

Government of Pakistan
Hand Book on
Planning Commission



May 2008

**Hand Book on
Planning Commission
Government of Pakistan**



**Government of Pakistan
Planning Commission
Planning & Development Division
Islamabad**

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ACRONYMS

ACS	Additional Chief Secretary
ADP	Annual Development Programme
ADB	Asian Development Bank
AJ&K	Azad Jammu & Kashmir
BPS	Basic Pay Scales
CDWP	Central Development Working Party
CPRSPD	Centre for Poverty Reduction and Social Policy Development
DERA	Drought Emergency Relief Assistance
EAD	Economic Affairs Division
ECC	Economic Coordination Committee
ECNEC	Executive Committee of National Economic Council
FATA	Federally Administrated Tribal Areas
FANA	Federally Administrated Northern Areas
GOP	Government of Pakistan
GSP	Generalized System of Preferences
HDIP	Hydro Carbon Institute of Pakistan
HRD	Human Resource Development
ICT	Islamabad Capital Territory
JACC	Jawaid Azfar Computer Centre
LNG	Liquefied Natural Gas
M&E	Monitoring & Evaluation
MDGs	Millennium Development Goals
MOU	Memorandum of Understanding
MOS	Minister of State
MTGs	Medium Term Development Goals
NEC	National Economic Council
NEPRA	National Electric Power Regulatory Authority
NFDC	National Fertilizer Development Centre
NLC	National Logistic Cell
OGDCL	Oil & Gas Development Corporation Limited
OGRA	Oil & Gas Regulatory Authority
PAEC	Pakistan Atomic Energy Commission
PC, P&DD	Planning Commission, Planning & Development Division
PC-I	Planning Commission Proforma-I
PC-II	Planning Commission Proforma-II
PDWP	Provincial Development Working Party
PIDE	Pakistan Institute of Development Economics
PMES-I	Project Management and Evaluation System-I
PMES-II	Project Management and Evaluation System-II
PPIB	Private Power Infrastructure Board
PPMI	Pakistan Planning & Management Institute
PSDP	Public Sector Development Programme
PW	Projects Wing
SME	Small & Medium Enterprises
SSGCL	Sui Southern Gas Company Limited
TCML	Thar Coal Mining Company
UNICEF	United Nations International Children Education Fund
UNDP	United Nations Development Programme
WHO	World Health Organization

FOREWORD

Planning is an essential and powerful instrument for attaining economic and social development. Today, the planning process is not limited to overseeing expenditures in a narrow field. An effective process involves both a national vision and clear objectives in which growth and equity are equally important. An effective planning body is one which constantly endeavours to meet these challenges proactively and innovatively.

The Handbook on Pakistan's Planning Commission fulfils a long-standing need for a document that can provide a bird's-eye view of the structure, functions, objectives and processes of the apex body concerned with national planning and development. It sums up the history of the institution from the Development Board of 1953 to the Planning Commission of 1958. Over time, the Commission's influence and effectiveness suffered adversely in view of its structural weaknesses.

The Cabinet Secretariat Resolution of 20 April 2006 is a milestone in the Commission's evolution. It transferred the functions and responsibilities previously assigned to the Planning & Development (P&D) Division to the Planning Commission itself. In addition, the following functions were assigned to the Commission:

- (i) assisting in defining the national vision and undertaking strategic planning;
- (ii) assessing the material capital and human resources of the country and formulating proposals for augmenting such resources; and
- (iii) any other function(s) assigned by the Prime Minister.

The Prime Minister is ex-officio Chairman of the restructured Commission, which has a full-time Deputy Chairman. A high level Policy Board is envisaged. The Commission comprises full time Members who are required to be professionals of eminent stature in their respective fields. The basic purpose behind the reform is to develop a corporate working environment in the Planning Commission to serve as a think tank with a strategic focus and global perspective at conceptual and operational levels.

The restructured Planning Commission's mandate allows for its strengthening to focus on strategic issues in the field of development. This task is proceeding apace. The Commission has successfully prepared a long term plan called Vision 2030 which has received the approval of the National Economic Council (NEC). It is seen as a consensus national document based on inputs from numerous stakeholders including the Ministries, Provincial Governments, and the private sector and civil society. The continuous engagement of all these stakeholders is a stated objective of the restructured Commission. Working Groups have been formed to ensure the operationalization of Vision 2030.

The Handbook provides information relevant for all stakeholders, including the general public and our development partners. It not only underscores some vital challenges which the Commission must face in the context of planning for the 21st century; it also introduces the reader to the winds of change which the Commission aims to harness for achieving the vision of "a developed, industrialized, just and prosperous Pakistan through rapid and sustainable development in a resource constrained economy by deploying knowledge inputs".

Ultimately, the credibility of the Planning Commission will depend upon the quality of advice and strategic direction in planning and development initiatives through an informed decision making process. The Commission is geared to harnessing talent and strengthening processes on institutional lines. I believe this Handbook is a good tool to understand the working and operations of the Commission and shall generate wider awareness about its key functions and strategic role.

Suggestions and feedback to improve the role of the Commission and this Handbook shall be welcomed by any means including our website at “www.pc.gov.pk”

(SUHAIL SAFDAR)
Secretary
Planning Commission

Part - 1

**Organizational set up and functions
of the Planning Commission**

**According to amended Rules of Business 1973
and Cabinet Secretariat Resolution
dated 20th April, 2006**



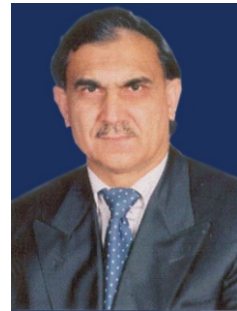
Mr. M. Salman Faruqi
(Deputy Chairman)



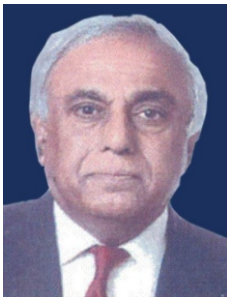
Dr. Shaukat Hameed Khan
(Member Science & Technology)



Mr. Suhail Safdar
(Secretary, Planning & Dev. Div./
Member Coordination)



Mr. Ejaz Rahim
(Member Social Sector)



Dr. Rashid Amjad
(Chief Economist / Member)



Lt. Gen. (R) Muhammad Zubair
(Member Implementation & Monitoring)



Dr. Asad Ali Shah
(Member Infrastructure)



Dr. Akhtar A. Awan
(Member Energy)

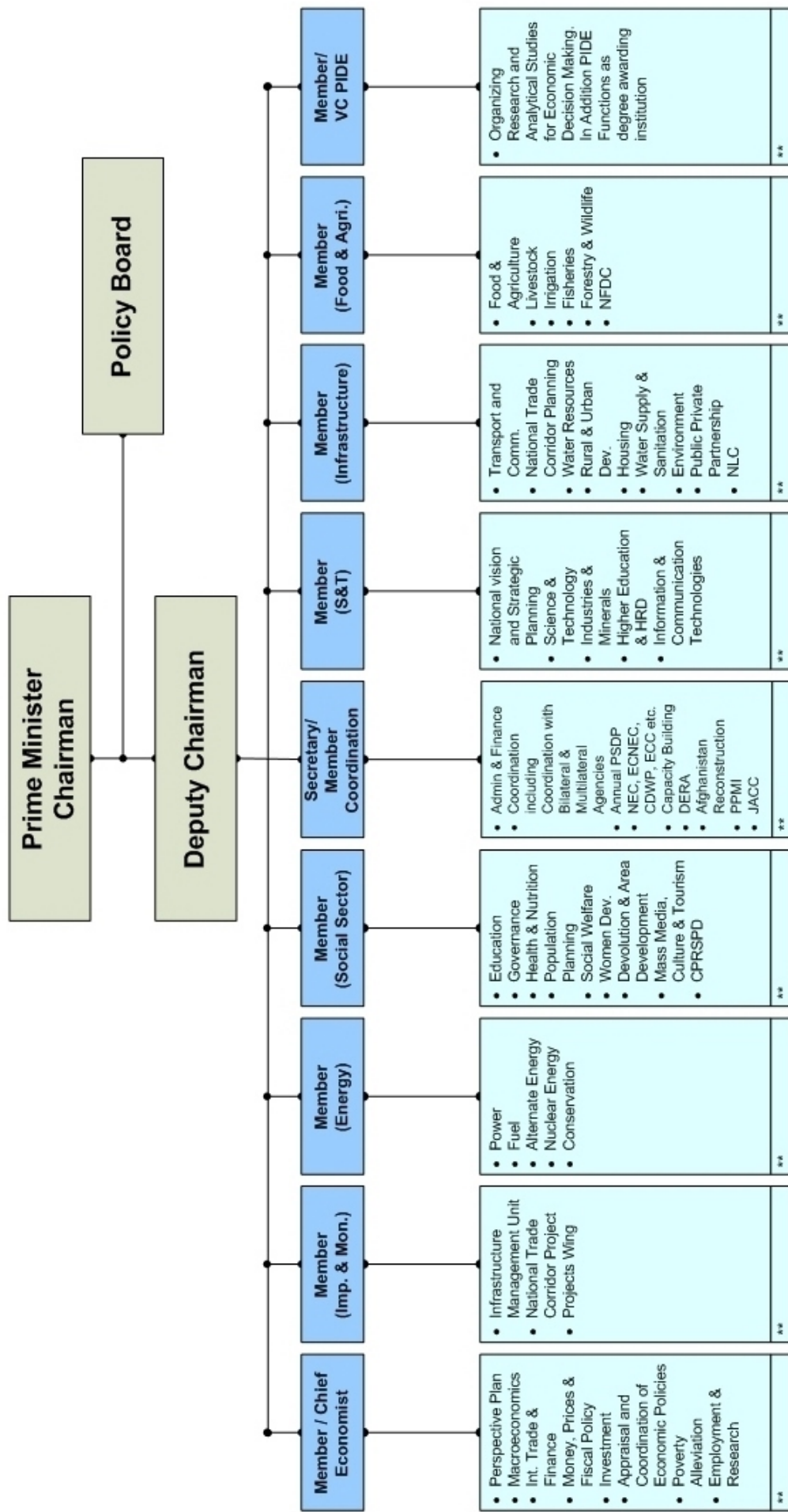


Dr. Kausar Abdullah Malik
(Member Agriculture & Food)



Dr. Rashid Amjad
(Member/Vice Chancellor, PIDE)

Organizational Set Up of the Planning Commission



** Any other functions assigned by the Deputy Chairman

Functions

1. To assist in defining the national vision, and undertaking strategic planning;
2. To assess the material, capital and human resources of the country and formulating proposals for augmenting such resources;
3. To facilitate capacity building of agencies involved in development;
4.
 - i) Preparation of comprehensive National Plan for the economic and social development of the country;
 - ii) Formulation, within the framework of the National Plan, of an annual plan and an annual development programme; and
 - iii) Recommendations concerning orderly adjustments therein in the light of new needs, better information and changing conditions.
5. Monitoring the implementation of all major development projects and programmes; identification of bottlenecks and initiation of timely remedial action.
6. Evaluation of on-going and completed projects.
7. Review and evaluation of the progress achieved in the implementation of the National Plan.
8. Identification of regions, sectors and sub-sectors lacking adequate portfolio of projects and taking steps to stimulate preparation of sound projects in those areas.
9. Continuous evaluation of the economic situation and coordination of economic policies.
10. Organization of research in various sectors of the economy to improve the data base and information as well as to provide analytical studies which will help economic decision making.
11. Association with the Economic Affairs Division in matters pertaining to external assistance in individual projects, from the stage prior to preliminary discussion up to the stage of final signing of documents with aid-giving agencies.
12. Development of appropriate cost and physical standards for effective technical and economic appraisal of projects.
13. Coordination of Social Action Programme with World Bank and other donor Agencies⁽ⁱ⁾.
14. National Logistic Cell.
15. Administrative control of:
 - i) Economists Group.
 - ii) Pakistan Institute of Development Economics.
 - iii) Overseas Construction Board⁽ⁱⁱ⁾.
 - iv) National Fertilizer Development Centre (NFDC).
 - v) Pakistan Planning and Management Institute (PPMI).
 - vi) Jawaid Azfar Computer Centre (JACC).
16. Any other functions assigned by the Prime Minister.
17. The Planning and Development Division will act as the Secretariat of the Planning Commission under the Chairmanship of the Prime Minister which is the apex planning and coordination body. The relationship between the Planning Commission and the Planning and Development Division will be as defined in Cabinet Secretariat (Cabinet Division) Resolution No. 4-6/2006-Min.I, dated 20th April 2006.

i) Since replaced by Drought Emergency Relief Assistance (DERA) Programme.
ii) Under liquidation.

CABINET SECRETARIAT RESOLUTION

GOVERNMENT OF PAKISTAN
CABINET SECRETARIAT
(CABINET DIVISION)

RESOLUTION

Islamabad, the 20th April, 2006

1. No. 4-6/2006-Min.I – Government has decided to revamp and strengthen the Planning Commission with a view to ensuring that it plays an effective role as the apex planning and coordination body of the country. For this purpose, it is considered imperative to strengthen its organizational structure and analytical capacity for policy formulation and monitoring; and to introduce measures to attract and retain the best brains in the country.
2. The Planning Commission will be responsible to perform the functions as indicated in Schedule II of the Rules of Business 1973 under the heading of Planning and Development Division, which inter-alia include:
 - a. Preparing the National Plan and review and evaluating its implementation;
 - b. Formulating annual plan and ADP;
 - c. Monitoring and evaluating implementation of major development projects and programmes;
 - d. Stimulating preparation of sound projects in regions and sectors lacking adequate portfolio;
 - e. Continuously evaluating the economic situation and coordinate economic policies; and
 - f. Organizing research and analytical studies for economic decision making.
3. The Planning Commission shall also discharge the following functions:
 - a. Assisting in defining the national vision, and undertaking strategic planning;
 - b. Assessing the material, capital and human resources of the country and formulating proposals for augmenting such resources;
 - c. Facilitating capacity building of agencies involved in development; and
 - d. Any other functions assigned by the Prime Minister.
4. The Prime Minister will be the Chairman of the Planning Commission which apart from the Deputy Chairman, will comprise of at least nine Members including Secretary, Planning & Development Division/Member Coordination; Chief Economist; Director, Pakistan Institute of Development Economics; Executive Director, Implementation and Monitoring; and Members for Social Sectors; Science and Technology; Energy; Infrastructure; and Food and Agriculture. Full time Members will be placed in Grade MP1. They will be professionals of eminent stature preferably Ph.Ds and with at-least 25 years experience in the relevant field.

5. The Planning Commission will also engage consultants and advisers for specified assignments in accordance with prescribed procedures.
6. The Planning Commission will work under the overall direction of a Policy Board to be chaired by the Prime Minister and including the Deputy Chairman, 10 Federal Ministers to be nominated by the Prime Minister, and Members of the Planning Commission.
7. An organogram of the restructured Planning Commission is at Annex.
8. The Secretary, Planning & Development Division/Member Coordination will be assigned the role of Principal Accounting Officer of the Planning Commission. The Planning & Development Division will act as the secretariat of the Planning Commission.
9. This supersedes all previous Resolutions issued on the subject.

Sd/-
(Syed Yasin Ahmed)
Additional Secretary (Cabinet)

The Manager,
Printing Corporation of Pakistan Press
Islamabad

Copy forwarded to:

- i. COS to the President.
- ii. Principal Secretary to the Prime Minister.
- iii. Deputy Chairman, Planning Commission.
- iv. Secretary, Planning & Development Division.
- v. All Secretaries/Additional Secretaries Incharge of Ministries/Divisions.
- vi. Chief Secretaries of all the Provincial Governments.

Sd/-
(Syed Yasin Ahmed)
Additional Secretary (Cabinet)

Part - 2
Evolution of the Planning Machinery

2.1 Background

1. A Development Board was established early in 1948 in Economic Affairs Division to deal with the questions of rapid economic development of the country in the face of grave economic and financial problems which beset the Government of Pakistan soon after independence. The Government of Pakistan decided to set up a Planning Board on 18th July, 1953 to prepare a more comprehensive national plan of development.

2. Main functions assigned to the Planning Board, inter-alia, were to prepare the five year plans of economic and social development; examine development schemes, programmes and proposals for their inclusion in the plans of development; and advise the Government on economic policies and problems having a bearing on the development plans. The Planning Board prepared first five year plan (1955-60).

3. In order to further promote economic and social development of the country, a permanent National Planning Board was established in April, 1957. The Board was to consist of a Chairman and at least two members one of whom was designated as Deputy Chairman. The Prime Minister was to assume the office of the Chairman of the Board.

2.2 Emergence of Planning Commission

4. In October 1958, vide the Government of Pakistan Notification No. Cord(I)-8/84/58-I, the President was pleased to re-designate the National Planning Board as the Planning Commission. Cabinet Division's Resolution No. Cord(I)-8/29/59-III, dated the 3rd June, 1959 defined its objectives in the following terms.

“The economic and social objectives of the Government are to promote the welfare of the people and raise the standard of living of common man by developing to the utmost the resources of the country as rapidly as possible by making provision for the basic necessities of life, educational and health facilities and work under just and humane conditions; by ensuring equitable adjustment of rights relating to the ownership and use of land and between employers and employees; and by preventing the concentration of wealth and means of production and distribution in a few hands to the detriment of the people as a whole; and by securing social justice and equal opportunity to all”

5. Consistent with these objectives, the functions of the Planning Commission were to be:

- i) In consultation with the Central and Provincial Government and other appropriate agencies:
 - a) To prepare a national plan at periodic intervals for the economic and social development of the country;
 - b) To make assessments from time to time of the human and material resources of the country; and
 - c) To prepare the Annual Development Programme (ADP) within the framework of the national plan and on determination of priorities, to propose the allocation of resources.
- ii) To simulate and where necessary initiate the preparation of development programmes and projects; to examine and advise on all such

programmes and projects with a view to deciding whether these conform to national objectives and in general, whether these contemplate the most efficient use of national resources.

- iii) To recommend such adjustments in the national plans as may be necessary in view of the changing economic situation.
- iv) To coordinate the examination of development programmes and projects in consultation with the appropriate authorities and to secure the approval of the Central Government to acceptable programmes and projects.
- v) To advise on the nature of the machinery for securing the efficient execution of the national plan.
- vi) To watch and evaluate the progress of implementation of the development programme.
- vii) To advise on important economic policies and problems of various fields.
- viii) To undertake and promote economic research; and to undertake Surveys and investigations needed to support effective planning and development.
- ix) To examine such specific problems as may be referred to the Government.

6. Later on, the Government noticed that the economic administration in Pakistan suffered from the following disadvantages:

- i) The status of the Planning Commission was not sufficiently high since its Chairman did not possess the status given to the head of the planning body in several other countries.
- ii) Effective coordination was lacking between planning and implementation.
- iii) In economic policy and research, insufficiency of coordination prevailed between the Planning Commission and the Economic Ministries.

7. The Government, vide Cabinet Division's Resolution No. Cord(M)-109(9)/61, dated the 5th August, 1961, therefore, decided to remedy these defects by enhancing the status of Planning Commission and by re-defining its functions. The President was pleased to accept the chairmanship of the Commission, which was to consist of:

- | | | |
|------|---|----------|
| i) | The President of Pakistan | Chairman |
| ii) | Deputy Chairman
(with ex-officio status of Minister without
Cabinet rank) | Member |
| iii) | The Secretary in-charge of planning in the
Planning Division. | Member |
| iv) | The Secretary in-charge of progressing in the
Planning Division | Member |
| v) | A representative of East Pakistan | Member |
| vi) | A representative of West Pakistan | Member |

8. For effective coordination between planning and implementation, the existing Project Division in the President's Secretariat was abolished and its functions amalgamated with those of the Planning Commission. The Commission as a whole was to enjoy the status of a Division in the President's Secretariat.

9. On January 7, 1982, the Government of Pakistan decided to designate the Minister for Finance and Economic Affairs, as the Chairman ex-Officio of the Planning Commission. The Deputy Chairman was to have the ex-Officio status of Federal Minister or Minister of State, as may be specified at the time of his appointment. The following were notified as member ex-Officio of the Commission vide Cabinet Division's Resolution No. 104/3/82-Min-I, dated 24th March, 1983:

- (i) Secretary, Planning & Development Division.
- (ii) Secretary, Economic Affairs Division.
- (iii) Secretary, Finance Division.
- (iv) Member, Planning & Development Division.
- (v) Additional Secretary, Planning & Development Division.
- (vi) Chief Economist, Planning & Development Division.

This change adversely affected the status and functioning of the Commission.

2.3 Restructuring of Planning Commission, 2006

10. In April 2006, Government decided to revamp and strengthen the Planning Commission with a view to ensuring that it plays an effective role as the apex planning and coordination body of the country. For this purpose, it was considered imperative to strengthen its organization structure and analytical capacity for policy formulation and coordination; to enhance its capacity for long-term development planning, implementation and monitoring; and to introduce measures to attract and retain the best brains in the country.

11. The Prime Minister is the Chairperson of the restructured Planning Commission which, apart from the Deputy Chairman, will comprise at least nine Members including Secretary Planning and Development Division/ Member Coordination; Chief Economist; Vice Chancellor/Director Pakistan Institute of Development Economics; Member, Implementation and Monitoring; and Members for Social Sectors; Science and Technology; Energy; Infrastructure; and Food and Agriculture. Full-time Members will be placed in Grade MP-I. They will be professionals of eminent stature preferably Ph.Ds and with at least 25 years experience in the relevant fields.

12. The restructured Planning Commission will engage consultants and advisors for specified assignments.

13. It is envisaged that the Planning Commission will work under the overall direction of a Policy Board to be chaired by the Prime Minister and including the Deputy Chairman, 10 Federal Ministers to be nominated by the Prime Minister, and Members of the Planning Commission.

14. The Secretary, Planning and Development Division / Member Coordination has been assigned the role of Principal Accounting Officer of the Planning Commission. The Planning and Development Division will act as the secretariat of the Planning Commission.

Part - 3

Functions of Sections, Wings, Attached Departments, Autonomous Bodies and Projects

Sections

3.1. Economic Sections

3.1.1 Macro Economic Section

1. Preparation of chapters for Annual, Medium-Term and Perspective Plans.
2. Mid-Year Review of economy on the basis of Annual Plan and Medium-Term and Perspective Plans.
3. Identification of macro-economic issues.
4. Preparation of briefs and position papers on various macro-economic issues.
5. Review of macro-economic performance.
6. Review of large-scale manufacturing on monthly and quarterly basis.
7. Maintaining data pertaining to macro-economic framework.
8. Provision of data to national and international organizations.
9. Monitoring and forecasting sectoral performance e.g. agriculture and manufacturing.
10. Monitoring and forecasting savings and investment (public and private) by sectors and industrial groups with write-ups, views and comments.
11. Review of financing of private investment-sanctions and disbursements and monitoring direct foreign investment by industrial groups, types and countries.
12. Estimation of national and public savings.
13. Material for APCC and NEC Summaries.
14. Preparation of macroeconomic framework which includes:
 - i. GDP
 - ii. Total Consumption
 - iii. Total Investment
 - iv. Total Savings
15. Focal point on macro-economic issues.

3.1.2 Money, Prices and Fiscal Policy Section

1. Work is done in four areas, namely: (i) Fiscal policy (ii) Monetary Policy (iii) Prices and (iv) Capital markets.

2. Preparation of material relating to monetary policy for annual plan, five year plan and perspective development plan.
3. Review and analysis of domestic credit situation and foreign monetary assets in order to recommend appropriate changes in monetary and credit policies and other sector reforms.
4. Preparation of chapters on Fiscal, Monetary and Capital Market developments for annual, medium term and perspective plans.
5. Review of prices of 53 sensitive items covered under Sensitive Price Index (SPI) on weekly basis. Summaries for ECC are also prepared in this regard.
6. Follow up on implementation of the decision of ECC for ensuring demand-supply balance in respect of critical consumer items.
7. Periodic review of fiscal resources mobilization for annual, medium term and perspective plans.
8. Periodical review and analysis of fiscal policies of the federal and provincial governments.
9. Analysis of performance of the capital market with a view to overseeing the activity in private sector.
10. Preparation of information/material for the APC, ECC, NEC, annual budget and budget speech in the relevant areas.

3.1.3 International Trade and Finance Section

1. Analysis of economic data on External Sector Performance for preparing Balance of Payments position on Monthly, Quarterly and Annual basis.
2. Formulation of short, medium and long term plans and strategies in respect of Balance of Payments and Export Development. It involves projections for export, imports, invisibles receipts and payments and other components of Balance of Payments.
3. Focal Point for Planning Commission on issues/activities relating to regional economic cooperation organizations such as ECO, ASEAN, APEC, World Bank, IMF, Asian Development Bank, etc.
4. Focal point for Regional Planning Council (RPC) of the Economic Cooperation Organization (ECO). In this capacity close coordination with concerned line ministries is maintained regarding various programmes/development projects.
5. Dealing with matters relating to WTO and other Trade Organizations.
6. Focal Point for Planning Commission on matters relating to bilateral economic co-operations and Joint Ministerial/Economic forums.

3.1.4 Employment & Research Section

1. Work relating to employment and human resource development in connection with preparation of the Annual, Medium and Perspective Plans.
2. Examination of PC-I forms from employment point of view and furnish comments to the concerned section for incorporation in the working paper of the projects.
3. Maintain and compile statistics about employment generation under new development projects discussed in the CDWP meetings.
4. Acting as Secretariat for the Working Groups/Sub Working Groups on Employment and Human Resource Development set up for various plans.
5. Preparation of Chapter on Employment for the Development Plans.
6. Research work assigned by the Planning Commission in connection with Five year Plans and other related issues.
7. Getting studies done in various areas for preparing Annual, Medium term and Perspective Plans.
8. Promoting and encouraging research in the Universities and Research institutions and overall consultancy in the country with a view to lessen dependence on foreign consultants.
9. Monitoring and Evaluation of the Research Studies and field surveys with a view to make the report up to the mark and in accordance with the terms of the agreement of Consultancy Development Cell (CONDEC).

3.1.5 Economic Appraisal Section

1. Examining development projects/programmes of all sectors of the economy from financial, economic and social angles for consideration of the CDWP/ECNEC.
2. Generally, a comprehensive financial analysis where benefits are either not quantifiable or adequate information is lacking to measure risk and uncertainty of the development projects with reference to calculation of the following indicators/parameters:-
 - i. Return to the Investment in terms of NPV (Net Present Value), BCR (Benefit Cost Ratio) and FIRR (Financial Internal Rate of Return).
 - ii. Return on Equity.
 - iii. Break-Even Analysis.
 - iv. Pay-Back Period.
 - v. Present value of Total Cost and Annual Operating and Maintenance Cost.

3. Conducting economic analysis on the basis of availability of data focusing on specific parameters such as;
 - i. Return to economy Net Present Value (NPV), Benefit Cost Ratio (BCR) and Economic Internal Rate of Return (EIRR)
 - ii. Internal Foreign Exchange Rate of Return/Cost per dollar earned or saved.
 - iii. Value added.
 - iv. Protection.
 - v. Capital Output ratio.
4. Conducting social analysis in case of social sector projects like education, health, water supply, sewerage where benefits are not quantifiable, by calculating a unit cost in comparison with the projects of similar nature implemented in the same time period. The objective is to facilitate decision makers to decide user charges and estimate element of subsidy. Project analysts are also expected to examine carefully the broader social implications of proposed investment.
5. On receipt of PC-I in the Planning and Development Division the project is examined from all the aspects and the outcome of Economic Appraisal is presented in the form of comments in Part-C of the Working Paper for CDWP/ECNEC.
6. The Officers of the Section act as a members of the monitoring & evaluation teams constituted by the Projects Wing.

3.1.6 Poverty Alleviation Section

1. Preparing Poverty Reduction and HRD strategies.
2. Assessment of qualitative and quantitative nature of poverty.
3. Identify poverty reduction and social protection programmes.
4. Institutional mechanism for monitoring the poverty reduction programmes and indicators.
5. Developing partnership with stakeholders: governments, private sector, NGOs, civil society and donors on poverty reduction and HRD.
6. Focal point for Poverty Alleviation and HRD activities at SAARC and ECO level.
7. Coordinate poverty reduction activities with domestic and international agencies.
8. Coordination of anti-poverty activities at Regional level viz. SAARC (Three Tier Mechanism for poverty alleviation and SAARC Social Charter) and ECO.
9. Preparation of country paper for SAARC Regional Poverty Profile.
10. Preparation of ECO directory of HRD Institutions.

3.1.7 Public Investment Authorization Section

1. Secretariat of Central Development Working Party (CDWP), Departmental Development Working Party (DDWP) of Planning Commission and Screening Committee on vehicle.
2. Registration and initial scrutiny of PC-I/PC-II of development schemes received in Planning Commission for processing through the Central Development Working Party (CDWP)/Executive Committee of National Economic Council (ECNEC).
3. Circulation of schemes to all concerned Sections of the Planning Commission, Planning & Development Division/other members of the CDWP.
4. Arranging meeting of CDWP including preparation and circulation of the agenda for the meeting.
5. Circulation of Minutes/ Decisions taken by the CDWP on schemes.
6. Submission of summaries for ECNEC to the Cabinet Division for projects recommended by the CDWP.
7. Follow-up of CDWP/ ECNEC decisions.
8. Policy/procedural matters pertaining to processing of development projects.
9. Preparation of the two annual documents for consideration of the National Economic Council (NEC).
 - i. Progress report on the position of schemes dealt with by the CDWP; and
 - ii. Schemes approved by ECNEC.
10. Issuance of authorization letters in respect of schemes approved by the DDWP/CDWP/ECNEC.
11. Processing of cases for anticipatory approval of the Chairman, ECNEC.
12. Policy/Procedures for self-financing schemes of autonomous organizations and presentation in the Development Working Party.

3.1.8 Public Investment Programming (PIP) Section

1. Liaison with all technical sections and Federal Ministries/Divisions/Agencies, the Provincial Governments and Special Areas Development Budget.
2. Formulation of Investment priorities and Annual Public Sector Development Programme (PSDP).

3. Preparation of Investment priorities and size of Public Sector Development Programme for three, five and ten year plans.
4. Preparation of Working Papers/Summaries on PSDP for the Priorities Committee, Annual Plan Coordination Committee (APCC) and National Economic Council (NEC).
5. Monitoring of Development Programmes and Special Areas Development Programmes by holding quarterly and Mid-Year Review of PSDP.
6. Processing of cases relating to supplementary grants and re-appropriation.
7. Assembly/Senate Questions relating to PSDP.
8. Development Programmes of Special Areas for Azad Jammu Kashmir (AJK), Federally Administered Tribal Areas (FATA) and Federally Administered Northern Areas (FANA).
9. Processing of Foreign Aided Projects for Concept Clearance through Concept Clearance Committee headed by Deputy Chairman, Planning Commission.
10. Programme of Foreign Aid/Loan/Grant in consultation with Economic Affairs Division.
11. Keeping liaison with the Economic Affairs Division (EAD) and preparation of briefs on Aid-Worthy Projects for external financing.
12. Sponsoring of projects for foreign assistance through EAD.
13. Preparation and publication of documents on Aid-worthy projects.
14. Furnishing of comments and views of the Planning and Development Division and attending meetings in EAD on
 - i. Donor-wise programme of financing of projects.
 - ii. Agreements/ Memorandum of Understanding (MOUs) and Exchange Notes.
 - iii. Donors Programming/Consultation Missions.
15. Preparation of procedures/guidelines for processing of foreign aided projects.

3.1.9 Plan Coordination Section

1. Coordination of work on economic matters relating to National Planning i.e. consistency checking, editing, compilation, finalization, printing and circulation of Annual and Five Year Plans.
2. Processing of reports of Working Groups on Five Year Plans/ Summaries/Working Papers for Meetings of National Economic Council (NEC) and Annual Plan Coordination Committee (APCC).

3. Coordination of material for:
 - i. Budget Speech
 - ii. Year Book on Activities of Planning Commission, Planning and Development Division
 - iii. Statistical Year Book and Statistical Pocket Book of the Federal Bureau of Statistics.
 - iv. Annual report on principles of Policy in relation to Affairs of the Federation.
4. To act as Project Management Unit for Vision 2030.
5. Submission of summaries for the Economic Coordination Committee (ECC), Cabinet and Cabinet Committee on Investment (CCOI) received from all Sections of Planning & Development Division and follow up action for implementation of decisions taken by these forums.
6. Preparation of replies to National Assembly and Senate Questions relating to Plans.
7. Coordination of Mid Term Review of Medium Term Development Framework.

3.2 Technical Sections

3.2.1 Agriculture and Food Section

1. Providing intellectual guidance on policy issues concerning Agro-economic and Statistics, Agriculture Inputs, Cooperatives, Agriculture Research, Agriculture Extension, Agriculture Marketing, Livestock, Forestry, Wildlife, Range Management, Land Utilization and Social Conservation sub sectors of agriculture.
2. Providing inputs for preparation, monitoring and evaluation of Five Year Plan for agricultural development.
3. Providing inputs for preparation and evaluation of Public Sector Development Programme and Annual Plan.
4. Examination, processing and appraisal of development schemes submitted by Federal and Provincial Governments through CDWP and preparation of summaries for ECNEC.
5. Scrutiny/appraisal of projects for DDWP.
6. Preparation and examination of summaries for ECC on policy issues related to agriculture sector.
7. Plan and monitor developments in different sub -sectors of agriculture i.e fertilizer, plant protection, improved seeds, mechanization, soils, agriculture extension, soil conservation and land development, agriculture economics and statistics agriculture education, research and marketing, food grain storage, fisheries and animal.

8. Preparation of government policies with regard to agricultural development projects.
9. Monitoring and evaluation of federal agriculture development projects.
10. Maintain liaison with international agencies such as FAO, UNDP, UNFDAC, World Bank, Asian Development Bank, JICA, IFAD, WFP and other bilateral donors about agriculture and food.
11. Represent Planning and Development Division in meetings and committees of Federal and Provincial Governments on agriculture sector.

3.2.2 Devolution & Area Development Section

1. To assist local authorities in preparation of local plans/schemes for less developed areas including Special Areas (i.e. AJ&K, NA, FATA), which fit into the priorities of the government in the development work, e.g. potable water, farm to market roads, primary education, electrification and health etc.
2. To arrange integration of sectoral local plans and schemes keeping in view their inter-sectoral bearing and requirements in consultation with the Ministry of Local Government and Rural Development, Provincial Governments, District Coordination Committees and the Technical and Economic Sections of the Planning and Development Division.
3. To prepare chapter on Rural /Devolution Development and accelerated development for the less developed regions plans/schemes for insertion in the annual, medium term and perspective plans of the country.
4. To evaluate the annual, medium term and long term plans in respect of local plans and schemes.
5. Maintenance of consistency of actions and observance of time schedules for implementation of plans;
6. Overall coordination of policy and programming at all levels to achieve the targets;
7. Monitoring of progress of actions taken by the concerned Ministries/Divisions and the Provincial Governments;
8. Coordination with Provincial Executing Agencies for the effective implementation of projects in special areas/rural areas;
9. Collection and analysis of relevant data from the special areas/rural areas.
10. Identify problems, bottlenecks and difficulties in the implementation of the programs and policies for the less developed areas;
11. Formulation of recommendations on the basis of findings and conclusions drawn from various studies, reviews and data analysis.

12. To mobilize the public sector corporations (i.e. WAPDA, NHA, OGDC, PTC and CAA) for initiation/implementation of their development projects for the uplift of these areas;
13. To adopt measures for the inflow of direct private, domestic and foreign investment with a view to ensuring desired development in special areas.

3.2.3 Environment Section

1. To provide inputs for facilitation, implementation of short medium and long-term Environmental policies, plans, strategies and programmes.
2. To incorporate environmental analysis in economic policies.
3. To provide inputs for formulation of public sector development programme (i.e. investment programming) of Environment Sector for five years and Annual Development Programmes.
4. Appraisal and processing for approval of public sector development projects from environmental and social impacts point of view.
5. To review all environment related elements of national development programmes in areas such as agriculture, industry, water and power, trade, poverty, governance, health, science and technology, transport energy etc.
6. To monitor on-going long-term projects of other sectors, from environmental viewpoint.
7. To work closely with the other economic and technical sections of the Planning and Development Division, Federal Ministries and international agencies to generate environmental sensitivity.
8. To strive to accomplish that all major investments are made in environment friendly manner to ensure sustainable development.
9. To assist in implementation of Environmental Policy, focusing on pollution control & maintain rich natural resources base, that will ensure equitable and sustainable development.

3.2.4 Education and Training Section

1. Contribution in preparation of Long term (Perspective Plan), Medium term (Five Year Plan), Rolling (Three Year Plan) and Short term plans. Chalking out alternative assumptions and priorities and preliminary forecast. Preparation of midyear and annual plan reviews.
2. Providing inputs for preparation of Federal PSDP relating to Ministries of Education and Defence.
3. Appraisal of development projects relating to education sector and within the competence of DDWP, CDWP and the ECNEC.

4. Provide assistance to Ministry of Education, Science & Technology, Economic Affairs Division and other agencies and Provincial Governments to carry out their programmes relating to Education.
5. Provide support to Projects Wing and Ministry of Education for monitoring of development projects.
6. To tender technical advice on proposals received from Executive / P.M. / Finance Division and other Federal and Provincial Ministries/Departments.
7. To attend various meetings of DDWP, CDWP, Pre-CDWP, Pre-DDWP and other meetings convened by various Ministries, sections of P&D Division.
8. To deal with schemes of literacy, primary, secondary, college, technical, library, education, and scholarship (in country and abroad and cultural).

3.2.5 Governance Section

a. Research/Statistics & Planning and Governance/Institutional Development

1. Preparation of development plans in terms of PSDP, contribution of chapters to Perspective Plan, Five Year and Annual Development Plans;
2. Processing of development schemes of Research, Statistics and Planning Sector, falling within the competence of CDWP and ECNEC;
3. Processing of development schemes of institutional development/governance sector falling within the competence of CDWP and ECNEC;
4. Examination of the reform/good governance aspects of the development schemes pertaining to other sectors;
5. Participation as governance specialist in the proceedings of CDWP/ECC;
6. Monitoring of development schemes (below Rs. 40 million) of P&D Division.

b. Human Resource Development

1. Preparation of database of the officers of P&D Division and PIDE for human resource development;
2. Processing human resource development cases of the officers of P&D Division and PIDE;
3. Acquisition of services of foreign experts by the departments under P&D Division;

4. To act as secretariat for the committees on restructuring and rightsizing of Federal Government;
5. To act as Project Management Unit (PMU) for coordination of all sub-components of P&D Division under Public Sector Institutional Strengthening Project (PSISP).

3.2.6 Health Section

1. Preparation of Five Year, Annual and Perspective Plans and MTRF.
2. Review of Annual/Perspective Plan, MTRF.
3. Examination of PC-I and PC-II's and preparation of summaries for ECNEC in respect of health sector.
4. Presentation of working papers for the schemes on health sector in CDWP forum.
5. Participation in various meetings of DDWP on health sector in Ministry of Health, Women Development Division, Narcotics Control Division, Cabinet Division, Interior Division AJK and Northern Areas.
6. Participation in the meetings of various Board of Governors of the health sector organizations.
7. Participation in health related seminars, workshops and meetings in and out side the country.
8. Review of health sector of PSDP.
9. Examination of PC-III and P C-IV of ongoing projects.
10. Inputs on health sector for PSDP and its presentation in the meeting of Priorities Committees.
11. Examination/presentation of proposal/MOUs for foreign aid received from EAD for health sector.
12. Participation in Biennium/Annual Programmes of WHO, UNICEF, UNDP, UNDCP and UNFPA.
13. Involvement in monitoring and evaluation of the schemes conducted by project wing of P&D Division, MOH, WHO, UNDCP, World Bank, ADB and other agencies.

3.2.7 Information and Communication Technologies (ICT) Section

1. Technical appraisal/ review of PC-Is/ PC-IIs submitted by sponsoring Ministries/ agencies for approval of CDWP and ECNEC.
2. Preparation of working papers for Pre-CDWP and CDWP meetings.
3. Preparation of summaries for ECNEC.

4. Preparation of papers for Priorities Committee, APCC, etc.
5. Preparation of technical comments for I.T/Telecom component of the projects sent by other sections of the Planning Commission for inclusion in Working Papers for CDWP.
6. Processing of projects submitted for Concept Clearance.
7. Processing of Cash Plans and Work Plans submitted by Ministries/ Agencies.
8. Review and approval of re-appropriation cases, supplementary grants, anticipatory approvals, etc.
9. Participation in DDWP meetings of the concerned Ministries.
10. Research, analysis and identification of trends, technologies and issues related to introduction of information and communication technologies (ICT) for increasing efficiency, productivity and economic development.
11. Gathering, compilation and analysis of data related to national and international ICT related indicators.
12. Formulation of policies, programs, annual plans, 5-year plans and perspective plans in consultation with stakeholders and experts to accelerate information technology development.
13. Review of development programs, strategies and policies being implemented in ICT sector.
14. Coordination/ liaison with various ICT industries, stakeholders for promotion of ICT.
15. Monitoring and preparation of working papers for Quarterly, Mid-year and Full-Year review of PSDP.
16. Monitoring of developmental ICT projects.
17. Preparation of PSDP.
18. Briefs for Deputy Chairman on various issues related to ICT.
19. Preparation of minutes of the meeting of Pre-CDWP, CDWP and ECNEC.
20. Preparation of ICT chapter of Year Book of Planning Commission.
21. Preparation of Material (ICT part) for Finance Minister's Budget Speech.

3.2.8 Jawaid Azfar Computer Centre (JACC)

1. Maintenance and trouble-shooting of Local Area Networks (LAN) installed in Planning Commission.
2. Handling customer complaints related to networks and internet.
3. Coordinating and liaising with Internet Service Provider (ISP) for smooth operations of DSL connections.
4. Managing and monitoring of network traffic and usage patterns. Also, managing adjustment of traffic to give optimum results and according to the budget.
5. Configuring new users and managing access privileges on the network domains.
6. Managing Wide Area Network (WAN) for the three office locations of Planning Commission.
7. Coordinating with service provider in managing smooth operations of the WAN.
8. Configuration and administration of the servers, routers, switches, firewalls, etc.,
9. Managing security threats to systems in the Computer Center including managing anti-virus softwares, firewalls, blocking of unauthorized access, etc.
10. Managing backup routines and maintaining backups.
11. Analysis, design/ architecture, development, testing and deployment of computer-based applications.
12. Management of web portal of Planning Commission and web-based Knowledge Management System.
13. Gathering, compiling and uploading of content for the web portal and Knowledge Management System.
14. Coordination with vendors for activities related to Software Development Life Cycle (SDLC) of "outsourced development/ customization" of application software. This includes the following:
 - i. Managing identification and specification of requirements for automation.
 - ii. Determining compliance and ensuring that the deliverables are according to the agreed requirements.
 - iii. Managing configuration and implementation of the application software developed/ customized.
15. Attending customer complaints related to hardware equipment.
16. Trouble-shooting and resolving hardware problems.

17. Liaising with the hardware vendors for purchase and repair of malfunctioning equipment.
18. Gathering, compiling and editing material for presentations.
19. Designing layouts & preparing presentations for the Deputy Chairman, Secretary and senior management.
20. Advising the senior management on the content of the presentations made to the President and the Prime Minister.
21. Compiling, formatting and composing of documents such as Annual Plan, Vision document, PSDPs, etc.
22. Designing of cover pages, layouts of documents for printing.
23. Preparing training material and manuals.
24. Conducting training courses/ workshops.
25. Developing I.T. courses for basic training of computers and customized applications.
26. Preparing PC-Is of projects to be implemented by the Computer Center.
27. Managing projects for which the Computer Center is the implementation agency.
28. Preparing, managing and reviewing annual budgets of projects and the Computer Center.
29. Developing cash plans and work plans of the projects being implemented by the Computer Center.
30. Maintaining documents and preparing reports for auditing purposes.
31. Preparing replies/ answers to the audit observations.
32. Purchase of computer and allied IT equipment.
33. Maintaining & managing record of issuance of hardware equipment.
34. Manage and update computer hardware inventory.
35. Liaising with computer hardware vendors for demos and inspections of hardware equipment required for Planning Commission.
36. Purchase of computer stationary.
37. Managing inventory and issuance record.
38. Liaising with computer stationary suppliers to ascertain prevailing market prices.

39. Controlling of all I.T. equipment installed in Auditorium, 3 Committee Rooms and running of all presentations at President House, President's Camp Office, Prime Minister House and Prime Minister Secretariat.

3.2.9 Industries, Commerce and Mineral Section

1. To provide inputs for preparation of Perspective Plan, Five Year Plan, Annual Plan and Mid-Plan reviews regarding Industries, Mineral and Commerce Sectors.
2. Examination of development schemes and preparation of Working Papers/ Summaries for DDWP, CDWP, ECNEC, ECC, NEC regarding Industries, Commerce and Mineral Sectors.
3. Preparation of Working Paper for Priorities Committee, APCC and NEC, Quarterly/ Mid-Terms and Annual PSDP Review for Industries, Commerce and Mineral Sectors.
4. Analysis of various policies such as Industrial Policy, Mineral Policy, Commercial Policy, Deletion Policy, Trade Policy etc.
5. Coordination with International Organizations like World Bank, ADB, UNDP, on matters relating to industrial, mineral and Commerce Sectors.
6. Attending all the meetings of industries, minerals and commerce sectors relating to both the public and private sectors i.e. DDWP, PDWP, Pre-CDWP, CDWP, ECNEC, BOI and EDB etc.
7. Preparation of terms of reference for various research studies in industries, minerals, commerce and to oversee the work of the selected consultants.
8. Monitoring of President/ Executive Head and cabinet directives and to prepare and provide answers to the questions raised by various cabinet committees, govt. organizations and legislative bodies.
9. Monitoring of ongoing projects/ schemes by Officers of Industries and Commerce Section regarding Industries, Commerce and Mineral Sectors.
10. Providing inputs to Working Groups/ Sub-group for Five Year Plan (2005 – 10) on Industrial Development, Mineral Development, Small and Medium Enterprises and Business Information and Data Base.

3.2.10 Mass Media, Culture, Sports, Tourism and Youth Affairs Section

1. Examination of the projects of Ministry of Information and Broadcasting and its agencies; Pakistan Television Corporation, Pakistan Broadcasting Corporation, Associated Press of Pakistan,

Department of Film and Publication, PTV Academy, PBC Academy and Information Services Academy.

2. Preparation of Five Year Plans in respect of the Mass Media sector in consultation with Federal and Provincial agencies: Preparation of reports of the working groups on Radio, TV and Press for the Five Year Plans.
3. Examination of Development Projects and programmes in consultation with the Ministries/Agencies concerned and to secure their approval by competent authorities (CDWP, ECNEC).
4. Examination and preparation of portfolio of projects for Consortium/World Bank assistance, or other foreign aided projects in the field of Mass Media.
5. Review/monitoring and evaluation of ongoing partially completed and completed projects.
6. Financial Management of new and ongoing projects and programmes.
7. Formulation of Annual Plans and PSDPs within the framework of National Plans for Mass Media.
8. Examination of the projects of Ministry of Culture and Sports, Tourism, Youth, Cabinet Division and their allied agencies including Pakistan National Council of h Arts, Lok Virsa, Pakistan Sports Board Department of Archaeology and Museums, Pakistan Tourism Development Corporation and National Archives of Pakistan.
9. Preparation of Five Year Plans in respect of the sector in consultation with Federal and Provincial agencies: Preparation of reports of the working groups on Sports, Culture, Tourism and Youth for the Five Year Plans.
10. Examination of Development projects and programmes in consultation with the ministries/agencies concerned and to secure their approval by competent authorities (CDWP, ECNEC).
11. Formulation of working group, sub-groups and terms of references.
12. Involvement in the formulation and review of National Policies and Master Plans.
13. Examination and preparation of portfolio of projects for Consortium/World Bank assistance, or other foreign aided projects in the field of Culture, Sports, Tourism and Youth.
14. Formulation of Annual Plans and PSDPs within the framework of National Plans on Culture, Sports, Tourism and Youth.
15. Supervision of Library of Planning Division.

3.2.11 Nutrition Section

1. To prepare annual and long term plans and annual development program for food, nutrition and consumption in consultation with relevant ministries.
2. To prepare national food balance sheets including per capita food intake food supply and demand projections.
3. To study and analyze existing data on food consumption pattern and nutrition status in Pakistan.
4. To develop and maintain adequate database for realistic nutrition planning.
5. To support and initiate research studies in food consumption, dietary intake and nutrition status for policy development.
6. To identify and justify empirically proven set of nutrition interventions/tested projects.
7. To develop indicators for evaluation and impact assessment of food and nutrition situation and plans.
8. To evaluate ongoing food and nutrition programme and to recommend additional programmes in the field of food consumption and nutrition.
9. Monitoring and evaluation of projects in the field of food and nutrition.

3.2.12 Physical Planning & Housing Section

1. Formulation of Physical Planning and Housing Policy, Programme and PP&H Plans/Public Sector Development Programme (Federal).
 - i. Urbanization and Urban Development
 - ii. Housing (General, Low Income, Special Groups and Industrial Workers) and Housing Finance
 - iii. Water Supply and Sanitation (Rural and Urban), and Social Action Programme
 - iv. Development of Federal Capital Islamabad.
 - v. Katchi Abadis Regularization and Upgradation/Slum Improvement.
 - vi. Government Employees Housing.
 - vii. Government Offices and Buildings.
 - viii. PP&H Projects Appraisal and Processing through CCC/CDWP/ECNEC.
 - ix. Review of building components of all projects processed through CDWP/ECNEC.
2. Technical appraisal of PP&H's projects for presentation in the CCC and CDWP meetings; and preparation, submission of summaries of PP&H projects for the ECNEC meetings.
3. Review of PC-Is of other development sectors and offering technical comments on the buildings, water supply and sanitation components

for inclusion in the working papers for CDWP to be prepared by respective technical sections.

4. Preparing briefs, reviews, discussion papers etc for various forums regarding the PP&H as directed by the Deputy Chairman, Secretary, Chief Economist, Member (SD) and Chiefs of Economic Sections of P&D Division.
5. Attending the DDWP meetings, when convened by the concerned Federal Ministries and Organizations.
6. Visits of PP&H projects sites and submission of monitoring reports as desired by the Projects Wing.
7. Maintaining constant liaison with the Ministries of Housing and Works, Environment and Local Government bodies, Finance and Interior Division and Pak-PWD regarding the implementation of ongoing PP&H and WS&S projects throughout the country.
8. Ensuring the implementation of PP&H projects for development of Islamabad Capital in close consultation with the CDA.
9. Review and commenting on the PP&H/WS&S related aide-memoirs, memorandum of understanding and other documents of foreign aided projects, as required by the EAD for submission to the international and bilateral donor agencies.
10. Regular follow up with the concerned federal agencies and provincial governments to ensure and expedite the timely implementation of directives of the President and the Prime Minister of Pakistan on PP&H/ WS&S.

3.2.13 Population and Social Planning Section

1. To apprise the government about population (Family Planning, MCH and reproductive health), situation and issues and problems of these sectors, propose population policies, suggest measures for population control and, develop viable population programmes.
2. Appraisal, monitoring, evaluation and formulation of projects/programmes of public, private and NGO sectors relating to population sector.
3. Preparation of short, medium and long term national plans and policies in respect to population (family planning, MCH and reproductive health) programmes.
4. Processing of the schemes/projects of the population sector.
5. Review, monitor and evaluation of population sector programmes/projects.
6. Coordination with other government agencies in support of beyond family planning programmes.

7. Negotiations for assistance with international agencies for population activities.
8. Coordination and collaboration with other government agencies (Federal and Provincial) in various areas as and when required and identification and formulation of projects/programmes.
9. To function as counterpart to the Population Welfare Division and Provincial Population Welfare Departments.
10. Identification of research areas, collaboration and encouragement in demographic research endeavors.
11. Coordination for preparation of population projections and other estimates.
12. Review and analysis of data/literature related to population.
13. Creation of population database.
14. Study of various country programmes in respect to population activities.
15. Coordination with special programmes, like poverty reduction, SAP etc.

3.2.14 Science and Technology Section

1. To recommend policy measures to Planning Commission for development of Science and Technology and Higher Education Sectors in the country on scientific line.
2. Prepare long term (Perspective), medium term (Five Year Plan) and short term (Annual Plan) Plan for integrated development for Science and Technology and Higher Education Sectors in the country.
3. Prepare Working Papers for development projects portfolio in respect of Science & Technology and Higher Education Sectors for Priorities Committee meeting/Annual Plan Coordination Committee/National Economic Council.
4. To provide guidance to the universities and research organizations for their long, short and medium term plans, ongoing projects and new initiatives.
5. In collaboration with concerned technical sections of the Planning Commission appraise the Science and Technology and Higher Education Projects and pilot them through CDWP and ECNEC.
6. Collect and maintain all relevant statistics regarding activities in Science and Technology and Higher Education Sectors in the country.

7. Initiate/carry out research for determining the critical factors for development of Science and Technology and Higher Education Sectors in the country.
8. Maintain close liaison with all national / international Science and Technology Institutions and public/private universities and Institutions of higher learning.
9. To co-ordinate activities of Science and Technology and Higher Education Sectors in the country.
10. To carry out monitoring/evaluation of existing programmes and institutions relating to Science & Technology to find out impediments in the way of smooth functioning of these institutions and recommended measures for their improvement.

3.2.15 Social Welfare Section

1. Providing inputs for preparation of long term and short term development plans for social welfare and special education sector.
2. Providing guidance and inputs for preparation of the proposals for promotion of social welfare and special education, welfare of the government servants (Staff Welfare Services), children, senior citizens etc.
3. Examination of projects/proposals/papers/documents/pertaining to social welfare and social aspects of all development projects containing such components.
4. Research and studies on developmental aspects of social sectors, particularly social welfare and special education.
5. Monitoring, review and evaluation of development projects pertaining to social welfare sector.
6. Representation of Planning & Development Division in various commissions/ councils/committees pertaining to social welfare and special education sector.
7. Examination of proposals/schemes/ projects for foreign aid/ assistance.
8. Inputs for preparation of PSDPs pertaining to social welfare, staff welfare organization, special education and national council of social welfare, at the federal level.
9. Evaluation, scrutiny and appraisal of social sector projects.

3.2.16 Transport & Communications Section

1. To prepare long term (perspective), medium term (Five & Three Year) and short term (Annual) plans in respect of Transport and Communications Sectors.

2. Technical appraisal of the T&C sector development projects / programmes pertaining to Roads & Road Transport, Railways, Ports & Shipping, Telecom and Air Transport sub-sectors and process these through DDWP / CDWP and ECNEC.
3. Monitoring / Evaluation of existing programmes / institutions.
4. To review and evaluate the achievement made in the sector during the every past five years.
5. To advise and guide on the overall infrastructure policy and establish linkages between the infrastructure sub-sectors, their impact on economy with regard to investment, employment generation and poverty reduction.
6. To suggest reforms in light of the Vision 2030 and ways to implement these reforms through the stakeholders such as ministries, departments, civil society and private sector.
7. To assess the traffic demand and growth pattern separately for road, rail, ports and air both for passenger and cargo and recommend measures for meeting the demand.
8. To advise on policy issues for development of various modes of transportation vis-à-vis Pakistan Railways and recommend strategy for the development of comprehensive transportation system and for the improvement of operational efficiency of each mode of transport in general and Pakistan Railways in particular.
9. To identify transport sector projects with priority on the basis of future traffic demand and investment requirement.
10. To suggest ways and means for the effective role of private sector participation in the transportation sector in terms of investment and operation.
11. To examine various options for innovative financing to leverage the public sector funding for transport sector development projects.
12. To suggest ways and means for running the NHA, Railways, Ports and CAA as a viable commercial organization by reducing the losses on the entire system.
13. To recommend ways how to develop an effective and sustainable maintenance system for transport sector asset management. To enlighten Government and keep it abreast on new technologies and project designs in the transport sector.

3.2.17 Water Resources Section

1. Formulation of strategies for implementing development programmes in line with the policies of the government for accomplishment of maximization of agricultural productivity.

2. Preparation, progressing and evaluation of annual, medium and long-term development plans and perspective plan in the water sector.
3. Technical and economic scrutiny of development projects/programmes relating to water resources and preparation of working papers/summaries for CDWP/ECNEC & ECC.
4. Examination and follow up of PC-III and IV proformae concerning quarterly progress report and completion reports on various development projects/programmes.
5. To advise and assist federal and provincial governments and other bodies in all matters pertaining to the development of water resources, including surveys and investigations, multipurpose projects, irrigation, flood control, drainage and reclamation and non-farm management programmes and research.
6. Consolidation and analysis of data and information obtained from different sponsoring agencies for formulating future policies and strategies.
7. Preparation of professional comments on specific schemes related to other sectors.
8. Preparation of special briefs and summaries for Prime Minister and President's Secretariat.
9. Attending to urgent assignments/questions from the National Assembly and Senate relating to Water Resources Section.
10. Monitoring and evaluation of different development projects related to water sector for feed back, resolving bottlenecks and for future planning.
11. Technical/research papers on topics of national importance in water sector.

3.2.18 Women Development

1. To provide inputs for yearly review of Public Sector Development Programme (PSDP) in respect of Women Development.
2. To carry desk monitoring of the projects related to Women Development.
3. To prepare working papers on projects relating to women development for consideration of the Pre-CDWP and CDWP.
4. Record/finalize and circulate minutes of the Pre-CDWP and CDWP meetings regarding Women Development.
5. Preparation of working paper and technical appraisal of the projects related to women development for consideration in the DDWP meetings.

6. Views/comments on chapter relating to Women Development of Vision 2030.
7. To provide inputs regarding women development for preparation of working paper of Public Sector Development Programme (PSDP) for Priorities Committees.
8. To prepare chapter on Women Development for the Annual Plan for the consideration in the Annual Plan Coordination Committee (APCC) meeting.
9. To prepare chapter regarding women development for the Year Book and Pakistan Economic Survey.
10. To manage the project National Gender Reform Action Plan (GRAP).

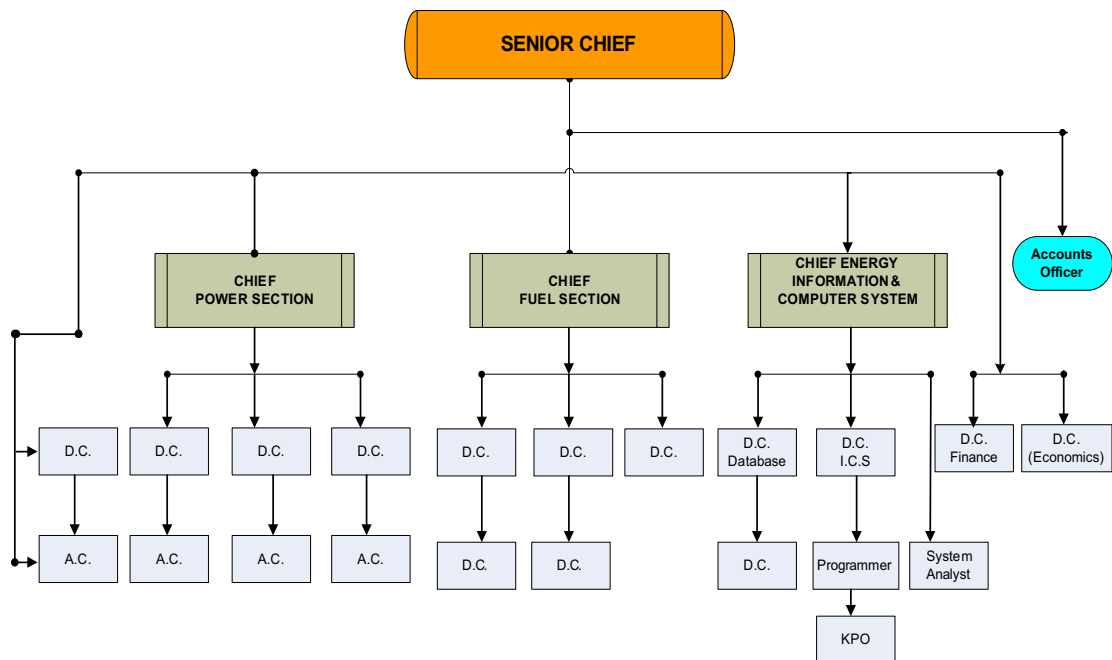
3.2.19 Labour and Manpower

1. To prepare working papers related to labour, manpower and overseas Pakistanis for Priorities Committee and review of Public Sector Development Programme (PSDP) meetings.
2. Continuous follow up with the Ministry of Labour and Manpower for utilization of allocated funds for labour, manpower and overseas Pakistanis.
3. To carry desk monitoring of the projects/related to labour & manpower and overseas Pakistanis.
4. To prepare working papers on projects related to the section for consideration of the Pre-CDWP & CDWP and record/finalize and circulate Minutes of the meetings.
5. Preparation of working paper and Technical Appraisal of the projects related to the section for consideration in the DDWP meeting.
6. To review and verify re-appropriation cases.
7. To prepare chapter on Labour and Manpower for the annual plan for the consideration in the Annual Plan Coordination Committee (APCC).
8. All functions related to National Vocational and Technical Education Commission (NAVTEC).
9. To provide better services to overseas Pakistanis through improved facilities at airports, setting up suitable schemes in Housing, Education and Healthcare sectors; facilitating the rehabilitation of returning overseas Pakistanis.
10. To resolve problems and locate new job opportunities for overseas Pakistanis.

Wings

3.3.1 Energy Wing

ORGANOGRAM



The energy sector in Pakistan is being looked after by various organization like Ministry of Petroleum and Natural Resources including its Directorates i.e. Director General (PC), Director General (Gas), Director General (Oil), and Director General (Minerals), GSP, OGD and HDIP Ministry of Water and Power, PAEC, PPIB, SSGCL, SNGPL, Sindh Coal Authority, AEDB and energy sector related regulatory bodies i.e. OGRA, NEPRA and PNRA. The provincial issues relating to energy sector are also handled in the Energy Wing. The work being performed by various energy sector entities has to be coordinated and compiled for formulation of single energy sector policy and plans. This coordination work is being performed by the Energy Wing.

The detailed functions of Energy Wing are as follows:

Power Section

1. Detailed examination of all energy sector projects, finalization of the working papers for the CDWP and finalization of summaries for ECNEC.
2. Monitoring of the progress of the energy sector projects, identification of issues, discussions with the sponsors of projects regarding issues and suggestions for remedial actions.
3. Finalization of working papers for Task Group meetings on power sector.
4. Appraisal of private sector power projects.

5. To finalize technical reports, computer programme in consultation with Energy Information and Computer Sector and maintain and operate these programmes related to the project evaluation.
6. To analyze policies related to the projects and give recommendation to the superiors.
7. To assist the Ministry of Water and Power for preparation of power policy and provide our inputs.
8. To represent Planning Division in various committees including privatization and restructuring of KESC committee to over see the implementation of power policy under Secretary, Ministry of Water and Power and many other committees.
9. To formulate view of Planning and Development Division on NEPRA's request for determination of tariff, grant of license to power generation, transmission and distribution companies.
10. To analyze the working paper for PPIB board meeting, meeting of restructuring and privatization of KESC, PEPCO meeting, monitoring of implementation of WAPDA vision 2025.
11. Preparation of long term, medium term and short term plans both for conventional and non-conventional energy.
12. Preparation of Planning and Development Division's recommendations for ADP/PSDP allocation.
13. Evaluation of the plans and programmes of the energy sector agencies.
14. Preparation, maintenance and operation of the energy planning computer models. Preparation of various scenarios for the analysis of policy options.
15. All matters related to renewable energy.

Fuel Section

1. Detailed examination of projects, preparation of the working papers for the CDWP and summaries for ECNEC in respect of Fuel Sector.
2. Monitoring of the progress of the Fuel Sector projects, identification of issues, discussions with the sponsors of projects regarding issues and suggestions for remedial actions.
3. Coordination and preparation of minutes for Task Force meetings for Fuel Sector.
4. Represent Energy Wing in various meetings, at OGRA, HDIP, OGDCL, GSP, DG (Oil), DG (Gas), DG (PC).
5. Analyze policies related to the projects on fuel sector.
6. To assist the Ministry of Petroleum and Natural Resources for preparation of petroleum policy and provide inputs.
7. To formulate views of Planning and Development Division on OGRA's request for determination on prices of gas.

8. Preparation of long term, medium term and short term plans regarding Fuel Sector.
9. Preparation of Planning and Development Division's recommendations for ADP/PSDP allocations.
10. Evaluation of the plans and programmes of the fuel sector agencies.
11. Supply demand position and issues related to pricing of gas to various categories of consumers especially fertilizer and power sector SNGPL, SSGCL.
12. Coal Gasification and dealing with Thar Coal Mining Company (TCMC)/GSP/Sindh Coal Authority.
13. All matter related to oil refineries keeping in view the future refining capacity, logistic and storage etc.
14. LNG project and SSGCL import of gas.
15. Comments and summaries for ECC related to fuel sector.
16. All matters related to representation on HDI Board of Directors.
17. Steering Committee of PPIB regarding Coal Power Generation.
18. All issues related to privatization of fuel sector public entities.

Energy Information Systems and Computer Section

1. To arrange meetings for the computing requirements of Energy Wing regarding development of databases, energy modeling and any software/hardware needed for energy analysis, required for energy demand projections through various energy models.
2. To provide support to different sections of Energy Wing regarding their data needs for various exercises.
3. To provide overall supervision to the Deputy Chiefs regarding the following:
 - i. The Energy Database development and maintenance, data collection, verification of domestic and international energy data, preparation of regular reports of important data, the functions of Database Administration.
 - ii. Developing database systems for library management, accounting system, administration control, and file tracking system.
 - iii. Preparation of manuals for the assistance of users.
 - iv. Organization of in-house training courses.
 - v. Keeping track of the status of update various types of data and the problematic areas of data collection.
 - vi. The operation and maintenance of the complex network of computers at Energy Wing consisting of Windows NT, Windows 2000, internet proxy server local area network and other communication/networking software working in a fully integrated windows environment.
 - vii. Troubleshooting with respect to all types of network as well as software problems.
 - viii. Arrangement of maintenance and upkeep of computer equipment.

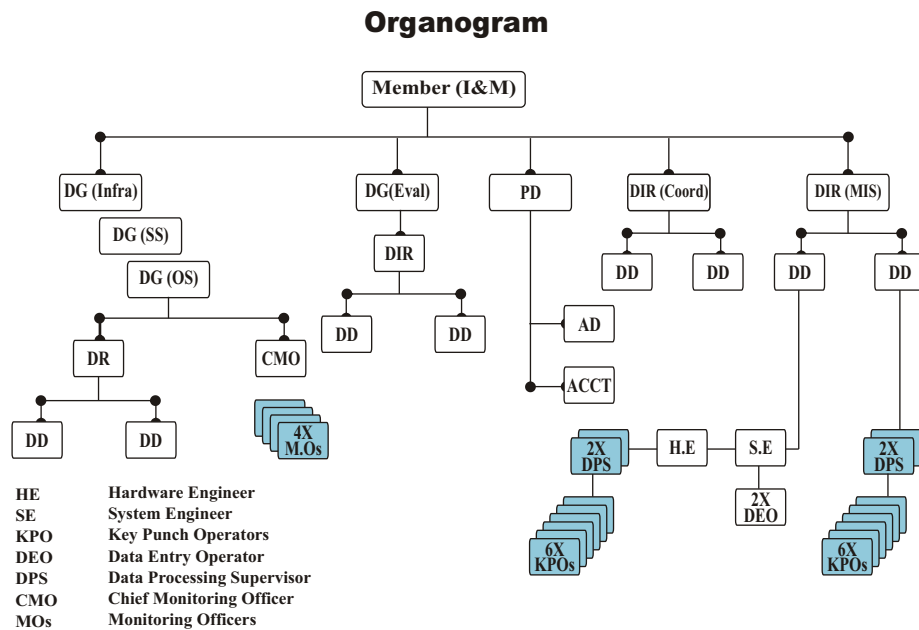
- ix. Maintaining of inventory of all hardware/software.
- x. Arrangement of the computer supplies/computer stationary and maintaining their maintenance.
- xi. Arrangement for procurement and proper implementation of new software including e-mail and Internet.

Energy Finance and Economic Section

To assist the chiefs in the Energy Wing on the following issues:

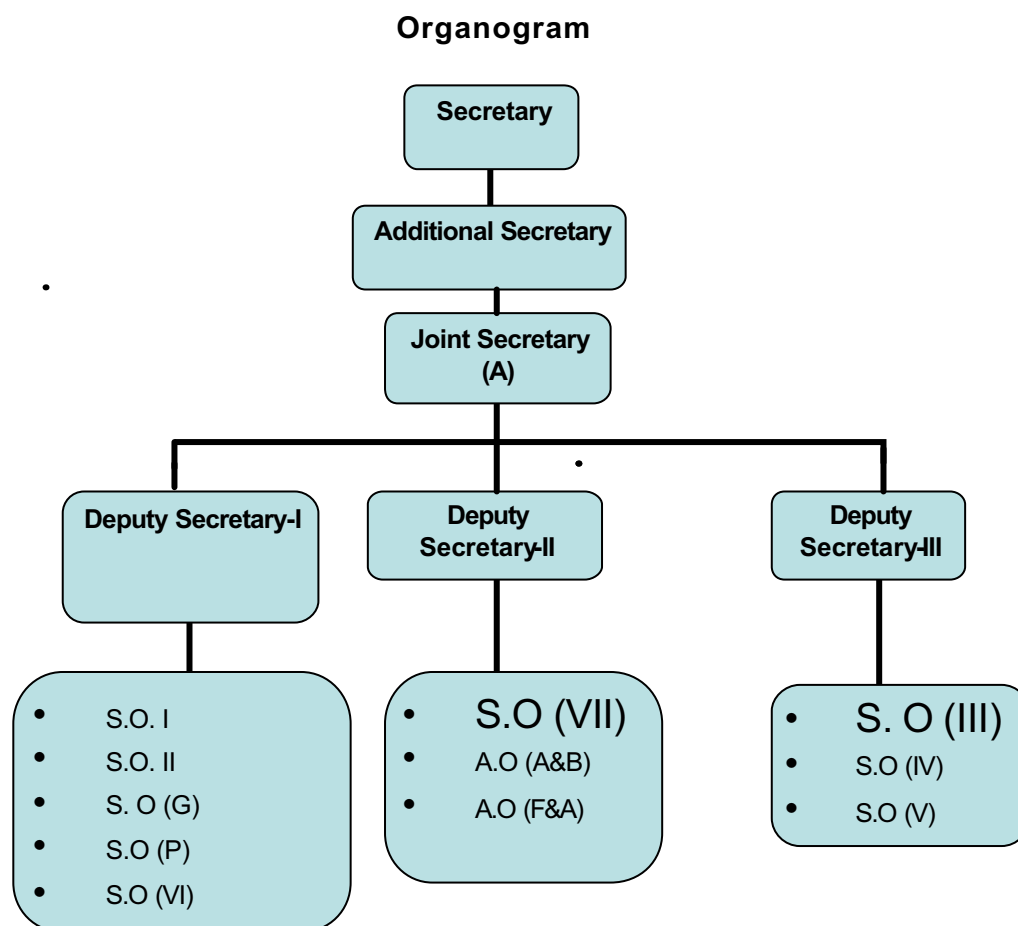
- i. Review of Financial statements, Financial Planning, Interaction with economic parameters, pricing proposals, balance of payments effects, etc. of the energy sector entities.
- ii. Preparation of technical reports, data collection formats and analytical reports and summaries.
- iii. Development and acquisition of computer programmes requiring for financial and economic analysis.
- iv. Representing the Energy Wing in various meetings and forums.
- v. Other responsibilities as assigned from time to time.
- vi. Analysis of tariff petition submitted to NEPRA by GENCO/IPPs.
- vii. Gas & Oil pricing.

3.3.2 PROJECTS WING



1. Monitoring of development projects.
2. Evaluation of completed projects.
3. Annual performance evaluation of completed projects.
4. Ministry-wise portfolio analysis on quarterly basis.
5. Facilitation in preparation of Cash/Work Plans.
6. Development of Management Information System (MIS).

3.3.3 Administration Wing



1. The main objective of the Administration Wing is to ensure provision of quality Human Resources and best work environment in keeping with the international best practices with a view to promote a culture of excellence by transforming Planning Commission, P&D Division into a mode and dynamic organization.
2. The Administration Wing is primarily responsible for all administrative matters including recruitment, personnel & career planning policies of Economist Group in the Planning Commission and postings and transfers and disciplinary cases of the officers of Planning & Development Division. The wing is also entrusted to perform the following functions:
 - i. General Administration.
 - ii. All Accounting matters and preparation of material for Public Accounts Committee.
 - iii. Pre-audit of all payments.
 - iv. Coordination work relating to Planning Commission, P&D Division.
 - v. Review of Public Sector Development Programme.
 - vi. All protocol duties.
3. Under Rule 2 (XIX) and Rule 4(3) of the Rule of Business 1973, Administration Wing of the Planning Commission has been Organized into a number of working units known as Sections. The sections which do not meet the requirements of a section have been named as branches. Every Section has been entrusted with a

well defined sphere of duty. The Section Officer is incharge of a Section and fully responsible for disposal of its work. A wing consists of a number of sections. At present, the administration wing consists of 12 sections and 9 branches. The work of the Sections is supervised by three Deputy Secretaries at middle management level and by a Senior Joint Secretary at Senior management level under the Secretary, Planning Commission, P&D Division who is the Official Head and Principal Accounting Officer.

4. Detailed duties and responsibilities entrusted to various sections and branches of the Administration Wing are as under:

Deputy Secretary Administration - I

Five Section Officers with the following functions work under Deputy Secretary-I:

Administration Section -I

1. Framing of Recruitment Rules in respect of officers of BPS-17 and above of Technical Sections laying down the method of appointments, requisite qualifications and other conditions of appointments.
2. Recruitment and promotion of officers in the Technical Sections.
3. Personal cases of officers of BPS-17 and above of the Technical Sections.
4. Confirmation and Seniority of Officers of BPS-17 and above in respect of Technical Sections of the Planning Commission.
5. Litigation and disciplinary cases of officers of BPS-17 belonging to Technical Sections.

Administration Section – II

This section deals with the following matters of officers of BPS 17 and above of Economist Group:

1. Framing of Recruitment Rules and method of appointments in respect of officers of BPS-17 and above.
2. Recruitment and promotion of officers.
3. Personal cases of officers.
4. Personal cases of officers of the officers of Economists Group working in other Ministries/Divisions.
5. Confirmation and Seniority of Officers.
6. Litigation and disciplinary cases of officers.

Administration Section - VI

1. Personal cases of Minister / Minister of State / Deputy Chairman and Members, Planning Commission.
2. Internal postings/transfers of officers of Secretariat Group.
3. Personal cases of Secretariat/Office Management Group Officers of BPS-17 and above posted in this division.
4. Administrative matters of Jawaid Azfar Computer Center (JACC) and Energy Wing of the Planning Commission.

5. Sanctions regarding deputation of officers of Technical/Economic Sections for studies, courses, seminars, workshops, conferences and Symposia etc. Deputations with Foreign Governments and Organizations.
6. Creation and continuation of all posts in the Planning Commission.
7. Policy matters relating to the Administration of Planning Commission.
8. Medical Reimbursement claims of all officers of BPS-17 and above including retired officers of Planning Commission.
9. Litigation and disciplinary cases of Secretariat and Office Management Group of the Planning Commission, P&D Division.
10. Supervision of confidential branch which is responsible for the maintenance of record of Annual Confidential Reports (ACR) and ICP Charts of the officers of Planning Commission, Planning & Development Division.

Protocol Section

1. Protocol arrangements for various meetings
2. Reservation and up-keep of auditorium and committee rooms in 'P' Block.
3. Maintenance/supervision of staff cars/motorcycles.
4. Purchase and auction of official vehicles, hiring of transport and arrangements for chartered buses.
5. Postings and transfers of staff car drivers, dispatch riders and their over time bills
6. Control of canteens.
7. Supervision of Receipt & Issue and Council Branches which are responsible for the receipt, distribution and dispatch of inward/outward mail and keeping of an up-to-date record of Assembly Questions, coordinate the work in connection with the Assembly and to prepare fair replies for the Minister, Parliamentary Secretary and Secretary.

General Section

This section performs general duties as given below:

1. Up-keep of "P" Block and other office premises and allocation of office accommodation to the officer and staff.
2. Renovation of offices.
3. Hiring of official accommodations for Planning Commission, P&D Division.
4. Arrangements for the payment of rent of office buildings and other utilities bills.
5. Purchase of furniture, fixture, equipments and their repair/ maintenance.
6. Installation of telephones at the offices and residences of the officers and arrangement for payment of telephone bills.
7. Printing of internal office telephone directory.
8. Disposal of auctionable items.
9. Work relating to Plan House.

10. Supervision of stationary branch which is responsible for all matters relating to the purchase of stationary etc.
11. Record branch, duplicating branch & hiring branch responsible for work relating to recoding, indexing, weeding, categorization and classification of files.

Deputy Secretary Administration – II

Deputy Secretary Admn-II looks after three sections pertaining to budget and accounts, finance and administration of autonomous bodies/attached departments of Planning Commission, P&D Division. Functions of each section are given below:

Accounts & Budget Section

1. Preparation of budget, maintenance of expenditure accounts and reconciliation of figures of expenditure with the audit.
2. Preparation of pay, traveling allowance and medical and contingent bills of officers and staffs and maintenance of contingent registers.
3. Maintenance of Cash Book and disbursement of salaries, allied payments of staff including contingent payment to firms.
4. Maintenance of registers of advances such as motor car/motor cycle/cycle advance, House Building Advance and G.P. Fund Advance in respect of officers and staff.
5. Maintenance of GP Fund Accounts of Class-IV government servants.
6. Audit and Inspection reports on the accounts of Planning Commission, P&D Division.
7. Budget work of cases relating to special grants.
8. Pension cases, maintenance of imprest fund for consultants/experts and grant of Honoraria to the officers/staff.

Finance & Accounts Section

1. Coordination and internal scrutiny of the budget estimates of receipts as well as expenditure of the Ministry/Division including new item statements in accordance with the budget call letter from the Finance Division and proposals for additional funds to be met out of supplementary Grant.
2. Consolidation of the Annual Development Programme and to ensure that the development schemes of the Ministry/Division are prepared in accordance with prescribed procedure and instructions.
3. To tender advice in the delegated fields where called upon.
4. To process, in accordance with the prescribed procedure, all cases relating to the non-delegated fields, matters relating to foreign exchange and demands for supplementary grants which are required to be referred to the main Finance Division through the financial advisor concerned.
5. Proper maintenance of accounts and their timely reconciliation with the actual of the Audit Department and maintenance of liability registers in the Ministry/Division, its attached departments and sub-ordinate offices and to

watch the progress of the expenditure and receipts and furnishing monthly figures of department expenditure when called upon

6. All work relating to Public Accounts Committee and audit observations on appropriation accounts and ensuring compliance with the Committee's observations and recommendations.
7. To exercise internal checks on irregularities wastes, fraud provided in Para 13 of General Financial Rules, Volume-I.
8. To ensure compliance of all other rules and orders contained in the Treasure Rules, General Financial Rules and instructions issued by the Finance Division from time to time.
9. Work connected with Public Accounts Committee and the Audit Reports.

Administration VII Section

1. Administrative control of National Fertilizer Development Centre. (NFDC). Social Action Programme (SAP) Drought Emergency Relief Assistance (DERA) Programme, Environment Project, Capacity Building Project, Infrastructure Management Unit Project, Macro Modeling Project.
2. Matters relating to:
 - i. Pakistan Institute of Development Economics (PIDE).
 - ii. National Logistic Cell (NLC).
 - iii. National Construction Company of Pakistan Limited (NCCPL)
 - iv. Mechanized Construction Company of Pakistan Limited (MCPL).
 - v. Center for Research on Poverty Reduction & Income Distribution.

Deputy Secretary Administration – III

Deputy Secretary (Admn-III) supervises works pertaining to four Sections and two branches:

Administration – III Section

1. Recruitment, promotion, postings / transfers in the cadres of Superintendent, S.A.S. Account Assistant, Upper Division Clerk, (UDC) and Lower Division Clerk (LDC) of the Planning Commission.
2. Personal cases of the above cadres.
3. Maintenance of service books and CR dossiers in respect of the above cadres.
4. Fixation of pay in respect of the above cadres.
5. Fixation of inter-se seniority, confirmation and deputation in respect of above cadres.
6. Litigation and disciplinary case in respect of above cadres.
7. Medical Claims, GP Fund Advances, House Building Advances, Motor Cycle Advances, Leave in respect of above cadres.
8. Supervision of Printing and Publication Branch which is responsible for:
 - i. Printing of Call letter for Public Sector Development Programme
 - ii. Printing of Public Sector Development Programme

- iii. Printing of Annual Plan
- iv. Printing of Five Year Plan
- v. Printing of Progress Report of CDWP
- vi. Printing of Schemes approved by CDWP/ECNEC
- vii. Printing of Progress Reports on PSDP Projects
- viii. Printing of Reports on Poverty Reduction and Human Development
- ix. Printing of Reports on Poverty Reduction & Social Sector Development
- x. Printing of Annual Progress report of P&D Division
- xi. Printing of Miscellaneous/Unforeseen Documents
- xii. Printing of Invitation Cards/Library Cards
- xiii. Printing of Yearly Telephone Directory of P&D Division

Administration – IV Section

1. Recruitment, promotion, postings / transfers in the cadres of private secretary, librarian, draftsman, stenographer, stenotypist, security officer, proof reader, telephone operator, tracer, lift operator, staff car driver, dispatch rider and DMO of the Planning Commission.
2. Personal cases of the above cadres.
3. Maintenance of service books and CR dossiers in respect of the above cadres.
4. Fixation of pay in respect of the above cadres.
5. Fixation of inter-se seniority, confirmation and deputation in respect of above cadres.
6. Litigation and disciplinary cases in respect of above cadres.
7. Medical Claims, GP Fund Advances, House Building Advances, Motor Car, Motor Cycle Advances, Leave in respect of above cadres.

Administration – V Section

1. Recruitment, promotion, postings / transfers in the cadres of daftry, qasid, naib qasid, chowkidar, sweeper and farash, house orderly of the Planning Commission.
2. Personal cases of the above cadres.
3. Fixation of pay in respect of the above cadres.
4. Fixation of inter-se seniority, confirmation and deputation in respect of above cadres.
5. Litigation and disciplinary cases in respect of above cadres.
6. Medical Claims, GP Fund Advances, House Building Advances, Cycle Advances, Leave in respect of above cadres.

Administration Coordination Section

1. Circulation of various instructions, directions, decisions and policies of the government received from various Ministries/ Division/ Departments from time to time.
2. Preparation of fair replies in coordination with the section concerned of the Planning Commission for the information required by various Ministries/ Divisions/Departments.

3. Compilation of data / information to be furnished to various quarters.
4. Work relating to declaration of property / assets in respect of officers/staff of Planning Commission
5. Follow up action pertaining to CR report.
6. Submission of various monthly, quarterly and annual reports to the Establishment Division and other Ministries/Divisions etc.
7. Supervision of Security Branch which is responsible for security arrangements of offices premises and issuance of security passes to the officers/staff in the Planning Commission, P&D Division. Arrangement for Air Port Entry Passes to the Senior Officers of the Planning Commission, P&D Division.

**Attached Departments, Autonomous Bodies and
Important Projects**

Autonomous Bodies

3.4.1 Pakistan Institute of Development Economics (PIDE)

PIDE is a corporate body and Deputy Chairman Planning Commission is its Chancellor and Chairperson of the Senate. President of Pakistan is the Patron of the Institute. The main function of the PIDE is to carry out research on Development Economics in general, and on Pakistan related economic issues, in particular, and conduct PhD courses. The Institute has also been mandated to carry out research in project evaluation and offer project evaluation training courses for public officials and programme for exchange of students and teachers between the institute and other universities, educational institutions and research organizations.

It promotes cooperation with governmental, non-governmental, and other agencies in the relevant fields of activity, and provides facilities for training in economic and demographic analysis and research techniques. It also confers honorary degrees or other distinctions on approved persons.

From October, 1999 PIDE has started PhD Programme in Economics to meet the shortage of trained and qualified Economists in the government departments/agencies. The primary aim of this programme is to enable the government officials serving in economics/ministries and provincial governments to upgrade their skill in the field of economics.

Attached Departments

3.4.2 Pakistan Planning and Management Institute (PPMI)

To improve technical and analytical skills and enhance expertise of the federal, provincial and district governments' officers through training in the following areas:

1. Project Management: Identification, formulation, planning, appraisal, implementation, monitoring and evaluation of the development programmes/projects.
2. Social development, participatory planning, Gender & Development and community development and Environmental Management.
3. Application of computer softwares / Information Technology in Project management.
4. To impart post-entry training to new recruits in the Economists Group and Technical Sections of Planning and Development Division.

3.4.3 National Logistic Cell (NLC)

National Logistic Cell (NLC) was created in 1978 as a crisis management organization of Federal Government.

1. Inputs for preparation of long term (perspective), medium term (Five & Three Year) and short term (Annual) plans.

2. Technical appraisal of the development projects / programmes pertaining to Roads & Road Transport, Railways, Ports & Shipping and Air Transport sub-sectors and process these through DDWP / CDWP and ECNEC.
3. Monitoring/Evaluation of existing programmes / institutions with respect to Roads & Road Transport, Railways, Ports & Shipping and recommend measures for improvement.

3.4.4 National Fertilizer Development Centre (NFDC)

The National Fertilizer Development Centre (NFDC), a multidisciplinary section, was set up in the Planning and Development Division with Food & Agriculture Organization (FAO) assistance in 1977-78. After six years of successful accomplishments in the field of fertilizer use development, it was made a regular section of the Planning and Development Division in January, 1984. Functions of NFDC can be divided into three areas:

NFDC is basically involved in research and development. The main activities presently carried out by NFDC are:

- i. Short and long-term fertilizer demand forecasting.
- ii. Monitoring supply/demand and price situation.
- iii. Studying options for fertilizer manufacturing.
- iv. Studies on crop responses.
- v. Conducting fertilizer use surveys.
- vi. Applied research on balanced fertilizer management.
- vii. Formulation of economical fertilizer recommendations.

3.4.5 Federal Drought Emergency Relief Assistance (DERA) UNIT

The Federal DERA Unit was established on 04th July 2002 at a cost of Rs. 39.47 million. The cost and PC-I was revised in December 2004 and approved by the CDWP. Revised Cost of the unit is Rs. 198.931 million. Duration of the unit is 97 months ending on December 2009.

The Unit coordinates implementation, monitoring and evaluation activities in the drought affected areas of the four Provinces and Federally Administrated Tribal Areas, Federally Administrated Northern Areas, Islamabad Capital Territory and Azad Jammu & Kashmir.

The Unit provides services, inter-alia, for coordination; monitoring and evaluation which are important for proper implementation of the DRAPP (DERA-II) programme. Ultimately, it will supplement government effects at reviving agrarian economy; promotion of sustainable and judicious use of water resources; improvement of infrastructure and physical assets. A participatory process engaging the communities and local government leadership in decision making on choice, operation, monitoring of the development schemes will lead to institutional reforms and capacity building process at the grass root level. It will also inculcate sense of ownership among the community and motivation to bear Operation & Maintenance (O&M) costs of drinking water supply schemes after their commissioning.

There are following six wings of the Federal DERA Unit:

- i. Planning Wing
- ii. Implementation and Coordination Wing
- iii. Finance and Accounts Wing
- iv. Monitoring and Evaluation Wing
- v. Management Information Wing
- vi. Administration Wing.

Main functions of the Unit are given below:

1. To act as Secretariat of the Federal Steering Committee the apex body to finalize policies and determine modus operandi for the implementation of the programme on drought. The meeting of FSC is chaired by Deputy Chairman, Planning Commission. Secretary Planning & Development Division acts as Federal Coordinator for DRAPP/DERA-II who is assisted by full time National Project Director (NPD).
2. To develop scheme digest and Operational Manual
3. To develop Financial Management System
4. Allocation/release of funds and Reconciliation of accounts
5. To prepare briefs, working papers and summaries on drought related issues and to recommend suitable policy measures for proper implementation of DRAPP/DERA-II.
6. To liaise with prospective donor(s) and other stakeholders and process SOEs for reimbursement.
7. To monitor and evaluate physical and financial progress of the programme, identify bottlenecks hampering the performance of the schemes, suggest timely remedial measures and ensure its follow up.
8. To carry out impact assessment for DERA.
9. To ensure timely submission of audit reports on expenditure relating to DERA Unit.

3.4.6 Centre for Poverty Reduction and Social Policy Development

The Centre for Research on Poverty Reduction and Income Distribution, now renamed as Centre for Poverty Reduction and Social Policy Development (CPRSPD) was set up in Planning Commission in 2002 for a period of five years (2002-07). The objectives of the CRPRID were to conduct independent research on poverty related issues to provide inputs based on evidence to Planning Commission to influence public policy.

During the last five years (2002-07), the CRPRID prepared a number of policy papers on poverty related issues and provided the professional inputs to the Planning Commission for the preparation of Pakistan's Medium Term Development Framework (MTDF) 2005-10 which contained poverty reduction strategy as the corner stone of the overall policy framework. The CRPRID also produced progress reports on the Pakistan Millennium Development Goals (PMDGR) for each of the years from 2004 to 2006. The Reports

provided the status of achieving the MDGs, issues, challenges and the road map to achieve the MDGs by 2015.

Social Protection, as a distinct social policy framework, has emerged as a key instruments to address poverty and vulnerability. In consonance with the objectives to reduce poverty and vulnerability, a comprehensive social protection strategy to reach the poor and the vulnerable has been prepared and it has been endorsed by the Cabinet Committee for Social Sectors Coordination chaired by the Prime Minister for implementation.

Given the utility, relevance and nature of challenges that Pakistan face to reduce poverty and promote sustainable human development Planning Commission has decided to extend the tenure of the CRPRID for another five years 2008-12 to work as an institutional home on poverty related issues.

3.4.7 Infrastructure Management Unit (IMU)

IMU has been established in the Planning Commission for overall supervision and coordination among Planning Commission, Asian Development Bank and the implementing agencies(IAs) concerning the Enabling Environment / Public Private Partnership, Energy, Transport and Water Resources Sectors under the umbrella project "***Infrastructure Institutional Capacity Building and Project Preparatory Facility through Technical Assistance from ADB***" through Loan No. 2178-PAK (SF).

IMU has been established to steer the infrastructure development and to coordinate with all Government agencies included in the Umbrella Project. Specific assistance is being provided to the IMU under the technical assistance loan. The general direction and administration of the project vests with the Infrastructure Management Unit headed by the Executive Director.

There is a Coordination Committee with representation from Ministries of Water and Power, Railways, Ports and Shipping, Local Government, National Highway Authority, and the relevant sectoral Chiefs of Planning Commission. The Infrastructure Management Unit exercises all powers to fast track the implementations of overall project and provides binding link between different stakeholders. The IMU reviews and approves the program related to the utilization of the project components of the technical assistance loan, including approval of sub projects. The IMU monitors the progress of the individual sub projects in the infrastructure sectors, and assists in timely preparations of PC-Is and PC-IIs, as well as development of Request for Proposals (RFP) documents and consultant selections.

Part - 4
Main Functions of the Members

Main Functions of the Members

1. To act as a think tank to the Government to provide intellectual leadership at national level for all planning matters especially overall economic and social development policies.
2. To assess material and human resources and promoting capacity development for optimum utilization.
3. To make substantive contribution to policies in all sectors.
4. To provide high quality advice to the Government to determine sectoral priorities.
5. To identify initiatives to accelerate development in respective sectors.
6. To periodically review national development plans.
7. To encourage foreign investment in critical sectors of development.
8. To develop improve and strengthen planning machinery for improved governance commensurate with sectoral plans/vision.
9. To play facilitatory role for promoting public-private partnership to carry forward the development agenda.
10. To promote inter-province harmony through equitable allocation of resources for public sector development plans in liaison with the Provincial Governments.
11. To operationalize Vision 2030.

Part - 5

Project Development, Appraisal and Selection

Project Identification and Formulation

In Pakistan project identification, formulation, appraisal, approval, implementation, monitoring and evaluation of development projects is carried out by various line ministries, autonomous bodies and departments at Federal as well as provincial level. Various UMS have been set up by the Government for approval of projects at provincial and Federal levels and financial powers for such approval have been delegated to ECNEC, CDWP, DDWP and PDWP.

Development and management process of programmes/projects is similar at Federal and Provincial levels. Various stages of project planning and management at the Federal and Provincial levels and relevant agencies involved at various stages are reflected in Figure-I.

For the formulation and approval of a project, Planning Commission, Planning & Development Division's guidelines are followed by the Ministries and departments at Federal as well as provincial levels. Projects prepared by the Provincial Governments (PPDD/PPDB) in various sectors are selected for inclusion in Annual Development Plan (ADP) keeping in view resource availability and country's overall financial capacity to start the project.

For the project cycle following six (6) proformae have been designed by the Planning Commission.

1.	PC-I Form	Detailed project document
2.	PC-II Form	For preparation of pre-feasibility, feasibility study, conducting survey
3.	PC-III Form	For submission of quarterly monitoring/progress report of project
4.	PC-IV Form	For submission of completion report of project
5.	PC-V Form	For submission of evaluation /implementation report on annual basis for five years (helps in policy formulation for future)
6.	Low Cost PC-I form	For preparation of small projects costing less than Rs. 1.0 million

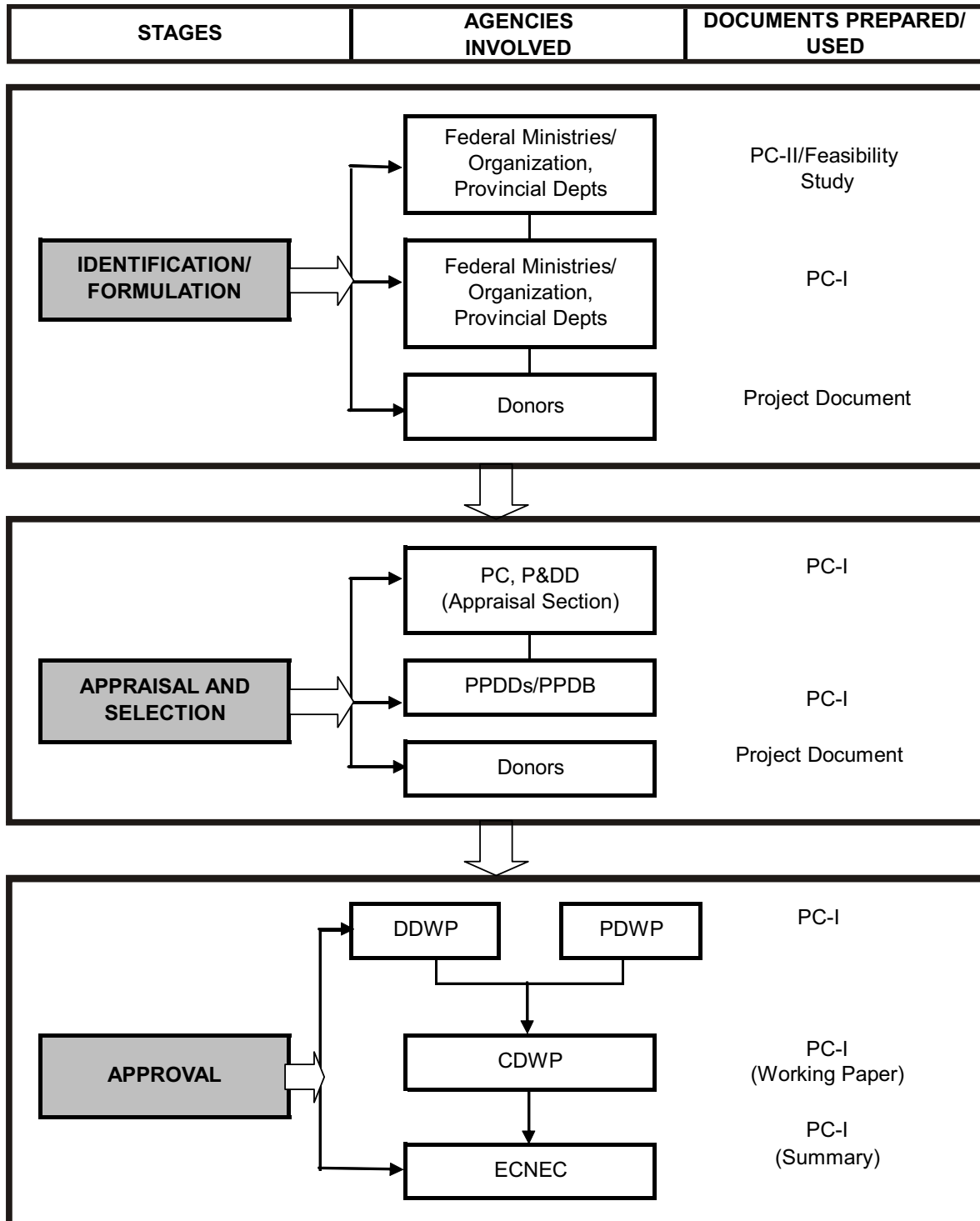
After identification the project are prepared on prescribed PC-1. Normally, a project proposal covers project description, cost, mode of financing, objectives, targets and scope of the project.

Project Appraisal and Selection

Project appraisal at PC, P&DD and Provincial Planning and Development Departments/Board is carried out to determine whether the proposed project is technically sound and financially and economically viable. While Appraisal Section of Planning Commission is responsible for appraisal of economic and social aspects, technical appraisal is done by the concerned technical wings. After appraisal, a project/programme is passed on to relevant forum for approval

Figure-I

PROJECT PLANNING AND MANAGEMENT CYCLE AND RELEVANT AGENCIES



Part – 6
Approval Process and Composition and
Sanctioning Powers of Approving Forums

Approval Process

6.1 Project Cycle involves Project Identification, appraisal, approval, implementation and Monitoring and Evaluation. Projects are identified by line Ministries/Autonomous Bodies/Attached Departments, provincial and district governments. After appraisal and selection projects are sent for approval.

6.1.1 Following are the project approving authorities working at various levels:

- i. Executive Committee of National Economic Council (ECNEC)
- ii. Central Development Working Party (CDWP)
- iii. Departmental Development Working Party (DDWP)
- iv. Provincial Development Working Party (PDWP)

6.1.2 Copies of PC-I/PC-II have to be sent by the sponsoring Provincial Governments and the Federal Ministries to the Planning Commission. The Planning Commission after completing the formalities circulate the PC-I/PC-II to all the members of CDWP.

6.1.3 The number of copies required by the Planning and Development Division which acts as the Secretariat of the CDWP, has been specified from time to time according to the requirements of the Cabinet Division, who act as the Secretariat of the ECNEC, depending on the increase or decrease in the membership of ECNEC.

6.1.4 A scheme sponsored by the Federal Ministry/ Corporation should be supported with a statement that the scheme has been seen and approved by the Secretary of the Ministry concerned. Similarly, a scheme sent by the Provincial Government should carry a certificate that it has been seen and approved by the respective Chairman/ ACS (Dev)/ Development Commissioner of the Provincial Government.

Processing of Schemes

6.1.5 As soon as a copy of PC-I/PC-II is received by a member of the CDWP/PDWP/DDWP, its examination should be conducted expeditiously so that the same is approved / rejected in accordance with the time schedule. The Planning Commission has to ensure that the PC-I has been prepared correctly and in accordance with the instructions issued by Planning Commission for preparation of PC-I/PC-II. In case, the PC-I is found sketchy and deficient it is returned to the sponsors with the approval of Secretary/Deputy Chairman Planning Commission.

Procedure for Meetings of Various Bodies

6.1.6 Meetings of the ECNEC are presided over by the Prime Minister of Pakistan. The Cabinet Division provides Secretariat services for ECNEC.

6.1.7 The meetings of the Central Development Working Party are normally held in every month. The Planning Commission provide Secretariat facilities for the CDWP. The ECNEC, however, generally meets once in three months. With a view to avoiding lengthy discussion on detailed comments of the various agencies represented on CDWP, a Pre-CDWP

meeting is held to resolve the outstanding issues in respect of federal schemes.

- 6.1.8 For the meetings of DDWP and PDWP presence of Finance Division/Finance Department's representative is essential.

Anticipatory Approval

- 6.1.9 The Chairman, ECNEC, where he is satisfied, has the powers to allow the execution of a scheme in anticipation of its formal approval by ECNEC.
- 6.1.10 The request for anticipatory approval has to be submitted to the Cabinet Division for on-going and new schemes in the proformae prescribed for each of them. The request for anticipatory approval should be signed by the Secretary of the Division concerned in the case of federal schemes and the ACS (Dev) in the case of provincial schemes.

Administrative Approval

- 6.1.11 Project approval is followed by administrative approval and sanction for incurring expenditure. Administrative approval is issued by the Federal Ministry in respect of federally sponsored projects, while for the Provincial projects the approval is issued by the Provincial Department concerned.

6.2 Composition and Functions of Approving Forums

6.2.1 Executive Committee of the National Economic Council (ECNEC) Composition

Federation

The Prime Minister	Chairman
Minister for Commerce	Member
Minister for Communications	Member
Minister for Education	Member
Minister for Environment	Member
Minister for Food, Agriculture and Livestock	Member
Minister for Health	Member
Minister for Housing & Works	Member
Minister for Industries and Production	Member
Minister for Information Technology & Telecommunication	Member
Minister for Local Govt. and Rural Development	Member
Minister for Labour, Manpower, and Overseas Pakistanis	Member
Minister for Petroleum and Natural Resources	Member

Minister for Planning & Development (when appointed)	Member
Minister for Ports and Shipping	Member
Minister for Privatization and Investment	Member
Minister for Railways	Member
Minister for Science and Technology	Member
Minister for Social Welfare & Special Education	Member
Minister for Textile Industry	Member
Minister for Water and Power	Member
Adviser to the Prime Minister on Finance and Revenue Chairman Higher Education Commission	Member
Minister of State for Economic Affairs	Member
Minister for State for Finance	Member
Deputy Chairman, Planning Commission	Member

Provinces

i. Provincial Finance Ministers	Member
ii. Provincial Planning Ministers	Member
iii. Chairman, Planning & Development Board / Additional Chief Secretaries (Development) of the Provinces.	Member

Note:

- The Finance Minister; Planning Minister; and Additional Chief Secretary (Planning & Development) of the Azad Govt. of the State of Jammu & Kashmir will be especially invited in all meetings of the Committee.
- Deputy Chief Executive and Chief Secretary, Northern Areas will also be specially invited in all meetings of the ECNEC.

Functions

- To sanction development schemes (in the Public Sector) pending their submission to the National Economic Council.
- To allow moderate changes in the plan and sectoral re-adjustments within the over-all plan allocation.
- To supervise the implementation of the economic policies laid down by the Cabinet and the National Economic Council.
- Reports asked for by the Committee in pursuance of its earlier decisions.
- Any other matter referred to the Committee by the Prime Minister, the National Economic Council, the CCI or the Cabinet or raised by a member in the committee with the permission of the Chairman.

The Secretariat of the ECNEC is located in the Cabinet Division.

6.2.2 Central Development Working Party (CDWP)

The development projects exceeding a certain financial limit prepared by the Central Ministries, Provincial Governments, Autonomous Organizations, etc., are scrutinized for the purpose of approval by the Central Development Working Party (CDWP) which is headed by the Deputy Chairman, Planning Commission. The Composition of CDWP is as follows:

Composition of the Central Development Working Party (CDWP)

Deputy Chairman / Secretary, P & D Division	Chairman
The Chairman, Planning & Development Department, Government of the Punjab, Lahore	Member
Additional Chief Secretary (Dev), Planning & Development Department, Government of Sindh, Karachi	Member
Additional Chief Secretary (Dev), Planning & Development Department, Government of NWFP, Peshawar	Member
Additional Chief Secretary (Dev), Planning & Development Department, Government of Balochistan, Quetta	Member
Finance Division (Dev. Wing), Government of Pakistan, Islamabad	Member
Economic Affairs & Statistics Division, Government of Pakistan, Islamabad	Member
Chairman, Pakistan Council of Science and Technology, Islamabad	Member
Relevant Federal Administrative Ministry	Member
Housing & Works Division, Government of Pakistan, Islamabad	Member
Industries & Production Division, Government of Pakistan, Islamabad	Member
Environment & Urban Affairs Division, Government of Pakistan, Islamabad	Member

By Special Invitation:

National Development Finance Corporation, Karachi
Cabinet Division, Government of Pakistan, Islamabad
Defence Division, Vice Chief of the General Staff, GHQ, Rawalpindi
Additional Chief Secretary (Dev), Planning & Development
Department, Government of AJ&K, Muzaffabad
Chief Secretary, Northern Areas, Gilgit

The schemes approved by the Central Development Working Party costing Rs. 500 million and above in case of Federal Projects and Rs 5000 million for Provincial Projects are submitted to the Executive Committee of the National Economic Council for final approval.

6.2.3 Departmental Development Working Party (DDWP)

It is a body for approving development projects/ programmes for Federal Ministries/Divisions/ Departments according to their approved financial limits. It is headed by the respective Secretary/ Head of Department and includes representatives of Finance Division and concerned Technical Section in the Planning and Development Division.

6.2.4 Provincial Development Working Party (PDWP)

Each Province has a Provincial Development Working Party which is headed by the Chairman, Development Board/ Additional Chief Secretary (Development) and includes Secretaries of the Provincial Departments concerned with development, as its members. The Provincial Development Working Party scrutinizes various projects for inclusion in the Annual and Five Year Plans. It is competent to approve projects upto a certain financial limit. Projects exceeding this limit are submitted to the Central Development Working Party for approval.

6.2.5 Sanctioning Powers of Approving Forums

	AUTHORITY	SANCTIONING POWERS
i.	ECNEC	All Schemes costing Rs. 500.00 million & above.
ii.	CDWP	All Federal schemes costing upto Rs. 500.00 million and provincial schemes costing above Rs. 5000.00 million.
iii.	Provincial Governments (PDWP)	Upto Rs 5000.00 million
iv.	Federal Ministries (DDWP)	Upto Rs. 40.00 million

A project (federal or provincial) in which the FEC is more than 25% of the cost of project will be considered by CDWP.

Part - 7
Project Implementation,
Monitoring and Evaluation

Project Implementation, Monitoring and Evaluation

1. At Federal level the projects are implemented by the concerned line ministries and organizations. Umbrella projects are implemented through provincial departments and controlled at federal level through the PMU/PIU. At Provincial level development projects and programmes are formulated and implemented by the concerned Departments/Districts. Provincial Monitoring and Evaluation (M&E) Units/cells conduct monitoring and evaluation of provincial development projects.
2. For proper management and coordination of project activities and day-to-day operations during implementation stage the following actions are required to be taken:
 - i. Establishment of PMU/PIU.
 - ii. Appointment of a full time Project Director (PD) and PMU staff.
 - iii. Preparation of work plans enlisting activities to be carried out and timeframe.
 - iv. Recruitment of consultants.
 - v. Procurement of machinery / other inputs, installation of machinery / equipment.
 - vi. Budgetary allocation.
3. Monitoring activity commences when the project reaches implementation stage. In Pakistan, monitoring and evaluation of Provinces PSDP projects at Federal level is the responsibility of PC, P&DD through PW and in PPDDs/B and District Governments handle these functions through their M&E Units/Sections. PW undertakes both desk as well as field monitoring of PSDP projects. Besides, EAD, key line ministries and provincial departments conduct periodic review in order to implementation progress of the individual projects. Figure-II indicates Monitoring and Evaluation System for Development Projects.
4. Monitoring is conducted at two levels: internal and external. Internal monitoring is carried out by the sponsoring Ministries/Divisions and executing agencies, departments and project authorities and serves the objective of the project management. According to ECNEC's decision of March 2003, all line ministries have been asked to establish small planning and monitoring cells to improve planning and monitoring capacities of the Ministries. External Monitoring is undertaken by an outside agency such as M&E units of PPDDs / PPDB, Projects Wing, concerned ministries and donors to watch the progress of development projects and for strategic feed back on the progress of implementation.
5. Planning Commission, P&DD, as per Rules of Business, has been entrusted to carry out evaluation of completed and on-going projects with the primary objective of efficient utilization of development allocations and relevance of activities/expenditure to the objectives set out in the project and overall economic goals. M&E units/cells established in PP&DD/PP&DB are responsible for evaluation of projects.
6. The donors usually carry out both on-going and ex-post evaluation of their programs/projects and the findings are documented and circulated.

Figure-II

MONITORING AND EVALUATION SYSTEM FOR DEVELOPMENT PROJECTS

Stages	Agencies Involved	Documents Prepared/ Used
<p>IMPLEMENTATION</p>	<p>Federal Ministries/ Organizations</p> <p>Provincial Departments/ PMUs</p>	<p>PC-I/Workplan/Project Document</p> <p>PC-I/Workplan/ Project Document</p>
<p>MONITORING</p>	<p>PMUs/Departments</p> <p>PPDD, M&E Units</p> <p>Project Wing, Ministries, Organizations/Departments</p> <p>Donors</p>	<p>Monthly, Quarterly, Annual Reports, / PMES-I & II</p> <p>Quarterly, Annual Reports/ PMES-I & II</p> <p>Quarterly, Annual Reports/ PMES-I & II</p> <p>Periodical Review Reports/ Annual Reports</p>
<p>EVALUATION</p>	<p>PMUs/M&E Units</p> <p>Project Wings</p> <p>Donors</p>	<p>Evaluation Reports</p> <p>Evaluation Reports</p> <p>Evaluation/Impact Assessment Reports</p>

Part – 8
Financing of Development Projects

Financing of Development Projects

The development projects of the Federal government are financed from the Public Sector Development Programme (PSDP). In Provinces these are financed from Annual Development Programme (ADP). Sources of financing of development projects by the federal and provincial governments are domestic resources and financing from donors and development banks i.e. Asian Development Bank, World Bank, Islamic Development Bank. Technical Assistance in the shape of grant is also provided by development Banks to undertake surveys, feasibility studies and research etc.

In Pakistan, the dependence on foreign assistance is being reduced and efforts are being made to exploit domestic resources for sustainable and dependable investment. The following table indicates that while PSDP (Federal) has increased by 272% from Rs 90 billion in 2002-03 to Rs 335 billion in 2007-08, the foreign financing has decreased from 37.5% in 2002-03 to 9.7% in 2007-08 of the Public Sector Development Programme.

(Rs. in Billion)

Year	PSDP (Federal)	Foreign Financing	% share of foreign financing in PSDP (Federal)
2002-03	90.00	33.752	37.50
2003-04	113.00	27.02	23.92
2004-05	148.00	35.60	24.05
2005-06	204.00	41.20	20.20
2006-07	268.00	36.519	13.60
2007-08	335.00	32.514	9.70

In order to supplement the efforts of the provincial governments in provision of better health and education facilities, federal government is providing financial and physical support to the provincial governments i.e. lady health workers programme, HIV / Aids, Hepatitis, Blindness, T.B. Control, Malaria, Twana Pakistan, Population Welfare Programme and Education Sector Reforms. Federal Government is also facilitating Provincial Governments in establishment of hospitals and provision of equipment i.e. CT Scan, MRI on 50:50 sharing basis.

With a view to run public sector projects commercially, the government is deliberating on shifting the management of such entities alongwith sale of share to the private sector. Development projects are also being undertaken in collaboration with the private sector i.e. development of airport at Sialkot. The involvement of private sector in management of public assets has proved to be positive contribution in provision of utilities and competitive rates to the people of Pakistan.

In order to encourage public sector organizations to undertake development activities from the resources generated by these organizations, financial autonomy has been provided to autonomous organizations. The organizations are allowed to prepare and implement Projects from the revenue earnings without passing through the regular process of project approval at different forums. Government representatives are members of the boards and assist autonomous organizations to take appropriate decisions.

Autonomous corporations (PIA, WAPDA, NHA), Gas Companies and development authorities (Capital Development Authority, Lahore Development Authority, Karachi Development Authority) finance their development activities through non-budgetary sources (self financing, bank borrowing, foreign investment and sale of shares from Stock Exchange). The idea behind non-budgetary financing is that revenue generating corporations which were being financed from the budget should stand on their own feet like other corporations and finance development projects from their own resources.

Part – 9
Sectoral Priorities (All Plans)

9.1 Historical Perspective

In the initial period of economic planning, Pakistan's priorities for development of various sectors aimed at avoiding thin spread of scarce resources and focusing mainly on one or two sectors to bring about visible impact. The following table indicates priorities given to various sectors in five year development plans.

Plan Period	Infrastructure %	Social Sector %	Others %
1 st Five Year Plan (1955-60) ¹	64.0	23.1	12.9
2 nd Five Year Plan (1960-65)	61.2	25.37	13.3
3 rd Five Year Plan (1965-70)	59.2	25.4	15.4
4 th Five Year Plan (1971-76)	58.9	27.4	13.7
5 th Five Year Plan (1977-83)	73.5	18.9	7.6
6 th Five Year Plan (1983-88)	76.2	18.75	15.4
7 th Five Year Plan (1988-93)	67.2	28.2	4.4
8 th Five Year Plan (1993-98)	75.16	23.84	0.75

9.2 In these plans following sectoral priorities were observed:

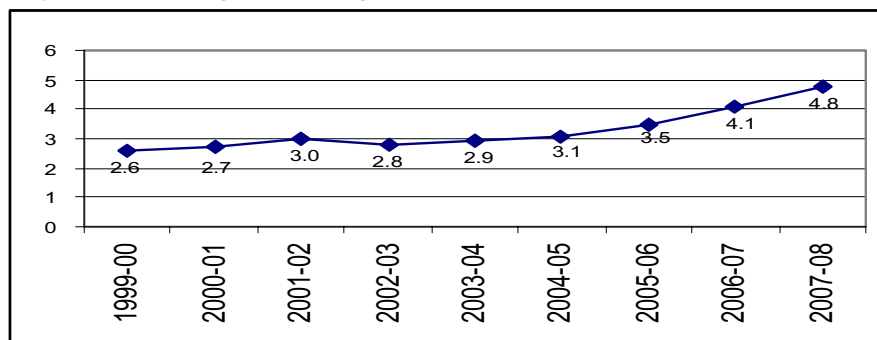
- i. Infrastructure development received the top priority with an average of 66% of development outlay.
- ii. Social Sector received second priority with an average of 24% of development outlay.
- iii. Sectoral Policies remained consistent.

9.3 In the Roll-On-Plans (1998-99 to 2004-05) the momentum of sectoral priorities as at para 9.2 was maintained but the percentage share of the sectors in total annual plans for Infrastructure and social sectors was reduced from 73.8% and 25.5% respectively in 1998-99 to 54.46% and 21.13 respectively in 2004-05. The share of other sectors registered an increase (from 0.7% in 1998-99 to 24.39% in 2004-05) with a view to achieve sustained growth by establishing infrastructure and human resource base in the country. Similarly, in social sector new initiatives were also introduced in the health and education sectors to achieve the MDGs.

9.4 In the Medium Term Development Framework (2005-10), as in the earlier plans, highest priority has been accorded to upgradation of physical infrastructure (48.6% of MTDF allocation) followed by social sectors (46.7% of MTDF allocations) other sectors (3.2% of MTDF allocations). Due to persistent stabilization in the economy, PSPD as a percentage of GDP has significantly increased from 2.6% in 1999-2000 to 4.8% in 2007-08 (indicated in graph below), which provided

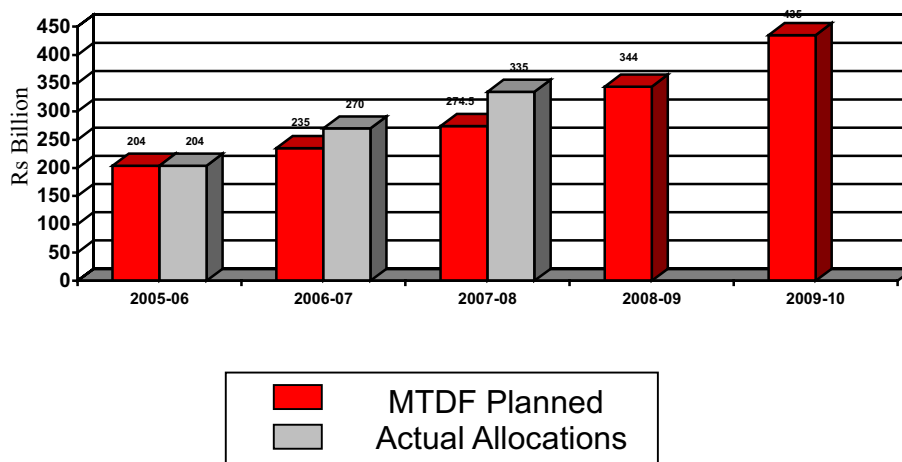
¹ Implementation started in 1957.

adequate fiscal space to leverage development funds to further strengthen fiscal infrastructure and human resource as inputs to the knowledge driven economy. The major components of infrastructure outlays will be energy, transport and communications, and water resources. Within the Social Sectors education and vocational training would receive the highest priority, followed by health and nutrition and physical planning & housing.



(PSDP / GDP ratio)

Planned and Actual PSDP Allocation – MTFD 2005-10



9.5 Current Policies for Sectoral Allocations

There has been no change in the Sectoral priorities. This consistency is reflected from the Sectoral allocations for the PSDP 2005-06, 2006-07 and 2007-08 indicated in the following table:

Sector	Allocations			Percentage Share of PSDP		
	2005-2006	2006-2007	2007-2008	2005-2006	2006-2007	2007-2008
Infrastructure	126.5	136.4	166.5	53.0	50.6	49.7
Social Sector	73.7	126.3	156.2	30.7	46.8	46.6
Others	3.8	7.3	12.3	16.2	2.7	3.7

9.6 Following principles have guided the resource allocations in the PSDP 2007-08:

- i. completion of on-going projects;
- ii. initiation of important new approved projects;

- iii. initiation of un-approved but crucial projects;
- iv. implementation of public commitments made by the President and the Prime Minister;
- v. equitable/fair distribution of funds among the provinces; and
- vi. preparation of projects conducive to creating environment of knowledge economy.

9.7 In line with vision 2030 to promote knowledge based economy, PSDP 2007-08 has accorded high priority to human resource development and a sound infrastructure, which will fuel future growth and development. The key theme of Government policies is development with equity. To achieve this objective, more resources have been allocated to the under developed regions. The balanced approach towards physical and human infrastructure is the corner stone of development strategy of the Government.

9.8 The main thrust is on achieving the development goals set out in the MTFD, including economic growth, reducing poverty, achieving MDGs, good governance, ensuring equitable development of regions, develop human capital and facilitating growth of the private sector. The IT and Science and Technology sectors have received increased allocations to give a spur to research and development and to employ the educated unemployed.

Part - 10

Classification and List of Plans

Formulated by the Planning Commission

Classification and List of Plans Formulated by the Planning Commission

Planning is usually classified in terms of time and organizational factor. In accordance with the time factor, plans are divided into three categories:

- i. Short Term Plan
- ii. Medium Term Plan
- iii. Long Term Plan

A short-term plan has a very brief and limited horizon. It is formulated with only one fiscal year in view. It is also called Annual Development Plan or simply Annual Plan. A medium-term plan covers four to seven years period with five years being the most popular choice. A long-term plan, more often called a "Perspective Plan", may have a 15-25 years tenure depending upon the peculiar economic compulsions and needs of a country.

10.1 Annual Plan

The principal instrument for adjusting the five year plan to current realities is the annual plan, which has proved a dependable method for translating plan objectives into an operational programme. In other words, it is regarded as the implementation side of the five year plan.

The annual plan includes an evaluation of past performance, a presentation of the main targets, an assessment of the resource position for the year, an outline of the investment programme in the public and private sectors and a broad outline of the economic policies that may be necessary to achieve the targets.

10.2 Public Sector Development Programme (PSDP)

The Public Sector Development Programme (PSDP) is an annual document which lists all the public sector projects/ programmes with specific allocations made for each one of them in that particular financial year. It is the operational side of the Five Year and Annual Plans. In other words, it is that part of the country's annual budget which deals with development expenditure, that is, it indicates the total cost of the project, foreign exchange component of the total cost, expenditure incurred upto the end of last financial year, PSDP allocation for the current financial year together with its foreign aid component.

10.3 Medium Term Development Plan/Five Year Plan

Government of Pakistan has mostly resorted to Medium Term Development Plans covering a period on five years. Pakistan's first Five Year Plan was prepared for 1955 to 1960 and its implementation started in 1957.

10.4 Roll on Plan

In order to bring flexibility into the Five Year Plan and to relate the sectoral and project-wise allocation with (a) the financial position, and (b) project implementation, a roll-on plan of medium term is designed in which the sectoral and project-wise position is adjusted according to the foregoing year.

For the initial three years, a roll-on plan is prepared for 'a', 'b', 'c' years. Next year, the 'a' year is ousted and 'd' year entered, so that the plan still remains for the three years. For the 'b' and 'c' years, adjustments are made according to the implementation of 'a' year. This process continues.

10.5 Long Term/Perspective Plan

The main purpose of Perspective Plan is to provide a long-term (15-25 years) economic and social policy framework so that the objectives to be achieved over a much longer period can be incorporated in a medium-term Framework.

10.6 Various development plans formulated by the Planning Commission are as follows:

Sr. No.	Plans	Period
1.	First Five Year Plan	1955-60*
2.	Second Five Year Plan	1960-65
3.	Third Five Year Plan and Perspective Plan	1965-70 1965-85
4.	Non Plan period	1970-78
5.	Fifth Five Year Plan	1978-83
6.	Sixth Five Year Plan	1983-88
7.	Seventh Five Year Plan and Perspective Plan	1988-93 & 1988-2003
8.	Eighth Five Year Plan and Perspective Plan 1993-2008	1993-1998
9.	Ten Year Perspective Plan and Three Year Development Programme	2001-11 2001-04
10.	Medium Term Development Framework	2005-10
11.	Perspective Planning - Vision 2030	2007-2030

* Implementation started in 1957

Part - 11
Medium Term Development Framework (MTDF)
2005-10

Medium Term Development Framework (MTDF) 2005-10

For operationalization of long term plan like Vision 2030 a series of medium term development frameworks are formulated. MTDF is one of such frameworks and covers a period of five years starting from 2005.

11.1 Objectives

During 2005-10, the period of the first Medium Term Development Framework (MTDF), the following objectives are to be kept in sight:

- i. To establish a just and sustainable economic system for reducing poverty and achieving MDGs.
- ii. To move, in an organized and disciplined manner, towards an efficient, balanced, internationally competitive, environment friendly, and technologically driven knowledge economy for rapid and sustainable growth to become an industrialized nation in 25 years.
- iii. To evolve a mature, tolerant, democratic society, which is developed economically, culturally, ethically and imbued with Islamic values of moderation and enlightenment, at peace with itself and with the rest of the world.
- iv. To build a strong and prosperous Pakistan having a fully integrated economy with a sense of common and shared destiny.
- v. To protect the right to development of every citizen particularly those of children, youth, women and minorities.
- vi. To ensure equitable development of regions.
- vii. To minimize wastages in the economy.

The MTDF 2005-10 recognizes that the value system of a society is the ultimate determinant of development. Rooted in culture, traditions and national character of the society, it gives a formal shape to the norms of politics and economy. These norms guide the formulation of policies in areas such as education, labour, trade, science and technology, taxation, and financial management. These policies then determine the size and composition of investment and structure of the knowledge base of the economy, which provide the necessary leverages and stimulus for its development.

In the era of globalization, the MTDF 2005-10 incorporates a paradigm shift towards enhancing competitiveness of the national economy through higher investment but more importantly through knowledge inputs to maximize total factor productivity. An Integrated Plan for "Pakistan Incorporated" with a focus on the tripartite elements of growth - development of infrastructure, human resource development, and technology has been brought together within the broad parameters of macroeconomic framework. It aims at incentivizing and developing the local strengths for increasing the competitive advantage in various sectors of the economy.

11.2 Strategic Thrust of the Framework

The MTDF provides a framework for translating the VISION 2030 into action during 2005-10, including a judicious policy mix for sustained long- term high growth. It aims to consolidate the macroeconomic stability and rationalize the public-private mix in the development process. By strengthening the enabling role of the government through policy direction and appropriate

regulatory environment, it envisages to enhance the role of private sector in various activities including infrastructure and provision of services. Enhanced role of the private sector in the economy will allow the public sector to focus on basic services such as education, health, balanced regional development, and poverty reduction.

The strategic thrust of the Framework has the following features.

- i. Maximizing benefits to economy through the use of inherent potentials and strategic advantages such as inherent skills and large work force; abundant natural resources including water, land, oil, gas and mineral resources; large domestic market demand; competitive manpower; and geographical location
- ii. Facilitating the development of human capital and private sector as the engines of economic growth
- iii. Providing a conducive environment through provision of appropriate infrastructure including intellectual (vision, policy direction and policy instruments; design engineering capabilities; and databases), physical, technological, financial, legal and regulatory
- iv. Strengthening public institutions
- v. Making use of opportunities created by globalization

The MTFDF envisages an investment of Rs. 2042 billion under the Public Sector Development Programme (PSDP). The PSDP size will roughly triple from Rs. 202 billion in 2004-05 to Rs. 597 billion in 2009-10, i.e. from 3.1 percent GDP in 2004-05 to 6.3 percent in 2009-10.

The federal government would provide 73.1 percent of the PSDP, including transfer of funds to the provinces. Details of the overall programme by objectives are given in the following table:

Overall PSDP for MTFDF Objectives

Objective	MTDF Allocation	% Share
Upgrading physical infrastructure	993.2	48.6
Achieving Millennium Development Goals	712.4	35.0
Balanced Development	270.1	13.2
Accelerating output growth	66.3	3.2
Total:	2042.0	100.0

11.3 Achieving Millennium Development Goals

One of the main objectives of MTFDF 2005-10 is establishing a just and sustainable economic system for achieving MDGs, which also include reduction in poverty. MDGs provide the long-term perspective (2005-15) within which the strategies to achieve the social and human development objectives of the MTFDF have been formulated. Highest priority is being given to achieving MDGs targets covering eradication of extreme poverty and hunger, achieving universal primary education, promoting gender equality and women improvement, reducing child mortality, improving maternal health, combating HIV/AIDS, malaria and other diseases, ensuring environmental sustainability and developing a Global Partnership for Development. Targets have been established for the terminal year of MTFDF (2009-10), and indicator status will be closely monitored, for which institutional structures have been established.

Part – 12
Perspective Planning – Vision 2030

Perspective Planning - Vision 2030

1. Vision 2030 is an important document formulated by the Planning Commission. It passed through the following stages of formulation.
 - i. After the launch of MTFD 2005-10, the Planning Commission was tasked to work out the outlines of how Pakistan sees itself in 2030 and the strategic policies and resources to get there.
 - ii. The NEC in its meeting held on 27th May, 2005 approved the vision statement which envisages “Developed, industrialized, just and prosperous Pakistan through rapid and sustainable development in a resource constrained economy by deploying knowledge inputs”. It also authorized the Planning Commission to prepare a long term perspective Planning document highlighting the strategic directives which need to be followed to achieve the Vision. As a first step towards formulation of Vision 2030, an “Approach Paper for Vision 2030” was prepared by the Planning Commission in February 2006 and circulated to all Ministries/Divisions, Provincial Governments, universities, newspapers, public and private sector organizations, professionals and intellectuals.
 - iii. It was decided by the Senior Management of Planning Commission in September 2005 to prepare a PC-I of the Project on Vision 2030. Accordingly the PC-I was prepared and submitted to CDWP in October 2005. The CDWP approved the same, providing clear timelines.
 - iv. The following six Working Groups on different aspects of the economy and society were formed for providing critical policy inputs for Vision 2030.
 - The global imperatives and societal transformation: 2030 and Beyond.
 - The just and sustainable society.
 - The innovative society: knowledge technology and competitive.
 - The prosperous society.
 - Critical elements of micro economic framework.
 - The state.
 - v. Based on the reports of the working groups draft of the vision document was prepared and circulated to all the stakeholders for their comments. These inputs were incorporated in the revised draft.
 - vi. The draft Vision document was placed before NEC in May 2007. The NEC approved the draft and the President of Pakistan launched the Vision 2030 on 21st August, 2007.
2. The Vision, inter alia, aims at achieving a mature, democratic stable, prosperous, just and dynamic society imbued with Islamic values; modern but not necessarily westernized; economically and industrially developed nation; eradication of absolute poverty and reduction of disparities in education, health and wealth build rural-urban complementarities and fully integrated with global economy through enhanced competitiveness and fostering knowledge economy.

3. The Vision statement Implies:
 - i. Assured sovereignty and security of the country,
 - ii. A self-reliant and technologically competent country even in advanced fields.
 - iii. Quadrupling per capita income from USD 925 to USD 4,000 at 2007 prices.
 - iv. Reduction of population from 1.8% (2007) to close to 1% (2030).
 - v. 100 percent literacy, net primary and secondary enrolment rates, and health & housing for all achieved by 2015
 - vi. Ensuring maintenance of fiscal and current account balances and of price stability.
 - vii. Larger share in world trade, rapid increase in exports with higher content of Hi-tech products.

4. To realize the Vision an integrated and innovative approach will be adopted with special emphasis on developments in Science, Technology, Industry & Agriculture. The strategic focus of the Vision would be improved quality of life, knowledge generation & scaled up innovation through:
 - i. Integrated, holistic and coordinated approach
 - ii. People – centric Policies: “The State Cares”
 - iii. Enabling Policy Environment to foster business and government efficiency, develop infrastructure and ensure sustainable development
 - iv. Quantum Leap in education for the Knowledge Society:
 - v. Social Infrastructure: Enabling environment established for:
 - Competence [education, skills] and ethics
 - Demographic dividend: qualified, trained, experienced, creative workforce with a competitive spirit
 - Assured health, food and nutrition
 - Security under law
 - vi. Energy: acquisition, exploration, processing, generation and conservation etc. renewables
 - vii. Water: efficient use, conservation and additional storage
 - viii. Physical Infrastructure: rural-urban development, highways, railways, ports and connectivity.
 - ix. Industrial estates and cluster development along energy and trade corridors
 - x. Technology: HRD, R&D funding, capital investment and business assistance
 - xi. Scientific and technological Infrastructure: knowledge, continuous up-gradation and innovation

5. Critical factors for success of the Vision are:
 - i. Changing the mind-set: objective and “Informed Decision Making” to be institutionalized
 - ii. Building Institutions
 - iii. Building capabilities
 - iv. Premium on teamwork
 - v. Inspired, committed and Visionary Leadership (Federal, Provincial and Local Government levels)
 - vi. Meritocracy and Professionalism
 - vii. Shared vision and destiny
 - viii. Social cohesion
 - ix. Effective implementation and monitoring

Part – 13
Planning for 21st Century

Millennium Development Goals (MDGs)

1. Pakistan has set forth following MDGs:
 - i. Eradication of extreme poverty and hunger.
 - ii. Achieving universal primary education.
 - iii. Promoting gender equality and empowerment
 - iv. Reducing child mortality.
 - v. Improving maternal health.
 - vi. Combating HIV/AIDS, malaria and other diseases.
 - vii. Ensuring environmental sustainability

2. The 18 global targets and 48 indicators adopted in 2000 have been translated into 16 national targets and 37 indicators keeping in view Pakistan's specific conditions, priorities, data availability and institutional capacity. Five years down the road, and specifically after it has been realized that a) inspite of encouraging progress made since 2000, business-as-usual will not work in realizing the MDG targets for many of the countries and, b) localization of MDGs or main streaming of sub-national/local targets into the national targets and priorities is needed to achieve the MDGs by 2015. In August 2004, the UN Secretary General acknowledged in Brazil that as many as 70% of the MDGs and Johannesburg Plan of Implementation targets would be achieved primarily through local/district governments working in consultation with national governments and other stakeholders.

Challenges and Strategy

3. To meet challenges of 21st century following planning strategy will be adopted:-

Challenges		Instruments / Methodology
i.	PC must have expertise and best practices comparable to those of WB and ADB	i. Better HR strategy, better work culture, more Knowledge Products and Services (KPS)
ii.	Traditional Model of "Establishment Controls" and "Micromanagement" of the Line Ministries is an out-dated model.	i. Delegation ii. Devolution iii. Constitutional provisions, relating to demands for grants and accountability
iii.	Institutional deficit of the Line Ministries – should be made good by Establishment, Finance and PC	i. Upgradation ii. Delegation-Devolution iii. Improved Focus
iv.	Increased focus on economic growth, development effectiveness and performance outcomes	i. Knowledge management and better knowledge products and services

v.	Development has to be conceptualized by All PC should be enabler and facilitator and should be steering and not rowing	i. Annual Development Strategy and Programme (ADSP) – Both Current Budget and Development Budget ii. Concept papers to precede PC-I through ADSP.
vi.	Development is not restricted to projects. It is economy and it has to be thematic and not linear	i. Follow-up on the Macroeconomic Framework on quarterly basis.

4. A Committee on Planning for 21st Century has been constituted under the Chairmanship of the Deputy Chairman Planning Commission with the following terms of reference:

- i. To upgrade and strengthen the quality of HR in the Planning Commission in keeping with the international best practices to meet the challenges of 21st Century.
- ii. To consider internal reorganization keeping in view the importance and quantum of workload.
- iii. To devise change strategies to promote a corporate culture of excellence for improved customer service.
- iv. To evolve a participative approach of team spirit to transform reluctance and resistance into willing cooperation and enthusiasm.
- v. to initiate long term and short term measures to develop pleasant work environment.
- vi. Any other relevant matter.

Part – 14
Special Assignments

Special Assignments

14.1 Export Plan of Pakistan 2007-13

Although during the past eight years Pakistan's exports have more than doubled from \$ 7.2 billion in financial year 1999 to \$ 16.4 billion in financial year 2006, presently, country's exports are 13 percent of GDP and are not growing fast. To enhance exports to 15 percent of GDP in next six to seven years, the Prime Minister of Pakistan assigned the task to the Deputy Chairman, Planning Commission to prepare the Export Plan outlining detailed strategy. Accordingly, the Export Plan was prepared and presented by the Deputy Chairman in a high powered meeting chaired by the Prime Minister on March 06, 2007. He made a detailed review of all major exports, highlighted constraints impeding exports and presented a strategic framework to achieve a quantum leap in exports from \$ 16.4 billion in financial year 2006 to \$ 40-45 billion by financial year 2013. The strategic thrust to achieve the exports target is focused on:

a. Enabling policy environment:

The need is of consistency, stability and continuity of the economic policies. Higher investment in high value added export oriented manufacturing and agriculture activities is required. Investment to be encouraged through tax and investment incentives. State of the art infrastructure and technology support centers are to be established. Besides, simplification of laws, to ease doing business and building strong confidence between public and private sectors would also be needed.

b. Human resource development:

Raise the skill base and competitiveness by establishing more technical and vocational training institutes. Capacity of the existing public sector training institutions to be enhanced. Institutional measures are also needed to strengthen industry/academia linkages.

c. Physical, scientific and technological infrastructure:

Revamp the existing industrial estates. The need is to establish and operate new industrial estates/export cities/industrial parks along the energy and trade corridors. Common Facilitation Centers (CFCs) and dedicated utility services are to be provided. Effluent treatment plants also need to be established. Reconstruction Opportunity Zones (ROZs) are to be launched at the earliest to take advantage of exports from less developed areas to the US on preferential terms.

d. Logistics chain:

Trade and transport logistics chain is to be improved to reduce the cost of doing business and increase competitiveness.

e. Trade facilitation:

Trade handling issues along key export corridors in relation to streamlining procedures and improving services are to be addressed to maximize efficiency gains.

f. **Production of quality products:**

Production of quality products to be encouraged. National quality standards to be conformed to the International standards. Accredited labs are to be established and strengthened for quality certification.

g. **Marketing:**

Aggressive regional and country specific marketing strategy. Focus should be on key fast growing markets and export diversification. Effective trade diplomacy (Fats / PTAs etc) is required for market access with particular emphasis on China, USA, EU, Latin America and Central Asian Republics.

h. **Trade and social compliances:**

To ensure WTO and bilateral compliances, sectoral task forces to be constituted. They may create awareness and formulate time bound implementation plan to address the issues of trade and social compliances.

14.2 Poverty Reduction and Human Resource Development

The government strategy of poverty reduction and human resource development is articulated in the Medium Term Development Framework (2005-10) and vision 2030. The MTDf poverty reduction policies enshrine commitment of increased public sector investment, implementation of second generation reforms agenda and social protection. Continuation of economic policies and structure reforms which resulted in high sustained economic growth of above 7.07 percent on average during 2004-07 resulted in poverty reduction was higher in the rural areas.

The increased allocation to social sectors have resulted in significant improvement in the quality of life indicators. Pakistan's saving in the Human Development Index has moved up by 10 places from 144 in 2001 to 134 in 2005. During this period gross enrolment rate of the poor increased by 16 percentage points, as compared to 8 percentage points for the non-poor. The rate of children immunized among poor families. Access to electricity sanitation and drinking water is higher among the poor households compared with the non-poor households.

The government has implemented a number of programmes to create livelihood opportunities for the poor. The President's Rozgar Scheme, small demand driven scheme, Aik Hunar Aik Nagar, and skill development programme have been implemented to create income and employment opportunities for the poor.

14.3 Attainment of Millennium Development Goals (MDGs)

The Millennium Development Goals (MDG) have profound impact on key achievements in human capital development, delivery of basic social services and poverty reduction. They provide greater congruence between the national efforts and global development to reduce poverty and hunger, achieve universal primary education and gender equality, reduce infant, child and maternal mortality, reverse the spread of HIV/Aids and communicable diseases, and improve access to safe drinking water and sanitation facilities.

A set of inter-connected and mutually reinforcing eight development goals (MDGs) adopted by the United Nations in 2000 has been fully aligned in the MTDF strategy of poverty reduction and human resource developments.

Annexures

Names of Deputy Chairmen

Sr. No.	Name	Ministerial Status	From	To
1	Mr. Zahid Hussain		1953	1958
2.	Mr. G. Ahmad		1958	1959
3.	Mr. Mumtaz Hasan Khan		1959	1961
4.	Mr. Said Hassan	Minister	1962	1966
5.	Mr. M.M. Ahmed	Minister	1967	1969
6.	Mr. M.H. Soofi		1969	1970
7.	Mr. Mahboob ul Rashid		1970	1971
8.	Mr. Qamar ul Islam		1971	1973
9.	Professor Khurshid Ahmad	Minister	20-08-1978	21-04-1979
10.	Mr. Ghulam Ishaq Khan	Minister	21-04-1979	06-03-1982
11.	Dr. Mahboob ul Haq	Minister of State	07-03-1982	13-04-1983
12.	Mr. V.A. Jafrey		22-09-1985	10-07-1986
13.	Mr. A.G.N. Kazi	Minister	10-07-1986	23-08-1993
14.	Mr. Saeed Ahmad Qureshi	Minister	24-08-1993	30-06-1994
15.	Qazi M. Alimullah		01-07-1994	05-11-1996
16.	Dr. Hafiz A. Pasha	Minister	12-11-1996	12-08-1998
17.	Mr. Ahsan Iqbal	Minister of State	13-08-1998	12-10-1999
18.	Dr. Shahid Amjad Chaudhary	Minister of State	27-07-2000	08-08-2003
19.	Engr. Dr. M. Akram Sheikh, HI	Minister	15-03-2004	7-05-2008
20.	Mr. M. Salman Faruqi	Minister	09-05-2008	to-date

Names of the Secretaries

Sr. No.	Name	From	To
1	D.K. Power	04-06-1962	31-12-1962
2.	S.A.F.M.A. Sobhan, Additional Secretary	01-01-1963	13-01-1966
3.	Muzaffar Hussain, Additional Secretary	14-01-1966	01-06-1966
4.	Qamarul Islam	01-06-1966	08-09-1970
5.	A. Rabb	10-09-1970	05-11-1971
6.	Aftab Ahmad Khan, Additional Secretary	07-03-1972	22-08-1973
7.	V.A. Jafarey	22-10-1973	07-10-1978
8.	H.U. Beg	07-10-1978	31-07-1979
9.	Ejaz Ahmad Naik	01-08-1979	22-05-1982
10.	Dr. Moinuddin Baqai	23-05-1982	30-04-1983
11.	Asif Rahim	30-04-1984	30-08-1984
12	V.A. Jafarey, Secretary General	03-09-1984	22-09-1985
13.	Dr. Moinuddin Baqai	17-10-1985	04-05-1987
14	Dr. M. Tariq Siddiqui	18-06-1987	15-01-1989
15.	Bashir Ahmed	05-02-1989	19-08-1990
16.	M.I.K. Khalil	19-08-1990	20-05-1991
17.	Dr. Akhtar Hassan Khan	20-05-1991	21-11-1993
18.	Ashfaq Mahmood	21-11-1993	06-11-1995
19.	Fazlullah Qureshi	06-11-1995	29-04-1998
20.	Mian Tayyab Hassan	30-04-1998	26-10-1999
21.	M. Abdullah Yusuf	26-10-1999	26-11-1999
22.	Mian Tayyab Hassan	26-11-1999	13-02-2000
23.	Fazlullah Qureshi	17-02-2000	18-11-2000
24.	Dr. Mutawakkil Kazi	19-12-2000	05-06-2003
25.	Javed Sadiq Malik	09-06-2003	02-11-2004
26.	Muhammad Humayun Farshori	03-11-2004	27-03-2006
27.	M. Akram Malik	27-03-2006	20-10-2006
28.	Muhammad Zia-ur-Rehman	20-10-2006	01-06-2007
29.	Mr. Ghiasuddin Ahmed	01-06-2007	01-04-2008
30.	Mr. Suhail Safdar	04-04-2008	to-date

Names of Members

1.	Mr. Suhail Safdar	Secretary/Member Coordination
2.	Dr. Shaukat Ali	Chief Economist/Member
3.	Mr. Ejaz Rahim	Member (Social Sector)
4.	Dr. Asad Ali Shah	Member (Infrastructure)
5.	Lt. Gen. (Retd.) Muhammad Zubair	Member (Implementation & Monitoring)
6.	Dr. Akhtar A. Awan	Member (Energy)
7.	Dr. Shaukat Hameed Khan	Member (Science & Technology)
8.	Dr. Kausar Abdullah Malik	Member (Agriculture & Food)
9.	Dr. Rashid Amjad	Member/Vice Chancellor, PIDE

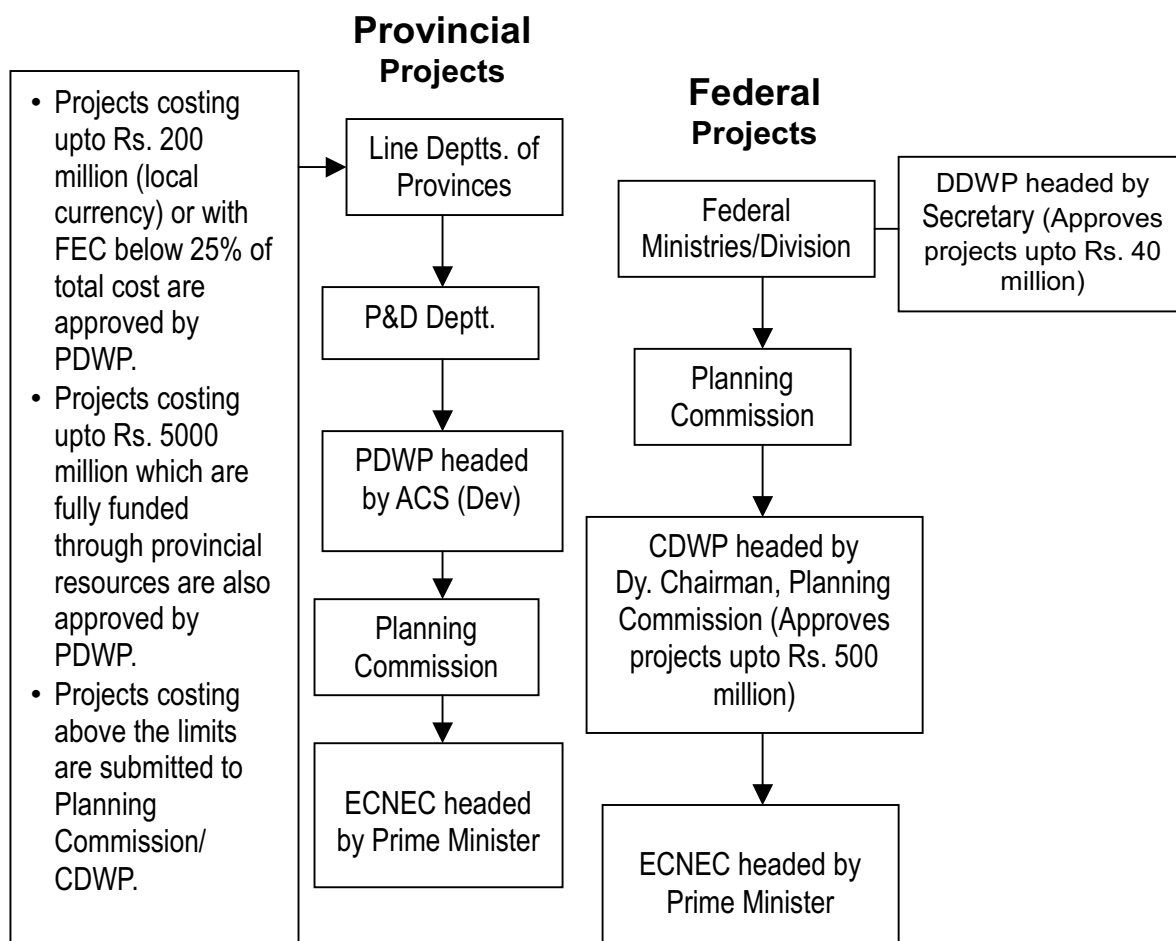
Names of the Chief Economists

Sr. No.	Name	From	To
1	Mr. M. L. Qureshi	01-01-1956	07-03-1961
2.	Dr. Mahboob-ul-Haq	17-08-1967	19-06-1970
3.	Dr. Jawaid Azfar	03-01-1981	18-03-1983
4.	Mr. Mansur Hasan Khan	18-01-1983	15-11-1986
5.	Dr. Arshad Zaman	16-03-1987	28-04-1992
6.	Mr. Fasihuddin	05-07-1992	19-03-1995
7.	Dr. A. R. Kemal	07-04-1997	14-12-1999
8.	Dr. Mushtaq Ahmed	15-12-1999	17-08-2000
9.	Dr. Pervez Tahir	18-08-2000	06-06-2006
10.	Dr. M. Shaukat Ali	25-11-2006	01-01-2008
11.	Dr. Rashid Amjad	06-02-2008	to-date

Senior Management, Professional / Technical and Support Staff

S. No.	Cadre	Posts	Sanctioned Strength
1.	Senior Management <u>BS-21 and above</u>	Secretary, Chief Economist Members/Additional Secretary/D.G (JACC)/Joint Chief Economists/Senior Chiefs	21
2.	Professional / Technical <u>BS-17 to BS-20</u>	Joint Secretary/Chief/ Director General/Deputy Secretary/Deputy Chief/Director/Assistant Chief/Deputy Director/ Research Officer/Section Officer/Accounts Officer/Private Secretaries	189
3.	Support Staff <u>BS 1 to BS-16</u>	Superintendent /Assistant/Stenographer /Stenotypist/ Upper Division Clerk/Lower Division Clerk/Driver/Dispatch Rider/Duplication Machine Operator/Daftry/Qasid/Naib Qasid/Chowkidar/Farash	535
	Total		745

Administrative Structure for Preparation / Approval of Projects in Pakistan



List of Important Projects under PC, P & DD

Projects:

1. Establishment of Federal DERA Unit for Drought Emergency Relief Assistance, Islamabad
2. Macro Modeling Project
3. Infrastructure Institutional Capacity Building and Project Preparatory Facility Through Technical Assistance from Asian Development Bank
4. Promoting Professional Excellence in Planning Commission
5. Institutional Cooperation Programme
6. Institutional Strengthening & Efficiency Enhancement of Planning Commission, P&D Division
7. Monitoring of PSDP Financed Projects
8. Economic Research Programme Planning Commission, P&D Division
9. Electronic Government Project Phase-II JACC
10. Establishment of Environment Section
11. Construction of Plan House
12. Land Acquisition for SHRDC Building
13. Strengthening of Projects Wing, Planning Commission, P&D Division
14. Upgradation of Pakistan Planning and Management Institute (Phase-II) Construction of PPMI Complex
15. Capacity Building Project
16. Infrastructure Management Unit (IMU).

List of Working Groups and Committees

(1) Working Group on Environment

Composition			
1.	Dr. Asad Ali Shah Member (Infrastructure) Planning Commission Government of Pakistan Islamabad	Chairman	
2.	Secretary (Environment)	11.	Mr. Ayub Qutab Pakistan Institute for Environment Development Action Research Office # 3, 1 st Floor, 64-E, Masco Plaza, Blue Area, Islamabad
3.	Secretary (Environment) Environment Protection Department Government of Punjab	12.	Mr. Zafar Pervez Sabri General Manager (Water Management Centre), PPAF
4.	Secretary (Environment) Government of Sindh	13.	Mr. Azharuddin Khan Managing Direction, National Environmental Consultant Pvt. Ltd. 1 st Floor, PIDC House, Maulvi Tameez- ud-Din Khan Road, Karachi.EPI. Karachi
5.	Secretary (Environment) Government of NWFP	14.	Inspector General (Forest) Ministry of Environment, Government of Pakistan, CDA Block # 4, Melody Civic Centre, G-6, Islamabad
6.	Secretary (Environment) Government of Baluchistan	15.	Director General Pakistan Environmental Protection Agency Margalla Road, F-113, Islamabad
7.	Secretary (Environment) Government of AJK Muzaffarabad	16.	Chairman Engineering Development Board 3 rd Floor, SEDC Building 5-A, Constitution Avenue, Sector F-5/1, Islamabad
8.	Dr. Sohail Maqbool Malik Country Representative IUCN (Pakistan) 1, Bath Island Road, IUCN Office Karachi	17.	Chairman Department of Environmental Engineering University of Engineering & Technology Peshawar
9.	Dr. Saba Gul Khattak Executive Director, Sustainable Development Policy Institute # 3, UN Boulevard, Diplomatic Enclave # 1 G-5, Islamabad	18.	Mr. Abdul Qayum (Secretary/Member) Chief (Environment), Planning Commission, Government of Pakistan Islamabad
10.	President World Wildlife Fund (Pakistan) Qarshi Industries Pvt. Ltd. Jam-e-Shireen Boulevard, 15-G, Gulberg-III, Lahore		

(2) Working Group on School & College Education

Composition			
1.	Mr. Ejaz Rahim Member (Social Sector) Planning Commission Government of Pakistan Islamabad		Chairman
2-9	Secretaries Ministry of Education, Islamabad, Department of Education Punjab, Sindh, NWFP, Baluchistan, AJ&K, FATA, FANA and Director Education FATA	16.	Dr. Maqsood Azeemi (Ph.D) Chairman Burkhyia Education Foundation 2680 Lala Ayub Lane Peshawar Cantt
10.	Lt. Gen. Sabeeh Qamar-uz-Zaman (Retd) Chairman NEF, Islamabad	17.	Mrs. Seema Malick, Director, Teachers Resource Centre 67-B, Garden Road, Karachi-75500
11.	Prof. Khawaja Masood, House No. 8, Street No. 45, Sector F-8/1, Islamabad	18.	Ms. Shahnaz Wazir Ali
12.	Dr. Fariha Zafar, Director, Society for Advancement of Education, 65-C, Garden Block, New Garden Town, Lahore	19.	Dr. Fayyaz Ahmed JEA (P&D Wing) Ministry of Education Islamabad
13.	Prof. Dr. Tariq Rehman, Institute of Pakistan Studies Quaid-e-Azam University Islamabad	20.	Mr. T. M. Qureshi DEA (P&D Wing) Ministry of Education Islamabad
14.	Prof. Dr. Shams Qasim Lakha Agha Khan University Karachi	21.	Mr. Talib Hussain Talib (Secretary/Member) Chief (Education) Planning Commission, Government of Pakistan Islamabad
15.	Dr. Iffat Farah Agha Khan University Institute for Educational Development IED-PDC, 1-5/B-VII, Federal-B Area Karimabad, P.O. Box 13688 Karachi-75950		

(3) Working Group on Health and Population

Composition			
1.	Mr. Ejaz Rahim Member (Social Sector) Planning Commission Government of Pakistan Islamabad		Chairman
2.	Lt. Gen. (R) Karamat A. Karamat Advisor on Health	13.	Dr. Nausheen Mahmood
3.	Federal Secretary Health	14.	Dr. Nabila Ali
4.	Provincial Health and Population Secretaries	15.	Dr. Prof. Shakur Kazi
5.	Dr. Khalif Muhammad Bile (WHO)	16.	Dr. Talib Lashari, Representative of "The Networks"
6.	Dr. Sania Nishtar (Heart File)	17.	Dr. F. R. Y. Fazli
7.	Prof. Dr. Zulfiqar Bhutta (AKU)	18.	Dr. M. Shafiquddin (Secretary/Member) Chief (Health) Planning Commission, Government of Pakistan Islamabad
8.	Mr. Shoaib Sultan (NRPN)		
9.	Prof. Dr. Mahtab Karim (AKU)		
10.	Dr. Inamul Haq (WB)		
11.	Dr. Shams Lakha		
12.	Prof. Dr. A. J. Khan		

(4) Working Group on Water Resources

Composition			
1.	Dr. Asad Ali Shah Member (Infrastructure) Planning Commission Government of Pakistan Islamabad		Chairman
2.	Secretary, Ministry of Water and Power Government of Pakistan Islamabad	11.	Secretary, Irrigation Department, Government of Baluchistan, Quetta
3.	Mr. Shamsul Malik, Ex-Minister Irrigation Government of NWFP and Former Chairman, WAPDA	12.	Chief Executive, FATA Development Authority, Peshawar
4.	Mr. Mazhar Ali, Water Resources Expert	13.	Mr. Qamaruzzaman Shah, Chairman, Sindh Chamber of Agriculture, Hyderabad
5.	Mr. Sardar Tariq, Former Chairman SASTAC, Global Water Partnership Kot Najeebullah, District Haripur	14.	Dr. Abdul Latif, Director CEWRE, Lahore
6.	Dr. Zafar Altaf, Former Federal Secretary	15.	Dr. Muhammad Iqbal, Former Minister Technical Committee on Water Resources
7.	Member (Water), WAPDA House, Lahore	16.	Mr. Musarat Bashir, Consultant
8.	Secretary, Irrigation Department, Government of Punjab, Lahore	17.	Ms. Hamida Shah, Chairman, Women Welfare Organization, NARA, Sindh.
9.	Secretary, Irrigation Department, Government of Sindh, Karachi	18.	Mr. Naseer A. Gillani, (Secretary/Member) Chief (Water), Planning Commission, Government of Pakistan Islamabad
10.	Secretary, Irrigation Department, Government of NWFP, Peshawar		

(5) Working Group on Rural Development

Composition			
1.	Dr. Asad Ali Shah Member (Infrastructure) Planning Commission Government of Pakistan Islamabad	Chairman	
2.	Mr. Shoaib Sultan Khan Rural Support Programme Network 8-Agha Khan Road, F-6/4, Islamabad	12.	Mr. Naeemul Haq, Member-I, NRB Cabinet Block, Islamabad.
3.	Secretary, Local Government & Rural Development, Government of Pakistan Islamabad	13.	Col. Iqbal Badar (Project Director) Barani Area Development Project, NWFP, SDU Building Khyber Road, Peshawar
4.	Secretary, Local Government & Rural Development, Government of Punjab, Lahore	14.	Mr. Waqar-ul-Hassan (Project Director) Barani Area Development Project, NWFP, SDU Building Khyber Road, Peshawar
5.	Secretary, Local Government & Rural Development, Government of Sindh, Karachi	15.	Mr. Kazim Niaz (Project Director) FATA Rural Development Project 28-Shami Road, Peshawar (091- 9214065)
6.	Secretary, Local Government & Rural Development, Government of NWFP, Peshawar	16.	Dr. Muhammad Iqbal Sr. Research Economist PIDE Islamabad
7.	Secretary, Local Government & Rural Development, Government of Baluchistan Quetta	17.	Sardar Sakhi Zuman (Project Coordinator) Multi Sector Rehabilitation Project AJ&K Al-Safe Plaza Gojra Bypass Road Muzaffarabad
8.	Secretary, Local Government & Rural Development, Government of AJ&K Muzaffarabad	18.	Mr. Nadir Barech, Chief Executive Officer Baluchistan Rural Support Programme Sariab Road, Quetta
9.	Secretary, Local Government & Rural Development, Northern Areas, Gilgit	19.	Mr. Allah Bakhsh Kalhoro Director General, Sindh Coastal Development Authority, PIDC House 1 st Floor, Moulvi Tameez-ud-Deen Road, Karachi
10.	Secretary, Irrigation Department, Government of NWFP, Peshawar	20.	Mr. Abdul Sattar (Secretary/Member) Deputy Chief (DAD), Planning Commission, Government of Pakistan Islamabad
11.	Dr. Rashid Bajwa, Chief Executive Officer National Rural Support Programme 46-Agha Khan Road, F-6/4, Islamabad		

(6) Working Group on Transport & Communication

Composition			
1.	Dr. Asad Ali Shah Member (Infrastructure) Planning Commission Government of Pakistan Islamabad		Chairman
2.	Maj. Gen. Imtiaz Ahmed, Chairman NHA, 27-Mauve Area, G-9/1, Islamabad	10.	Mr. S.M. Hasan Zaidi, Joint Secretary M/o Ports & Shipping, Room No. 335, 3 rd Floor, D-Block, Pak Secretariat, Islamabad
3.	Mr. Farooq Rehmatullah, D.G. (CAA), Headquarters, Civil Aviation Authority Terminal No. 1, Jinnah Avenue, Karachi	11.	Mrs. Farkhanda Wasim Afzal, Secretary Services & General Administration Department, Government of Punjab, Lahore
4.	Mr. M. Abbas Khan, Additional Secretary Ministry of Communication, D-Block, Pak Secretariat, Islamabad.	12.	Ch. Muhammad Arif, Chief Engineer, Highways (North), Government of Punjab Lahore
5.	Mr. Saeed Akhtar, Addl Gen. Manager (AGM) Headquarters, Pakistan Railways Lahore	13.	Mr. Shaukat Ali Shaheen, Chief Engineer Highways Department (South) Government of Punjab, Lahore
6.	Mrs. Raazia Shakir, Acting Deputy Gen. Manager, Engineering Dev. Board, M/o Industries & Production, A-Block, Pak Secretariat, Islamabad Ph: 9204817, Fax: 9202108	14.	Mr. M. Riaz Khan, Secretary, Works and Services Peshawar Ph: (O) 091-9210859, (R) 091- 9210359 Fax: 091-9210867
7.	Ms. Uzma Gul, Varan Tours, 106- Adamjee Road, Rawalpindi Cantt.	15.	Mr. Habib Ali, Chief Engineer, Works and Services Department, Police Road, Settled Area, Peshawar.
8.	Mr. Badshah Gul, Director Planning Shaheen Airlines, 157- Clifton Road Karachi	16.	Mr. Ameer Shahbaz Khan, Chief Engineer, FATA (Works and Services Department) Police Road, Peshawar
9.	Managing Director, Transfreight Corporation, 8-B, 2 nd Floor, Pak Chamber 25-West Wharf Road, Karachi	17.	Mr. Naseer Ahmed Baluch, Secretary Communications and Works, Government of Baluchistan, Quetta

18.	Malik Zaheer-ul-Islam, D.G. (KMTTC) Karachi Mass Transit Cell, City District Government Secretariat, Civic Centre Karachi	26.	Mr. Shareef Nizamani, Chief Engineer (Highways) Government of Sindh, (He sits in Haiderabad)
19.	Mr. Farooq Chaudhry, Techno Consult International, 37-K, Block- 6, Park Employees Housing Society, Karachi	27.	Qazi Abdul Rashid, Chief Engineer (Nasirabad and Sib I Area) Civil Services Government of Baluchistan Quetta
20.	Dr. Zafar Mueen Nasir, Director Policies, Policy Planning Cell, Labour & Manpower Division, Islamabad	28.	Mr. Khalid Ahmed Mangal, Chief Engineer-III, C&W Department Government of Baluchistan Quetta
21.	Dr. Tayyab Akram, DDG/Dean (Transportation), National Institute of Transportation (NUST) Risalpur Cantt.	29.	Mr. Mohib Ali Naqvi, Secretary Communications Government of AJ&K Muzaffarabad
22.	Prof. Dr. Tanwir Iqbal, Chairman Department of Transport and Engineering Management, University of Engineering and Technology, G.T. Road Lahore	30.	Ch. Fazal Hussain Chief Engineer (Building & Roads), North Zone (Palandri-Rawalakot- Bagh, Muzaffarabad-Neelam)
23.	Mr. Pir Bux Baluch, Chief Engineer-II Block-7, Room No. 22, Zarghum Road, Government of Baluchistan Quetta	31.	Ch. Mohammad Ilyas, Chief Engineer (South Zone), Kotli Mirpur, Bhimber
24.	Mr. Kalimullah Nasir, Chief Engineer (Design), Block-7, Zarghum Road, Government of Baluchistan Quetta	32.	Syed Tanwir Hussain Bukhari (Secretary/Member) Chief (T&C), Planning Commission, Government of Pakistan Islamabad
25.	Syed Faisal Saud, Secretary, Works and Services, Government of Sindh, Karachi		

(7) Working Group on Water Supply and Sanitation

Composition			
1.	Dr. Asad Ali Shah Member (Infrastructure) Planning Commission Government of Pakistan Islamabad		Chairman
2.	Dr. M. Akram Kahloon, Chairman Pakistan Council of Research in Water Resources, Khyaban-e-Johar, H-8/1, Islamabad	11.	Dr. Muhammad Latif, Director Centre of Excellence on WS&S University of Engineering & Technology GT Road, Lahore
3.	Secretary Public Health Engineering Department Government of Punjab Lahore	12.	Project Director Punjab Rural Water Supply Community Project, PHE Department, Government of Punjab, Lahore
4.	Director General/Chief Engineer Public Health Engineering Department Government of Sindh Hyderabad	13.	Nominee of PIDE, Pakistan Institute of Development Economics, Quaid-e- Azam University Campus, P.O. Box No. 1091, Islamabad
5.	Chief Engineer Works and Services Department Government of NWFP Peshawar	14.	Vice President Public Health Engineering, NESPAK Lahore
6.	Secretary/Chief Engineer Public Health Engineering Department Government of Baluchistan Quetta	15.	Mr. Abid Hussain Water Supply & Sanitation Specialist Urban Sector Policy & Management Unit P&D Board, Govt. of Punjab, Lahore.
7.	Member (WS&S) Planning and Development Board Government of Punjab Lahore	16.	Mr. Khalid Mutaddillah Ex-Member (Water, WAPDA) Lahore
8.	Chief (WS&S) Planning and Development Department Government of Sindh Hyderabad	17.	Dr. Javed Iqbal, Managing Director WASA Multan Development Authority, Near Civil Hospital, Baghlanje Khan, Multan
9.	Chief (WS&S) Planning and Development Department Government of NWFP Peshawar	18.	Mr. Abdul Qayum (Secretary/Member) Chief (PP&H), Planning Commission, Government of Pakistan Islamabad
10.	Chief (WS&S) Planning and Development Department Government of Baluchistan Quetta		

(8) Working Group on Forestry & Wildlife

Composition			
1.	Dr. Kausar A. Malik Member (Food & Agriculture) Planning Commission Government of Pakistan Islamabad		Chairman
2.	Inspector General of Forests Ministry of Environment	12.	Mr. Asif Shuja Khan Director General (Pak EPA) Ministry of Environment
3.	Chief Conservator (Central) Forest Department Punjab	13.	Director General PFI Peshawar
4.	Chief Conservator Forest Department Sindh	14.	Representative of Ministry of Food, Agriculture and Livestock
5.	Chief Conservator Forest Department NWFP	15.	Mr. Arif Alauddin Assistant Resident Representative UNDP Islamabad
6.	Chief Conservator Wildlife Department NWFP	16.	Country Representative IUCN 1-Bath Island Karachi
7.	Chief Conservator Forest Department Baluchistan	17.	Director General WWF Lahore
8.	Chief Conservator Forest Department AJK	18.	Mr. Abdul Latif Rao Rao Development Consulting Services Islamabad
9.	Conservator Forest Department Northern Areas	19.	Chief (F&A) Planning Commission
10.	Conservator Forest Department FATA	20.	Ms. Helga Ahmad Member Advisory Board Ministry of Environment
11.	Umeed Khalid, Conservator National Council for Conservation of Wildlife (NCCW), Ministry of Environment	21.	Mr. Hamid Marwat (Secretary/Member) Deputy Chief (Incharge), Forestry & Wildlife Section, Planning Commission, Government of Pakistan Islamabad

(9) Working Group on Housing

Composition			
1.	Dr. Asad Ali Shah Member (Infrastructure) Planning Commission Government of Pakistan Islamabad	Chairman	
2.	Secretary Ministry of Housing & Works Government of Pakistan	12.	Mr. Aslam Mughal Former UN-Consultant on Housing and Human Settlements, A-203, Ahmed Block, New Garden Town, Lahore.
3.	Managing Director House Building Finance Corporation 3 rd Floor, FTC, Shahrah-e-Faisal, Karachi	13.	Mr. Agha Qaiser Ali Zaidi Ex-Director General, Pakistan Housing Authority, Ministry of Housing & Works 49, St. 39, Sector, I-8/2, Islamabad
4.	Chairman Council for Works and Housing Research No.F-40, Hub River Road, SITE Karachi	14.	Mr. Tasneem Siddiqui Chief Executive, SAIBAN/Khuda Ki Basti SAIBAN, GRE-319, 2-B, Bitto Road, Garden East Karachi
5.	Director General Punjab Housing & Town Planning Agency Government of Punjab 145-146, Riwaz Garden, Lahore	15.	Mr. Arif Hasan Consultant (Housing), Architect & Town Planning, Orangi Pilot Project, 37-D, Muhammad Ali Society, KDA Scheme- I, Karachi
6.	Secretary, Local Government and Spatial Planning Department, Government of Sindh, Karachi	16.	Secretary/Director General Provincial Housing Authority Government of NWFP, Peshawar
7.	Director General Sindh Katch Abadis Authority Karachi	17.	Chief (PP&H), Planning and Development Department, Government of NWFP, Peshawar
8.	Chief (PP&H) Planning & Development Department Government of Sindh, Tughlaq House, Sindh Secretariat-2, Karachi	18.	Chief (PP&H), Planning & Development Department Government of Baluchistan Quetta
9.	Chairman Association of Builders and Developers (ABAD), Gulshan-e-Johar, ABAD House, Street 1/D, Block-16, Karachi	19.	Mr. Shahid Rafiq, Director M/s. Habib Rafiq and Company Ltd. House No. 80, Nazimabad Road, F- 8/4, Islamabad
10.	Chairman Department of Civil Engineering, NED University of Engineering & Technology City Campus Building, Maulana Deen Muhammad Wafai Road, Karachi	20.	Mr. Abdul Qayum (Secretary/Member) Chief (PP&H), Planning Commission, Government of Pakistan Islamabad
11.	Nominee of PID Pakistan Institute of Development Economics, Quaid-e-Azam University Campus Building, PO Box No. 1091, Islamabad		

(10) Working Group on Urban Development

Composition			
1.	Dr. Asad Ali Shah Member (Infrastructure) Planning Commission Government of Pakistan Islamabad	Chairman	
2.	Vice Chancellor Pakistan Institute of Development Economics, Quaid-e-Azam University Campus, PO Box No. 1091, Islamabad 44000	13.	Mr. Tasneem Siddiqui Chief Executive, SAIBAN/Khuda Ki Basti SAIBAN, GRE-319, 2-B, Britto Road, Garden East, Karachi
3.	Secretary Urban Development Department Government of Punjab Lahore	14.	Ms. Shahnaz Arshad, Senior Urban Specialist, World Bank (Pakistan Office), Shahrah-e-Jumhuriat, G-5/1, Islamabad
4.	Secretary Local Government, Katchi Abadi and Spatial Development, Government of Sindh Karachi	15.	Mr. Masood Jafri, Ex-Chief P&D Division, Consultant Group (CG), CG-House, 7-C, 21 st Commercial Street, Phase-II (Ext.), DHA, Karachi
5.	Secretary Physical Planning & Urban Development Government of NWFP Peshawar	16.	Professor Qamar-ul-Islam Head of City and Regional Planning Department, University Engineering Technology, Lahore
6.	Secretary Physical Planning & Housing Government of Baluchistan, Quetta	17.	Mr. Parvez L. Qureshi Architect Engineer & Planner 82-Allauddin Road, Lahore Cantt, Lahore
7.	Member (UD) P&D Department, Government of Punjab Lahore	18.	Chief (UD), P&D Department, Government of NWFP, Peshawar
8.	Chief (UD) P&D Department, Government of Baluchistan, Quetta	19.	Mr. Ayub Qutab Pakistan Institute for Environment Development Action Research Office # 3, 1 st Floor, 64-E, Masco Plaza, Blue Area, Islamabad
9.	Mr. Mahboob Elahi Director General WASA Faisalabad Development Authority Faisalabad	20.	Dr. Nauman Ahmed Chairman (Department of Architect & Planning) NED University, City Campus Building, Maulana Deen Mohammad Wafai Road, Karachi
10.	Mr. Zakir Hussain, Project Director Karachi Mega City Development Project Karachi	21.	Chief (UD), P&D Department, Government of Sindh Karachi
11.	Mr. Arif Hussain, Consultant, Orangi Pilot Project, Architect and Town Planner, 37-D, Muhammad Ali Society, KDA Scheme-I, Karachi	22.	Mr. Abdul Qayum (Secretary/Member) Chief (PP&H), Planning Commission, Government of Pakistan Islamabad
12.	Mr. M. Aslam Mughal, Former Un Consultant No. A-203, Ahmed Block New Garden Town, Lahore		

(11) Working Group on Citizens Empowerment and Institutional Reform

Composition		
1.	Dr. Rozina Tufail	Chairperson
2.	Mr. Farooq Amjad Meer Advocate	Member
3.	Mr. Majyd Aziz Ex-President Karachi Chamber of Commerce	Member
4.	Mr. Alauddin J.Feerasta Banker	Member
5.	Haji Muhammad Javed Ex-Minister of NWFP	Member
6.	Mr. Asad Elahi Secretary Statistics Division	Member
7.	Dr. Riazuddin Sheikh Director CAMB	Member
9.	Mr. Amanullah Khan Niazi Chief (Governance) Planning Commission, Government of Pakistan, Islamabad	(Secretary / Member)

(12) Committee on Planning for 21st Century

Composition

1.	Minister of State / Deputy Chairman	Chairman
2.	Secretary / Member Coordination	Member
3.	Chief Economist	Member
4.	Member (Social Sector)	Member
5.	Member (Infrastructure)	Member
6.	Member (Implementation & Monitoring)	Member
7.	Member (Energy)	Member
8.	Member (Science & Technology)	Member
9.	Member (Agriculture & Food)	Member
10.	Member / Vice Chancellor, PIDE	Member
11.	Additional Secretary	Member
12.	Director General (JACC)	Member
13.	Joint Secretary (Admn)	Member / Secretary

ORGANIZATIONAL SETUP OF RESTRUCTURED PLANNING COMMISSION, PLANNING & DEVELOPMENT DIVISION

