

PRIME MINISTER'S

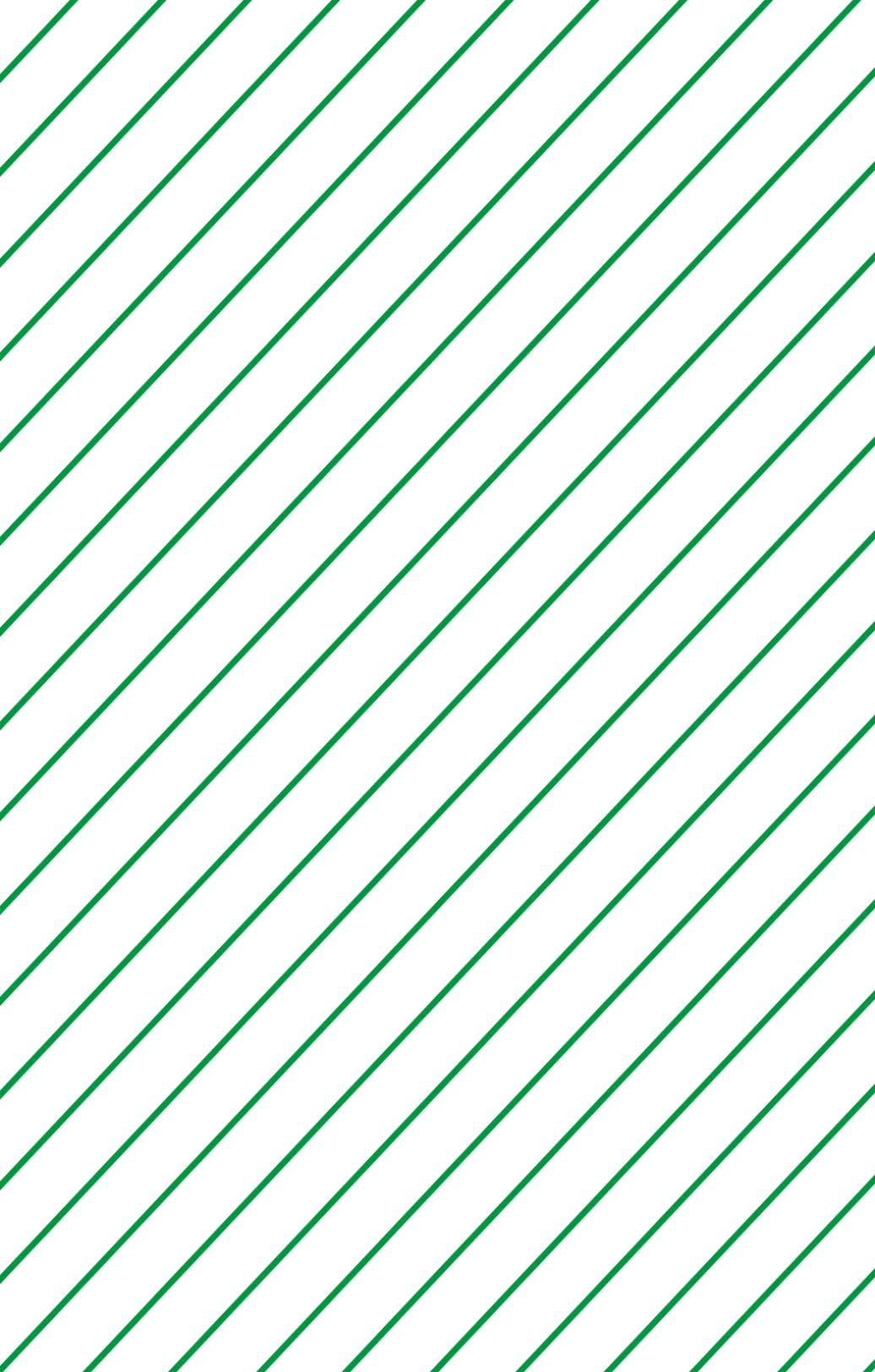
100

DAYS AGENDA

رکھ دیں۔ بنیاد ہے پاکستان کی



Government of the Punjab



**PRIME
MINISTER'S
100
DAYS
AGENDA**

FOREWORD



Imran Khan
Prime Minister
Islamic Republic of Pakistan

When we took office on the 28th of August, our government set out to lay the foundations of a Punjab that would deliver equitably, and transparently, to all of its' citizens. Our work was guided by three principles: concern for our weakest citizens; compassion for our least fortunate ones; and social justice for all. One hundred days later, I am pleased that these values are at the heart of the reforms agenda being presented to you, the citizen of this province.

Ours is a government committed to improving the plight of the common man and woman by example. We inaugurated our shelter communities because we wanted to give our homeless fellow citizens a safe space to spend their nights. We launched an ambitious education strategy for all our children to meet the same standards of learning because we believe in fair play and the right to equal opportunities. As our children grow, we are already planning how to support them with the right skills and jobs that will give Punjab a productive workforce, happy families, and social dignity.

Each policy or piece of legislation we have developed in the past 100 days has been driven by an aspiration to change for the better. In our minds have been the small farmers who deserve a fair price for their hard work; the elderly patients who languish in needlessly long queues in public hospitals; and the least empowered members of our workforce whose rights we consider to be as important as the rights of our most blessed citizens.

My fellow Pakistanis, the hard work of our government has just begun. As you will read through this book, we are challenging ourselves to deliver. And we urge you to challenge yourselves to help us deliver well.

I know this journey cannot be made alone, and you are the ones I ask to join me in making it a successful one. Together, we will ensure that the best is indeed yet to come.

Pakistan Zindabad.



Usman Buzdar
Chief Minister
Government of the Punjab

With the election of a new government in the Punjab, the journey of real change began. We accepted the challenge of an ambitious first 100 days in government with a commitment to good governance. I am proud to say the results speak for themselves.

On the legislative front, the Government of the Punjab passed 6 policies and laws in Cabinet in the areas of agriculture, labour, and industry. We stayed true to our promise of improving governance in the province by constituting the Advisory Council on Governance (ACG) at the CM Office, and an Executive Council to provide guidance on the administrative issues pertinent to South Punjab Province. Empowering people at the grassroots was a theme that also found currency with the new Local Government Act, currently in the pipeline for approval. Many of these were hard decisions, requiring considerable engagement, and consensus-building with key stakeholders.

Apart from our 15 core initiatives, our team set many major projects into motion. These included Panah Gahs for the socially disadvantaged and the launch of Chief Minister's Complaint Center to address the complaints of citizens effectively.

The Government of the Punjab also began one of the largest anti-encroachment campaigns by reclaiming 84,000 acres of encroached land from land grabbers. Through these special interventions, we signalled a new way of thinking about the duty of the state in this province towards the protection, and safety of the citizens and their rights.

This is only the beginning. I am confident that our continuing persistence will bring a major paradigm shift in the future of the Punjab, insha'Allah.

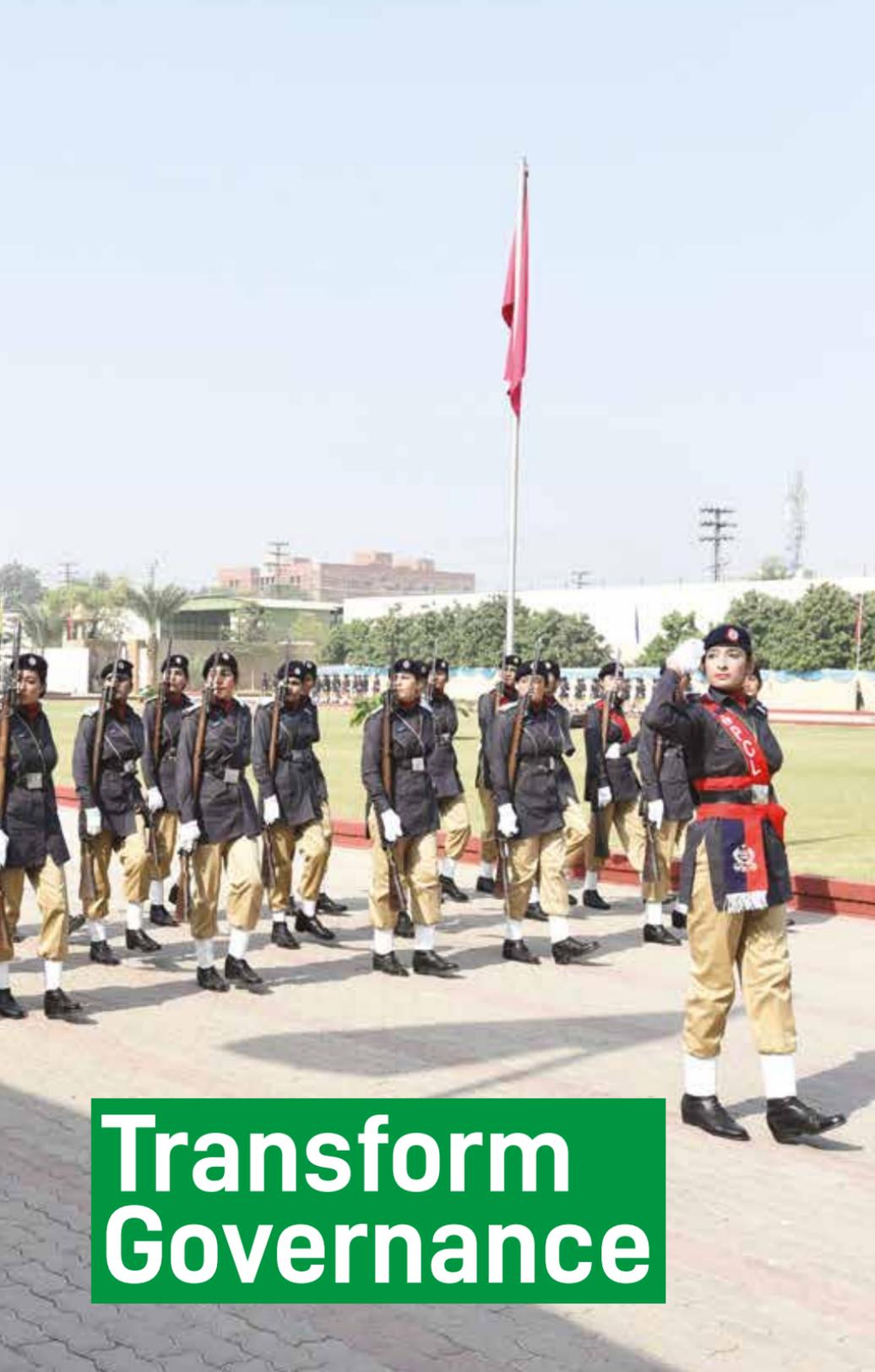


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Elite Police Training School
Bedian Road, Lahore



**Transform
Governance**

Transform Governance

EMPOWER PEOPLE AT THE GRASSROOTS

At the start of our term, we knew that the local government system in Punjab had always followed a top-down approach. Since pre-Partition times, a tradition had been established in which an indigenous elite would be co-opted into acting as local elected representatives. We also realised that an excessive focus on strengthening the provincial and central representative governments had resulted in overlooking an effective model for a truly democratic local government system. Looking back at our repeated attempts to devolve governance (see Table 1 below), we felt different reforms had struggled with different challenges: disproportionate access to resources for urban areas compared to rural areas; limited financial autonomy; weak political linkages; and competing interests with provincial governments and conflicting relationship with the bureaucracy.

LG Reform	Brief Description and Weakness
Basic Democracies Ordinance (1959) Municipal Administration Ordinance (1960)	Introduced local governments structures comprising of a partly political, partly bureaucratic system with inequitable resource distribution.
Local Government Ordinance (1979)	Consisted of decentralisation of local governments without decentralising provincial and central functions to complement any attempt at devolution of the local government structure.
Devolution of Power Plan(2000)/ Local Government Ordinance 2001	Introduced decentralisation of functions, however the process lacked uniformity across departments and services within those departments. These reforms also existed in absence of provincial and central elected representatives.
Punjab Local Government Act 2013	Introduced civic services for local governments in their respective spheres, as well as autonomy to levy duties and taxes. However, true devolution upto village level still wasn't achieved in the 3-tier structure.

Table 01. A review of devolution processes in the Pakistani context.

100 DAYS LATER

In accordance with Article 140-A of the Constitution of Pakistan, Punjab aims to establish a local government system that devolves political, financial and administrative powers efficiently to representatives in local government. The matter has been looked after by our most senior executives, from the Prime Minister and Chief Minister to the Senior Minister for the province.

After repeat discussion, we have mapped out a two-tier system that takes decision-making down to the tehsil and village levels in the rural areas and Metropolitan/ Municipal Corporations & Committees and neighborhood councils in the urban areas. This measure will close the gap between citizens and their immediately accessible elected representatives and stands in contrast to the current 3-tier model that introduces systemic inefficiencies across the province. Moreover, the urban/rural divide is being maintained to retain the original character of urban areas while also recognizing the organic community residing at the village level.

Village councils will be granted a majority share of development funds to bring actual change much closer to citizens through their local representatives.

District Municipal services will be clearly divided between the tehsil and the village level in rural areas. Whereas in urban areas, municipal services will be carried through the Metropolitan/Municipal Corporations and Committees through modern governance & implementation tools. Devolution of provincial departments such as Health & Education, will also take place to provide social services to the masses at the tehsil-level.

A robust accountability mechanism, complete with a third party audit, will be introduced to ensure effective local governance.

LOOKING AHEAD

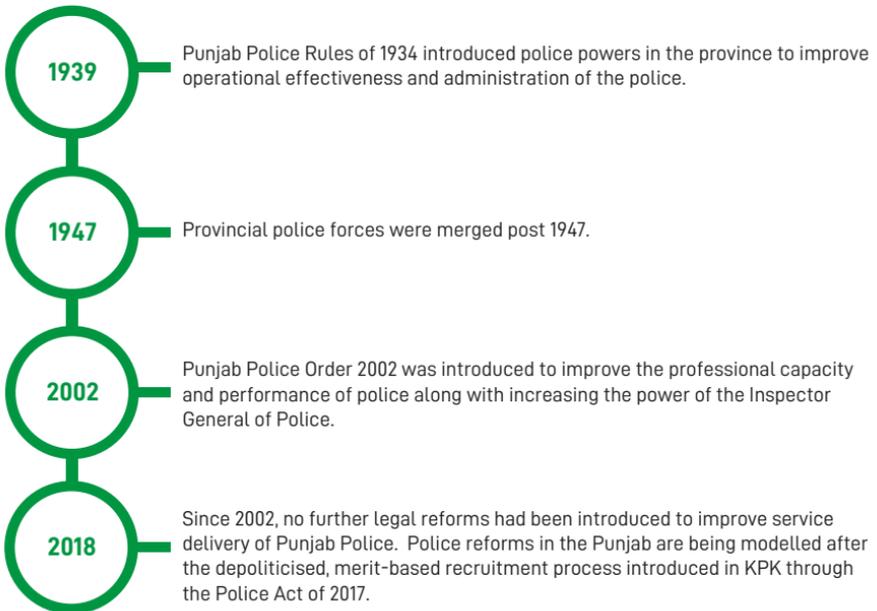
We will table and pass a revamped Local Government Act by May 2019 that will introduce amendments to the existing local governance model in the Punjab.

Transform Governance

DEPOLITICISE AND STRENGTHEN POLICE

Punjab Police struggles with a history of political influence that prevents it from functioning as an independent law enforcement entity. Recruitment to the lower ranks along with reshuffling and promotion of high ranking officials has a history of being rooted in political allegiance.

The following timeline helps understand the slow pace at which attempts have been made to renew police service delivery:



Despite multiple interventions in the past few years to digitise police records, and introduce front-desk facility at police stations for complaint registration, effective and fast measures of protection and justice remain a challenge.

100 DAYS LATER

The Inspector General Police for Punjab has been appointed.

A Police Reforms Committee (PRC) has been constituted. It has the following responsibilities:

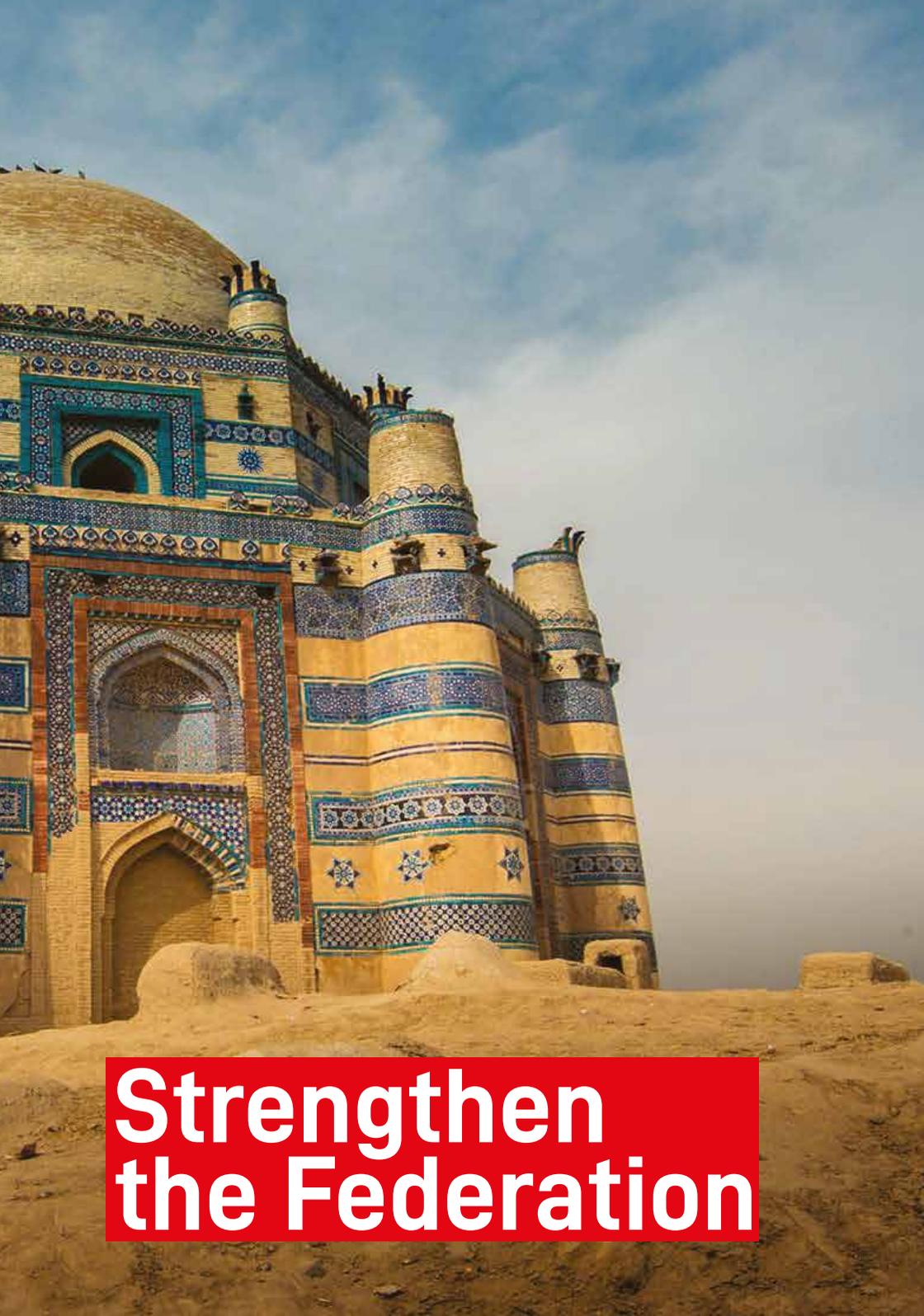
- Conducting a holistic study and comprehensive recommendations for short, medium, and long-term reforms
- Revamping of police (Thana) culture for improved citizen facilitation
- Introducing Alternate Dispute Resolution (ADR) mechanism
- Implementing police performance monitoring system
- Introducing blueprint to depoliticise and revamp Punjab Police Order 2002
- Implementing transparency in police working, internal accountability and external oversight mechanism

LOOKING AHEAD

Following the compilation of the PRC's findings, amendments to the Police Act will be prepared in the next 6 months.



Tomb of Bibi Jawindi
Uch Sharif, Bahawalpur



**Strengthen
the Federation**

Strengthen the Federation

SPEARHEAD CREATION OF A SOUTH PUNJAB PROVINCE

With a population exceeding 110 million, in terms of inhabitants alone Punjab is equivalent to the size of the 11th largest country in the world. Doing justice by a population of this size is complicated by the distance between its administrative centre – Lahore – and South Punjab's most far-flung areas. With some of the world's most underdeveloped and underperforming districts, South Punjab merits a revision of administrative and economic decision-making in Pakistan's overall federation model.

100 DAYS LATER

A working group on the creation of South Punjab Province has been established at both the provincial and national levels. As a result of its prioritised meetings during the 100-day period, the working group has recommended the establishment of a regional administrative secretariat. We will advance this process by setting the foundations for a Forward Secretariat with immediate appointment of an Additional Chief Secretary, Additional IG and Department Special Secretaries. This Secretariat will be functional from Fiscal Year 2019, and be reflected in the Annual Development Plan for Punjab. As our first step in the process, the Secretariat will allow citizens of the South Punjab region to seek a resolution of their problems from an administrative centre closer to their homes than Lahore.

Simultaneously, the Chief Minister maintains a two-way exchange with citizens of the South Punjab region that he introduced at the beginning of the government's term. The exchange includes an open-door policy through which he gains firsthand knowledge about community members of South Punjab. The Chief Minister also conducts routine field visits to the region for more in-depth understanding of the matters that affect its residents.

LOOKING AHEAD

A roadmap is in progress focusing on empowering and strengthening existing departments in the South Punjab region to assume full-spectrum responsibilities. The roadmap will also structure the phases through which infrastructure and human resources must be developed to match this undertaking. Consensus will be sought in the Punjab Assembly to create a South Punjab province, or a suitable alternative.

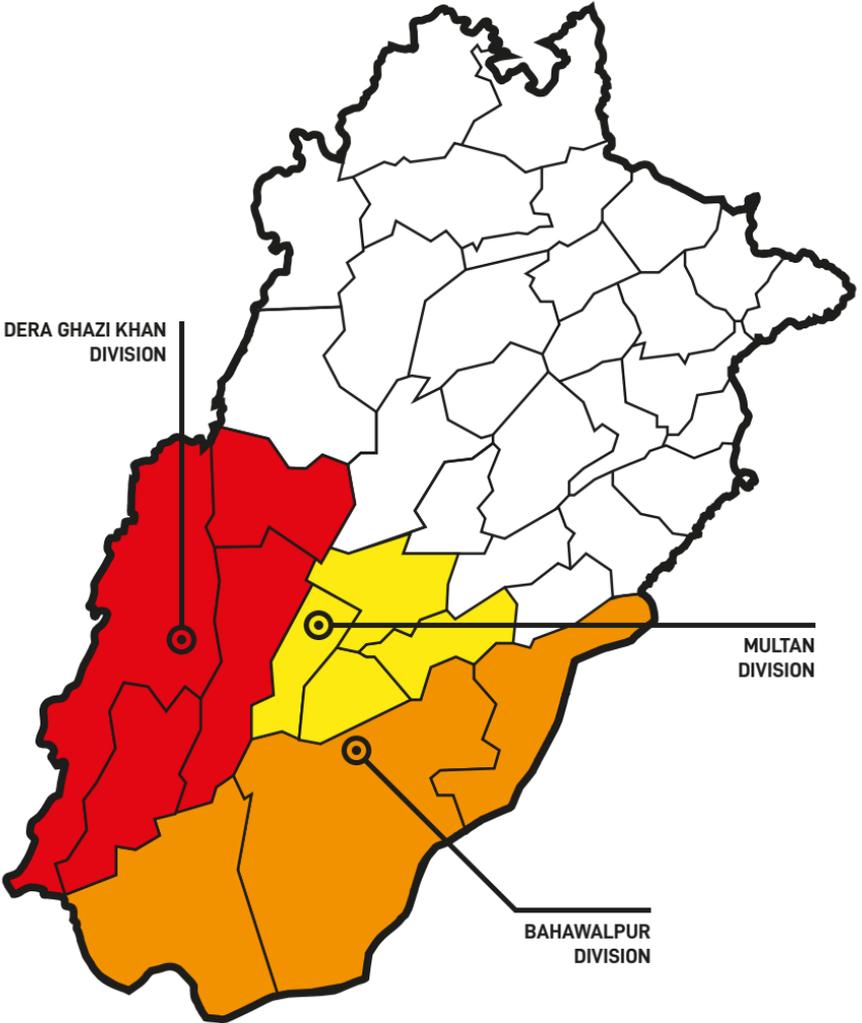
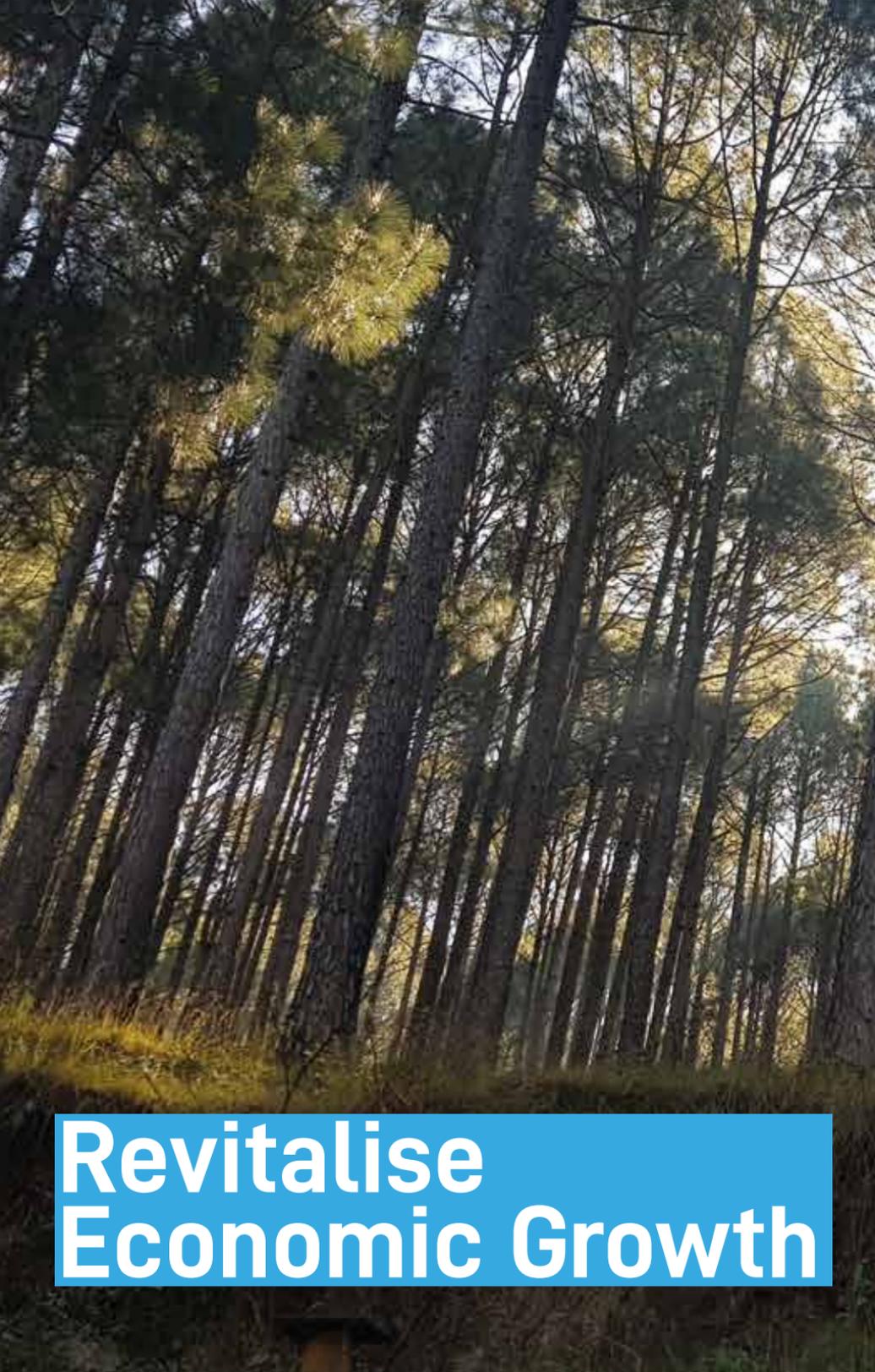


Figure 01. Map of the province of Punjab, Pakistan.



Kotli Sattian
Kotli Sattian Tehsil, Rawalpindi



**Revitalise
Economic Growth**

Revitalise Economic Growth

CREATE JOBS AND REVIVE MANUFACTURING

Punjab lies at the centre of the national economy, and accounts for almost 55 % of the country's annual production of goods and services. Value-addition by the province to the country's GDP during 2017-18 included a 58% share in manufacturing, and 57.4 % in the services sector. With a vast array of natural resources, presence of major cities, and a relatively developed road and rail connectivity, Punjab has the ability to lead Pakistan into a new economic era. Yet key challenges persist that could undermine the province's full potential for industrial excellence:

- 1. Lack of extensive and reliable data:** without adequate relevant data down to the firm level, identifying specific high-impact interventions or effectively reaping the benefits of existing initiatives remains a problem.
- 2. Obstacles to market entry:** ease of doing business is constrained by multiple procedural hurdles, whilst lack of accessibility to finance for emerging SMEs continues to hamper Punjab's economic growth.
- 3. Infrastructural challenges:** insufficient supply of electricity and gas is a major source for stunting economic growth, particularly amongst small and medium business actors.
- 4. Provision of skilled labour:** unidentified industrial demand and supply linkages and outdated technical trainings prevent end-to-end solutions for skilled labour that is effectively employed.

100 DAYS LATER

Promulgation of the Punjab Industrial Policy 2018

Through numerous consultative meetings with local stakeholders and consulting advisors, we have finalised a draft of the province's industrial policy. With an ambitious target of 10 % annual economic growth, the policy focuses on 5 key areas:

- a. Facilitate private sector investment growth
- b. A competitive regime to boost export-led growth
- c. Level playing field for domestic and foreign players across sectors

- d. Robust job opportunities for Punjab's rapidly growing labor force
- e. Empower disadvantaged groups: impoverished districts, women, and disabled people

SME Schemes

To strengthen the industrial backbone of our economy, we are formulating 3 separate schemes to facilitate the growth of SMEs:

- a. Support new startups amongst university and TVET graduates
- b. Provide mark-up support for existing SMEs in BMR and for working capital
- c. Make finance accessible through credit guarantees to SMEs with less collateral

Streamline TVET

To meet the country's overarching target of 10 million jobs for young people during this term, we are taking the following measures to strengthen our youth's technical and vocational education and training (TVET):

1. Through the Department of Industries, Commerce and Investment, we have initiated the process of bringing 3 separate type of TVET institutions under one roof to establish common learning and assessment standards for our students.
2. Following the Cabinet's approval for the establishment of a Punjab Skill Development Authority (PSDA), we will now regulate public and private TVET institutes in line with standards established by the National Vocational and Technical Training Commission (NAVTTTC).
3. Finally, we have also initiated a process for the reconstitution of a Punjab Skill Advisory Forum (PSAF). This will engage private stakeholders for an introduction of market and industrial perspective to the creation of policy and strategy for skills-based training.

Ease of Doing Business

- a. Mapping business processes of different departments
- b. Making one-window portal with clear timelines visible on dashboard and fully functional

New Projects Initiated

1. The Prime Minister has inaugurated Deli JE Glassware Ltd. JV, Faisalabad between Haier Pakistan and Deli JW Glassware China valued at USD 200mn.
2. Al-Futtaim Automotive Pak Pvt Ltd Renault car manufacturing plant is ready for inauguration.
3. Changsha Photon Vehicle Technology and JW Group has been inaugurated for a USD 150 mn project.
4. Work on Special Economic Zones has been fast-tracked. Resultantly, investment of USD 359.30 million in various public and private sector projects has been brought into the pipeline for various industrial estates and SEZs in Punjab.

LOOKING AHEAD

Success on this agenda requires a combination of actions which can be taken in the short- to medium-term, and those which will take many years to fully achieve. The key enablers to achieve the set objectives and targets will involve:

- Revamping of industrial zones as anchors for industrial transformation
- Addressing specific governance challenges
- Transforming productivity through people and processes
- Expanding access to financing for industry
- Developing strong industrial clusters
- Industries department has also drafted a Labour Deletion Policy which is once approved will be made part of Industrial Policy

Establishment of 2 technology universities in Rawalpindi and Dera Ghazi Khan

Currently, agro-based sectors which build on Punjab's natural endowments, such as food, beverages, and textiles, account for almost 80% of Pakistan's total exports. Punjab has failed to strengthen its enabling sectors due to which economic growth has been restricted to a few segments. With increased focus on public – private partnerships, the government aims to facilitate growth in underdeveloped sectors.

Revitalise Economic Growth

LABOUR POLICY TO SAFEGUARD WORKFORCE

In line with the government's national ambition to revive the Pakistani economy through a productive workforce, the Labour Department is committed to the welfare and secured rights of our labour force in the Punjab. Many of the initiatives laid out in our 100-day progress report below help explain the dearth so far in the development of a rights-based agenda for the provincial labour sector.

On assuming term, we were faced by a plethora of challenges. These ranged from shortages in transport and capacity-building facilities to budgetary constraints and key systemic gaps in genuine welfare provision for Punjab's workers. We found that important forms of legal protection were missing, and that what laws *were* present were frequently hampered in their implementation by the behaviour of individuals or inefficiencies in the justice system. The work is considerable on the road to ultimate reform of labour rights in our province, but the steps we have taken in the past 3 months will set the right tone and agenda for our long-term ambitions.

100 DAYS LATER

1. As our main deliverable for this inaugural period in government, we approved the Labour Policy 2018 through the Punjab Cabinet. The policy is formulated to focus on labour rights as guaranteed by the Constitution of Pakistan, and committed to through Labour Laws and ILO Conventions. The policy pays particular attention to occupational safety and health, minimum wage, elimination of child labour, and extension of labour laws to the informal sector, and reinvigoration of the labour inspection regime.
2. Four new laws were introduced as part of the implementation plan of the Labour Policy. Two have been approved and will progress to the Punjab Assembly, whilst two are nearing completion of their approval process.
 - a. Punjab Occupational Safety & Health Act 2018 has been approved by the Cabinet to be tabled in the Punjab Assembly. The act seeks to secure workers by minimising hazards or risks that may negatively impact them at work.
 - b. Punjab Minimum Wages Act 2018 is undergoing an approval process. It streamlines 4 different laws to regulate, and facilitate the successful implementation of a minimum wage across the province.



Sports Manufacturing Factory
in Sialkot

c. Punjab Domestic Workers Act 2018 has also been approved by the Cabinet for presentation in the Punjab Assembly. When passed, this law will be instrumental in preserving the human and labour rights of some of the most disadvantaged workers in our province by providing them official workers identities and a competent forum for their grievances.

d. Punjab Home Based Workers Act 2018 is also undergoing an approval process. This piece of legislation recognise those who work at/from home as a special category of worker with legal equality in status and rights to traditional market-based wage earners.

3. To overcome significant delays caused to Punjab's workers because of wait times in a federally-led welfare fund, we have begun the process of establishing a Workers' Welfare Fund in the Punjab. As part of this, we are tracking a decision pending with the Council of Common Interests on the devolution of the Fund.

4. In addition to our main deliverable, we used the 100-day period to review auxiliary measures to remedy existing challenges in the labour system. The following initiatives showcase the responses that have been initiated to some of our most critical issues on the path to safeguarding our workforce's rights:

- a. Awareness campaign against child labour
- b. Allotment process for labour colonies
- c. Plan for Introduction of Vocational Skills Education for Children
- d. Plan for Implementation of One Window/Smart Card System
- e. Plan for Implementation of Retired Workers Health Insurance

LOOKING AHEAD

Besides implementing the above initiatives, the Labour department will concentrate on the following implementation decisions over the rest of the term:

1. Business Re-engineering & Strengthening of Labour Inspectorate: by developing an online inspection system, we will introduce transparency into the inspection process, incentivising both inspectors and employers to commit to performance records. This intervention should help address current systemic stresses, such as overburdened inspectors.
2. Establishment of 2 new directorates in occupational safety and health (OSH) and child labour
3. Digitisation of Punjab Employees Social Security Institution (PESSI) and Punjab Worker Welfare Board

Worker Welfare Board to reduce inordinate delays to worker (and dependents') registration and compensation caused by existing manual processes

4. Construction of Labour Colonies

5. Integrated Project for Promotion of 'Decent Work for Vulnerable Workers' in Punjab

6. Elimination of Bonded Labour at Brick Kilns in 4 Districts of Punjab

7. Capacity development of industry to promote compliance with labour standards

8. Conduct a Punjab Child Labour Survey

Revitalise Economic Growth

BOOST THE TOURISM INDUSTRY

Pakistan currently ranks 124 out of 136 benchmarked countries on the Travel and Tourism Competitiveness Index developed by the World Economic Forum (2017). We know this indicator only offers a partial picture of the actual potential tourism holds for our country. Figure 3 illustrates huge capacity for improvement in this sector for Pakistan. On the basis of such data, the government's 100-day agenda wove tourism into the overall fabric of a plan for economic revival. The main idea for Punjab is the creation of a tourism roadmap that will emphasise:

1. Identification of new tourism destinations within the first 100 days of the government
2. Building a framework for private sector investment
3. Conversion of relevant government guesthouses into hotels/resorts

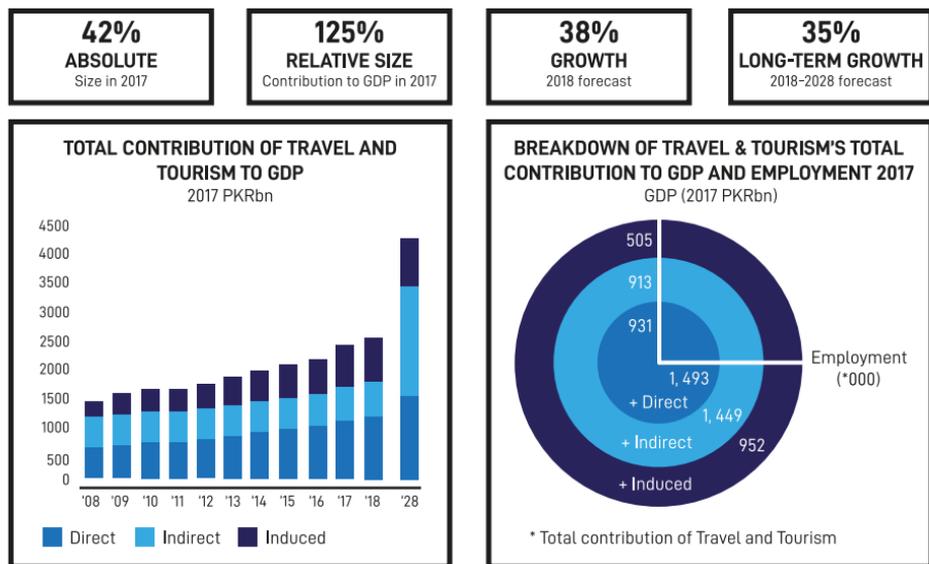


Figure 03. WTTC Report 2018.

100 DAYS LATER

Tourism is a sector that cannot be developed in isolation. During our 100-day period, we engaged with relevant actors at the federal and provincial level, particularly a federal taskforce chaired by the Prime Minister on tourism synergies across the provinces. Below are Punjab's specific propositions to set direction for tourism expansion over the next 5 years.

1. Tourist Destinations

The myriad landscape of Punjab provides a unique opportunity for various sorts of tourism to be developed in the region on the basis of cultural, historical, natural and entertainment factors. We identify the following districts as holding greatest potential for tourism in our inaugural phase of boosting the tourism industry:

DISTRICT	TYPE OF TOURISM	PROPOSED PLAN
Rawalpindi (Kotli Sattian)	Nature	Development of new tourist destination at Kotli Sattian after feasibility study
Bahawalpur	Nature/Entertainment	Feasibility study near Panjnad Barrage Development of resort near Derawar Fort and implementation of Desert Safari plan
Dera Ghazi Khan	Historical/Cultural/Nature	Feasibility study at Koh-e-Suleman as well as renovation of TDCP resort at Fort Munro
Chakwal	Nature/Entertainment	Development of Chakwal as Punjab's Lake District with various water sports activities
Mianwali	Nature/Entertainment	Feasibility study to be conducted at Kalabagh
Attock	Historical/Cultural	Feasibility study to be conducted at Attock river
Khushab	Nature/Entertainment	Water sports activities around lakes



Noor Mahal, Bahawalpur



Kotli Sattian, Rawalpindi



**Flamingos at Khabeki Lake
Soon Valley, Khushab**

2. Guesthouses

The agenda of converting government owned guesthouses into hotels for public use in Punjab is currently under process. Ten guesthouses have been identified by the Department in lake areas surrounding Chakwal such as Dharabi Lake, Lakhwal Dam, Dhok Tallian and Kot Raja. Other areas include Patriata, Ghora Gali, Danoi, Bun and Kror.

3. Special Initiatives

The Punjab Minister for Tourism is launching 'agri-tourism' across Punjab: fruit festivals will be held to showcase the region's produce. These festivals will be three-day events where various activities such as fruit-picking, tasting local food, and culture. The areas identified for this initiative will include:

- Guava and Strawberry Festival at Sharqpur (Sheikhupura District)
- Orange Festival at Kot Momin (Sargodha District)
- Lotus Boat Ride Festival at Mandi Bahauddin (M.D District)
- National Honey Festival at Changa Manga (Kasur District)
- Plantation - Clean & Green Pakistan Festival at Soon Valley (Khushab District)
- Golden Loquat Festival at Kallar Kahar (Khushab District)
- Gurh Festival at Jaranwala (Faisalabad District)

The Tourism Development Corporation Punjab (TDCP) will establish parkways in different tourist districts. In the first year TDCP is developing the Krore parkway in Kotli Sattian (Rawalpindi District) and Dhan Kahun parkway (Chakwal District).

LOOKING AHEAD

1. We have developed Punjab's first tourism policy and plan to establish Punjab Tourism Authority to start its implementation in this financial year.
2. We plan to conduct feasibility studies with assistance from renowned institutions to develop new eco-friendly destinations in Rawalpindi, Chakwal, DG Khan (Koh-e-Suleman and Fort Munro), Bahawalpur, Jehllum, Nankana Sahib, Khushab and Attock
3. Alongside the measures we have identified for provincial tourism will be a 'Punjab Tourism for Economic Growth Project'. Established in collaboration with private partners and donors, this project will improve infrastructure services, strengthen institutional capacities and help set further direction for enhanced private sector participation in the sector.
4. At the provincial level, we will introduce a simplified, one-stop solution for certification and registration of tour operators in the Punjab.

Revitalise Economic Growth

BUILD 5 MILLION HOUSES

The Prime Minister's Low-Cost Housing Programme has been launched to build 5 million housing units for middle-income and lower-income segments in 5 years. This ambitious plan is not without its challenges, and many of these issues will require lateral facilitation (across departments and sectors) as well as hierarchical coordination (federal and provincial at the moment). For instance, ease of doing business will help reduce time needed to gain approvals/permits, a matter directly linked with the Department of Industry, Commerce and Investment.

Similarly, developing mortgage financial models and attracting international support for seed investment may call on members of the Finance Department. Against this backdrop, the government has initiated a number of steps to systematically approach Punjab's role in the provision of low-cost housing solutions to some of our most underserved citizens. Figure 04. frames the disproportionate availability of housing in the province by income bracket.

HOUSING AFFORDABILITY AND RELATIVE SHORTAGE IN PUNJAB

Data Source: PSLM 2015, UIPT data (Punjab Spatial Strategy for 2047)

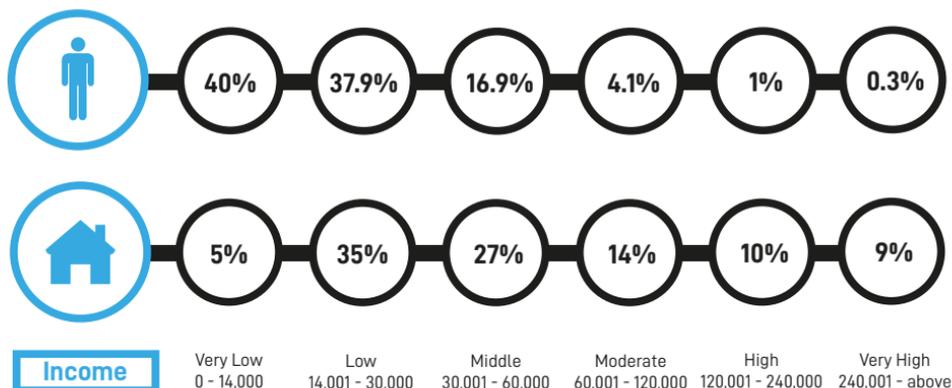


Figure 04. Disproportionate availability of housing in the province by income bracket.

100 DAYS LATER

Formation of an Inter-departmental Committee

At the federal level, a taskforce was constituted with the objective of designing the institutional, legal, and implementation framework for the whole programme. In the Punjab, we also took concrete steps aligned with the Prime Minister's vision for 5 million new homes. The Chief Minister constituted an inter-departmental committee, which continues to meet to work towards the following objectives:

- Identify available state land and propose an efficient land acquisition, disposal, and registration system
- Consult relevant stakeholders on financial models for low-cost housing solutions
- Propose tax and other incentive structures for cost-efficient construction service provision
- Review existing katchi abadis, squatter settlements and slums for improvement propositions
- Develop robust low-cost urban housing framework inclusive of building and zoning regulations
- Develop institutional and legal framework and 5 Million Low-Cost Homes Roadmap

Establishing a Land Bank

In consultation with the federal government, we identified 53,581 Kanals of land. This area is currently undergoing a verification process with the Board of Revenue.

Developing a Legal Framework

A committee constituted to amend concerned laws including Building Regulations and Land Use rules is also working on its recommendations.



Financial Model

Various financing options are being explored, as show below:

Existing PHATA Model	Akhwat Model of Microfinancing	Int'l. Fund for Agriculture Development	Safiya Homes by Ansar Management Company
<p>Developed plots for low income community through ADP Scheme</p> <p>Balloting of 3 Marla plots & auction of bigger plots</p>	<p>Creation of revolving fund</p> <p>Interest free loan up to PKR 100,000</p> <p>Applicant should have land up to 3 marla</p> <p>Alteration, addition, renovation & incremental development of houses</p> <p>3 years pay back</p> <p>99.99% success rate</p>	<p>Selected villages of Southern Punjab</p> <p>Venture with community organizations</p> <p>Target landless poorest rural population</p> <p>Community provide the land in village</p> <p>Provision of grant to villages through community in instalments</p> <p>Approximately 5 to 6 lakhs/ house (5 Marla)</p> <p>Community to supervise the activities</p>	<p>100% private investment</p> <p>Facilitation from Government; NOC is required</p> <p>Identification and purchase of land in peri-urban areas</p> <p>Identification and purchase of land in peri-urban areas</p> <p>In first phase, 30-40% of area is developed for low income community @ 1.5 – 1.6 Lakh/House (5 Marla)</p> <p>Immediate residence is the pre-requisite</p> <p>Developer will earn the profit as a result of price escalation on the remaining 60% area</p>

LOOKING AHEAD

(Developed under the guidelines of Federal Taskforce on Housing)

- Develop a financial model catering to long-term mortgage financing through banks
- Review existing laws, rules & regulations to facilitate private investment, and recommend amendments where required
- Launch projects in Lodhran City, Chishtian and Renala Khurd

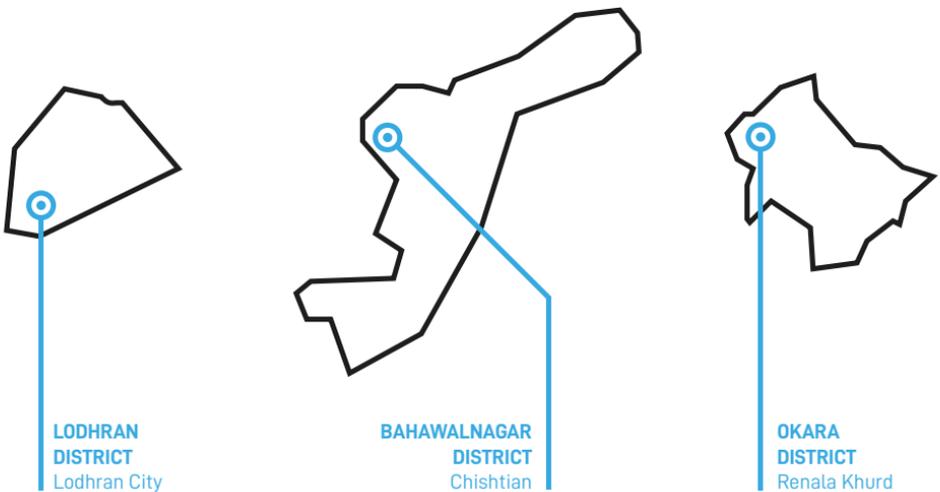


Figure 05. Map of the Lodhran, Bahawalnagar and Okara districts in the province of Punjab.



Cotton picking in rural Punjab



**Uplift
Agriculture &
Conserve Water**

Uplift Agriculture & Conserve Water

REVAMP THE AGRICULTURE SECTOR

Our agriculture sector accounts for 24% of the country's GDP and provides livelihood to 42% of our rural population. Agriculture-based products from Punjab account for around 45% of the country's total exports. Despite contributing a substantial share to GDP, the agriculture sector is not reaching its estimated potential. The reasons for this are varied, ranging from poor quality inputs (seeds, water) to poor defense against pests, climate change and even decreasing quality of land or soil due to asymmetrically informed farming practices.

100 DAYS LATER

Revamp agriculture policy

The Agriculture Department aims to facilitate rapid growth in farms income and decrease the import bill of Pakistan through enhanced productivity. Our agriculture policy has been approved by the Punjab Cabinet. It proposes specific means to achieve such results in the short, medium and long terms:

1. Enhance competitive position of agriculture sector, with a focus on China Pakistan Economic Corridor (CPEC) opportunities
2. Improve food productivity through higher yields and better crop mix
3. Increase participation of rural women and youth
4. Conserve agricultural resources with the efficient use of land, water and labour
5. Enhance sustainability and resilience in the wake of climate changes
6. Increase investment, technology and resource management in agriculture value chains

Expansion in agriculture produce markets

Under the mandate of Punjab Agriculture Market Regulation Authority (PAMRA), amendments are being made to the Laws of Agriculture Produce Markets (APM) Ordinance 1978 to increase competition and improve management of public sector agriculture markets. Following the success of these legal revisions, we plan to execute the following reforms:

- Reconstitute market committees to limit political influence and introduce meritorious stakeholders, especially farmers



- Attract private-sector investment to establish currently missing markets
- Increase market channels that omit middlemen for farmers through suitably located markets

LOOKING AHEAD

Improve access and quality of agriculture inputs

Quality of agriculture inputs (e.g. seeds, technology and finance) has a considerable impact on agriculture productivity, as does the provision of extension services and scientific research discoveries.

Building on such research, we will:

- Optimise subsidy programmes to incentivise positive farming practices
- Make technology-driven financial support systems available to farmers
- Strengthen agriculture innovation and research
- Make legal and regulatory reforms in seed sector to promote fair play and competition
- Encourage best agricultural practices through improved information and advisory services

Easy credit for farmers

To counter poor or absent linkages between the formal financial sector and a significant number of farmers, the Agriculture Department has developed a digital solution for the provision of easy credit (eCredit). Collateralisation of agricultural land and other lending procedures of banks will be automated and integrated with PLRA and NADRA databases to facilitate bank loans.

Climate smart and regenerative agriculture

Mitigating effects of agriculture on climate change by reducing greenhouse gas (GHG) emissions can come from helping farmers adopt Climate-Smart Agriculture (CSA), without sacrificing productivity. The Punjab Agriculture Department focuses on the following areas for effective CSA:

- Building resilience against vulnerability due to changes in water conditions, weather and climate
- Mitigating GHG emissions from key and minor sources in the agriculture sector
- Establishing an enabling policy, legal and institutional framework for effective implementation of CSA
- Minimizing the effects of capacity constraints to the realisation of CSA objectives
- Successful implementation of efficient water use with result-oriented projects for water conservation
- Rolling out a safety net for small farmers against yield loss due to natural calamities and effects of climate change through Crop Yield Index Insurance (CYII)

Uplift Agriculture & Conserve Water

REVAMP THE LIVESTOCK SECTOR

Livestock has the largest women engagement in any economic activity in our province. Additionally, the sector provides viable production alternatives to crop farming in semi-arid and arid climatic conditions like that of our country. The sector thus holds the potential to keep contributing to our economy in the face of a changing investment and natural resource climate. Further, an emphasis on revamped livestock strategies can create decent employment opportunities in rural areas, reducing the incentive for citizens to participate in unplanned rural-urban migration.

100 DAYS LATER

Punjab has mapped out a livestock strategy in line with the federal government's overarching direction to become self-sufficient in milk products and expand meat production. Our key considerations include the following:

Legal reforms to livestock sector

- In light of the recent MOU signed with China, Punjab Animal Health Act 2018 was initiated and approved by the Chief Minister to place before the Cabinet.
- Livestock Policy 2018 is being prepared through consultative sessions with multiple stakeholders

Provision of silage, hay and total mix ration during lean period

- Conservation of fodder as silage at all government livestock farms to feed livestock during periods of shortage as a supplement and being disseminated to livestock farmers
- Conserved fodder can take the form of hay and silage

South Punjab Initiatives

- Bahawalpur Division identified for establishment of FMD-free zone
- To operationalize the newly established Cholistan University of Veterinary and Animal Sciences, Bahawalpur, the recruitment of teaching staff/ faculty has completed in 100 days and more than 70% of the faculty holds PhD degree
- Mobile Veterinary Dispensaries (MVDs) established and operationalised in tribal area of DG Khan District

area of DG Khan District

Clean & Green Pakistan

- To meet fodder shortage and combat climate change effects 375,000 plantation and nursery of 1,512,000 plants established at livestock government farms

Capacity building of Farmers

- 13,608 farmers trained in animal husbandry practices through farmers' field days, school focus program and farmers mobile training schools

LOOKING AHEAD

In the long run, we will introduce the following structural, technological and managerial reforms to bring systemic shifts in livestock productivity:

Sectoral reforms to introduce an integrated approach to cattle markets and curate a favourable environment for subsistent farmers. Additionally, tax breaks are recommended at the federal level, including excise duty on livestock equipment.

Smart farming will use technology to increase precision-farming, detailed record-keeping of farm matters and facilitate data-driven decisions.

Breed improvement through research on cross breeds, development of sustainable, high-yielding breeds and upgrading low-yield to high-yield breeds. Genetic improvement through Embryo Transfer Technology and use of modern technologies for multiplication of elite animal.

Preventive measures to control and eradicate diseases through free-of-cost vaccinations and inoculation; strengthen disease control compartments; and address nutritional deficiencies through feed supplements and silage/hay.

Manage supply chain performance through international quality assurance standards, effective enforcement of legislation, registration of all livestock agents, and provision of market-level facilities to farmers.

Strengthen service delivery through enhanced data and monitoring mechanisms, provision of relevant extension services, upgradation of departmental resource capacity and grassroots capacity building of farmers.

Livestock development through Save the Calf and Feedlot Fattening programme and propagation of rural poultry in all districts of the Punjab.

Uplift Agriculture & Conserve Water

IMPLEMENT NATIONAL WATER POLICY

A rapidly growing population of Pakistan - projected to cross 300 million in the year 2050 - poses the gravest of all threats to our water security. At the start of the new political term, we realised the scale of problems in the water sector required equally immense decisions. We framed our solutions around key pieces of legislative or policy to address the main issues of water scarcity, quality and management.

100 DAYS LATER

Punjab Water Policy

The first ever water policy for the province has been drafted in accordance with the guidelines of the National Water Policy, Sustainable Development Goals (SDGs) and vision of the new government. The process involved a number of departments that came together to provide a shared vision for water management in the Punjab. The policy is in the process of approval. It strikes a balance between:

- Productivity and conservation
- Infrastructure development and care for the environment
- Supply and demand



Figure 06. Departments involved in drafting Water Policy.

Punjab Water Master Plan

Based on the approved policy, our Master Plan spells out the implementation process of the policy with a keen focus on conservation strategy. It provides clear direction on sustainable management and development of water from all sources (surface water, groundwater and rainwater), for all sub-sectors of water use (domestic, stock water, agriculture, industry, commercial and environment) and for all regions (Indus basin canal commands and outside the canal commands) at the basin level through equitable water allocations, management and development.

The interventions are targeted to improve availability, reliability and quality of fresh water resources to meet the needs of our population. They also target an increase in system efficiency through adequate investments for drinking water demands and handling of waste water.

LOOKING AHEAD

Irrigation department is drafting the Punjab Water Act in coordination with the stakeholders as committed in water policy, which encompasses all previous water acts. Key features include licensing for groundwater extraction, holistic management of water resources and water pricing.

A Provincial Water Resource Commission and Water Service Regulatory Authority will also be established to provide an enabling environment for the implementation of the Water Policy 2018.

Farm water management will be achieved through technology driven, sustainable and climate smart agricultural water management to promote high value agriculture for better farm returns.

The government will develop knowledge database and water informatics through GIS databases for water and environment, real-time data acquisition and operational models to back up decision making.

We will also focus on improving water quality by controlling pollutant discharge from agriculture, industrial and municipal wastes and enforcing drinking water and sanitation standards in urban and rural areas through the construction of water-treatment plants.



The Canal Bank



Students from a local government school in the province of Punjab



**Revolutionise
Social Services**

Revolutionise Social Services

TRANSFORM HEALTH

Punjab, with the largest population in the country, is critically affected by the grave health issues that trouble today's Pakistan. Ranging from the South Asian region's highest rate of early childhood deaths to nearly half our population suffering from stunting and hepatitis rates at an alarming high compared to the rest of the world, our poor service delivery in health has posed one of the greatest threats to our economic and social progress. Given the current health landscape, the Government of the Punjab is keen on improving health service delivery through a set of comprehensive reforms.

100 DAYS LATER

Formulation of the National Health Policy and Provincial Strategic Framework

National Health Policy was the result of multiple stakeholder consultative sessions conducted over a series of days at the federal level. They included health officials, development partners including DFID and USAID and health experts from WHO, UNICEF and UNFPA amongst others to identify key policy areas to be included. At the provincial level, the policy is being prepared by the Policy & Strategic Planning Unit (PSPU) in collaboration with private partners.



Figure 07. National Health Policy of the Government of Pakistan.

Plan for expansion of Sehat Insaaf Insurance Card in the Punjab

Our government's health insurance card aims to increase accessibility of health services across Punjab. An appropriate insurance partner has been identified in coordination with the federal government.



Figure 08. P&SH Department, SH&ME Department.

The Department has been successful in achieving milestones across other critical areas as well:

HIRING OF MEDICAL STAFF	
Nurses	2,834 have joined the P&SH department
Medical Officers	3,620 have been recommended by PPSC
Women Medical Officers	2,717 have been recommended by PPSC
UPGRADING EMERGENCIES	
Specialized healthcare Units	13 emergencies
Primary & Secondary Healthcare Unites	10 emergencies
NUTRITION, MEASLES & POLIO CAMPAIGNS	
Total Under 5 Children screened	Approximately 8 million
Pregnant and Lactating Mothers Screen	Approximately 2 million
Children vaccinated for Measles	Approximately 21 million
Children vaccinated for Polio	Approximately 19 million
PUNJAB HEALTH ROADSHOW	
Health Entrepreneurs being financed	45
Job creation over 5 years	100,000 jobs

LOOKING AHEAD

Additional priorities will bring significant improvements to the health sector over time. It is imperative that inter-sectoral coordination, the functional integration of programs and the efficient utilization of resources takes place for interventions to be implemented successfully. In line with the Sustainable Development Goals, a shift in focus from curative to preventive care is now at the crux of the department's efforts.

SDG 2 INDICATORS	TARGET 2030	CURRENT STATUS	PDHS 2012-13	PDHS 2017-18
2.2.1. Prevalence of Stunting (height for age <- SD)	0		39.8	29.8
2.1.2. Prevalence of Malnutrition (weight for height <- 2 SD)	0		9.5	4
SDG 3 INDICATORS	TARGET 2030	CURRENT STATUS	PDHS 2012-13	PDHS 2017-18
3.1.1. Maternal Mortality Ratio (per 100,000 live births)	<70	178 Source: UNICEF 2015	Data not captured	Data not captured
3.1.2. Skilled Birth Attendance	<90	78.7 Punjab Health Survey '17	52	71.3
3.2.1. Under Five Mortality Rate (per 1,000 live births)	<25	93 MICS 2014	89	74
3.2.2. Neonatal Mortality Rate (per 1,000 live births)	<12	63 PDHS 2014	55	42
3.7.1. Contraceptive Prevalence Rate	>75	30.8 MICS 2014	29	27.2

Five priority areas are also being focused on to protect our most vulnerable segments of the population:

1. *Focusing on immunization which includes vaccination coverage for all*
2. *Improving antenatal care*
3. *Improving the nutritional status of mothers and children*
4. *Preventing the spread of communicable diseases*
5. *Promoting health awareness and education*

Revolutionise Social Services

TRANSFORM SCHOOL EDUCATION

One of the world's largest and most frenetic educational interventions took root in the Punjab over the past 7 years. The Punjab Education Roadmap was able to make important gains in areas of access through enrolment drives and effective monitoring. Quality of education was a second focus which demonstrated marginal improvements through independently monitored tests called the 6-monthly assessments. Despite the pace, Punjab struggles with providing enough classrooms to its students, age-appropriate enrolment for its children, and a fair, quality learning experience once they are in a school. Against these thoughts, we undertook an intense problem-solving approach to school education reforms for the Punjab during this term.

100 DAYS LATER

The New Deal for School Education (2018-2023)

Our main deliverable at the start of the term was to produce a comprehensive 5-year-plan for the transformation of school education in the Punjab, which is now complete. We placed the student at the heart of all consultative processes with academics, educationists, policymakers, teachers, monitoring officers, private school representatives, and parents. After multiple rounds of ideation, the New Deal is a document that frames educational reform within a narrative of justice and transparent governance focused on inventive solutions for education service delivery. By stressing on quality learning with the help of effective teachers, we will enable students across Punjab to become productive, happy citizens of Pakistan.

Additional Steps

Whilst the development of the New Deal was the main preoccupation of our first 100 days in government, a number of additional initiatives also gained ground during this period:

- Initiation of the School Education Department (SED) Integrated Data Management Information System (IMIS) to bring efficiency and transparency to Punjab's educational administration
- Signing of private partnerships with the Government of the Punjab to facilitate the provision of at least 100 libraries and 200 labs; female-friendly toilets; Water, Sanitation & Hygiene (WASH) programmes; water filtration plants; and Early Childhood Education (ECE) assistance to meet SDG 4 goals for the province

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- Expansion of Sustainable Transition and Retention in Delivering Education (STRIDE) across 20 districts of the Punjab through bicycles and transportation vouchers, especially for girls
- Restoration of school structures in flood-affected areas with assistance from National Disaster Risk Management Fund.
- Uplift of 2 schools (Central Model High School & Kabutarapura Girls High School) into model schools as benchmarks for future development of schools in Punjab

LOOKING AHEAD

Legal Reforms:

- Introduce an amendment to the Free and Compulsory Education Act 2014 that will place legal obligations on parents to send school-aged children to school in situations where the state has already put in place every measure possible to ensure schooling is accessible and safe.
- Establish the Punjab Education Professional Standards Council (PEPSC) for teacher certification to improve quality and standardisation of teachers.
- Pass the Punjab Private Education Sector Reform Act to work towards including non-government education institutes within SED, and ensure policies balance the interests of all public and private stakeholders

Empowerment:

- Enable DEAs both financially and administratively with renewed transparency mechanisms. This will expedite service delivery by reducing existing layers of decision-making
- Reconstitute school councils to reflect a larger role for parents/community. SCs will manage select pilot projects and be the school's engagement point with the community

Introduce a renewed formalised model of double shifting in select primary schools across 20 districts of Punjab to resolve access issues that prevent successful transitions from primary to post-primary levels of schooling

Introduce a data-driven Performance Management Framework to improve quality and efficiency amongst teachers, the department's affiliated bodies, and the education management stream for the SED



Revolutionise Social Services

TRANSFORM HIGHER EDUCATION

Our prospects for economic growth over the next decade depend heavily on our ability to maximise our youth's potential. By equipping our future workforce with the right skills to meet the demands of both our own country, as well as the world's, we will set young Pakistanis on a path to leadership and success through both knowledge contribution and a sense of service. In line with this philosophy, the Higher Education Department of the Government of the Punjab led intense consultative and review sessions with members of academia, civil society, all relevant government departments and the Punjab Higher Education Commission to develop strategic direction for the next 5 years.

100 DAYS LATER

Higher Education 5-year blueprint (2018-2023)

A comprehensive policy direction was set by the Higher Education Department in the shape of a 5-year-plan. Following extensive consultations with academics, policymakers, members of government, higher education regulators, and members of civil society, the document prepared reflects the short, mid-term, and long-term ambition of our government: transform Higher Education into the backbone of a knowledge economy for Punjab, and through it, for Pakistan.

Higher Education Policy for Punjab

We initiated the preparation of the first official Higher Education Policy for the Punjab, which will focus on improving quality, governance, institutional health, and productive public-private partnership. This step will help provide coherent direction to a number of disparate education reforms and developments at national as well as provincial levels. To this end, the Department constituted 6 working groups whose recommendations have been presented to the Minister through the Department. A formal advisory group is in process of being approved; its recommendations will remain subservient to any recommendations made by the statutory body, the Punjab Higher Education Commission.

Transparent appointments against leadership vacancies

As part of our agenda to introduce transparency to recruitment processes in Higher Education, we revised the selection criteria for the appointment of Vice Chancellors to Punjab's universities. The new process now values nominees' qualifications and interview performance equally, and distinctly, increasing the level of competitiveness that guides VC selection. The search process for 16 VCs is underway, and similar levels of transparency have been introduced into the selection process for 7 Chairmen of Intermediate and Secondary Education Boards as well as 100 College Principals.

Strengthen/upgrade university education

As part of our efforts to strengthen and/or upgrade university education in the province, we initiated the PC1 process for 3 feasibility studies on the establishment of three new globally competitive universities. By June 2019, our feasibility studies should help us take concrete decisions about the location, nature, and potential of the universities proposed.

Sports leagues in universities

HED has developed a comprehensive Sports League system for both public and private universities in the Punjab. This Sports League system will be a high profile event which will encourage school spirit and healthy atmosphere in the university community. This system is patterned after highly successful sports league model in top universities of the world, due to be launched by December 2018.

LOOKING AHEAD

By December 2019, we will propose specific measures for consistency and accountability across governance and management structures. The propositions will be based on a comprehensive revision of laws, amendments, and other instruments governing Higher Education in the Punjab.

By March 2019, the Department will have overseen the establishment of a Project Management Unit (PMU). The purpose of the PMU will be to extend the existing HE Information Management System into an IMS that can facilitate robust data-driven planning, monitoring and implementation.

HED is developing a one window operation for all financial aid, scholarship applicants and donors. This new initiative will either be executed through PEEF or by establishing a new authority which will also incorporate PEEF in it. Students will be able to get all the information about the available educational opportunities from this service and donors will also be able to find potential students through this service.

able to get all the information about the available educational opportunities from this service and donors will also be able to find potential students through this service.

We will revamp the secondary and higher secondary examination system to bring it at par with top examination systems in the world. This will be a gradual process and in the first year we intend to move to comparative grading system rather than an absolute one. Subsequently, we will increase the content of objective and creative questions in our examinations and to phase out an outdated rote-learning system. In 5 years, our examination system will be testing students on their creative ability, critical thinking and logical problem-solving skills.

We will address gaps in higher education management, research, and learning by establishing institutes dedicated to these goals. By June 2019, we will have converted one such existing institute in Murree by extending its current mandate.

One of our most ambitious steps for the term will be to revamp Punjab's College Sector. Faced with outdated curricula, uninformative assessments, ineffective links with the market, and a lack of diversity in tertiary education options, we will:

- a. Establish community colleges that offer high quality education with targeted market-driven skills at a low cost and in a flexible manner (part-time; distance; community learning).
- b. Revamp commerce colleges by merging them with the general college stream. These colleges will then offer market-driven subjects and complement the stream of community colleges, remaining relevant in a constantly evolving local and global workplace.
- c. Upgrade colleges to new standards, including setting a benchmark for future development through the curation of 3 model colleges in North, Central, and South Punjab.



Government College University
Lower Mall, Lahore

Revolutionise Social Services

CHAMPION WOMEN DEVELOPMENT

Pakistan ranks 143 out of 144 countries according to the World Economic Forum's Gender Parity Index. Assessing the country's Global Gender Gap score, it ranks 112/144 in Economic Participation & Opportunity, 110/144 in Educational Attainment and 112/144 in Political Empowerment.¹ For a country home to more than 63 million women, these scores are appallingly low. Despite being a signatory to the Convention on All Forms of Discrimination Against Women (CEDAW),² Pakistan has been featured as one of the most dangerous countries in the world for women.³

100 DAYS LATER

Effective participation of women in socio-economic life

1. Establishment of Punjab Women Hostels Regulatory Authority for oversight, monitoring and regulation of Women Hostels in the private sector to:
 - Issue licenses to private women hostels
 - Standardise facilities and monitor services in private women hostels
 - Offer incentives to hostel owners to encourage their registration
 - Generate revenue through license issuance and renewal fee
2. Provision of direct subsidy to low-income working women for cost of rent through e-vouchers
3. Expansion of Punjab Day Care Fund to establish DCC in every district and every new licensed women hostel
4. Skills Development Training for women to be employed in Working Women Hostels and DCCs
5. Other cross-sectoral initiatives for women's socio-economic empowerment including:

ECONOMIC EMPOWERMENT	SOCIAL EMPOWERMENT
<ul style="list-style-type: none"> • Launching of e-vouchers program under Punjab Working Women Endowment Fund for facilitating working women • Expansion of Punjab Day Care Fund grants for inclusion of children of low-income women • Existing Sports quota for students seeking admission at university to be doubled for females • Allocation of specific marks in Public sector jobs for sportswomen • Front line space allocation for women vendors in Sunday & Model Bazaars 	<ul style="list-style-type: none"> • Provision of protective masks for female cotton pickers in 11 districts and protective shoes for female cultivators of rice • Self Defense Training • Display of Code of Conduct at general bus stands /bus stops • Provincial Committee for Protection of Women's Inheritance Rights • All Punjab Sports Tournament for women • Establishment of Women Business Incubation Center & Employment Center at divisional level

Advocacy for Awareness Raising

Lack of awareness on women's rights remains a roadblock to achieving true gender parity in the province. The following initiatives will focus on awareness-building:

1. Gender Champions Initiatives: 100 Gender Champions including political representatives, bureaucrats, heads of industries/companies and celebrities to take 1 pledge each to end discrimination against women in their respective capacity.
2. Awareness campaign through seminars, videos and print media to be launched across all 36 districts.

Enforceable legislation for gender equality

To improve gender parity, the following laws & amendments are being proposed:

Matrimonial Affairs	<ol style="list-style-type: none"> 1. Christian Family Laws 2. The Punjab Child Marriage Restraint (Amendment) Act 2015
Women in the Workforce	<ol style="list-style-type: none"> 1. Punjab Industrial Rights Act 2014 2. Punjab Protection Against Harrassment of Women in the Workplace 2014 3. Domestic Workers' Act 4. Home-Based Workers' Act
Representation of Women	<ol style="list-style-type: none"> 1. Local Government Act 2018 2. Fair Representation of Women Act 2014 3. Zakat and Ushr Act 2018
Violence Against Women	<ol style="list-style-type: none"> 1. Inheritance Rights 2. Punjab Mental Health Ordinance 2001 3. Acid and Burns Crime Act

LOOKING AHEAD

To empower 49% of Punjab's population, the Women Development Department will focus on core service delivery to enable women's access to opportunities in areas that have been ignored by previous Provincial and Federal Governments. A Gender Empowerment Committee has been constituted to oversee and monitor the implementation of the 3 goals listed above.

-
1. World Economic Forum, *The Global Gender Report 2017*, pg. 264
 2. United Nations Development Programme (UNDP), *Human Development Report* (New York: Oxford University Press, 2000)
 3. Thomas Reuters Poll, Most Dangerous Countries in the World for Women, 2013 & 2018

Revolutionise Social Services

PROVIDE CLEAN DRINKING WATER TO ALL

Government of Punjab (GoPb) is committed, as per policy and its mandated responsibility, to ensure the provision of clean drinking water facilities to all citizens of Punjab. Currently, 19.2% of the population of Punjab Province has access to piped water followed by 41.7% motorised pump and 30.6% hand pumps. The proportion of population using piped water as a main supply of water is higher in urban areas, 39.2% as compared to only 10% in rural areas (MICS, 2014). Hence, the government, in addition to prioritizing on rural areas with predominantly brackish ground water, is developing viable solutions to be implemented in a phased manner across Punjab.

The challenges encountered by the government in the provision of clean drinking water are shown below:

LEGISLATIVE ISSUES

- Absence of a regulatory/ monitoring department
- Unavailability of a dedicated research wing
- Absence/ poor implementation of Water Laws
- Insufficient revenue generation; improper tariffing mechanism
- Absence of an integrated approach (sewerage)

STRUCTURAL ISSUES

- Overlapping roles and responsibilities
- Unclear geographical jurisdiction of stakeholders
- Lack of autonomy and accountability
- Friction between executing and operating departments leads to dysfunctional schemes and plants

SUPPLY-DEMAND ISSUES

- Absence of need-based execution of schemes
- Low piped water supply and over-reliance of ground water source
- Absence of efficient conservation mechanisms
- Lack of Public-Private Partnerships

OPERATION & MAINTENANCE

TECHNICAL ISSUES

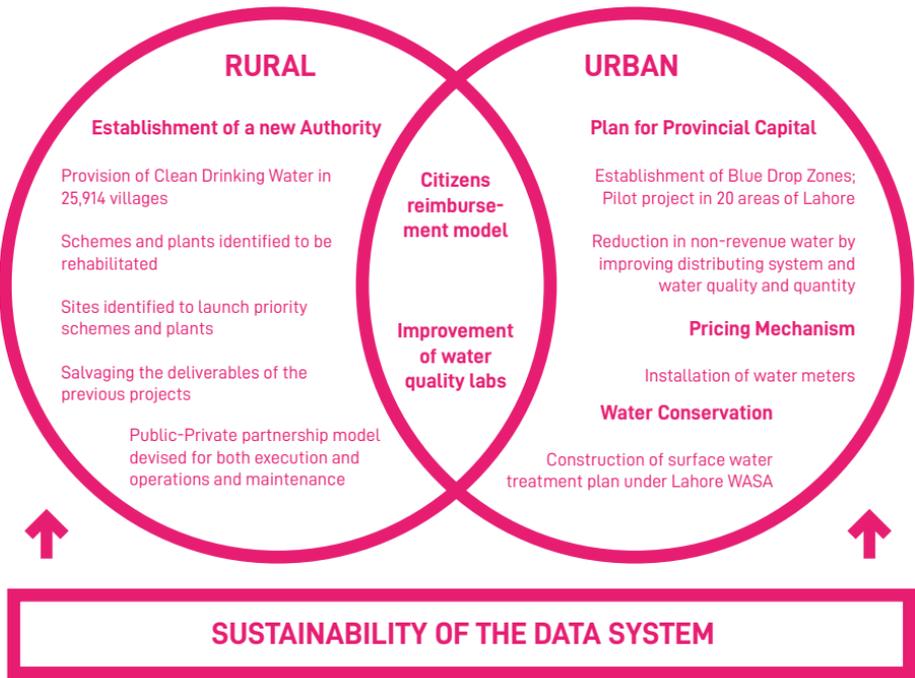
- Dearth of skilled staff
- Non-availability of tools/spare parts
- Deficiency of latest technologies for leakage detection
- Improper ownership of O&M
- Lack of pressure gauges and flow meters (on distribution pipelines as well as houses)

FINANCIAL ISSUES

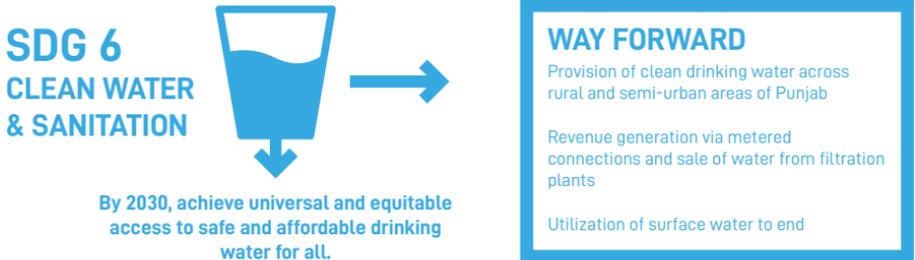
- Poor cost recovery; shortfall of funds for Operations and Maintenance
- Inadequate mechanism for theft control of major component like electric motors etc.
- Lack of budget for new initiatives **such** as water metering, pipelines replacement etc.

100 DAYS LATER

Interventions for both rural and urban areas have been planned by the Government of the Punjab to address challenges in a sustainable manner



Interventions for both rural and urban areas have been planned by the Government of the Punjab to address challenges in a sustainable manner





Revolutionise Social Services

REVOLUTIONISE GREEN GROWTH

The government's commitment to a sustainable future for the environment prompted high expectations, and higher targets for its 'Green Growth' agenda for the first 100 days. The Forestry, Wildlife and Fisheries Department was charged with three major tasks, and in turn set ambitious targets for execution:

1. November 15: provincial afforestation scheme with a target of 1.6 million saplings
2. Planting Season 2019: provision of over 19 million saplings
3. A comprehensive 5-year-plan to determine Punjab's portion of the 10 Billion Tree Tsunami envisioned by the Prime Minister

Of Punjab's 50.96 million acres of land, only 3% is allocated to government forests. However, this 3% has the capacity to host billions of saplings of various different species.

100 DAYS LATER

The Department launched 'Plant for Pakistan Day' on September 2nd to generate both awareness and enthusiasm for its cause, and achieved a plantation rate of 138,000 saplings in one day. By November 25th, a total of 1.9 million saplings had been planted - 0.3 million more than committed.

As part of this scheme, planting ceremonies were held in each district headquarter. An awareness campaign was initiated to educate citizens about the importance of preserving and enhancing forest resources, and various different departments came together to plant saplings in their respective public spaces, such as schools, government offices and small forests. The execution strategy was focused on planting trees under the following existing schemes:



By focusing targets within existing schemes, the Department mitigated some of its implementation concerns, because it had already secured the necessary funding, and arranged for the manpower to execute the efforts. The Department focused on planting saplings indigenous to the regions where land had been selected.

LOOKING AHEAD

Until June 2019, the Department is working towards a further 10.08 million sapling target, as shown below:

	ACTIVITY	AREA	SAPLING (mn)
ONGOING	Afforestation	11,106 acres	8.06
	Afforestation along roadside/canal	429 Km	0.14
	Development of range lands through grass reseeding	13,900 acres	-
NEW	Afforestation	1900 acres	1.38
	Combatting smog through urban forestry		0.50

Figure 09. Breakdown of department targets for June 2019

After detailed consultations with the Ministry of Climate Change and the Secretary Environment Department in KPK, the initial Punjab target for the 10 Billion Tree Tsunami was finalised and submitted for approval. The Department has committed the following target and cost for the next five years:



Figure 10. Breakdown of department targets and costs for the next five years.





Chief Minister's Special Initiatives

Chief Minister's Special Initiatives

A CLEAN AND GREEN PUNJAB

Visions of a 'Zero Waste' Punjab spurred the initiation of the 'Clean & Green Punjab' campaign, a special initiative launched by the Senior Minister to revamp cleanliness and promote green practices in 100 Days, with emphasis on tangible reforms. The major components of this campaign focused on anti-encroachment, afforestation and solid waste management. Initially launched in nine divisional headquarters of the Punjab, the campaign soon expanded further to all urban and rural centers.

100 DAYS LATER

To implement these efforts, Local Government and Community Development Department (LG&CDD) resources were engaged, and responsibilities were effectively devolved down to the level of UC Secretaries. Other departments such as School Education and Police were also engaged in an effort to deploy a comprehensive taskforce.¹

Monitoring was critical to the success of this campaign. A combination of ICT-based interventions and regular follow-ups formed the basis of this particular component of the campaign. An existing monitoring system and dashboard under the Punjab Municipal Development Fund Company focused on efforts under this campaign in the seven cities where Waste Management Companies² operated. Special trainings were given to over 300 UC Secretaries, and Android applications were shared with them to facilitate accurate data collection. Additionally, the Urban Unit set up a dashboard to monitor afforestation, anti-encroachment and waste management efforts in all remaining urban and rural centers.

The LG&CDD Board also collected weekly progress reports on each major component (which are ongoing). At the end of the first 100 days, the following successes were reported:



An integral part of this campaign was behaviour change and awareness. This component of the initiative was crucial to the overall success and sustainability of Clean and Green, given that citizen participation in Local Government initiatives has previously fallen short. The Department recognized the importance of citizen buy-in and support for its cause, and thus wholeheartedly endorsed awareness walks, waste-picking activities, banner placements in public spaces, and televised interviews by public officials.

LOOKING AHEAD

With the end of the 30 Day campaign, LG&CDD pushed to sustain efforts on the ground with a pilot project in 138 Union Councils, with the support of organizations such as UNICEF, Agahe and Muslim Aid. The purpose of this exercise was to empower communities in these UC's to clean their public spaces. The pilot was met with resounding enthusiasm in most UCs especially in Bahawalpur.

Moving forward, LG&CDD is striving towards a 'Zero Waste' Punjab under the banner of the 'Clean and Green Pakistan' campaign launched by the Prime Minister. To this end, it is collaborating with the Forestry Department to push its afforestation efforts, and aims to implement a comprehensive waste management plan through all local governments across 36 districts. Special attention will be directed towards waste reduction technologies, such as Waste-to-Energy plants and innovative recycling systems. Serving 110 million citizens across 36 districts is a challenging task, and not without its existing roadblocks, but one that the Department is prepared to take on with enthusiasm. While the department is currently engaged in devising its upcoming three year strategy, it has defined the following key priorities to guide its efforts:

URBAN/RURAL	URBAN
Waste collection in all urban areas and rural union councils	Asset management of sanitation related operations in all municipal institutions Management of Human Resources

1. Implementors included Waste Management Companies (WMC's) operating in seven major cities of Lahore, Faisalabad, Gujranwala, Bahawalpur, Sialkot, Multan and Rawalpindi and municipal corporations where WMC's were not active; Chief officers of Metropolitan/District Council, Municipal Corporations and Municipal Committee concerned; Additional Directors of Local Governments, etc.
2. PMDFC is a Section 42 Company under LG&CDD

Chief Minister's Special Initiatives

CHIEF MINISTER'S COMPLAINT CENTER

For many years, there has been a significant communication gap between the government and citizens. When such a gap exists and freedom of information and transparency are stifled, citizens are left feeling disillusioned. When the public lacks access to what its government is doing, it ceases to be involved in the act of citizenship.

Recognizing the need to give citizens a voice, during the 100-day reforms, the Government of the Punjab launched a central complaint platform on November 28 2018 to address the complaints of citizens. In its first phase, the Chief Minister's Complaint Center has integrated services spanning the **Health, School Education** and **Police** departments as well as the **DC office** into one single helpline number to register complaints. The helpline aims to provide citizens with access round the clock. The process of registering a complaint is as follows:

Citizens' Government Empowerment
Citizens' Empowerment

حکومت پنجاب کی جانب سے عوامی شکایات کے فوری حل کا قومی اقدام

CHIEF MINISTER'S COMPLAINT CENTER
0800-02345

Complaint | Redressal | Reform

- سرکاری خدمات سے متعلق شکایات کے لیے سٹارٹ اپ ایجنٹ نظام
- شکایات نکالنے کے لیے مختلف اداروں کو آئی ڈی ایم کے ذریعے آواز دہرائی
- شکایات کو بھیج کر فوری مداخلت اور مسئلہ کے حل کی قسم دینے کا قومی اقدام

Figure 11. The official campaign of Chief Minister's Complaint Center.

Salient features of the helpline include:

1. Real-time complaint assignment based on predefined responsibility matrix and turn-around times established by each department
2. Multi-level complaint auto-escalation mechanism established by each department
3. Complaint resolution and confirmation to citizens (via SMS)
4. Closing the loop by collecting feedback from citizens

This platform will not only help in ensuring the redressal of citizens' grievances but will also make sure that public officials are held accountable for delivering quality services to citizens. Through a comprehensive dashboard, which has been developed in tandem with the helpline, regular reports will also be provided to the Chief Minister to monitor the performance of different departments as well as to check progress on complaint resolution. With the provision of this helpline, the government aims to successfully cater to the needs of the people of the Punjab and bridge the gap between them and their representatives in government.



Figure 12. The launch of Chief Minister's Complaint Center.

ACKNOWLEDGEMENTS

Our first 100 days in government provided a focused opportunity to take stock of where we were starting from, what resources were available, and what strategies would be required to meet certain ambitious goals. At the end of this period, we have set a direction for Punjab's development over the next 5 years.

The Prime Minister's 100-days Reforms Agenda in Punjab was led by the Chief Minister, with assistance from his Cabinet, and the Chief Minister's Special Monitoring Unit (SMU) and the Strategic Reforms Unit (SRU). Additional support was provided by the Chief Secretary of the province, and the Secretaries of the concerned departments.

Progress was diligently reviewed by the Chief Minister's Office through regular stock takes: this internal accountability will continue as we move beyond 100 Days. In mid-2019, Government of the Punjab will provide another progress update against the direction set so far.

We also acknowledge the tireless efforts put in by our civil servants, elected officials and members of civil society who have rendered us their services.

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