authorities through the Advisory Group on Public Procurement. This initiative seeks to harmonize procurement policies and practices across federal and provincial levels, ensuring a more coherent and efficient national procurement framework.

Infrastructure Reforms:

i. Infrastructure Modernization and Institutional Strengthening:

- **Complete Renovation of PPRA Headquarters:**

PPRA headquarters have been transformed into a modern, ergonomic, and functional corporate workspace to improve operational efficiency and staff well-being.

- **Establishment of High-Tech Conference Facility:**

A state-of-the-art meeting room has been built accommodating up to forty (40) participants, with featuring Native 8K video/audio systems, wireless conferencing tools and smart white boards.

- **Installation of Modern Fire Alarm Systems:**

Modern Fire Alarm Systems have been installed which ensure compliance with safety standards and protection of critical infrastructure.

ii. Project Management Unit (PMU / EPADS) Establishment:

- Fully equipped premises established.
- Incorporated advanced IT infrastructure and climate control systems (essential for EPADS operations).

Financial Management:

PPRA has strengthened financial discipline and transparency by implementing a robust audit mechanism, approving audited financial statements for Fiscal Year 2023-24 and complying with statutory regulations.

To enhance financial sustainability, an Advance Payment Mechanism has been introduced, alongside improvements in comprehensive internal/Pre-Audit and control, tax compliance and investment in CPF funds.

Additionally, PPRA has ensured adherence to Departmental Accounts Committee (DAC) and Public Accounts Committee (PAC) directives, expanded digital operations through E-Office and reinforced procurement modernization efforts through strategic initiatives. The following key initiatives were taken during the previous fiscal year:

Approval of Audited Financial Statements:

Financial reporting is essential for informed decision-making and accurately reflecting an organization's financial position and performance. To strengthen financial discipline and enhance transparency, Finance Wing implemented a robust audit mechanism by engaging professional auditors to conduct comprehensive audits in accordance with the International Standards on Auditing (ISAs). During Fiscal Year 2024-25, Finance Wing of the Authority presented the audited financial statements for Fiscal Year 2023-24 of both the Authority and the e-Pak Acquisition & Disposal Systems (EPADS) Projects, to the PPRA Board during 92nd meeting held on 20th February 2025. The Board reviewed and approved both sets of statements. The process adhered to the statutory requirements of the PPRA Ordinance, 2002 and the PFM Act, 2019.

Advance Payment Mechanism:

The Finance Wing of the Authority has taken a significant step towards timely revenue generation and financial sustainability by implementing an Advance Payment Mechanism, effective from 01st October 2024, as approved by the Authority. Under this system, uploading fees are collected upfront before service delivery, leading to improved revenue collection and reducing the accumulation of outstanding dues. This has eased the financial burden on the government exchequer.

To further strengthen financial autonomy, the Finance Wing is enhancing this mechanism through the development of an Advance Payment Module within the EPADS system. These strategic initiatives aim to eliminate reliance on the Federal Government budget by fully funding PPRA's operational and development needs. Additionally, the adopted mechanisms enable strategic investments in procurement modernization, positioning PPRA as a model for financial self-sufficiency in the public sector.

Annual Budget of PPRA for Fiscal Year 2024-25:

During the period under report, the Annual Budget of the Authority for Fiscal Year 2024-25 was presented in 78th meeting of PPRA Board held on 09th August 2024. The PPRA Board approved the Budget of the Authority amounting to Rs.683.600 million for Fiscal Year 2024-25 out of PPRA's own resources.

Filing to Income Tax Returns and Active Tax Payer Status:

PPRA is filing all the Statutory Income Tax Returns in compliance with the provisions of the Income Tax Ordinance, 2001. During the Fiscal Year 2024-25, the Authority maintained its Active Taxpayer Status and continued to fall under active taxpayer list of FBR.

Strengthening of Internal Control of the Authority:

Internal controls are essential for safeguarding organizational resources, ensuring transparency and promoting strong financial discipline. Finance Wing has established a comprehensive internal / Pre-Audit and control system. The Pre-Audit Division aims to ensure adherence to the best management practices, financial regulations and Authority's approved rules related to executive of works, payroll, fixed assets, inventory and maintenance of accounts and records.

Compliance of DAC & PAC Directives:

During Fiscal Year 2024-25, PPRA attended two Departmental Accounts Committee (DAC) meetings and one Public Accounts Committee (PAC) meeting. The Finance Wing ensured compliance with the directives of the Audit. As a result of rigorous efforts, compliance and data verification, three audit paras were settled by the DAC, and two audit paras were settled by the PAC.

Investment of CP Fund:

Finance Wing, on the recommendation of the CPF Management Committee, invested employee's CPF funds in government securities, ensuring long-term benefits for staff upon superannuation.

Conclusion:

In alignment with the Prime Minister's reform directives, the Public Procurement Regulatory Authority (PPRA) has successfully achieved over 80% of its strategic transformation agenda during Fiscal Year 2024-25, as a testament to its unwavering commitment to transparency, efficiency and institutional modernization.

This remarkable progress spans legal reforms, digitalization through EPADS, capacity building and financial autonomy. All of these activities collectively signal a paradigm shift in Pakistan's public procurement framework. Under the dynamic leadership of the Managing Director, the Authority has not only accelerated the implementation of priority initiatives but also fostered a culture of performance, accountability and innovation.

PPRA's strengthened collaboration with federal and provincial stakeholders, as well as development partners, underscores its role as a credible and future-ready regulator. As it moves forward, PPRA remains committed to enhancing reform, embedding global best practices and ensuring a value-driven, inclusive and transparent public procurement across the country.

PAKISTAN TELECOMMUNICATION AUTHORITY (PTA)

Regulatory Activities:

The telecom industry in Pakistan has undergone significant transformations in recent years, thanks to the development and advancement of Next Generation Mobile Services (3G/4G) and the regulator's commitments in enabling advanced technologies in the country. PTA has consistently been facilitating investments in the telecom sector, which is fully deregulated and features multiple international telecom entities providing services. Recognized by ITU, as a Fifth-Generation advanced level collaborative 5G Regulators, PTA pursue active collaboration with industry players and stakeholders for the development of the sector. The country's telecom sector (Mobile and Fixed) is experiencing healthy growth rates, with 200.92 million subscribers (81.3% teledensity) and 149.8 million broadband subscribers (60.6% penetration) as of May, 2025. The industry holds substantial investment potential, with local industry investments of US\$7.1 billion (Provisional) and FDI (Inflow) of US\$1.5 billion during Fiscal Year 2019 to Fiscal Year 2025 (July,2019 to March, 2025).

Despite economic challenges such as higher business and energy cost pressures during Fiscal Year 2025, the telecom sector showed resilience, expanded its services and generated telecom revenues to the tune of PKR 803 billion (estimated) in Fiscal Year 2025 and estimated to touch Rs.1 trillion in the current fiscal year. With ongoing service expansion and expected economic recovery in the medium to long term, broadband penetration is expected to increase further in the coming years.

During Fiscal Year 2024, telecom sector remained a significant source of revenue generation for the national exchequer by contributing an amount of Rs.335 billion in terms of GST, withholding tax, regulatory fees, initial and annual license fees and other taxes. During Fiscal Year 2025 (Jul 2024 to Mar 2025). The telecom sector contributed Rs.271 billion (Provisional) to the national exchequer, while, telecom investment remained US\$621 million.

PTA is regulating in a hybrid environment with merged physical and digital boundaries. In doing so, it is utilizing conventional as well as contemporary regulatory tools, initiatives and procedures essential for Pakistan's transition from an emerging to a developed digital market. Key telecom sector regulatory interventions are detailed below.

Ease of Doing Business:

During 2024-25, PTA launched OASIS (accessible at <https://eservices.pta.gov.pk>), a cutting-edge platform that streamlines the licensing process for telecom companies and applicants, marking a significant advancement in enhancing ease of doing business. OASIS provides a comprehensive solution, enabling applicants to navigate the entire application process with ease and efficiency. Its key features include automated CNIC verification through NADRA, real time company registration verification checks by the Securities and Exchange Commission of Pakistan (SECP), seamless online payments integrated with the National Bank of Pakistan (NBP) and a simplified application process. The platform enables users to complete the entire process online, benefiting from secure steps like biometric verification at NADRA e-Sahulat outlets and automated fee payment confirmations, making the process faster and more efficient.

Through a joint collaboration between PTA, NADRA, SECP and NBP, this strategic initiative is expected to revolutionize the licensing process for telecom services nationwide. By integrating these critical systems, PTA is fostering a more robust telecom infrastructure, thereby supporting the growth of Pakistan's digital economy.

National Roaming:

PTA launched national roaming services along the Makran Coastal Highway with collaborative efforts between MoITT, Universal Service Fund (USF), Jazz and U-fone. National roaming enables subscribers to access services from any available network in the area where their primary

service provider has less coverage by eliminating connectivity black-spots. The facility improves user connectivity and increases the coverage footprint of operators through the efficient use of existing infrastructure, without the need for additional capital expenditure in active and passive networks. Technological efficiency, national roaming will help in enhancing public safety and access to essential services. The expanded networks will also enhance coordination for emergency services and will provide the assurance of reliable communication to travelers in case of any untoward incident. The commencement of roaming services along the Coastal Highway is just a beginning; PTA is committed to further expand its connectivity across Baluchistan and other remote regions, so that all Pakistanis have equal access to reliable mobile communication services.

Improved Ranking in Global Cyber security Index:

In September, 2024, Pakistan achieved the Tier-1(Role Modeling) rating and is now among the top 40 countries in the Global Cyber security Index 2004, issued by ITU, marking a notable improvement from its previous 79th position. This advancement reflects Pakistan's dedication in strengthening cyber security nationwide, particularly in the IT and telecom sectors. PTA, MoITT and other stakeholders have been key drivers in this success. Major initiatives that have enhanced cyber security include the Cyber security Policy, CERT Rules, CTDISR, Cyber security Strategy and regular cyber security audits across the telecom sector. The establishment of NTSOC and National Telecom CERT has further enhanced the country's security framework through information sharing, incident management and rapid response coordination. Together with local telecom operators adhering to international cyber security standards, have further strengthened Pakistan's defense against the cyber threats.

Quality of Service Surveys:

PTA has carried out extensive analysis of over 55,000 mobile operator sites at the Operational Support Sub-system (OSS) level to assess network performance. Additionally, 71 on-ground surveys were also conducted in response of the consumer complaints, supplemented by the

regular quarterly surveys. Further, more than 379 interference complaints were resolved, directly contributing towards improved service quality. In parallel, 322 cases involving unauthorized use of spectrum by non-licenses were identified and addressed, ensuring cleaner use of spectrum as a vital national resource. For fixed broadband services, PTA completed QoS surveys across 124 locations during 2024-25, assessing essential KPIs including network availability and latency to ensure the delivery of high-quality Internet services to the users.

Readiness for 5G:

The telecom sector is rapidly advancing towards 5G's launch; PTA has initiated the process, aiming for 2025 rollout. Substantial infrastructure up gradation is underway to support 5G rollout, with PTA developing regulatory frameworks to attract investment and simplify operations. In parallel, telecom operators are upgrading systems, expanding fiber optic networks for high capacity backhaul and conducting trials for smooth transition. PTA has allocated suitable backhaul frequency spectrum (E-band) to Cellular Mobile Operators (CMOs) to assess backhaul readiness for 5G's high data rate and low latency requirements. To improve next-generation mobile broadband services, the government formed an advisory committee to oversee the release of International Mobile Telecommunication spectrum. The Frequency Allocation Board (FAB) approved spectrum for future auctions. PTA has hired an international consultant for furnishing expert recommendations on the auction process and 5G implementation model. The advisory committee will review these recommendations to steer Pakistan into the 5G era.

Enablement of Next-Generation Wi-Fi:

PTA took significant strides in enhancing wireless connectivity by unlocking the 6 GHz spectrum band (5,925-6,425 MHz) for unlicensed use, enabling faster speed, lower latency and improved network reliability. With this step, Pakistan has become the 10th country in Asia to adopt next-generation Wi-Fi technology. PTA is proactively collaborating with industry stakeholders for the proliferation of Wi-Fi 6E and beyond.

Global Recognition for Child Online Protection Initiatives:

The ITU recognized PTA's exemplary performance in the domain of Child Online Protection (COP) by appointing it to the prestigious ITU Council Working Group on Child Online Protection (CWG-COP). Furthermore, PTA solidified its leadership by winning the LEAD Award for two consecutive years – it was honored in the year 2023 for 'Ensuring Child and Youth Safety Online' and in the year 2024 for 'Enabling Digital Safety of Children. These accolades demonstrate PTA's commitment towards protecting children and youth in the digital landscape.

Digital Gender Inclusion Strategy:

PTA, in collaboration with MoITT, has successfully launched Pakistan's first-ever Digital Gender Inclusion Strategy and its implementation at the Digital Nation Summit. The Strategy addresses the barriers hindering women's access to mobile and ICT services. Ad sets forth an accelerated action plan with a recommendation for roadmap, timelines and measurable outcomes. The development of this Strategy was a landmark initiative, marking Pakistan as one of the first countries to address gender gaps in ICTs. This Strategy has been widely appreciated and recognized on international platforms as one of its kind. It serves as an exemplary model fit for its replicating by other developing countries.

Licensing for Satellite Communication Services:

The National Space Policy was approved by the Cabinet in December, 2023, shaping the future of space activities and regulations in Pakistan. In line with this policy, the development framework for the licensing of Satellite Communication Services is underway. Moreover, the framework is designed to facilitate the entry of Satellite Broadband players, particularly Next-Generation Satellite Orbits (NGSO) providers, into the market, fostering competition, expanding connectivity options and driving advancements in satellite technology to meet the growing demands of modern communication networks.

National Fiberization Plan:

Optical Fiber Cable (OFC) is a key component of the telecom infrastructure, which is essential for closing the digital divide and supporting 5G networks. With the rise in demand for OFC to connect base stations, the government has initiated the development of National Fiberization Plan to boost OFC footprint and Fiber-To-The-Site (FTTS) penetration across the country. The plan is expected to facilitate private networks including long-haul networks as well as FTTS deployment in a timely and cost-effective manner. The World Bank is collaborating with MoITT and PTA to conduct the feasibility study for the National Fiberization Plan, which will be financed through the Digital Economy Enhancement Project.

Licensing of Telecom Services:

PTA Plays a critical role in the licensing of telecom services, ensuring a fair, competitive and well-regulated market that fosters innovation and protects consumer interests. Licensing by PTA involves a structured framework that sets out clear guidelines for service providers, promoting transparency and efficiency in the telecom sector. This regulatory oversight not only helps in maintaining high standards of service quality but also encourages new entrants and investments by providing a predictable and supportive environment. With continuous update of its policies to reflect technological advancements and market dynamics, PTA aims to enhance digital connectivity across Pakistan, particularly in underserved and rural areas, thereby contributing to the overall growth and digital inclusivity of the nation. PTA has issued several licenses across various categories, as detailed on the next page, to cater to the diverse nature of telecom services and infrastructure requirements.

No. of Licenses / Registration including AJ&K & GB		
1.	Cellular / Mobile	5
2.	Long Distance & Int'l (LDI)	36
3.	Fixed Local Loop (FLL)	371
4.	Telecommunication Infrastructure Provider (TIP)	25
5.	Telecommunication Tower Provider (TTP)	22
6.	Wireless (HF / UHF / VHF / Amateur, IoT LPWAN, etc.)	1,170
7.	Class Value Added Services (CVAS)	545
8.	International Connectivity (Cables)	7+6*
9.	Local Mobile Manufacturer (Authorizations)	36

**Six are in Pipeline (PEACE, Africa-1, SMW6, 2Africa, MGG-1, Pak-China OFC)*

During FY 2024-25, PTA has issued 335 licenses as detailed below:

S/N	License Type	Renewed / New Awarded
1.	LDI	04
2.	FLL	107
3.	CVAS	39
4.	TIP	01
5.	TTP	01
6.	PRN	126
7.	Mobile Station Aircraft / Ship	29
8.	Amateur Wireless Radio	24
9.	IOT LPWAN License	04
Total		335

Online Safeguards:

PTA, under the Prevention of Electronic Crimes Act, actively handles complaints from public and government organizations concerning unlawful online content. 1.43 million (approx.) URLs linked to unlawful activities have been processed for blocking.

Cyber security Strategy 2023-2028:

PTA is committed in bolstering cyber security in the telecom sector in line with the Cyber Security Policy, 2021. Initiatives such as the Critical Telecom Data & Infrastructure Security Regulations (CTDISR)

and CERT operations are central to this effort, with regular audits being conducted. PTA has developed a strategy for 2023-2028 to ensure the security of the telecom sector, through awareness sessions to protect the stakeholders from cyber threats. Access is restricted to its licensees only. PTA inaugurated the Telecom CERT portal for bilateral information sharing on emerging threats. However, due to rising public demands, the Authority decided to launch the national Telecom CERT (nTCERT) website for awareness of telecom operators and the general public alike. The nTCERT website enables PTA to safeguard the security interests of Pakistan's telecom sector, by offering updated cyber security alerts, advisories and awareness info graphics.

Complaint Management System:

PTA is responsible for registration & redress of telecom consumer complaints made to the Authority through different modes i.e. Online Complaint Management System (CMS), Mobile Application of PTA CMS (Android & iOS), Toll Free Number (0800-55055) and through post. The consumer's complaints are also analyzed by the PTA with a view to isolate key problem areas and their rectification through the telecom operators. The aim is to gauge the pulse of the telecom consumers for pursuing matters with the industry to achieve maximum consumer's satisfaction.

PTA received around 166,046 complaints against Cellular Mobile Telephony, Internet Service Providers, Basic Telephony (Fixed Line) and Wireless Telephony (WLL) from July, 2024 to June, 2025 out of which 164,249 complaints were addressed. Around 95% of the total complaints received were against mobile services, given that the most of the country's population uses these services. PTA, in cooperation with the respective operators, further categorized the complaints and addressed them according to the available legal tools. Further details are provided in the table on the next page.

Summary of Consumer Complaints Received at PTA (July 2024 – June 2025)				
Service Type	Total Complaints	Addressed Complaints	Redress / Disposal %	Satisfaction Rate
Cellular Mobile Telephony	159325	157923	99.12%	69.58%
Internet Services	5011	4703	93.85%	53.36%
Basic Telephony (Fixed Line)	1418	1389	97.95%	57.52%
Wireless Telephony – (WLL)	292	234	80.14%	76.47%
Total	166,046	164,249	92.76%	64.23%

Unlawful Content Management:

PTA has a dedicated cell that monitors unlawful online, where applicable and resolves complaints received from the public as well as from the government organizations. It disseminates advisories regularly through SMSs, as well as through the social and print media. It also issues the public alerts to report unlawful online content for appropriate action. During Fiscal Year 2024-25, 1, 01,146 URLs have been used for processing and blocking of various unlawful activities. Details are recorded below:

URL Blocking Summary Category Wise July 2024 to June 2025					
Category	Total Processed	Blocked	Still Accessible	Rejected	Blocking %
Contempt of Court	445	346	7	92	77.75%
Against Security & Defense of Pakistan	40590	26182	7351	7057	64.50%
Against Glory of Islam	9585	6871	2206	508	71.68%
Defamatory / Impersonation	2712	2000	448	264	73.75%
Misc.	2590	1698	449	443	65.56%
Decency and Morality	39546	36453	2221	872	92.18%
Proxy	15	15			100.00%
Sectarian / Hate Speech	5663	4449	761	453	78.56%
Total	1,01,146	78,014	13,443	9,689	77.13%

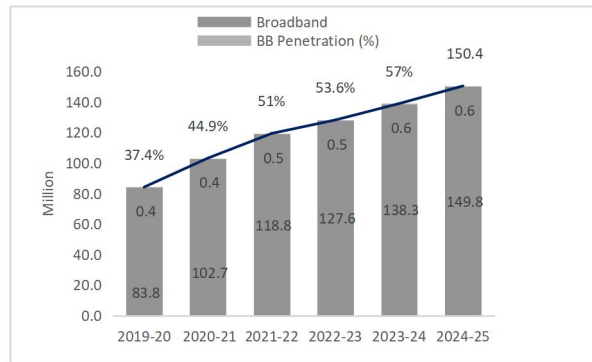
Telecom Sector Development:

Broadband Proliferation:

Both the government and PTA recognize the importance of broadband connectivity in fostering economic development and digital inclusion. Broadband expansion is at the heart of the ‘Digital Pakistan’ vision, aimed at modernizing various sectors of the economy and providing digital services to the entire population. Given Pakistan’s relatively low GDP growth in recent years, the productivity gains stemming from digital connectivity has become indispensable for sustained economic growth.

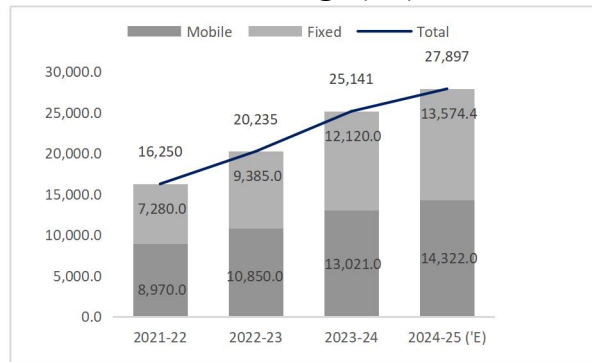
Ever since, the launch of the Next Generation Mobile Services (3G/4G) in 2014, the broadband landscape in Pakistan has undergone significant transformation. PTA has played a vital role in taking the strategic initiatives such as spectrum auctions, renewals (spanning from 2016 to 2021), spectrum reframing and additional rollout obligations. These actions have stimulated the expansion and adoption of 4G services. Over the past years, the telecommunication sector has experienced remarkable growth in the broadband subscriptions, encompassing both mobile and fixed services. Broadband subscriptions surged an impressive 153%, increase from 58.7 million in Fiscal Year 2017-18 to an outstanding 148.4 million as of May, 2025. These statistics emphasize the growing significance of broadband services in Pakistan’s digitally connected society.

Broadband Subscribers & Penetration



Data usage in the telecom sector has been a significant surge. The combined data consumption from both mobile and fixed broadband services in Fiscal Year 2024-25 amounted to a substantial 25,141 petabytes, emphasizing the pivotal role of broadband in Pakistan’s digitally connected society and the need for infrastructure expansion. During Fiscal Year 2025, the data usage surged to 27,897 petabytes.

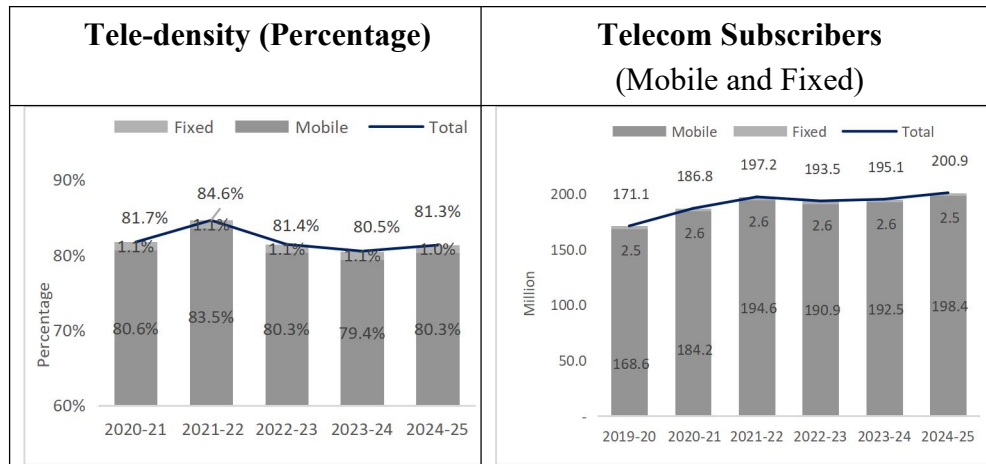
Data Usage (PB)



Note: 2024-25 Figures are estimated

Telecom Subscribers and Tele-density:

At the end of May, 2025, the total telecom subscriptions (Mobile and Fixed) reached 200.25 million and total Tele-density in the country reached 81.1%. Cellular mobile segment was the main contributor towards overall growth in the subscribers and Tele-density.



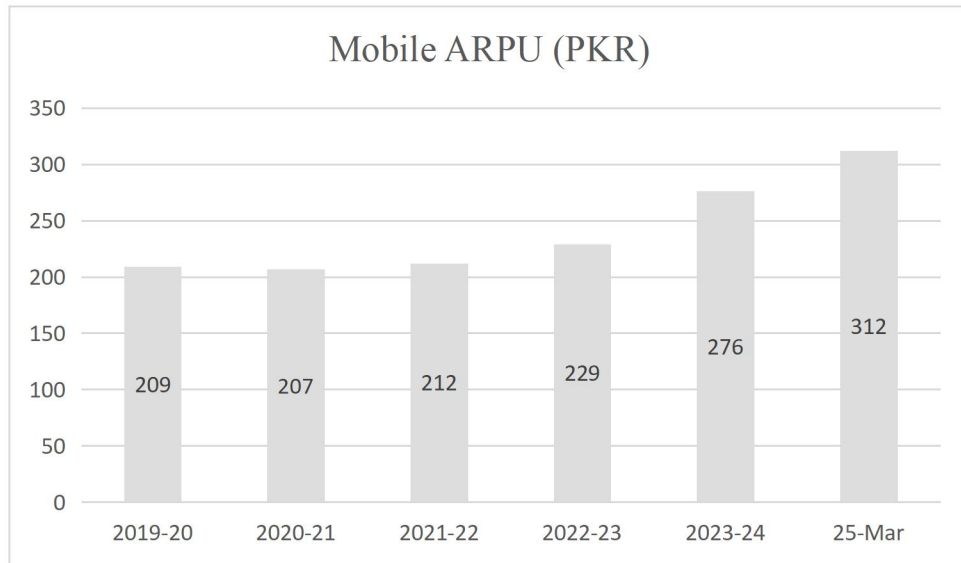
Cellular Cell Sites Network:

The growing demand for broadband expansion and up gradation of technology, particularly with the launch of 3G and 4G networks, has been pivotal in shaping Pakistan’s telecom landscape. At the end of March, 2025, total number of cell sites reached 57,888. CMOs have deployed 9,797 cell sites from June, 2021 to March, 2025. Apart from adding new cell sites, they have made multi-billion-dollar investments in upgrading existing 2G sites to 4G. Currently, 96.2% of cell sites are 4G-enabled, with more upgrades coming up.

Cellular Mobile Cell Sites		
Year	Cell Sites	4G%
2020-21	48,091	84.7%
2021-22	51,768	92.3%
2022-23	53,581	94.0%
2023-24	55,777	95.5%
March 2025	57,888	96.3%

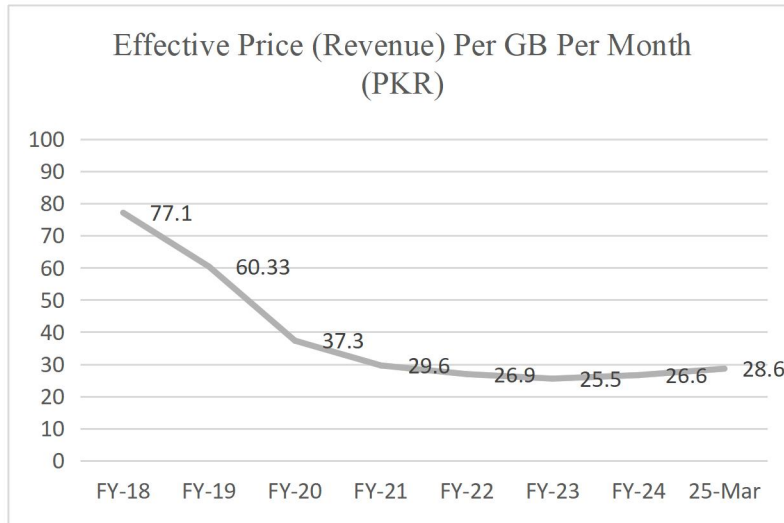
Mobile ARPU:

Pakistan’s competitive telecom environment and its reputation for offering some of the most affordable rates in the region have traditionally kept ARPU relatively low compared with the neighboring countries. However, recent development such as the expansion of the broadband services, flexible pricing regulations for telecom operators, rising inflation and a decline in the multi-SIM phenomenon have led to a noteworthy increase in ARPU. In March, 2025, ARPU reached to PKR 312 per month.



Affordable Broadband Services:

One of PTA’s strategic objectives is to provide affordable, high-quality services while ensuring that investors and operators receive a reasonable return on their investments. Thanks to proactive regulatory practices and a competitive broadband market, Pakistan offers some of the world’s lowest and most budget-friendly telecom prices to its citizens. The cost of 1 GB of data in Pakistan is a mere US\$0.10, making it the lowest in the region and sixth lowest in the world. An analysis of the effective price of 1 GB of data over the years reveals a consistently declining trend, with data costs per GB registering a 63% decline since 2017-18, decreasing from PKR 77.1 to PKR 28.6 per GB during (Jul-Mar) Fiscal Year 2024-25.



Telecom Device Manufacturing:

PTA has provided a level playing field for foreign investments in Pakistan’s mobile device manufacturing industry in the year 2021; PTA introduced the Mobile Device Manufacturing (MDM) Regulations, leading to the establishment of local manufacturing plants by 36 local and foreign companies. These companies – both standalone and joint venture – have secured a 10-year MDM authorization for the purpose. From the January 2019 to May 2025, Pakistan has manufactured 136 million mobile handsets (including 53 million smartphones) by creating numerous job opportunities. As a result, an uptake of smartphones to 67% of devices on network can be seen in the table below:

Uptake of 3G / 4G Devices (Percentage of IMEIs on Mobile Networks)		
Year	2G	Smart Phone
2019	56%	44%
2020	52%	48%
2021	48%	52%
2022	54%	55%
2023	43%	57%
2024	35%	65%
2025	32%	68%

SPECIAL TECHNOLOGY ZONES AUTHORITY (STZA)

Introduction:

Special Technology Zones Authority (STZA) was established under STZA Act, 2021 with a mandate to enable a globally competitive knowledge and technology ecosystem in Pakistan, aimed at improving the country's global competitiveness. The Authority facilitates and provides the policy and regulatory framework for the development of world-class private, public-private and public Special Technology Zones across the country. The genesis of these zones is based on the Triple Helix Model of innovation, which connects and clusters the Technology Industry, Government and Academia to foster a culture of innovation, research and development. This model contributes to the growth of a robust technology ecosystem, enhances capacity-building and supports the increase of Pakistan's tech exports.

STZA's vision is to position Pakistan as a globally competitive hub for knowledge and technology. Its mission focuses on improving the ease and the cost-efficiency of doing business for tech enterprises operating within Special Technology Zones. To achieve this, STZA is harmonizing legal and regulatory frameworks, enabling zone development, streamlining operations through a digital One Window Portal and creating an investment friendly environment that drives innovation, employment and export growth.

STZA Rollout Strategy:

- i. In the short term, STZA has prioritized the repurposing of existing infrastructure assets for Special Tech Zones.
- ii. The mid-term strategy focuses on enabling investment primarily led by the private sector, to develop customized technology infrastructure tailored to specific industry needs.
- iii. In the long term, STZA envisions mobilizing large-scale capital, both domestic & international, from private firms & government stakeholders, with the goal to develop large technology zones with globally competitive and world class infrastructure.

Legal & Regulatory Updates:

Digital One Window:

STZA continues to enhance its One Window Initiatives – an integrated digital facilitation platform aimed at streamlining regulatory compliance and promoting ease of doing business for zone enterprises and zone developers.

“An automated single-entry centralized hub for paperless end-to-end onboarding process.”

As part of these efforts, a clarification was formally issued by the Federal Board of Revenue (FBR) to all the Chief Commissioners of Inland Revenue, affirming that STZA licensees are eligible for withholding tax exemptions under relevant provisions. This clarification addressed longstanding challenges faced by the licensees in availing these incentives and was the result of sustained efforts led by the STZA-FBR Joint Working Group (JWG). The outcome reinforced the uniform application of STZA’s fiscal incentives across tax jurisdictions and highlighted the effectiveness of structured inter-agency collaboration.

A draft amendment in the customs rules was also circulated by FBR to enable the digital transmission of Certificates of Goods-issued through STZA’s One Window Portal – directly into the Pakistan Customs Computerized System managed by Pakistan Single Window (PSW). This integration is a key regulatory improvement which eliminates the need for physical routing of documentation through FBR headquarters to the Custom’s Collectorates, thereby simplifying import procedures and significantly improving efficiency for STZA licensees.

Development of Legal and Licensing Framework:

The Special Technology Zones Authority (STZA) is dedicated in enhancing the operational effectiveness of technology zones through a transparent, efficient and enforceable legal and regulatory framework. This vision aims to foster investor’s confidence and facilitate ease of doing business, thereby enabling technology-driven enterprises to thrive in a well-regulated, fair and innovation-friendly environment.

In pursuit of this mission, STZA has diligently worked on developing its legal and regulatory frameworks. The following are the key updates on the status of STZA regulations:

- i. **STZA Authority Regulations:** After detailed deliberations and stakeholder’s consultations, the Authority Regulations were finalized internally and approved by the competent authority.
- ii. **STZA Fee Regulations:** The STZA Fee Regulations have been developed and submitted to the competent authority for approval.
- iii. **STZA Licensing Framework Regulations:** The STZA Licensing Framework Regulations provide a clear and fair process for obtaining and maintaining business licenses within Special Technology Zones, contributing to an environment of ease and transparency. The Licensing Framework Regulations have been developed and submitted to the competent authority for approval.

Market Development Updates:

Accelerating STZ Rollout & Tech Ecosystem via PPP – ITCN Karachi Roundtable:

STZA hosted a policy roundtable at ITCN, Karachi titled “*Accelerating STZs Rollout and Public-Private Partnerships*”. The session brought together leader from venture capital, infrastructure and policy to discuss strategies for rapid rollout of Special Technology Zones. Key discussions focused on boosting exports, building stronger talent pipelines and enabling adoption of advanced technologies across sectors like agriculture and manufacturing. The forum emphasized the need for coordinated action between government, industry and academia to position STZs as engines of innovation-led growth.

Closing the Funding Gap – Startup Investment Roundtable (Dec 2024):

At the Conference +92 Disrupt, STZA partnered with Telenor and Invest2Innovate to address Pakistan’s startup funding challenges. The roundtable explored venture capital, angel investing and alternative

funding pathways, stressing simplified regulations and stronger public-private collaboration. Case studies like DigiKhata and local drone startups highlighted STZ impact, while recommendations included tax credits, startup-investor matching platforms and accelerated STZ infrastructure development.

ITCN Asia 2024 – Karachi (Aug 2024):

STZA participated in ITCN Asia to showcase its One Window platform and licensing framework. The interactive booth featured a digital booklet, kiosks with zone information and sector-specific standees. This approach drew strong engagement from startups and investors in AI, cloud services and high-tech manufacturing, positioning STZA as a central player in Pakistan’s tech ecosystem.

MoU with Telenor Pakistan (Nov 2024):

STZA signed a MoU with Telenor Pakistan to promote digital inclusion and youth empowerment. The partnership supports hackathons, innovation challenges and training programs through Telenor Velocity, with a focus on agritech, edtech and fintech. This alliance aims to create opportunities for young innovators and to strengthen Pakistan’s technology landscape.

Webinar – Empowering Zone Enterprises (Nov 2024):

STZA hosted a webinar titled “Empowering Zone Enterprise – Opportunities and Processes” to guide technology businesses on licensing and operational benefits within STZs. The session covered tax exemptions, customs relief and streamlined approvals, followed by a live Q&A addressing compliance and timelines. A structured follow-up provided resources and personalized support for prospective enterprises.

MoU with Punjab CBDDA (Feb 2025):

STZA entered into a MoU with the Punjab Central Business District Development Authority (CBDDA) to collaborate on the 800-acre Nawaz Sharif IT City. This transformative project integrates technology, education and creative districts with eco-friendly commercial spaces, signaling a major expansion of Punjab’s technology ecosystem.

DFDI Forum – Islamabad (Apr 2025):

At the Digital Foreign Direct Investment (DFDI) Forum, 2025, organized by the Ministry of IT and the Digital Cooperating Organization, STZA highlighted that STZs are competitive platforms for global tech investment. The Authority emphasized transparent policies, investor facilitation and infrastructure readiness aligned with global best practices, reinforcing Pakistan’s digital policy leadership.

Overseas Pakistanis Convention (Apr 2025):

During the Overseas Pakistanis Convention, STZA presented investment opportunities for the diaspora in Special Technology Zones. The Authority underscored the role of diaspora-led investments, technology transfer and entrepreneurship in contributing toward national growth and fostering cross-border collaboration.

Launch of the Startup Policy Brief (Jun 2025):

In partnership with Invest2Innovate, Telenor, Ignite and Visa, STZA launched a Startup Policy Brief providing a roadmap to remove regulatory bottlenecks and to accelerate entrepreneurship. The brief aligns with national priorities and involves SECP, SBP, and FBR in implementing reforms to attract tech investment and scale Pakistan’s startup ecosystem.

NAYA PAKISTAN HOUSING AND DEVELOPMENT AUTHORITY (NAPHDA)

Introduction:

Naya Pakistan Housing and Development Authority (NAPHDA) established under NAPHDA Act, 2020, for the purpose of planning, development, construction and management of real estate development schemes and projects with particular focus on affordable housing. NAPHDA aims in addressing the housing needs of low-and middle-income segment, through sustainable policy measures/reforms.

Achievements:

During the year, NAPHDA successfully completed its collaborative project with Provincial Housing Authority, Khyber Pakhtunkhwa (PHA-KP) for the provision of 116 low-cost housing units under the Jalozai Housing Scheme, Nowshera. The units were handed over on 16th October 2024.

Activities:

- i. The Prime Minister has constituted Special Task Force for revival of the Housing Sector and Construction Industry. NAPHDA has been assigned the responsibility to identify various challenges and accordingly propose a growth framework for development and promotion of the housing sector.
- ii. The following policies for promotion and development of the housing and construction sector were recommended by NAPHDA to the Task Force under the Ministry of Housing & Works for approval and implementation:
 - a. Re-development of Katchi Abadis
 - b. Low-Cost Affordable Housing for Low-and Middle-Income Groups
 - c. Zoning Regulations and Master Planning

- d. Revision in Taxes, on Housing and the construction industry
 - e. Housing Loans at Fixed Markup for Tenure of 10 Years
- iii. In alignment with the Government's broad agenda for institutional reforms and public sector efficiency, NAPHDA has initiated the process of rightsizing and the winding-up of the Authority is under consideration.

NATIONAL ANTI-MONEY LAUNDERING & COUNTER FINANCING OF TERRORISM AUTHORITY (AML/CFT)

Pakistan has achieved a significant milestone in addressing the concerns raised by the Financial Action Task Force (FATF). Thanks in large part to the leadership of Mr. Mushtaq Sukhera, Chairman of the National Anti-Money Laundering & Counter Financing of Terrorism (AML/CFT) Authority, whose efforts were instrumental in making the recent plenary meeting a success. Two action items remain outstanding, and Pakistan's next Mutual Evaluation is scheduled for the year 2029. It is, therefore, critical for all relevant institutions to extend full cooperation to the National AML/CFT Authority in order to maintain and improve compliance with FATF standards. Staying off the grey list is essential for Pakistan's economic stability and global standing. The Authority, under Mr. Sukhera's guidance, is committed in leading this effort and engaging all the stakeholders in strengthening the national AML/CFT frameworks.

Syed Salman Gillani, Additional Director and Assistant Director of National AML-CFT Authority participated in a conference on "*The Use of Anti-Money Laundering & Countering Terrorist Financing in the Investigation of Art and Antiquities Criminality*" at Siem Reap in Cambodia. In follow-up of this conference, a research paper was written by the officers and was shared with the Prime Minister's Office. This paper listed various techniques that Pakistan can adopt from other countries to uncover money laundering done through artifacts' theft.

Ms. Alishba, Assistant Director of National AML-CFT Authority was invited by the IMF to attend training on the topic "*Strengthening the Effectiveness of AML-CFT Frameworks*" at the Singapore Training Institute (STI) from 03rd March 2025 to 07 March 2025. This training was focused on recovery of Assets.

CANNABIS CONTROL & REGULATORY AUTHORITY (CCRA)

The Cannabis Control and Regulatory Authority (CCRA) has been formally constituted under the Cannabis Control and Regulatory Authority Act, 2024, promulgated on 26th November 2024. The following high-impact institutional milestones have been achieved toward rendering the Authority fully operational:

- Three (03) high-level sessions of the Board of Governors (BoG) were convened on 07th August 2024, 26th December 2024 and 09th April 2025 under the distinguished chairmanship of the Secretary, Ministry of Defence. Key policy decisions and structural frameworks were deliberated upon and adopted to operationalize the Authority's mandate.
- Pursuant to the Prime Minister's approval, Major General (Retd) Zafar Ullah Khan, HI(M), assumed charge as Director General, CCRA on 06th February 2025.
- The Board of Governors has formally endorsed the National Cannabis Policy-2025, which is presently under final vetting by the Federal Cabinet for adoption and enforcement.
- The former premises of the Pakistan Council of Renewable Energy Technologies (PCRET), previously administered by the Ministry of Science & Technology, have been transferred and placed under the administrative control of the CCRA for permanent establishment of its national headquarters in Islamabad.
- Five (05) office suites located on the 4th Floor of the Cabinet Block have been temporarily earmarked for the Authority. These premises have fully been furnished and made functional for immediate administrative and regulatory deployment.
- The Board of Governors (BoG) has authorized the creation of 420 sanctioned posts to staff the CCRA's headquarters and provincial field directorates, aligned with its approved organogram. The matter has been submitted to the Establishment Division for formal concurrence and notification.

- The official insignia / logo of the CCRA has been approved by the Board of Governors (BoG) in its 3rd meeting held on 09th April 2025, establishing a distinct visual identity for the Authority.
- The Board of Governors (BoG) has sanctioned the hiring of a globally reputed organization of international standing for drafting and codifying the Authority's statutory rules and regulatory instruments in alignment with the global best practices.

FREQUENCY ALLOCATION BOARD (FAB)

Introduction:

Frequency Allocation Board (FAB) was established under Section-42 of the Pakistan Telecommunication (Re-organization) Act, 1996. FAB took over the functions of Spectrum Planning and Management which were performed by the then Pakistan Wireless Board (PWB). Under the said Act, the Board has the exclusive authority to allocate and assign portions of the radio frequency spectrum to the Government, providers of telecommunication services and telecommunication systems, radio & television broadcasting operations, public & private wireless operators and others.

Frequency Allocations / Assignments including SCO Summit:

In line with the Government's Digital Pakistan Vision, FAB has remained committed in enhancing the country's digital landscape and bridging the digital divide. Through strategic spectrum management and infrastructure facilitation, FAB has contributed to the national economic uplift by undertaking the following key initiatives during the year:

i. ***Frequency Allocations and Assignments:***

FAB approved a total of 596 MHz of spectrum across various bands below 6 GHz, enabling the upcoming 5G deployment in Pakistan; which is an essential milestone in the nation's digital transformation. In collaboration with PTA and relevant stakeholders, this innovation will benefit critical sectors such as healthcare, education, information technology and agriculture.

Moreover, FAB processes 104 applications for Land Mobile (private) communication systems operating in HF, VHF, UHF and SHF bands.

In addition, 188x frequency assignment cases were approved, including 11x assignments for Pakistan Airports Authority (PAA) to support operational needs at nationwide airports.

ii. **Support for SCO Summit:**

FAB played a pivotal role in supporting the Shanghai Cooperation Organization (SCO) Summit, held in October, 2024 in Islamabad. It provided the dedicated frequency allocations to Ministry of Foreign Affairs (MoFA) and all visiting delegations to ensure smooth and secure communications. Notably, a substantial spectrum allocation across multiple frequency bands was made available for the Russian Government delegation, enabling them to meet all operational requirements during the high-profile events.

Expansion of Cellular and Broadcast Infrastructure:

FAB remained actively engaged in strengthening Pakistan’s digital backbone through spectrum facilitation for telecom operations and broadcast media. Key developments during Fiscal Year 2024-25 include:

i. **Facilitation of 5G Test and Trials:**

FAB approved CMPak’s application to conduct TDD LTE test and trails in the 2.3 GHz and 2.6 GHz bands, covering 60x BTS sites across fourteen (14) cities. This initiative marked a critical step toward the eventual commercial deployment of 5G networks, allowing CMPak to evaluate performance and readiness across diverse urban areas.

ii. **Expansion of Cellular Networks:**

FAB processed and approved a total of 3068x BTS and microwave link installations for CMTOs facilitating network densification and improved service coverage. Operator-wise breakdown is as follows:

S/N	CMTO	Proposals Circulated	Provisional Approvals Issued
1.	M/s CMPak (Zong)	1,615	1,457
2.	M/s PMCL (Jazz)	1,658	1,395
3.	M/s PTML (Ufone)	271	180
4.	M/s Telenor	16	36
Total		3,560	3,068

Additionally, 51x microwave / ISM links were approved for Class value Added Services (CVAS) licensees and other operators. A further 163x links were processed and circulated to the Board for clearance and issuance of NOCs.

iii. Expansion of Broadcast Infrastructure:

Under the regulatory mandate of Pakistan Telecommunication (Re-organization) Act, 1996, PEMRA Ordinance and relevant government policies, FAB continued to support the growth of the broadcast sector and processed the following:

- a. *67x new cases for the establishment of commercial and non-commercial FM broadcasting stations across the country.*
- b. *On the request of PEMRA, FAB identified and approved 31x FM frequency spots for Punjab and 44x FM frequency spots for Baluchistan.*

Spectrum Clearance / Optimization Complaints:

- i. FAB continued to perform its regulatory role through RF spectrum monitoring and enforcement activities during Fiscal Year 2024-25. These efforts focused on identification of unauthorized usage, safeguarding licensed services and supporting cross-border coordination.
- ii. FAB carried out detection, identification and reporting of spectrum violations by both licensees and non-licensees, ensuring compliance with national regulations. Monitoring also included through comprehensive surveys along border areas to detect spillover of CMTO and FM radio signals originating from neighboring countries.
- iii. During the period, 2716x monitoring cases were addressed and reported to the relevant authorities, as summarized on the next page.

S/N	Type of Monitoring	Total Complaints	Complaints Reported to	
			PTA	PEMRA
1.	Complaint Based Interference Cases	998	998	-
2.	Unauthorized use of Jammers & RFIDs	34	34	-
3.	Unauthorized use of Mobile Signal Booster	374	374	-
4.	Unauthorized use of spectrum	1310	1305	5
Total			2716	

Strategic Collaboration by FAB:

During the year, FAB played a critical role in supporting national policy formation and regulatory planning through active technical collaboration with key government bodies and regulatory authorities. Major collaborative support included:

- i. ***Technical Input to MoIT&T for APT and SATRC Submissions:*** FAB provided comprehensive technical input to MoIT&T for submissions to international forums such as the Asia-Pacific Telecommunity (APT) and the South Asian Telecommunication Regulator's Council (SATRC). This included completion of associated questionnaires related to Air-to-Ground (ATG) communications and radar system contributing to Pakistan's position on regional and global platforms.
- ii. ***Advisory Support to PTA on Regulatory Frameworks:*** FAB contributed to the development and refinement of various regulatory frameworks under PTA. The frameworks included RLAN framework, MVNO Framework, FSS Licensing Regime, Spectrum Sharing Frameworks, ASAF Model revision and consultation on RBS charges.

As member of the 5G Auction Committee, FAB provided detailed technical evaluations of international consultancy reports, including recommendations on TDD synchronization, band plans and spectrum cap / floor policies to guide the upcoming 5G auction.

- iii. ***National Disaster Telecommunication Plan:*** In line with the Telecom Policy 2015, FAB reviewed and submitted detailed technical input to MoIT&T for the formulation of National Disaster Telecommunication Plan, supporting resilience in emergency communications infrastructure.
- iv. ***Support to CCP on Digital Market Analysis:*** FAB extended technical support to the Competition Commission of Pakistan (CCP) by reviewing and submitting comments for the Digital Market of Pakistan study, thereby contributing toward a competitive digital ecosystem.

Policy Development and Advisory on GNSS Jamming:

Recognizing the global aviation and security risks posed by Global Navigation Satellite System (GNSS) jamming and spoofing, FAB undertook the following regulatory and policy measures to address the issue within the country:

- i. ***National Advisory on GNSS Jamming:*** Due to the critical implications of GNSS interference, FAB issued a comprehensive advisory to all the relevant stakeholders, including security agencies and government organizations. The advisory cautioned against the use of jamming devices that could disrupt GNSS signals and potentially endanger aviation operations. The objective was to sensitize all entities on the national and international safety concerns associated with unregulated signal jamming.
- ii. ***Engagement with IMC and Strategic Policy Input:*** FAB prepared and presented a detailed working paper to the Inter-Ministerial Committee (IMC), outlining the current status of GNSS / GPS signal jamming in Pakistan, proposed countermeasures and a policy-level way forward. Subsequently, FAB led a sub-committee comprising representatives from MoD, MoI, ISI, PTA, PCAA, and PAA (co-opted member), to develop SOPs for the use of GNSS jamming devices in the country.
- iii. ***Amendments to Existing Jammer Policy:*** FAB has submitted formal recommendations to MoIT&T for amending the Cellular Network Jammer Policy – 2006 to include all RF spectrum jamming devices. Additionally, a dedicated SOP titled “Operation

of GNSS Jamming Devices in the Context of National Security” is being developed by FAB in collaboration with the aforementioned IMC sub-committee.

Regulatory Services and National Coordination:

- i. ***Resolution of radio Frequency interference for National Entities:*** FAB played a vital role in protecting national infrastructure by addressing and resolving radio frequency (RF) spectrum interference issues faced by critical national entities including SUPARCO, PAA, SNGPL and National Transmission and Dispatch Company (NTDC). These complex interference issues were resolved through a combination of field-based radio monitoring, technical evaluations and inter-agency coordination, ensuring uninterrupted operations and safeguarding national communication assets.
- ii. ***GMDSS Certification and Modernization:*** FAB continued its regulatory role in supporting maritime safety communications through the Global Maritime Distress and Safety System (GMDSS) certification program. All commercial ships over 300 gross tonnage are mandated to install GMDSS equipment and only certified operators are authorized to transmit distress alerts. FAB holds the responsibility for:
 - a. *Designing the GMDSS training syllabus*
 - b. *Conducting examinations in coordination with Pakistan Marine Academy and Maritime Training Institute, Karachi*
 - c. *Issuing operator certifications*

As part of modernization, the traditional booklet-based General Operator Certificates (GOC) were replaced with digital holographic smart cards, aligning with international standards.

GMDSS Examination Summary (2024-25) is tabulated below:

S/N	Examination No.	Total Candidates	Successful	Unsuccessful	New Cards Issued
1.	75	95	36	59	36
2.	75-A	71	31	40	31
3.	76	67	35	32	35
Total		233	102	131	102

Additional Services Provided:

Renewal Requests	Replaced GOCs	Certificate Verifications
195	7	394

International Coordination for Satellite:

- i. As Pakistan’s designed Notifying Administration for Space Services, FAB continues to play a central role in representing national satellite interests at the international level. During Fiscal Year 2024-25, FAB undertook extensive coordination activities for PAKSAT satellite networks to ensure interference-free operations and compliance with the International Telecommunication Union (ITU) regulations.
- ii. FAB actively pursued bilateral and multilateral frequency coordination efforts with the relevant global administrations to ensure mutually agreed technical parameters, resolve cross-border interference concerns and strengthen Pakistan’s orbital and spectrum rights. Key activities and achievements are presented on the next page.

S/N	Tasks / Projects	Total Administrations	Total Satellite Networks
1.	Correspondence of Technical Analysis of 27x ITU BR IFIC (International Frequency Information Circular)	43	443
2.	Exchange of Comments / proposals regarding coordination b/w satellite networks	56	-
3.	Confirmation of BIU, BBIU and continuous operation of PAK GSO / NGSO frequency assignments	-	06
4.	Submission of Fillings for satellite networks to ITU	-	03
5.	Frequency Coordination Agreements finalized	13	40
6.	Participation in Satellite frequency Coordination Meeting	01	86
7.	Diplomatic correspondence for resolving cross-border signal spillover / interference	02	-

- iii. **Operationalization of e-Procurement through PPRA's EPADS:** FAB has successfully implemented the e-PAK Acquisition and Disposal System (EPADS) in accordance with PPRA directives to digitalize all procurement-related workflows. The platform enables end-to-end electronic tendering, bid submission, evaluation and contract award processes, thereby improving transparency, auditability and procurement efficiency while minimizing manual interventions.

DEVELOPMENT WING OF THE CABINET DIVISION

Background:

The Federal Government has initiated the Sustainable Development Goals Achievement Program (SAP) to undertake interventions based on the demands of people in various areas and regions across the country. This Program aims to address the basic needs of underprivileged communities in the specific sectors such as health, education, clean drinking water, streets, culverts, bridges, sanitation, electricity, etc., through small-scale development schemes across Pakistan. The Ministry of Planning, Development & Special Initiatives provides funds under the Public Sector Development Program (PSDP) for the implementation and execution of this Program.

SAP Steering Committee:

In accordance with SAP's Policy Guidelines approved by the Federal Cabinet, a Steering Committee is constituted by the Federal Government. This Committee is usually headed by a Federal Minister as Chairman and includes Federal Ministers, Members of the National Assembly (MNAs), Federal Secretaries, Provincial Additional Chief Secretaries and Chairpersons of the Provincial Planning and Development Boards as its members.

Functions and Meetings of the SAP Steering Committee:

The Steering Committee is responsible for the overall supervision of the Program, including the approval of key decisions, lump sum releases and the transfer/surrender of funds to the relevant Federal Ministries/Divisions, Provincial Governments and Executing Agencies for the implementation of SAP schemes. Meetings of the SAP Steering Committee are convened on a need basis, depending on the agenda items or to deliberate on any other important matter related to SAP. Three meetings of the SAP Steering Committee were held during the Fiscal Year 2024-25.
