

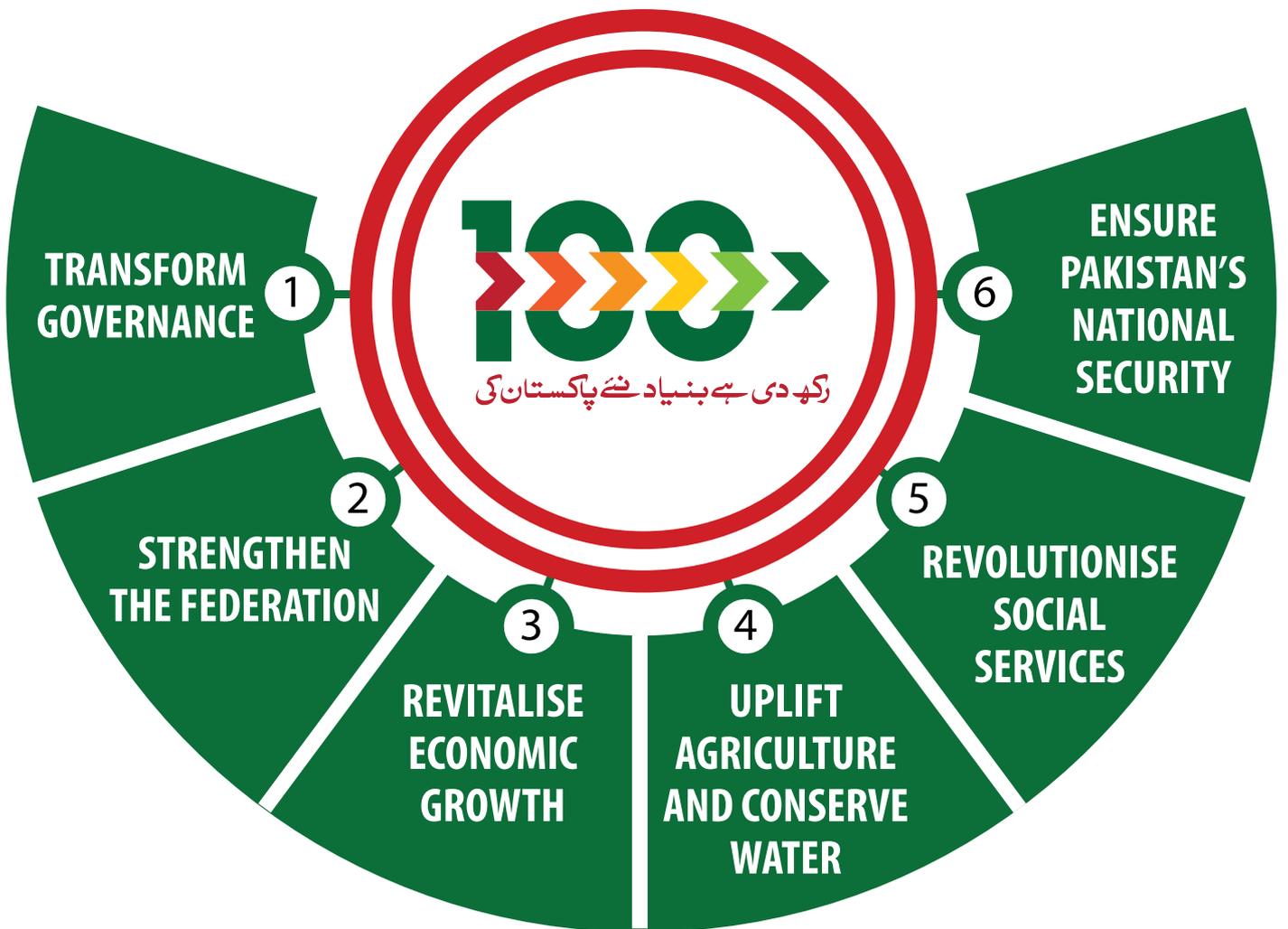


رکھ دی ہے بنیاد نئے پاکستان کی

FIRST
100 DAYS
IN GOVERNMENT



Prime Minister's First 100 Days Agenda





“With faith, discipline and selfless devotion to duty, there is nothing worthwhile that you cannot achieve.”

Muhammad Ali Jinnah





Message from the

Prime Minister of the Islamic Republic of Pakistan

Today, I invite my fellow Pakistanis to reflect on and celebrate the first 100 days of our government.

During our election campaign, we laid out a transformational agenda, and set an ambitious timeline for delivery within the first 100 days, which I committed to every citizen of Pakistan. So, let our reflection on these commitments today serve as a symbol of honesty and the unprecedented transparency of our government.

I was sworn in as your Prime Minister at a testing time, with a weakening economy and depleting trust in the system. This made planning our journey towards a transformed and elevated Pakistan all the more difficult. Yet we persevered, and will continue to persevere.

As the following pages will show, in our first 100 days we have set the direction for our government, and will progress in this direction for the remainder of our term.

I firmly believe that Pakistan's best days lie ahead.

As we execute our plans for Pakistan over the coming years, there is also something I must ask of you, as citizens of this country - We cannot, and must not, walk alone, as individuals.

I need you to come together, to do your part on this important journey towards an Islamic Welfare State, where rule of law, merit, and transparency are guaranteed. The state that our founding father, the Quaid-e-Azam Muhammad Ali Jinnah, envisioned as one where, "...we could live and breathe as free men, and which we could develop according to our own lights and culture, and where principles of Islamic social justice could find free play."

I ask you to be true to the values of Hazrat Mohammad [P.B.U.H], do justice to the sacrifices of our elders, and strive for a Pakistan which your children and their children will be proud to build and protect.

So, hold your heads up high, be one, and march on!

Pakistan Zindabad!

Imran Khan

Prime Minister of the Islamic Republic of Pakistan





“ Vision without power does bring moral elevation
but cannot give a lasting culture. ”

Allama Iqbal





Message from the

Advisor to Prime Minister on Establishment & Lead on the 100 Days Agenda

When we launched our First 100 Days Agenda earlier this year, it was generally received positively, as a plan with the potential to lead to a Naya Pakistan. After we formed government though, the airwaves were dominated by skeptics, convinced that delivering against our promises would not be possible.

The scepticism was not a surprise. Reform minded governments face unique delivery challenges and our government was no exception. Nonetheless, as the following pages will help illustrate, we believe we have acquitted ourselves well, and laid a solid foundation for the remainder of our term.

It is important to note that our agenda was not just about listing initiatives to be undertaken, it was about a whole new manner of implementation.

We had committed to a cabinet where ministers would be personally responsible for each initiative our agenda promised, and the Prime Minister and Chief Ministers would directly oversee reform and manage performance of their teams.

In line with this, tracking routines have been established at the federal, as well provincial cabinet levels in Khyber Pakthunkhwa and the Punjab, where progress is collectively reviewed on a set schedule.

This practice has helped prioritise critical matters at the highest levels, brought method to addressing inter-ministerial bottlenecks, and ensured accountability for delivery. This rhythm will be institutionalised beyond the first 100 days to ensure all critical issues are consistently highlighted and addressed methodically at the highest level.

We also committed that this delivery mechanism would be devolved to individual ministries, where they would have fully functional systems to set their own milestones against the larger vision of the Prime Minister's commitments to the nation. As these reforms take shape, they will pave way for institutional acceptance and improve the governance model in Pakistan.

Finally, the commitment that is most dear to me: we had promised to run this agenda, in a completely transparent and honest manner. I am proud to say that we have set the bar high. Not only did we set a progress tracker website, we also welcomed all to help track progress across government. Furthermore, we are making public our own scoresheet through this document which the Prime Minister will take full ownership of on November 29, 2018, which marks his cabinet's first 100 days in office.

Changing the way a government delivers is not a straightforward process. It is tricky, it is complicated, it is cumbersome! At the same time, it requires perseverance and honesty. My office has provided a transparent account of the government's progress for the first 100 days, and it will continue to do so as we further institutionalise and improve tracking routines over the course of the next 5 years InshAllah.

We look forward to constant engagement and feedback from the nation.

Mohammad Shehzad Arbab

Advisor to Prime Minister on Establishment & Lead on the 100 Days Agenda





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5 Shifts that define Imran Khan's First 100 Days

What defines the first 100 days of Imran Khan and the PTI coalition government?

This booklet presents, initiative by initiative, progress made on each of the 34 promises pertaining to the federal government in the First 100 Days Agenda unveiled by Imran Khan on May 20th this year. It attempts to do this in a factual manner, to inform the public rather than as propaganda. Hence, there is work that is completed in line with commitments made, as well as other areas where work is in progress. Never before has a government in Pakistan had the courage to publicly define an agenda of a change in a manner that it could be held accountable for. Perhaps, because never before has a government wanted to be held accountable.

However, in addition to the detail, it is important to look at the big picture. This government is here to change Pakistan, and it is here to do this for no other reason than the fact that this country belongs to all of us.

Above and beyond each individual initiative that will be described in this booklet, there are 5 directional shifts that are evident in the government's statements and deeds in these 100 days.

- ▶ **Focusing on the poor.** These are difficult times, and the financial crisis that PTI has inherited makes taking difficult decisions unavoidable. But despite difficult times, this is a government where the Prime Minister repeatedly states that the objective of every policy, and every action, must be to first take care of the poor. The agriculture emergency, the focus on stunting, the spotlight on shelters for the homeless, the initiation of a poverty alleviation programme, and the expansion of the Sehat Insaf Cards, all signal that this is a compassionate government that will work tirelessly to eradicate poverty in Pakistan.
- ▶ **Changing the culture of government.** Imran Khan is changing the culture of government, and he is doing this through personal example. Working seven days a week, engaging the cabinet, solving problems through participatory government, establishing thoughtful austerity as a signal of intent, setting aspirations high, and being outcome focused – these are just some of the changes in the culture of government that are beginning to take shape. And, of course, ending the culture of corruption and establishing the rule of law are principles that the Prime Minister will never compromise on.
- ▶ **Strengthening the Federation.** The PTI government is a government with significant representation from each of the four federating units. The Prime Minister is from Punjab, the Speaker and Deputy Speaker are from the provinces of Khyber Pakhtunkhwa and Baluchistan respectively. The cabinet has representation from each of the four provinces, as well as of key allied parties. This five years of a dispensation in which there was a significant sense of alienation in the smaller provinces, and is paradigm shift from how Pakistan has been recently run.

The work done on the FATA merger, the announcement of the establishment of a South Punjab secretariat,



engagement with Baluch Nationalists, and the announcement of a task force to work with the Government of Sindh on a Karachi plan are all indicators of the PTI government's respect for the federation. Unlike the previous government, which spent 56% of Punjab's development budget on one city alone, this government is focused on all of Pakistan, and that trust will form the basis of this government's leadership in reform over the next five years.

- ▶ **Re-building Pakistan's international credibility.** Imran Khan is not only the Prime Minister of Pakistan, but an international ambassador that this country can be proud of. In addition, unlike the previous dispensation, this is a government where the Foreign Ministry is able to credibly assert Pakistan's positions on international fora. This is a major shift from a five-year term where for the majority of time, there was no political leadership of the foreign ministry.

In these 100 days, the voice of Pakistan has carried further, whether that be in response to foreign leaders that underplay the sacrifices that Pakistan has made in the war or terror, or when there is a need to represent the views of the Islamic world on the dignity of the Holy Prophet (peace be upon him). Within a short space of time, engagement with key allies, including Saudi Arabia, China, the UAE and Malaysia, have established the intent of this government to the international community and strengthened our most important relationships.

- ▶ **Setting a direction for progress.** The Prime Minister, when launching the 100 Days Agenda back in May, spoke of using the first 100 days of his government to set direction. The work done in these 100 days by each ministry, and as a whole by the government, is perhaps unprecedented. Substantial progress has been made on each of the 34 initiatives, and significant work has also been done in several areas over and above the requirements of the 100 Day Plan.

More importantly, the transparency with which the government has approached this process is new to this country. Manifestos used to be documents that were forgotten by political parties the day the election ended. The 100 Days Agenda was the de-facto manifesto of this government. By focusing relentlessly on it, the government is now able to outline the direction it intends to go in, and publicly commit to. The government can now focus on implementation, and the public can monitor whether the government does what it says.



6
Themes

35
Commitments





Prime Minister's First 100 Days Agenda

➤ Transform Governance ➤

- Bring accountability to the centre of government
- Empower people at the grassroots
- Depoliticise and strengthen police
- Revolutionalise access to justice
- Initiate civil services reform

2 ➤ Strengthen the Federation ➤

- Expedite integration of FATA with KP
- Champion reconciliation in Balochistan
- Spearhead creation of South Punjab province
- Begin transforming Karachi
- Initiate poverty alleviation drive

➤ Revitalise Economic Growth ➤

- Rapidly create jobs for the youth
- Revive manufacturing and facilitate growth of SMEs
- Launch policy to build 5 million houses
- Boost the tourism industry
- Reform the tax administration
- Make Pakistan business friendly
- Transform key institutions
- Fix Pakistan's energy challenge
- Ensure CPEC translates into a game changer
- Enhance access to finance

4 ➤ Uplift Agriculture and Conserve Water ➤

- Impose agriculture emergency to increase farmer profitability
- Improve access to finance for farmers
- Transform agriculture produce markets
- Revamp the livestock sector
- Implement National Water Policy

➤ Revolutionise Social Services ➤

- Transform health and education
- Expand the social safety net
- Champion women's development
- Provide clean drinking water for all
- Champion green growth

6 ➤ Ensure Pakistan's National Security ➤

- Update and expand institutional structure of Foreign Office
- Increase Pakistan's regional and global relevance
- Leverage foreign policy to strengthen the economy
- Form a National Security Organisation
- Enhance Internal Security

FIRST 100 DAYS OF FEDERAL GOVERNMENT

100

رکھ دی ہے بنیاد نئے پاکستان کی

Prime Minister tracked progress on a fortnightly basis

Out of 35 initiatives, 34 were spearheaded by the Federal Government

Official progress tracker for transparency
pm100days.pmo.gov.pk

34 Deliverables from 34 Initiatives in the 100 Days Agenda

18 Deliverables Complete



- ✓ Establish Asset Recovery Unit and Trace Unlawful Wealth
- ✓ Draft Local Government Act of Khyber Pakhtunkhwa, Punjab and ICT
- ✓ Legal Reforms to Revolutionise Access to Justice
- ✓ FBR Reform Roadmap
- ✓ Naya Pakistan Housing Programme
- ✓ Framework to establish National Tourism Board
- ✓ Economic Support Package for Revival of Manufacturing Sector
- ✓ National Financial Inclusion Strategy Implementation Plan
- ✓ Ease of Doing Business Strategy
- ✓ National Agriculture Emergency Programme
- ✓ Implement National Water Policy
- ✓ Education Blueprint (ICT only)
- ✓ Health Blueprint (ICT only)
- ✓ Clean Drinking Water Plan (ICT only)
- ✓ Social Protection Programme
- ✓ Action Plan for Women and Girls in the Justice System
- ✓ Launch 10 Billion Tree Tsunami
- ✓ Increase Pakistan's Regional and Global Relevance

16 In Progress



- › NAB Reform
- › Reform Civil Service
- › Integration of FATA with Khyber Pakhtunkhwa
- › Balochistan Reconciliation Drive
- › Roadmap for Creation of South Punjab province
- › Karachi Transformation Plan
- › Poverty Alleviation Strategy
- › National Job Creation Strategy
- › Federal TVET/Skills Building Strategy
- › Transform State-Owned Enterprises
- › Pakistan's Energy Plan
- › Revised CPEC Strategy
- › Update and Expand Institutional Structure of the Foreign Office
- › Trade Roadmap
- › Finalise Institutional Structure for Internal Security
- › Revised Action Plan on Enhancing Internal Security

6 Key Achievements Over & Above 100 Days Agenda

- › Austerity Drive
- › Launch of Citizens Portal
- › Action against Qabza Mafia
- › Action against Power Theft
- › Support for Overseas Pakistanis
- › Clean Green Pakistan



18 DELIVERABLES
COMPLETE



DELIVERABLE

Establish Asset Recovery Unit and Trace Unlawful Wealth

➤ **Status** Completed and Launched

➤ **Champion** Special Assistant to the Prime Minister on Accountability

The 100 days commitment through which the deliverable was achieved

Theme: Transform Governance

Initiative: 1 “Ensure full autonomy to NAB, and establish a special task force to recover looted national wealth parked in offshore tax havens. Recovered wealth will be used on poverty alleviation programmes and for national debt reduction.”

Note: Commitment to ensure autonomy to NAB is addressed through a separate deliverable

Milestone(s) of Federal Government

- Task force to recover unlawful wealth established and functioning - Complete
- Assets Recovery Unit set up in the PM Office and fully operational - Complete
- Mutual Legal Assistance Bill 2018 finalized - Complete
- Declaration of UK/Pakistan Justice and Accountability partnership - Complete
- Update on work done by the taskforce published at the end of 100 Days - Complete

Progress Update of First 100 Days

Key Highlights Accountability is at the core of this government, and since day one the Prime Minister has prioritized delivery on this initiative. In the first 100 days, the Special Assistant to the Prime Minister on Accountability has:

- Established an Assets Recovery Unit with representation from FIA, NAB, FBR, SBP/FMU and experts on white collar crime and anti-money laundering
- Entered into UK/Pakistan Justice and Accountability partnership entailing substantial financial and operational support by UK government for recovery of unlawful wealth
- Traced over USD 5.3 billion of unlawful wealth of Pakistan hidden overseas
- Signed and ratified bilateral treaty with Switzerland for the exchange of financial information
- Initiated the process of bilateral treaties on extradition and Mutual Legal Assistance with UK, UAE, and China

Next Steps

- Hold a press conference in December with a detailed progress update on work done in first 100 days and way forward
- Initiate forensic audits of mega-projects across Pakistan

DELIVERABLE

Draft Local Government Act of Khyber Pakhtunkhwa, Punjab and ICT

Status Completed and Ready to Launch

Champion Minister of State for Interior, Local Government Minister KP and Punjab

The 100 days commitment through which the deliverable was achieved

Theme: Transform Governance

Initiative: 2 “Announce plan to roll out upgraded version of KP’s local government system, with powers and resources devolved down to the village level.”

Milestone(s) of Federal Government

- Review of Pakhtunkhwa and Punjab LG system with recommended improvements - Complete
- Proposed blueprint for revamped LG system for Punjab, KP and ICT developed for review - Complete
- Draft legislation to amend LG law in each province / ICT, and intended timelines for election published - In Progress

Progress Update of First 100 Days

Key Highlights

The Prime Minister’s task force (including provincial representation) engaged in several rounds of discussions and deliberations to finalise blueprints for local governments in Punjab, KP, and ICT . The taskforce was guided by a few important principles - ensure real devolution at the grass-roots level; provide them with more authority and funding.

The Prime Minister personally chaired more than 5 meetings in the first 100 days to ensure that local government systems would be prepared to reform governance and deliver services to common citizens. A final legislation/amendment is planned in the coming week. However, Punjab, KP and ICT have developed a consensus on:

- **Village/Neighbourhood Councils**
Village/neighbourhood councils in KP will keep working. A similar model will be implemented in Punjab and ICT to devolve authority to local communities. A major portion of development funds will be transferred to village councils
- **Tehsil Councils**
Tehsil Nazims will be directly elected to ensure autonomy and legitimacy. Tehsil Nazim functions will be different than village chairmen to remove duplicity and ensure efficient working of local governments
- **Rural/Urban split**
A rural/urban split will be maintained. Urban centers with a certain urban population will have urban governments to ensure development in urban centers. Nazims in urban centers will also be directly elected. Cities are considered engine of growth and this model will allow transformation of cities

Next Steps ➤ Prepare and pass local government amendment/act in Punjab, KP and ICT

DELIVERABLE

Legal Reforms to Revolutionalise Access to Justice

➤ **Status** Completed and Ready to Launch

➤ **Champion** Federal Law Minister

The 100 days commitment through which the deliverable was achieved

Theme: Transform Governance

Initiative: 4 “Launch PTI’s Judicial reform programme to ensure speedy and fair disposal of all civil cases within one year, and to clear backlog of pending cases”

**Milestone(s)
of Federal
Government**

- Civil Law and Criminal Law Reforms Taskforces created - Complete
- Review of Civil Laws completed to recommend amendments to achieve expeditious and adjudication of Civil cases - Complete
- Initiate draft legislation for Civil procedure – Complete
- Initiation of Criminal Law reforms – Complete
- Review of substantive laws completed and procedures in relation to issuance of letters and succession certificates - Complete
- Legal Vetting of Disability, Corporal Punishment and Torture Bill – Complete
- Finalisation of legislation for setting Legal Aid Authority under the Ministry of Human Rights – Complete

Progress Update of First 100 Days

**Key
Highlights**

The reforms of the justice system in order to ensure the expeditious and judicious disposal of cases, and access to justice for the common man is a key component of the PTI vision. Consequently, the government has initiated a comprehensive legal reform agenda. Further to this, the Law Ministry is ready to launch draft legislation including the following proposed bills:

- The Civil Procedure Code (Amendment) Bill, 2018 – to combat delays in civil litigation
- Legal Aid and Justice Authority Bill, 2018 – to ensure access to justice through legal and financial assistance for the underprivileged
- Mutual Legal Assistance Bill, 2018 – to assist with recovery of unlawful wealth held abroad
- Enforcement of Women’s Property Rights Bill, 2018
- Service Tribunals (Amendment) Bill, 2018 - to streamline resolution of service related disputes
- Letters of Administration and Succession Certificates Bill, 2018 - authorising NADRA to directly issue succession certificates as opposed to a lengthy legal process
- Whistleblower Protection and Vigilance Commission Bill – to establish a mechanism for the public to report corruption

Next Steps ➤ Launch legal reforms programme in December 2018
Table bills in National and Provincial Assemblies

DELIVERABLE**Economic Support Package for Revival of Manufacturing Sector****Status** Completed**Champion** Federal Minister Finance, Advisor Commerce**The 100 days commitment through which the deliverable was achieved****Theme:** Revitalise Economic Growth**Initiative: 12** “Announce immediate support package of reduced taxes, bring energy prices in alignment with regional competitors, clear the backlog of refunds / rebates, launch labour policy to safeguard workers and provide upskilling. Introduce incentives for Pakistan’s manufacturing industry to compete in international markets, boost exports, and create jobs.”**Milestone(s) of Federal Government**

- Economic Support Package for Revival of Manufacturing Sector Announced (Finance Minister) – Complete
- Tariff Policy announced (Commerce Adviser) – Complete
- Backlog of refunds and rebates cleared (Finance Minister) – In Progress

Progress Update of First 100 Days**Key Highlights****Economic Support Package for Revival of Manufacturing Sector – Complete**

To revive manufacturing, SMEs and exports, some of the **key economic support measures taken by the government in the first hundred days included:**

- Reduced gas price to \$6.50/mmbtu for five key export sectors (textile, sports goods, leather, carpets, and surgical goods)
- Subsidised electricity price for industrial sector by Rs. 3 per unit
- Reduced power tariff for five zero-rated export sectors to 7.5 cents per Kwh to ensure international competitiveness
- Protected small and medium commercial consumers from power tariff hikes
- Reduced customs duties on imported raw materials, to increase competitiveness of domestic value-addition
- Began process of clearing backlog of tax refunds

Details of approved SME/Manufacturing sector growth strategy approved by the Prime Minister will be uploaded to the Finance Ministry website.

National Tariff Policy Announced – Complete

The summary of the National Tariff policy is ready to be submitted to Cabinet for approval. Subject to approval, the Commerce Division will formally announce the detailed policy within the coming few weeks.



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The policy is aimed at increasing the competitiveness of the industrial sector, particularly exporters, by enabling access to raw materials and intermediate goods at international prices.

At this time, the Commerce Division is able to share the principles on which the policy rests:

Tariffs as an instrument of trade policy: This will be a departure from prior practice, where the primary goal of tariffs was to enhance government revenue.

Simplification: Reduction of exemptions and concessions

Cascading: Increased tariffs with further stages of processing.

Strategic Protection and Competitive Import Substitution: Protection of domestic industry will be time-bound, and phased out, to make the industry globally competitive.

Backlog of Refunds and Rebates Cleared– In Progress

The process of clearing sales tax refunds has begun, and 8,741 Billion rupees have been released to claimants. In line with the export promotion priority of our government, claimants from five export-oriented sectors (textiles, carpets, leather, sports goods, and surgical instruments) have been prioritised.

The government is putting in place a mechanism for automatic clearance of refunds, and will soon announce a roadmap for clearance of the existing backlog.

Next Steps

- Secure cabinet approval of National Tariff Policy; ensure adherence to the policy in future budgets
- Announce Strategic Trade Policy Framework
- Publicise roadmap for clearing backlog of refunds, and implement automatic clearance method
- Implementation of the SME/Manufacturing strategy as approved by the Prime Minister
- Develop implementation plan for improvement of Pakistan's productivity



DELIVERABLE

Naya Pakistan Housing Programme

➤ **Status** Completed

➤ **Champion** Prime Minister

The 100 days commitment through which the deliverable was achieved

Theme: Revitalise Economic Growth

Initiative: 13 “Launch the Prime Minister’s Housing Programme to build 5 million housing units for the middle class and lower income segments in 5 years through the private sector. This will boost industry, create jobs and provide shelter.”

Milestone(s) of Federal Government

- Housing task force established - Completed
- Policy framework developed and launched - In Progress

Progress Update of First 100 Days**Key Highlights**

The government is committed to its promise of enabling an environment for the housing industry to thrive and develop 5 million housing units for middle and lower-middle-income households. The Prime Minister has chaired more than 10 meetings to finalise a future roadmap in this regard.

A housing task force has been established with representation from the public and the private sector. The Prime Minister has publically launched the project, under the name of Naya Pakistan Housing Authority and has issued directions to:

- Complete the legal formation of Naya Pakistan Housing Authority
- Revamp the mortgage market through legislation (including legislation on foreclosure laws, transfer procedures, and documentation)
- Improve bank lending for affordable housing through amendments in regulations
- Set up a land bank
- Form a Real Estate Regulatory Authority

In addition, the government has dedicated PKR 5 Billion for a federal government employees housing initiative dedicated to grades 1-16. The government is targeting the construction of 150,000 homes in this category within 3 years.

Next Steps

- Complete and unveil financial model and implementation plan for the housing initiative by January 2019
- Activate Naya Pakistan Housing Authority, before February 2019, to coordinate the delivery of housing initiatives across Pakistan
- Pass foreclosure laws and other enabling legislation before March 2019
- Establish RERA (Real Estate Regulatory Authority) before May 2019

DELIVERABLE

Framework to establish National Tourism Board to build synergies across provinces

- **Status** Completed
- **Champion** Prime Minister

The 100 days commitment through which the deliverable was achieved

Theme: Revitalise Economic Growth

Initiative: 14 “Build framework for private sector investment to develop new and upgrade existing facilities. Initiate conversion of all govt. guest houses into hotels. Identify 4 new tourism destinations within first 100 days for development.”

Milestone(s) of Federal Government

- Task force on tourism established – Complete
- Private Sector investment framework developed – In Progress

Progress Update of First 100 Days**Key Highlights**

The Prime Minister personally spearheads the government’s commitment to harness the untapped potential of Pakistan’s tourism industry. As chair of the task force on tourism, the Prime Minister has approved a national framework to improve coordination between the provinces and the federal government to uplift the tourism sector with private sector participation and support.

The key features of the framework are:

- Roles of the federal, provincial and local governments
- Thematic details of geographical areas with tourism potential
- Destinations earmarked for development
- Benchmarking to evaluate progress of the sector

Furthermore, it was agreed by all stakeholders that to implement the framework, in addition to effective coordination, all three tiers of government must act as:

- Enablers
- Facilitators

Next Steps

- Secure approval for national framework from Council of Common Interests, following which the the National Tourism Board will be established
- Develop Private Sector investment framework

DELIVERABLE

FBR Reform Roadmap

- **Status** Completed and Launched
- **Champion** Federal Finance Minister; Chairman FBR; Advisor, Establishment

The 100 days commitment through which the deliverable was achieved

Theme: Revitalise Economic Growth

Initiative: 15 “Appoint a bold, capable and dynamic FBR chairman immediately, launch FBR reform and share a business friendly and equitable tax policy within 100 days to revive the economy and reduce debt dependence.”

- Milestone(s) of Federal Government**
- FBR Chairperson to be appointed (Adviser, Establishment) - Complete
 - FBR Reform Blueprint to be developed and launched (Chairman, FBR) - Complete
 - Tax Policy to be developed and announced (Finance Minister) – Complete

Progress Update of First 100 Days

Key Highlights

FBR Reform Blueprint to be developed and launched - Complete

Leveraging institutional knowledge with insights from external professionals, FBR has developed a comprehensive reform programme. The programme has been approved by the Prime Minister and implementation has begun.

The plan includes immediate revenue acceleration initiatives, as well as a holistic 3-year reform plan:

Key features – Immediate Revenue Acceleration Plan

Administrative Measures – Crackdown on offshore and high net-worth tax avoidance underway (3000+ notices issued + 20,000 high net-worth non filers identified); data of 150,000 foreign accounts maintained by resident Pakistani’s successfully gathered from 29 countries; Speedy resolution of pending litigation and audits begun; Alternative Dispute Resolution mechanism activated; Collection of pending arrears and improved audit targeting underway; Sector-specific studies being conducted to enhance FBR’s capacity for forensic audits.

Internal Controls – Integrity & Performance Management Unit formed within FBR to ensure effective internal controls and assist in merit-based placement of FBR workforce; Complete revamp of the existing performance evaluation system finalised.

Analytics/IT/Support – Leveraging government and 3rd party databases to broaden tax base and combat under-reporting; Undertaking reforms to enhance analytics capacity; technology enabled surveys of commercial areas undertaken in major cities; Electronic system to check mobile phone smuggling activated.

Key features – Three Year Reform Roadmap

Administrative Measures Planned: Further digitisation of business processes, improvement of customer service, utilisation of technology to minimise interface between taxpayer and collector, national single-window for customs, SOP based regulation of audit function, minimising discretion of tax collectors, inspectors, appraisers, auditors.

Analytics/IT/Support Measures Planned: Central analytics unit utilising big data/artificial intelligence, utilisation of outside expertise, introduction of lean management techniques. track and trace technology deployment in tobacco and other sectors negatively affected by counterfeiting, illicit trade and tax evasion.

Tax System Measures Planned: Separation of tax policy and administration is already underway, Linking internal audit wing of FBR directly with the PM office, simplification of complicated tax laws and introducing a one window system with the provinces for collection of taxes.

Tax Policy Developed and Announced – Complete

The separation of tax policy from tax administration is a key guiding principle of this administration. In the past, tax policy was neither effectively used to support the government’s economic and industrial policy nor congruent with principles of social justice. Instead, it was the result of ad-hoc measures to raise revenue in the easiest possible way.

To rectify this, the Ministry of Finance has prepared a National Tax Policy, which has been approved by the Prime Minister.

Key proposals in the policy include:

Separation of tax policy from FBR (this is already underway) – this will result in FBR becoming the administrative arm of the revenue system, while tax policy will be the exclusive domain of economic policy-makers

- Strengthening of tax administration
- Introduction of medium-term policy framework to guide annual budgets – This will represent a shift from ad-hoc tax policies
- Reviewing all tax exemptions, prohibiting future tax exemptions without independent cost estimates, and introduction of “sunset clauses” in exemptions
- Harmonisation of sales tax collection across provinces
- Reducing income tax for the banking sector for loans related to SME, low-cost housing, and agricultural lending from 35% to 30% from July 2019
- Abolition of withholding tax on bank transactions from July 2019

Next Steps

- Publish tax policy and prepare medium-term tax policy framework – ensure budgets remain in compliance with stated policy

Continue to implement FBR reforms – track progress in a transparent manner

DELIVERABLE

“Ease of Doing Business” Strategy

➤ **Status** Completed and Launched

➤ **Champion** Federal Finance Minister, Commerce Advisor

The 100 days commitment through which the deliverable was achieved

Theme: Revitalise Economic Growth

Initiative: 16 “Build the Council of Business Leaders chaired by the PM to improve doing business in Pakistan, to attract investment, encourage participation of overseas Pakistanis, and grow exports by bringing the country within the top 100 in doing business rankings in 5 years.”

Milestone(s) of Federal Government

- Economic Advisory Council appointed – Finance Minister - Complete
- Council of Business Leaders appointed – Advisor Commerce - Complete
- “Ease of Doing Business” Strategy Developed and Published – Advisor Commerce – Complete

Progress Update of First 100 Days

Key Highlights

“Ease of Doing Business” strategy developed and published - Complete

Pakistan needs to improve its investment to GDP ratio to the Asian average of 25%. The government's top priority is to attract investment in productive sectors to increase Pakistan's competitiveness, exports, technology base and job creation. To attract domestic and foreign investment, the government is firmly committed to improving the business environment in Pakistan.

As promised, the government aims to elevate Pakistan's position in the World Bank's “Doing Business” rankings in to the top-100.

Through surveys of business people in Karachi and Lahore, the World Bank measures time spent, cost incurred, and number of procedures carried out by businesses in 10 areas (detailed below).

The Board of Investment, in collaboration with stakeholders, has prepared a 3-year strategy outlining specific actions to be taken in order to improve Pakistan's ranking. Work on implementing the strategy has begun and is being spearheaded by the Board of Investment. The steering committee includes representation from the Punjab and Sindh governments.

A few highlights of the report, covering actions to be undertaken in key areas, are shown below. The detailed report is available on the BOI website.

Actions to be Undertaken - Highlights

Starting a Business:

Integration of SECP's Virtual One-Stop Shop with provincial business portals; streamlining of inspections by federal and provincial agencies; Ensuring availability of online fee payment facility on federal and provincial levels.



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Paying Taxes:

Reduction of number of tax and contribution payments; Ensuring all payments can be made fully electronically; Reduction of time required to obtain VAT refunds.

Trading Across Borders:

Ensuring 50% reduction of customs related processing time at Karachi port; Reduction in hours required to prepare export and import documents by over 50%.

Getting Electricity:

Improving transparency of tariff, ensuring LESCO and K-Electric notify customers of tariff change ahead of billing cycle.

Registering Property:

Launch electronic database (Lahore) to check property encumbrances (liens, mortgages etc...); Allow online payment for, and issuance of Fard.

Getting Construction Permits

Establishing of electronic one-window operation at Sindh Building Control Authority.

Enforcing Contracts

Operationalising commercial benches on courts; Improvements in Case Management System.

In addition to these interventions, the steering committee will ensure that detail of reforms undertaken are communicated adequately across the business and investor community, so the World Bank's surveys accurately reflect improvements on the ground.

Next Steps

- Continue to implement and monitor "Ease of Doing Business" strategy

DELIVERABLE

National Financial Inclusion Strategy Implementation Plan

➤ **Status** Completed and Ready to Launch

➤ **Champion** Federal Minister Finance

The 100 days commitment through which the deliverable was achieved

Theme: Revitalise Economic Growth

Initiative: 20 “Ensure National Financial Inclusion Strategy (NFIS) implementation is streamlined and capitalising on the digital ecosystem. Develop a plan to increase deposit base of banks to 50% of GDP to encourage higher savings.”

Milestone(s) of Federal Government

- National Financial Inclusion Strategy (NFIS) working group - Complete
- NFIS implementation plan developed and published - Complete
- Plan to increase deposit base of banks developed and published - Complete

Progress Update of First 100 Days

Key Highlights

The National Financial Inclusion Strategy (NFIS) lays out the national vision, framework, action plan and targets for financial inclusion in Pakistan.

While substantial progress has been made in terms of account ownership, usage in these accounts has remained low. Likewise, while the availability of credit to agriculture sector has improved, credit to SMEs and housing has remained stagnant.

The GoP has set the following **headline targets to be achieved by 2023:**

- Enhance usage of digital payments (65 million active digital transaction accounts, with gender segregation of 20 million accounts by women)
- Enhance Deposit Base (Deposit to GDP ratio to 55%)
- Promote SME Finance (Extend finance to 700,000 SMEs; 17% of the private sector credit)
- Increase Agricultural Finance (Serve 6 million farmers through digitalised solutions; enhance annual disbursement to Rs.1.8 trillion)
- Enhance share of Islamic Banking (25 percent of the banking industry; increase branches of Islamic banks to 30 percent of the banking industry)

The plan is expected to create 3 million new jobs, generate additional exports of US\$ 5 billion and enhance banks’ deposits to GDP ratio to 55% by 2023. Key actions to be adopted by the Government are as follows:

- 100% digitalisation of Government payments and receipts along with back-end automation

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- Allow reduced income tax (20%) on income earned by commercial & microfinance banks on SMEs, housing & underserved areas for priority sectors
- Provide smart subsidy for agricultural inputs to 3 million small farmers (upto 5 Acres)
- Enact legal amendments to establish Collateral Management Companies for Warehouse Receipt Financing (WHRF)
- Incentivise development of digital banking solutions for the underserved and hard to reach areas
- Establish Credit Guarantee Company and fully functional e-Registry to support SME borrowers
- Reorganise and empower SMEDA
- Regular issuance of Sukuk of varying tenors by the GoP
- Make legal and regulatory environment more conducive for low cost housing finance;
 - Banks to be facilitated through implementation of Financial Institutions (Recovery of Finances) (Amendment) Act, 2016
 - General reserve requirements (currently from 0.5% to 1.5%) to be withdrawn
 - CAR requirements to be reduced by reducing risk weightage from 35% to 25%
 - The Loan to Value (LTV) ratio to be relaxed from 85:15 to 90:10
 - Bank/DFI's exposure in low cost housing not to be included in existing 10% exposure limit for real estate sector
 - Loan application forms to be standardised and simplified
 - Housing microfinance to be up-scaled from Rs.500,000 to Rs.1,000,000
 - Housing Finance Companies (HFCs) to be rejuvenated

These measures will be rolled out in collaboration with all stakeholders.

In addition to the implementation roadmap for NFIS, the following planned initiatives will contribute to a more robust financial ecosystem:

- Restructuring of government domestic debt:
 - By strengthening government debt office
 - Government securities with banks to be reduced
 - Government securities profiles to be linked
- Infrastructure / Government Project finance institutions mobilisation to initiate PPP structures and reduce Government financial burden
- Digitisation of government financial flows along with other initiatives will be instituted to pull in cash in circulation and expand banking resources
- Capital market development through expanding retail investor base and ensuring removal of distortion in pricing of government debt instruments
- Creating pathways for broad public participation in equity markets and for quantitative acceleration in public listings by businesses

Next Steps

- The implementation roadmap for NFIS, already approved by the Prime Minister will be launched in December 2018

DELIVERABLE

National Agriculture Emergency Programme on crops, livestock, fisheries, agriculture markets and conserving water

➤ **Status** Completed and Ready to Launch

➤ **Champion** Federal Minister for National Food Security and Research

The 100 days commitment through which the deliverable was achieved

Theme: Uplift Agriculture and Conserve Water

Initiative: 21, 22, 23, 24 and 25

21. “Launch PTI’s agriculture policy to increase farmer profitability; reduce taxes on diesel; introduce regenerative agriculture and weed management; encourage a change in crop-mix; and optimise subsidy programme along with other initiatives”

22. “Collaborate with financial institutions and mobile money operators to develop innovative, easy to access and subsidised lending products for farmers such as warehouse receipt financing”

23. “Initiate market and storage expansion drive to ensure competitive prices, including legislation to permit private sector participation. Develop incentive plan to encourage SME level food processing with focus on export”

24. “Launch plan to become self-sufficient in milk and milk based products, and introduce a programme to massively expand meat production, in order to bring prosperity to millions of small livestock farmers”

25. “Take immediate steps to expedite construction of Diamer-Bhasha dam, by the year 2028. Kick-off preparation of master water plans within each province. Kick-off a programme to massively expand water conservation efforts, including in agriculture, through smart interventions to reduce water losses and through improved monitoring”

Note: Commitment to implement National Water Policy is addressed through a separate deliverable

Milestone(s) of Federal Government

- National agriculture emergency working group established – Complete
- National livestock emergency working group established – Complete

Progress Update of First 100 Days

Key Highlights

The Federal Government created working groups for Agriculture and Livestock to initiate the transformation of Pakistan’s Agriculture sector.

These 2 working groups were split into 18 subgroups which created 5 projects which, together, form the National Agriculture Emergency Programme.



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The objective of the programme is to uplift small farmers by creating attractive opportunities to increase profitability, make Pakistan more food secure and reduce dependence on imports.

In addition to the Minister of National Food Security & Research, the Prime Minister will personally champion the programme.

Representatives of the provinces were integral in the development of the programme, and implementation will be carried out by relevant provincial departments.

The projects included in the National Agriculture Emergency Programme comprise of:

- Crop productivity enhancement drive (wheat, rice, sugar-cane, oil-seeds) to increase farmer profitability:
 - Providing subsidies on implements and promotion of better farming practices
 - Boosting adoption of oilseeds cultivation through an incentive scheme to reduce the oil import bill
- Livestock initiatives for small and medium farmers:
 - Incentivising farmers to save male buffalo calves from premature slaughter
 - Incentivising fattening of male buffalo cows
 - Establishing foot-and-mouth disease (FMD) free zones to boost meat export
 - Scaling-up of backyard poultry programme for poor households
 - Agriculture Water Programme to conserve and increase water productivity
- Launching national mega water channel lining project (which will save ~ 9 million acre feet of water)
 - Enhancing command area of small and mini dams in Barani areas
 - Undertaking 11,000 + small interventions in Barani areas of Khyber Pakhtunkhwa
- Transform agriculture produce markets in Punjab and Khyber Pakhtunkhwa
 - Improving legislation relating to agricultural produce markets for both provinces (drafts prepared)
 - Strengthening market committees and attracting private sector to expand and improve markets
 - Establishing 5 new agricultural produce markets in Punjab
- Initiatives to harness untapped potential of fisheries [The projects below were delivered over and above the 100 days commitments]
 - Introduce inland shrimp farming in saline areas
 - Incentivise cage culture to boost supply
 - Promote cold water fisheries to increase trout production in Khyber Pakhtunkhwa, Gilgit Baltistan and Azad Jammu and Kashmir

In addition to these 5 projects, the deliverable on Initiative 22 “Increase Access to Finance for Farmers” is fulfilled through the National Financial Inclusion Strategy implementation plan (detailed in this document)

Next Steps

- Launch National Agriculture Emergency Programme in December 2018
- Strengthen the livestock initiative with a project on dairy for small and medium farms
- Develop plan for cotton yield enhancements

DELIVERABLE

Implement National Water Policy

- **Status** Continuous Delivery
- **Champion** Federal Minister Water Resources

The 100 days commitment through which the deliverable is being achieved

Theme: Uplift Agriculture and Conserve Water

Initiative: 25 Take immediate steps to expedite construction of Diamer-Bhasha dam, by the year 2028. Kick-off the preparation of the master water plan within each province. Kick-off a programme to massively expand water conservation efforts, including in agriculture, through smart interventions to reduce water losses and through improved monitoring.

Milestone(s) of Federal Government

- Council of Common Interests meeting on national water challenges - Complete
- Task force established for the implementation of the National Water Policy - Complete

Progress Update of First 100 Days

Key Highlights

Achievements in the first 100 days include:

- Implementation of the National Water Policy was initiated by calling the first meeting of the National Water Council to solve the water challenge at the outset of the term. This resulted in significant outcomes in the shape of:
- **Concrete steps towards construction of Water Storage Reservoirs**
 - Fast track implementation plan of the Diamer-Basha and Mohmand dams
 - Resolution of outstanding disputes between Gilgit Baltistan and Khyber Pakhtunkhwa which had hampered construction of Diamer-Basha dam
 - **Harnessing unaccrued benefits of completed projects**
 - Darawat Dam: Handing over of pending project to Government of Sindh
 - Mirani Dam: Handing over of project to Government of Balochistan and also resolving their issues with the WAPDA
 - **Spearheading hydropower projects**
 - Dasu [2160 MW] - Resolution of land acquisition for hydropower project
 - Dargai [22 MW] - Launching and approval, with PC-1 approved for rehabilitation of hydroelectric power station
 - Tangir [15 MW] – Approved; dam will provide electricity to construct Diamer-Basha dam

Next Steps

- National Water Council to review Master Water Plans of Khyber Pakhtunkhwa and Punjab
- Ministry of Water Resources to:
 - Strengthen institutional capacity of water sector organisations by providing capital and human resource
 - Install telemetry system at seven key sites in the Indus basin to obtain real time surface flow data being delivered to the provinces
 - Resolve water distribution dispute among the provinces under the Water Accord 1991

DELIVERABLE

Education Blueprint (ICT only)

- **Status** Completed and Launched
- **Champion** Federal Minister for Education

The 100 days commitment through which the deliverable was achieved

- Theme:** Revolutionise Social Services
- Initiative: 26** “Launch PTI’s education blueprint, detailing out a step by step plan on how the access, quality and management of education services will be transformed and depoliticised in five years of PTI government.”
- Milestone(s) of Federal Government**
- Federal / ICT strategy on Education developed and published, outlining federal role on education, in line with the 18th amendment - Complete

Progress Update of First 100 Days

Key Highlights

In the spirit of bringing all out of school children to schools and provide uniform quality education to each child of Pakistan, a set of actions are being taken at the federal level:

- **National Task force on Education**
To tackle the most challenging issues, sub-groups have been formed to (a) enroll 25 million out of school children, (b) ensure uniform education system, (c) ensure quality of education
The final document emerging from the task force is the *National Education Policy Framework 2018*
- **Establishment of Islamabad National University (INU) at PM House**
In line with the vision of the government, the PM House will be converted into Islamabad National University (INU). A Vice Chancellor is being appointed
- **Enrolment of 27,500 Out of School children in Islamabad Capital Territory**
In-line with the National Education Policy Framework 2018 and the priorities of the present Government, the Federal Minister for Education is launching a campaign to enrol all out of school children in the Islamabad Capital Territory (ICT)
- **Establishment of National Curriculum Council (NCC)**
A National Curriculum Council has been established, with the mandate to introduce uniform national standards for quality education in the country
- **Implementation of Centralised Biometric Attendance System in Public Schools**
The government intends to ensure the presence of teaching and non-teaching staff in public schools of Islamabad through a centralised monitoring dashboard, and integration with Human Resource Management System (HRMS) for transfer/posting of staff. Annual School Census is also being conducted through a web-portal

- Next Steps**
- Implement National Education Policy Framework 2018

DELIVERABLE

Health Blueprint (ICT only)

Status Completed and Ready to Launch

Champion Federal Minister for National Health Services, Regulations & Coordination

The 100 days commitment through which the deliverable was achieved

Theme: Revolutionise Social Services

Initiative: 26 “Appoint a bold, capable and dynamic FBR chairman immediately, launch FBR reform and share a business friendly and equitable tax policy within 100 days to revive the economy and reduce debt dependence.”

Milestone(s) of Federal Government ➤ Federal / ICT strategy on Health developed and published, outlining federal role in health, in line with the 18th amendment - Complete

Progress Update of First 100 Days

Key Highlights

The Ministry of National Health Services, Regulations and Coordination has completed a review of critical health sector issues in Pakistan and has made significant progress.

- **Strategy and Action Plan**
 - First ever Islamabad Capital Territory (ICT) Health Strategy, 2019-2025 developed and approved
 - “Action Plan - National Health Services, Regulations and Coordination Division 2019-2023” developed and approved
- **Regulatory functions**
 - Proposed revisions pertaining to laws governing regulatory authorities such as DRAP, PMDC and PNC in the process of being approved
 - Legislation for new councils and revamping of existing councils initiated
 - Islamabad Healthcare Regulatory Authority (IHRA) to be made functional by February 2019
- **Hospital / health facility reforms in Islamabad**
 - Transfer of health functions from the CADD and Interior Division to Ministry of NHR&C completed – will streamline fragmented health system within Islamabad
 - Allocation of Rs 0.8 Billion in approval process - for refurbishment and upgrade of all RHCs and BHUs; 24/7 services delivery at all RHCs and 6 BHUs by 2020



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➤ **Public Health spending and targeted resource generation for health**

- Public Health spending currently is below 1% of GDP which will be enhanced as per WHO recommendations to allow for new health sector interventions

Health Insurance

- In order to achieve the targets of Universal Health Coverage, the proposed insurance programme (Sehat Insaaf) will cover more than 14 million of the poorest families in the country by year 2020, providing enhanced coverage. The entire fiscal system for health will be revamped to include a pre-pooling financing system for providing the required coverage

Next Steps

- Launch National Health Policy and blueprint in December 2018

DELIVERABLE

Social Protection Programme

- **Status** Completed And Ready to Launch
- **Champion** Finance Minister, Advisor to PM on Institutional Reforms & Austerity

The 100 days commitment through which the deliverable was achieved

Theme: Revolutionise Social Services

Initiative: 27 “Strengthen the national poverty alleviation strategy to supplement existing efforts across the country. Retain and improve BISP as the primary social safety net programme for the poor and launch a special assistance programmes”

- Milestone(s) of Federal Government**
- Develop new programme to "Reduce Stunting" through the platform of BISP - Complete
 - Develop new programme on "Graduating Poor out of Poverty" through the platform of BISP – Complete
 - Expand education enrolment programme through BISP - Complete

Progress Update of First 100 Days

Key Highlights

Poverty alleviation is central to the Prime Minister’s Reform Agenda. To achieve lasting impact, this government has decided on **three targeted interventions** for the 40% of our population living below the poverty line:

- Prevent Stunting
- Graduate people out of poverty
- Enhancement in enrolment of out of school children

Key features:

Prevent Stunting

The government aims to reduce stunting in Pakistan from 43% to 30% in 5 years at a total cost of PKR 139 billion.

- The PM’s National Social Protection Programme will be targeted towards 2 million Pregnant and Lactating Women (PLWs) and 2 million children (6-23 months) in the first 1000 days
- The programme will provide specialised nutrition having an appropriate mix of basic food items and micronutrients for mothers and children below the age of 2 years
- The cost of this programme is estimated at PKR 139 billion over 5 years, covering all 154 districts in a phased manner
- As additional PKR.1000/- Conditional Cash Transfer (in addition to PKR 5000/- per quarter unconditional cash transfer) will be provided on consumption of specialised nutrition
- The program will also cover nutrition sensitive behavioral change messages on sanitation and hygiene to ensure reduction in stunting
- The programme will also have a strong advocacy component for a nationwide campaign with a cost of PKR 700 million



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Graduating people out of poverty

This government aims to graduate 20 million people out of poverty in 5 years at a total cost of PKR 158 billion.

- Grants through BISP and its implementing partners will be provided for purchase of income generating assets such as livestock, store inventories, sewing machines, rairhee, etc...
- The programme will also provide capacity-building support, mentoring and business coaching, loans, and technical/ vocational skills to the programme beneficiaries
- It will result in moving 20 million beneficiaries out of poverty in 5 years
- It will cover 3 million families, at a cost of PKR 70,000/family - the total budget estimate is PKR 158 billion over 5 years
- Moving 3 million families out of the unconditional cash transfer program will free up resources for BISP to include the other 2 million deserving families currently not being catered to under the Unconditional Cash Transfer (UCT) programme
- 100,000 families will be covered in seven districts in the first phase with an allocation of Rs. 5 billion; subsequently this will be scaled up across the country

Education: Enhancement in enrolment of out of school children

- Primary school enrolment of children from the poorest of Pakistan's poor families
- Enrolment of 9 million children by 2023
- Additional Rs. 750/- Conditional Cash Transfer per quarter per child (in addition to Rs. 5000/- unconditional cash transfer per quarter to be provided on the basis of 70% compliance)
- Ensure enrolment and retention with the stipend amount
- Expansion in all districts of the country
- Rs. 81 billion to be distributed by 2023

Next Steps

- The social protection programme has been approved by the Prime Minister and will be launched in December 2018

DELIVERABLE

Action Plan for Women and Girls in the Justice System

➤ **Status** Completed And Ready to Launch

➤ **Champion** Federal Minister for Law, Federal Minister for Human Rights

The 100 days commitment through which the deliverable was achieved

Theme: Revolutionise Social Services

Initiative: 28 “Launch PTT’s women development plan; initiate criminal justice reform; protect inheritance rights; launch women empowerment package.”

- Milestone(s) of Federal Government**
- Consultations with stakeholders for development of action plan on criminal justice - Complete
 - Action plan on criminal justice developed and execution started - Complete
 - Awareness campaign on inheritance rights launched - Complete
 - Consultations with stakeholders for action plan on inheritance rights with Ministry of Human Rights - Complete
 - Action Plan on inheritance rights developed with Ministry of Human Rights - Complete

Progress Update of First 100 Days

Key Highlights

The government’s “Action Plan for Women and Girls in the Justice System” sets out a number of legislative, administrative and policy measures including the following:

Enactment of new legislation

- Acid and Burn Crime Bill, 2018, ICT Protection of Women Against Domestic Violence Bill, Domestic Violence (Protection and Prevention) Bill, 2018 for KPK, ICT Prohibition of Employment of Children Bill, 2018, Criminal Law (Amendment) (Offences in the name or under the Pretext of Honor) Bill, 2018, Prohibition of Corporal Punishment Bill, 2018, Torture, Custodial Death and Custodial Rape Bill, 2018, Legal Aid and Justice Authority Bill, 2018), Amendment of Child Marriage Restraint Laws across Pakistan in consultation with the Council of Islamic Ideology, Amendment to the Muslim Family Laws Ordinance, 1961, Christian Marriage Bill, 2018, Christian Divorce Bill, 2018, Enforcement of Women’s Property Rights Bill, 2018, Parsi Marriage and Divorce Statutes will be debated, Laws prohibiting forced conversion and remedies in relation thereto are to be debated

Rules and Regulations

- Notify rules under Hindu Marriage Act, 2017, Notify rules under Juvenile Justice Act, 2018, Notify rules under the National Commission on the Rights of Child Act, 2017, Notify rules under ICT Child Protection Act, 2018, Implementation of Witness Protection Laws across Pakistan

Administrative/policy reforms

- Establishment of Gender Based Violence Courts at district level
- Provincial Governments to carry out an audit of women/female desks at police stations in collaboration with the Provincial and National Commission on the status of Women



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- Prime Minister to form task forces at federal and provincial level to initiate and implement action plan for Women and Child Abuse
- Medico Legal Reforms
- Notify national guidelines for investigation, prosecution and trial of sexual and gender-based violence offences
- Abolishment of Practice of Two Finger Test by Medical Practitioners

Capacity building on violence against women and girls' legislation

- Training and awareness initiatives for Public Prosecutors, Investigation Officers, Medico Legal Officers, Lawyers and Judges, Probation Officers, Legal training of Nikkah registrars

Awareness Campaign

- Ministry of Human Rights, in collaboration with Ministry of Law and Justice, will arrange a National Conference of Federal and Provincial Law Ministers, representatives from Education Departments and Higher Education Commission, Secretaries and Federal/Provincial Judicial Training Academies to review the Schools Curricula and Text Books (from elementary to college level) and Training Manuals of Judicial Training Academies to recommend incorporation of specific chapters on the rights and protection of women in Pakistan
- Distribution of literature and effective awareness campaign on women's protection laws, juvenile rights through existing Federal and Provincial Departments and organisations dealing with general public
- TV channels to be directed to broadcast awareness programmes on women's protection laws, juvenile justice, child protection, child marriage.

Next Steps

- Launch Action Plan in December 2018

DELIVERABLE

Clean Drinking Water Plan (ICT only)

➤ **Status** Completed And Ready to Launch

➤ **Champion** Minister of State for Interior

The 100 days commitment through which the deliverable was achieved

Theme: Revolutionise Social Services

Initiative: 29 “Announce short and medium term plans, with immediate implementation roadmap by federal government to provide clean drinking water to every citizen. Start implementation in Islamabad and provincial capitals before expanding nationwide.”

Milestone(s) of Federal Government

- Options on clean drinking water developed for ICT – Complete
- Plan developed and launched - Complete

Progress Update of First 100 Days

Key Highlights

Total demand for water in ICT is estimated at 143.1 Million gallons per day (MGD). Total supply stands at around 82 MGD, hence a short fall of 63.1 MGD. 50% of the supplied water is wasted in transit therefore, only 33 MGD reaches the end user in ICT. To solve this problem, a working group was established under the chairmanship of the Minister of State for Interior, with representation from 8 organisations, currently involved in water supply to ICT. The working group has created a strategy - the key features of which include:

Immediate steps (within next 180 days) include replacement of main pipes & control valves, 20 new tankers, installation of 30 new tube wells, repair or replacement of trunk sewers, installations of recharging wells and development of small pond / check dams, small water supply schemes for rural areas, installation of new water filtration plants in Kachi Abadis at ICT, and replacement of pumping units, along with actuators.

Medium Term Plans (1 – 3 years) include development of small water reservoirs along the water streams flowing down various nullahs of Islamabad, a comprehensive aquifer recharging system, introducing incentives to conserve water, cleaning of nullahs and bio-remediation, water meters for consumers, and Korang and Rawal Lake Projects.

Long Term Plans (5 years and more)

- Conduction of Water from Tarbela Dam for Rawalpindi & Islamabad - 655 million gallons per day water by 2050 in three phases
- Under Phase-I, 200 million gallons per day water is to be conducted for the twin cities (i.e. 100 million gallons per day each for Islamabad & Rawalpindi)
- Project reflected in PSDP 2018-19 at a cost of Rs. 75,929 Million and current year allocation of Rs. 500

Next Steps ➤ The plan will be launched in December 2018

DELIVERABLE

Launch 10 Billion Tree Tsunami

➤ **Status** Completed and Launched

➤ **Champion** Advisor to Prime Minister on Climate Change

The 100 days commitment through which the deliverable was achieved

Theme: Revolutionise Social Services

Initiative: 30 “Establish Green Growth task force to initiate legislation and projects under PTI’s Green Growth Agenda. Announce countrywide 10 Billion Tree Tsunami programme, and launch the urban tree tsunami in provincial capitals.”

Milestone(s) of Federal Government

- Restructure existing Task forces on Climate Change and Wildlife to drive Government’s Green Growth Agenda - Complete
- 10 billion tree Tsunami launched – Complete
- Urban tree Tsunami launched – Complete

Progress Update of First 100 Days

Key Highlights

Building on the success of the Billion Tree Tsunami Programme in Khyber Pukhtunkhwa, the Ministry of Climate Change has embarked on the most ambitious tree plantation drive in Pakistan’s history, targeting a 10 billion tree tsunami.

This programme was launched through the “Plant for Pakistan” initiative on 2nd September 2018 by planting 2.5 million saplings in one day. Subsequently, planning for the next 1800 days began through complete ownership of provincial governments, which committed to on-ground targets backed by implementable plans (PC1). After more than 40 stakeholder consultation meetings, ALL provincial governments are successfully on board with detailed work plans and have collectively agreed to a target for planting/growing 6 billion trees in 5 years. This is the first phase target which will be reviewed and up-scaled after 2 years towards the 10 billion target. This drive is in collaboration and partnership with the federal government. Province wise target launches will follow soon.

The Ministry is gearing up to launch PM’s Green Youth Programme as a “green offshoot” to this nationwide initiative to generate green jobs and eco-preneurs.

Over and above the 100 days commitment

The Ministry launched the countrywide “Clean and Green Pakistan” movement on October 13th. This campaign, in addition to tree plantation, aims to holistically address the pressing issues of solid waste management, liquid waste management, total sanitation / toilets and provision of safe drinking water for all. The provinces are being brought on board with clear targeted plans for another collaborative initiative aiming to shift behaviors and mindsets in Pakistan towards “green”.

The Ministry is also in the final stages of another flagship country wide initiative - “Recharge Pakistan”, aiming to utilise wasted floodwaters for natural ecosystem restoration and groundwater recharge along the river Indus –Pakistan’s water highway. The project has been submitted for GCF (Green Climate



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Fund) financing and was also included in the Pakistan-China MOU signed during the Prime Minister's visit.

The above initiatives are being complemented by filling policy gaps, providing legislative support, and upgrading institutions where required. All this is in line with Pakistan's Mitigation and Adaptation challenges, along with air, water and plastic waste pollution.

Finally, a number of localised innovative initiatives are at different stages of development and will be launched soon, to set Pakistan on a Green Growth trajectory:

- Clean and Green Gwadar
- Green Financing
- E-Waste disposal
- Eco-tourism
- Karachi Breeze – zero emission initiative

Next Steps

- Provincial tree target launch in December 2018
- Preparation of internal documentation and funding for new initiatives

DELIVERABLE

Increase Pakistan's regional and global relevance

➤ **Status** Continuous Delivery

➤ **Champion** Foreign Minister

The 100 days commitment through which the deliverable is being achieved

Theme: Enhance Pakistan's National Security

Initiative: 32 "Initiate new policies rooted in Pakistan's priorities, including a conflict resolution approach towards improving our relations with our eastern and western neighbours. Initiate work on a blueprint towards resolving the Kashmir issue within the parameters of UNSC resolutions."

"Improve Pakistan's relevance, regionally and globally, both at the bilateral and multilateral levels including moves to expand the existing strategic partnership with China, as well as with our other allies in the region."

Milestone(s) of Federal Government

- Key foreign policy issues on which strategy needs to be reviewed by the PM prioritised - Complete
- National positions, and plans of action on all key issues, and in particular on Kashmir, approved by the PM - Complete

Progress Update of First 100 Days

Key Highlights

The Ministry of Foreign Affairs was the first to present a detailed briefing to the PM on all key foreign policy issues and the national positions on all external matters. The Ministry has since taken the lead on strengthening relations with allies, and aligning with other friendly nations to explore areas of mutual interest.

Achievements in the first 100 days include:

- Reset relations with key partners including Saudi Arabia and the UAE; Renewed emphasis on partnership with China; Reaffirmed commitment to peace process in Afghanistan
- Forcefully articulated Kashmir issue and aspirations of the Kashmiri people at the UN, OIC, through the OIC Contact Group, and bilaterally, highlighting ongoing atrocities and violations of human rights by Indian occupation forces in Indian occupied Jammu & Kashmir
- Concluded 19 agreements/ MoUs within the first 100 Days (16 with China, 1 each with Saudi Arabia, Malaysia & Oman)
- Concluded PM visits to China, Saudi Arabia (twice), UAE (twice) and Malaysia and FM visits to Afghanistan, US, Tajikistan, UAE; On US trip, participated in 54 meetings on sidelines of UNGA and in Washington



... Continued

- Effectively represented Pakistan in multilateral forums including the United Nations, and Shanghai Cooperation Organisation (SCO)
- At the UNGA, the Foreign Minister effectively highlighted:
 - Foreign Policy of Naya Pakistan
 - Stance against Islamophobia
 - Pakistan's historic role in UN, including peacekeeping
 - Concern over receding multilateralism
 - Jammu & Kashmir dispute
 - Hosting of Refugees
 - Support for peace and reconciliation in Afghanistan
 - Indian intransigence towards dialogue
 - Indian subversive activities
 - Position over UN Security Council Reform and need for strengthening the UN
- At the SCO Council of Heads of Government meeting, the Foreign Minister reaffirmed Pakistan's commitment to the SCO Charter and to regional integration
- The Foreign Minister received the Foreign Ministers of Iran, Turkey, US, China, Uzbekistan, Qatar; Ministers of State of Japan, UAE, Information Minister of Saudi Arabia, British Home Secretary, UN High Commissioner for Refugees; D8 Secretary General, EU Parliamentary delegation, and the US Special Envoy for Afghanistan
- Effective participation in other multilateral forums included: ASEM Summit (Minister for Inter Provincial Coordination), and D-8 Council of Ministers (Minister of State for Revenue)
- Took a firm stance against Islamophobia, played a lead role in expressing concern over sacrilegious competitions, forcefully enunciated on need to combat hatred, and promoting dialogue and tolerance (at OIC and UN)
- Conducted dialogues and consultations with Germany, EU, Japan, Republic of Korea & Lithuania and at Moscow Format on Afghanistan
- Facilitated Overseas Pakistanis: on the suggestion of the Prime Minister, Saudi Arabia agreed to reduce visa fee for Pakistani expat workers by nearly 85%
- Decided to open Kartarpur Corridor for Baba Guru Nanak's five hundred fiftieth birth anniversary



16 DELIVERABLES IN PROGRESS



DELIVERABLE

NAB Reform

➤ **Status** In Progress

➤ **Champion** Federal Law Minister, Special Assistant to the Prime Minister on Accountability

The 100 days commitment through which the deliverable will be achieved

Theme: Transform Governance

Initiative: 1 “Ensure full autonomy to NAB, and establish a special task force to recover looted national wealth parked in offshore tax havens. Recovered wealth will be used on poverty alleviation programmes and for national debt reduction.”

Note: Recover unlawful wealth commitment is addressed through a separate deliverable

- Milestone(s) of Federal Government**
- Establish task force to examine and recommend improvements to NAB law – Complete
 - Review of NAB law to recommend amendments to strengthen functioning of NAB – In progress
 - Share amendments with parliamentary parties – In Progress

Progress Update of First 100 Days

Key Highlights A strong accountability mechanism is integral to good governance and for a corruption free society. The government has ensured that NAB functions as an autonomous body.

In first 100 days the Law Minister and SAPM on Accountability have reviewed existing NAB laws and are working to draft amendments to strengthen the functioning of NAB.

- Next Steps**
- Draft amendments to NAB law
 - Share amendments to NAB law with parliamentary parties
 - Initiate NAB reforms

DELIVERABLE

Reform Civil Service

➤ Status

In Progress

➤ Champion

Advisor to PM on Institutional Reforms and Austerity

The 100 days commitment through which the deliverable will be achieved

Theme: Transform Governance

Initiative: 5 “Appoint the most suitable officers in the federal bureaucracy purely on merit. Simultaneously, constitute a taskforce that delivers a blueprint to transform Pakistan’s civil services by ensuring tenure protection and an accountability mechanism to improve credibility, in order to attract and retain the best talent in the country.”

Milestone(s) of Federal Government

- Appointments to key positions completed - Complete
- Address by PM to civil servants - Complete
- Civil Services Reform task force notified, first meeting held, and timeline for reform work - In Progress

Progress Update of First 100 Days

Key Highlights

In the spirit of creating an efficient and responsive civil service, the government has constituted a task force on civil services reform. Subgroups have been assigned to develop recommendations across the entire value chain of the services:

- Induction
- Training
- Performance management
- Career progression
- Compensation structure
- Severance policies

Instead of creating a set of recommendations for the government to consider all at once, the task force will stagger these, bringing forward proposals as they are finalised. As an example, within the first 100 days, the task force has already submitted two final proposals to the cabinet, one on tenure protection, and second on the process of appointments purely on merit.

Consultations: Extensive consultations are being held with civil servants across all cadres and throughout the country for an inclusive reforms process. Approximately 900 civil servants have been taken on board so far and more sessions are in the pipeline.

Provincial coordination: Coordination with provinces for constitution of provincial task forces on civil services reform is underway. Task force meetings have also been held in provincial headquarters to align the reform process with public service delivery, the main subjects for which fall in the domain of provinces post 18th amendment e.g. health, education and law and order.

Next Steps

- Ministers committee formed to examine the first two proposals submitted by the Task Force on tenure protection and process of appointments purely on merit
- Continue to consolidate further recommendations from the task force across the entire value chain of the civil service reforms process and present to cabinet periodically for approval in a staggered manner

DELIVERABLE

Integration of FATA with Pakhtunkhwa

➤ Status

In Progress

➤ Champion

Governor, Khyber Pakhtunkhwa

The 100 days commitment through which the deliverable will be achieved

Theme: Strengthen the Federation

Initiative: 6 “Expedite legislation on FATA’s integration with Pakhtunkhwa, launch a Mega FATA Development Plan and begin the process of extending all laws to the tribal areas.”

Milestone(s) of Federal Government

- Task force on FATA reform notified - Complete
- Detailed integration timeline developed and publicly launched – In progress
- FATA Mega Development Plan announced, with funding from federal government committed – In Progress

Progress Update of First 100 Days

Key Highlights

To deliver on this commitment, two bodies have been formed for oversight: a task force for identification of impediments and facilitation of merger of the erstwhile FATA with Khyber Pakhtunkhwa, and an Apex Committee to implement the decisions of the task force.

Progress on the integration, as well as the Mega Development Plan is underway.

For integration, the following steps have been taken:

- Most directorates have been transferred to the Government of Khyber Pakhtunkhwa
- Posts of Political Agents and Assistant Political Agents have been re-designated as Deputy Commissioners and Assistant Commissioners
- Delimitation for Provincial General Seats for erstwhile FATA will be completed by December 2018
- Specific plans for extension of judiciary, policing, prosecution and prisons service in the Tribal Districts are being prepared
- Plans for administrative merger of FATA Secretariat into the Civil Secretariat of Khyber Pakhtunkhwa are at an advanced stage

For the Mega Development Plan, the following steps have been taken:

- Consultations in Federal Government are in progress for allocation of 3% of the divisible pool to erstwhile FATA
- A special committee to formulate a 10-Year Development Plan for merged areas has been reconstituted under the Chairmanship of Chief Minister Khyber Pakhtunkhwa
- PRK 10 billion has been allocated for a set of development initiatives that are being fast tracked for the newly merged districts. This includes the immediate roll out of the Sehat Insaf card, telemedicine, sport grounds, a youth employment fund, upgradation of health and education facilities

Next Steps

- Roll out the fast-tracked development projects within the next 6 months
- Continue integration efforts

DELIVERABLE

Roadmap for Creation of South Punjab province

- **Status** In Progress
- **Champion** Foreign Minister, Federal Minister for Planning and Reforms and CM Punjab

The 100 days commitment through which the deliverable will be achieved

Theme: Strengthen the Federation

Initiative: 8 “Create national consensus on the creation of a South Punjab province with the objective to lift 35 million people out of poverty, as well as to create an administrative balance between Pakistan’s federating units.”

Milestone(s) of Federal Government

- South Punjab province working group created- Complete
- Consultative meetings with key stakeholders initiated to start building consensus- In Progress
- Roadmap to South Punjab province, along with alternatives, published- In Progress

Progress Update of First 100 Days**Key Highlights**

The government is committed to create a South Punjab province on administrative lines. In this regard, a task force comprising of politicians from South Punjab has been constituted to deliberate on a possible roadmap and to develop consensus between different stakeholders.

The working group has met several times in the first 100 days. The working group has reached a consensus that as a first step an administrative secretariat will be established in South Punjab. This is an immediate relief to citizens of South Punjab as they would not come to Lahore to resolve their issues and instead, the Secretariat will facilitate them. An Additional Chief Secretary, Additional IG and Special Secretaries of relevant departments will be placed in this secretariat. This secretariat will be functional from the next financial year and the formulation of Annual Development Plan. These measures represent the first foundational steps towards the creation of a South Punjab province.

Moreover, the working group is developing an economic package for South Punjab to uplift the region.

Next Steps ➤ Finalise roadmap for the creation of South Punjab and develop consensus in Punjab assembly, National assembly and Senate.

DELIVERABLE

Karachi Transformation Plan

➤ Status

In Progress

➤ Champion

Governor, Sindh and Chief Minister Sindh

The 100 days commitment through which the deliverable will be achieved**Theme:** Strengthen the Federation**Initiative: 9** “Launch a transformation plan for Karachi – prioritising governance, security, housing and infrastructure, mass transit, solid waste management and a clean drinking water plan.”**Milestone(s)
of Federal
Government**

- Task force along with a lead for the Karachi Transformation Plan appointed - Complete
- Draft Karachi Transformation Plan developed after consultation with all stakeholders- In Progress
- The plan announced with Provincial and Federal Funding committed by Provincial and Federal Governments respectively– In Progress

Progress Update of First 100 Days**Key
Highlights**

The government is committed to fulfill the promises it made to the citizens of Karachi. The Federal government has made a high-powered committee as a consultative group to highlight issues and develop a five-year transformation plan for Karachi. This committee includes representation from the provincial government, political parties and civil society.

Key features of the proposed transformation plan include:

- Water and Sewerage
 - Infrastructure improvement at Dhabeji pumping station to provide 100 Million Gallons per day (MGD) of water by June 2019
 - K-4 will provide 250 MGD water by December 2021
 - Recycling of 200 MGD wastewater by June 2020
 - RO plant construction to provide 50 MGD of water by December 2020
- Karachi Master Plan
 - Karachi comprehensive plan for 2047 published by June 2019
 - Transportation
 - Karachi Green Line bus functional by June 2019
 - Yellow/Blue Line bus constructed and functional by December 2022
 - The ports will be connected by Northern bypass and Highways by June 2022
- Environment and Disaster
 - Forestation along Lyari (14km) and Malir (20km) banks by December 2019

The federal government is willing to play its role in the execution of this draft plan in collaboration with the provincial government.

Next Steps

- Finalise and publish Karachi transformation plan after consultation with the federal and provincial governments and commitment of funding by both governments

DELIVERABLE

Poverty Alleviation Strategy

➤ Status

In Progress

➤ Champion

Federal Ministry of Planning, Development and Reforms

The 100 days commitment through which the deliverable will be achieved**Theme:** Strengthen the Federation**Initiative: 10** “Establish a special mechanism to supplement existing poverty alleviation efforts in the poorest districts across Sindh, Punjab, KP and Balochistan.”**Milestone(s) of Federal Government** ➤ Poverty alleviation strategy developed – In Progress**Progress Update of First 100 Days****Key Highlights**

The Chief of Poverty Planning from Ministry of PD&R is leading efforts to design the National Poverty Alleviation Strategy. A first draft of the National Poverty Strategy has been prepared.

Pakistan’s poverty reduction is based on the vision that economic development can be meaningful only if the benefit of development accrues proportionately to all citizens, including the poor, marginalised and the disadvantaged.

Salient Features

The new Poverty Reduction Strategy will be based on four pillars.

- **Consolidation and coordination between existing social protection initiatives-** The new national framework for social protection will require provinces to devise similar policies aiming at consolidation and coordination between all programmes. All such programmes will have specific inclusion and graduation strategies. A social protection registry of all beneficiaries will help to ensure efficiency by eliminating duplication and exclusions. In addition, social safety nets (pension schemes, welfare funds, social security for labour etc.) will continue to provide safeguards for the poor and the vulnerable
- **Support for the rural poor** - Three-fourths of Pakistan’s poor live in rural areas. Rural area specific poverty alleviation measures will include i) asset transfers; ii) capacity building for high value crops, sericulture, honey production etc.; iii) subsidised agri-inputs; iv) crop and livestock insurance; v) micro-credit for small businesses; and vi) conditional cash transfer for women
- **Employment generation-** The main steps in this regard include (a) Job Creation for the unskilled and uneducated, (b) Skill Development and Vocational Training Programmes, and (c) business skill for self-employment and access to micro-finance
- **Human resource development** - Health and nutrition are important components of human development. KP’s Sehat Insaf Card model will be replicated in other provinces as well. Due to malnourishment, the poor face higher risks of lifelong physical and/or mental disability leading to low productivity, which will be avoided by food fortification and supplement provision

Next Steps

- The strategy paper will be presented at various stakeholders’ forums for further refinement. It will be finalised and launched in first quarter of year 2019.

DELIVERABLE

National Job Creation Strategy

➤ **Status**

In Progress

➤ **Champion**

Federal Finance Minister

The 100 days commitment through which the deliverable will be achieved

Theme: Revitalise Economic Growth

Initiative: 11 “Unveil Pakistan’s most ambitious job creation strategy to create 10 million jobs across five years, along with a special focus on skill building through TVET training.”

Milestone(s) of Federal Government ➤ National Job creation strategy developed and unveiled – In Progress

Progress Update of First 100 Days

Key Highlights

Pakistan’s labour force is expected to increase by 10 million people over five years. This government promised to ensure that all labour force entrants will be gainfully employed, with their dignity and welfare ensured.

Employment will be one of the two main metrics by which the government will judge its economic performance. Economic growth without job creation, a condition that has been experienced in many parts of the world, is no good to the government, and is no good to the people of Pakistan.

To ensure that Pakistan’s work-force is employable, the government has prioritised human capital development, and its plans in this regard (social protection, education, health, technical training) are discussed elsewhere in this document and in their provincial equivalents.

With respect to employment opportunities, the major engine of job-creation will be the private sector, facilitated by an enabling environment created by the government.

The key sectors that the government is focusing on (each described in the relevant section of this document) include:

- Housing - Naya Pakistan Housing Scheme – the MoF estimates that, once fully implemented, the annual impact is likely to be over 2 million jobs
- Green Economy – The government expect that the 10 Billion Tree Tsunami will result in nearly half a million jobs annually
- Tourism
- Agriculture
- IT



... Continued

Overall enabling measures include:

- Enhancing manufacturing and exports (SME Strategy, Tariff Policy)
- National Financial Inclusion Strategy – The State Bank has estimated that full implementation of NFIS will result in: 1 million jobs from digital financial services, and 2 million jobs resulting from enhanced credit access to SMEs
- Social Sector Programmes – Income Enhancement Through Asset Transfers (part of the social protection programme to be launched) will create 3 million micro-entrepreneurs in five years.

The Ministry of Finance will soon publish a document describing these measures in further detail.

Next Steps

- Publication of detailed document on National Job Strategy

DELIVERABLE

Federal TVET/Skills Building Strategy

Status

In Progress

Champion

Federal Minister Education

The 100 days commitment through which the deliverable will be achieved

Theme: Revitalise Economic Growth

Initiative: 11 “Unveil Pakistan’s most ambitious job creation strategy to create 10 million jobs across five years, along with a special focus on skill building through TVET training.”

Milestone(s) of Federal Government

- Federal TVET/Skill building strategy created – In Progress

Progress Update of First 100 Days

Key Highlights

Skill development is an instrument of youth empowerment and leads to increased industrial productivity and competitiveness.

To ensure pursuit of the government’s goals and objectives in the skill development sector, a National Skill Forum has been launched. This will provide a platform to all stakeholders to coordinate their efforts towards the promotion of skills development in Pakistan.

In addition, a national task force has been constituted for ‘Skills for All’. It will:

- Ascertain funding to ensure sustainability of interventions in the sector
- Enhance capacity of the skill sector to plug the vast demand and supply gap
- Assure quality to bring the standard of skills training at par with national and international job market requirements
- Increase the access and equity of the skill sector to ensure greater inclusion of such marginalised communities as women, special people, transgenders etc
- Create greater industry ownership on the pattern prevalent in most of the developed TVET system across the world
- Focus on high-end and high-tech technologies as means for skill development for international markets
- Devise a viable communication plan for the promotion of skill sector to attract youth towards the sector

Next Steps

- Share task force report and implementation plan

DELIVERABLE

Transform State-Owned Enterprises

➤ **Status**

In Progress

➤ **Champion**

Federal Finance Minister, Federal Law Minister

The 100 days commitment through which the deliverable will be achieved

Theme: Revitalise Economic Growth

Initiative: 17 “Begin turnaround of key State-Owned Enterprises (SoEs) by creating the Pakistan Wealth Fund and by taking SoEs out of the purview of line ministries. Start reform of PIA, Railways, Pakistan Steel, GenCos, DisCos and other enterprises on an emergency basis.”

Milestone(s) of Federal Government

- Holding company for State-Owned Enterprises formed (Finance Minister and Law Minister) - Complete
- SOEs for placement under Holding company identified and published (Finance Minister) – In Progress
- Process of shifting SOEs to Holding company initiated (Finance Minister) – In Progress
- CEOs appointed in select SOEs (Relevant Ministers) - In Progress

Progress Update of First 100 Days

Key Highlights

Holding company for SOEs formed - Complete

This government promised to remove key state-owned enterprises from the control of line ministries, allowing them to be run independently, without political interference. This is a critical step towards turning around the portfolio of companies that the government bears responsibility for.

In the first 100 days, the foundation for this ambitious plan was laid, when the federal cabinet approved the set-up of a holding company named Sarmaya-e-Pakistan Limited.

SOEs for placement under Holding company identified and published – In Progress

This matter will now be finalised by the Board of Directors and leadership of the holding company. The structure of the board has been approved by the cabinet, and names are being finalised.

Process of shifting SOEs to Holding Company initiated – In Progress

This process will be initiated by the board and leadership of Sarmaya-e-Pakistan Limited.

CEOs appointed in select SOEs – In Progress

The government has published advertisements for key posts and aims to have placed professional, capable, and upright leaders in all major state-owned enterprises within the coming few months. Key CEO positions that have been filled include those at National Bank, and PIA. The hiring process is at an advanced stage for other important financial institutions including ZTBL, FWBL, Pak-Kuwait Investment Company, and Pak-Brunei Investment Company.

Next Steps

- Government to appoint board and senior leadership of Sarmaya-e-Pakistan
- Board and senior leadership of Sarmaya-e-Pakistan to initiate transfers of State-Owned Enterprises
- Relevant ministers to complete merit-based management appointments in State-Owned Enterprises

DELIVERABLE

Pakistan's Energy Plan

Status

In Progress

Champion

Federal Minister Power

The 100 days commitment through which the deliverable will be achieved

Theme: Revitalise Economic Growth

Initiative: 18 “Immediately begin work to shift towards sustainable and affordable energy. Address root causes of circular debt. Initiate regulatory reforms designed to move away from rent seeking models and towards increasing system efficiency and recovery of losses.”

Milestone(s) of Federal Government

- Energy task force notified – Complete
- 5-year integrated energy plan developed and published – In Progress

Progress Update of First 100 Days

Key Highlights

The Energy task force after being notified by the Prime Minister in October, has met 14 times.

Completed tasks

Power Sector

- Draft of 25-year demand/supply projection for Power has been prepared
- Transmission constraints have been identified across the country. Two major constraints have been addressed, and physical work on another 3 is in process
- Anti-theft campaigns have been launched in Punjab and KP
- ADB has agreed to provide financing of \$900 million to improve distribution, including smart meters and Aerial Bundle Cable (ABC) to prevent theft through technological interventions
- Power tariffs have been restructured to provide relief to agricultural sector, industry and low usage residential customers
- A policy has been prepared to increase use of renewables in the future, based on the 25-year projection of additional power needs
- Financial review of all old and inefficient power sector thermal units has been completed to identify which plants need to be decommissioned and when

Petroleum Sector

- Tender of 10 new blocks for E&P after a gap of over 5 years
- Identification and start of preparation for tender of another 30 block in next few months
- Preparatory work separation of upstream regulatory function from DGPC complete



... Continued

In process tasks

Power Sector

- Launch of Anti-theft campaigns in other two provinces
- Review of Merit Order preparation for dispatching the plants in the most economical way
- Recovery of overdue amounts and disconnections to raise funds to reduce Circular Debt
- Preparation of 25-year Integrated Energy Plan including Power and Petroleum

Petroleum Sector

- Shale Gas Policy preparation and E&P policy amendments to be finalised for approval of CCI
- Preparatory work for separation of transmission and distribution of gas
- Downstream marketing policy in preparation for oil products
- Review of future strategy for LNG imports and need for new terminals in private sector
- Preparation of 25 Year Integrated Energy Plan for Power and Petroleum

Next Steps

- Pursue in-process tasks for completion in the next 6 months.

DELIVERABLE

Update and Expand Institutional Structure of the Foreign Office

➤ **Status** In Progress

➤ **Champion** Foreign Minister

The 100 days commitment through which the deliverable will be achieved

Theme: Ensure Pakistan's National Security

Initiative: 31 "Begin process of strengthening the Foreign Ministry by expanding its institutional capacity and global outreach, including legal capacity. Establish a policy coordination cell within the PM office to coordinate inputs from key national stakeholders into the foreign policy for informed decision making."

Milestone(s) of Federal Government

- Foreign Ministry reform blueprint launched – In Progress
- Need for an additional policy coordination cell reviewed, and decision on its establishment taken - In Progress

Progress Update of First 100 Days

Key Highlights

The Ministry of Foreign Affairs carried out a detailed internal exercise during the first 100 days and identified, and resolved to focus on critical areas in need of immediate attention. These interventions are designed to strengthen the capacities of the Office to proactively engage in a changing global environment and evolving priorities.

Salient Features

- Reorienting towards Economic Diplomacy
- Institutional strengthening, including Legal Division, and Spokesperson Office
- Improving strategic communications, public diplomacy and cultural projection
- Galvanising Overseas Pakistanis; legal and consular facilitation
- Strengthening ICT infrastructure and augmenting communication security
- Enhancing diplomatic outreach to Africa, South East Asia & Latin America
- Emphasis on Specialisation
- Redefining role of Camp Offices in line with requirements of Eighteenth Amendment
- Reinforcing Coordination among line Ministries
- Broadening Consultative Processes with civil society stakeholders

Next Steps

- Presentation to the Prime Minister on Foreign Office Reform Blueprint
- Establish Consultative Council led by the Foreign Minister
- Develop and implement plans of action on:
 - Economic Diplomacy
 - Strengthening Legal Division
 - Enhancing Diplomatic Outreach
 - Improving Consular and Legal Facilitation
 - Improving Strategic Communication
 - Information and Communication Security

DELIVERABLE

Trade Roadmap

➤ Status

In Progress

➤ Champion

Advisor Commerce, Foreign Minister

The 100 days commitment through which the deliverable will be achieved

Theme: Ensure Pakistan's National Security

Initiative: 33 "Prioritise politico-economic diplomacy to revitalise the economy through foreign direct investment and trade. The Ministry of Foreign Affairs and Ministry of Commerce to prepare a roadmap to this effect."

Milestone(s) of Federal Government

- Joint Working Group for Commerce, Foreign Office, and Finance - Complete
- Trade Roadmap launched (Commerce Adviser) – In Progress

Progress Update of First 100 Days

Key Highlights

- A detailed trade road-map, outlining how best to align our foreign policy and the work of our foreign missions, with the government's goals of boosting exports and attracting investment, is being prepared by the joint working group.
- Meanwhile, evidence of foreign policy and economic alignment in our government has been seen in important visits to Saudi Arabia, China, UAE, and Malaysia.

Next Steps

- Prepare and finalise trade roadmap with relevant stakeholders – Trade roadmap to include:
 - Country specific medium to long term economic goals
 - Framework for empowering and strengthening Commerce Division to achieve the targeted economic diplomacy objectives
 - Criteria and appointment process for existing and new consular positions related to economic diplomacy
 - Process for revised selection, training, and evaluation of trade officers
 - Measures to strengthen and empower the Commerce & Trade Group
 - Fixing country-specific goals and targets for Missions
 - Development of mission, and country-specific quantifiable and verifiable KPIs

DELIVERABLE

Finalise Institutional Structure for Internal Security

Status In Progress

Champion Minister of State Interior

The 100 days commitment through which the deliverable will be achieved

Theme: Ensure Pakistan's National Security

Initiative: 34 "Form a holistic National Security Organisation (NSO) – headed by the PM – on the model of the National Command Authority (NCA) which will comprise of two parts: the Plenary Council (policy and strategy) and the Specialist Working Group. NACTA will act as the Secretariat of the NSO."

Milestone(s) of Federal Government

- Current National Security organisation structure reviewed and options developed – Complete
- Options evaluated and decision on whether or not to form new NSO taken – In Progress

Progress Update of First 100 Days

Key Highlights

Way forward on the institutional structure of national internal security

Within the first 100 days, the Ministry of Interior took full ownership of bringing all stakeholders on board to build consensus on the best way forward.

A series of collaborative meetings were held at the Ministry of Interior with Home Departments of all Provinces, Federal Government departments, relevant Agencies, and the Armed Forces. Subsequently, the participants submitted their proposals on a new national security organisation to the Ministry of Interior.

A number of proposed models are currently under study and consensus is being developed amongst all stakeholders. This will have far reaching implications on how Pakistan's national security is managed – for at least the next 5 to 10 years.

Any decision on this will be thought-through and deliberate. Proposals regarding management of national security are expected to be unveiled in the next 3 months.

Next Steps

- Consultation and deliberations on proposed models amongst all stakeholders
- Unveil new National Security model by March 2019

DELIVERABLE

Revised Action Plan on enhancing Internal Security

➤ Status

In Progress

➤ Champion

Minister of State Interior

The 100 days commitment through which the deliverable will be achieved

Theme: Ensure Pakistan's National Security

Initiative: 35 "To counter terrorism, begin implementing a comprehensive internal security policy based on 4 Es (Expose, Enforce, Eliminate and Educate)."

Milestone(s) of Federal Government

- All points of National Action Plan (NAP) reviewed – Complete
- Implementation of revamped NAP begun – In Progress

Progress Update of First 100 Days

Key Highlights

A detailed review of the NAP was led by the Ministry of Interior through a consultative process with the provinces and other relevant stakeholders. National Action Plan (NAP) was created in response to the tragic attack on the Army Public School (APS) in December 2014.

Security Forces took the lead in meeting most of the action oriented objectives of NAP against terrorism through Operation Zarb-e-Azb and later through Operation Radd-ul-Fasaad. In addition, the Military courts became operational, death row convicts' execution was initiated, and Counter Terrorism Forces were created in the provinces as envisaged.

Most of the longer-term policy oriented objectives, primarily related to counter-extremism, were not clearly assigned to specific stakeholders in the NAP. As a way forward, however, it was agreed that these are mostly covered in the National Internal Security Policy (NISP), approved by the Cabinet in March 2018. We can build further on that.

Way forward:

NAP has run its course. Pakistan is in a position to now draft a new, clear, and actionable plan for the next 5 years.

Policy objectives and action plans will be segregated, as follows:

- Re-assess the existing NISP in the back-drop of the current geo-political situation and the latest situation on ground. Cabinet to ratify the re-validated NISP
- Create NAP 2.0 for the next five years, based on the re-validated NISP. This needs to be a clear plan with specific deliverables and responsibilities

Both actions will be carried out concurrently, and are targeted for completion in the next 3 months.

Next Steps

- Re-validate the National Internal Security Policy (NISP) for the next 5 years
- Create a new action plan based on the refreshed NISP. This will be NAP 2.0

Unveil NAP 2.0 by March 2019



6 Key achievements over & above 100 Days Agenda

The 100 Days Agenda was the Prime Minister's promise to the nation. But of course, the Prime Minister, our ministers, and officials have a number of achievements to their credit, that were not a part of the agenda. Some of these are highlighted below:

› **Austerity**

The Prime Minister treats government money as a sacred trust. Therefore, a wide-ranging austerity campaign has been a pillar of this government from day one.

The tone for this was set at the top. The Prime Minister does not reside in the symbol of opulence that is the PM House, the government has been auctioning luxury cars and austerity is visible in every aspect of the government's functioning. In the PM house alone, nearly 150 million rupees have been saved since the start of this term. As another example, the Communications Division auctioned vehicles worth more than 200 Mn Rs and saved more than Rs. 30 million as a result of cost-cutting interventions.

› **Launch of Citizens Portal**

To ensure that the people of Pakistan experience a direct connection to their Prime Minister, this government launched the Citizen's Portal. This allows people to submit complaints directly to the Prime Minister's Office has received more than 100,000 complaints and nearly 20,000 have already been resolved.

› **Action against Qabza Mafia**

In the first 100 days, the state has recovered more than 33,000 Kanals of land worth more than Rs. 100 billion Rupees from the previously "untouchable" qabza mafias. We will use this land in a manner that will serve the people of Pakistan.

› **Action against Power Theft**

This government has resolved that power theft will not be tolerated. Further to this, we launched the Bijli Chori ab Nahi campaign, and successfully registered more than 6000 complaints of power theft. In the coming months, the public will observe a visible reduction in power theft, with major culprits caught.

› **Support for Overseas Pakistanis**

Prime Minister Imran Khan has always emphasized that Overseas Pakistanis are our strength. Further to this, we have developed the Overseas Portal to ensure that Overseas Pakistanis hoping to serving Pakistan are connected to various ministries, and their talents can be utilized as required and according to merit.

› **Clean and Green Pakistan**

The "Clean and Green Pakistan" movement was launched in October. This campaign, in addition to tree plantation, aims to holistically address the pressing issues of solid waste management, liquid waste management, total sanitation / toilets and provision of safe drinking water for all. The provinces are being brought on board with clear targeted plans for another collaborative initiative aiming to shift behaviors and mindsets in Pakistan towards "green".



What Next?





What next?



The Prime Minister, when he consented to creating a 100 Days Agenda, knew that he was offering his government for a level of public scrutiny that has not been the norm for governments to expose themselves to. But this government believes this is critical, despite the inherent challenges. More transparency, and greater scrutiny, create the impetus for delivery.

This government's first hundred days are only the beginning of a long journey. Conventional governments may have chosen the path of conducting a celebration, publishing a few plans, and then sweeping everything else under the table. But this government will continue to push forward with the same approach, because this is about developing Pakistan, not about scoring political points.

Specifically, in answer to the important question on what lies ahead, the government can commit to the following three actions:

The responsible ministries will make detailed documentation on completed initiatives public, and individual initiatives will be unveiled in greater detail sequentially through over the coming months. The focus will now shift to implementation, which will continue to be monitored by the Prime Minister and the cabinet, assisted by the Prime Minister's Reform Team (PMRT) led by the Adviser Establishment, Shehzad Arbab.

On initiatives that are in progress, work will continue, and be monitored at the highest levels of government.

This government will continue to engage with the public. As implementation proceeds, the PMRT will commit to publishing a progress review twice a year, in July and in January. PMRT will do this not just to apprise the citizens of progress, but to hold itself accountable.

These 100 Days have seen a lot of progress. Of course, they have also seen mistakes. The journey ahead is also likely to continue to be marked both by progress and challenges. Imran Khan's objective is not to claim success but to transform this country. This will be the spirit that this government will strive to adhere in all of its efforts going forward.

Pakistan Zindabad.

TOWARDS **NAYA** PAKISTAN

0
DAYS

100
DAYS



1826
DAYS



