



YEAR BOOK
(2024-25)

**GOVERNMENT OF PAKISTAN
MINISTRY OF DEFENCE
RAWALPINDI**



In the Name of Allah, the Most Gracious, the Most Merciful

FOREWORD



FOREWORD

The year 2024-25 witnessed remarkable distinctions achieved by Pakistan taking her to new heights in regional as well as global arenas. Ministry of Defence being a bulwark of safeguarding the sovereignty and integrity of Pakistan played its phenomenal role by channelizing the armed forces and administrative institutions in the most critical month of May 2025.

Under the patronage of Ministry of Defence, the Armed Forces of Pakistan in wake of Marqa-e-Haq transcended the defence of Pakistan to invincibility by introducing the new trends in modern warfare. From the prudence of leadership to the valor of soldiers, Pakistan remained globally acclaimed victorious achieving multifariously beyond the scope of Defence. Stimulated from this victory, Pakistan is having a new robust identity worldwide proving wrong the previous misnomer of isolated state along with domestic cohesion superseding the false inimical rhetoric of an internally divided state. Ministry of Defence is firmly committed to synergize all the components under its domain ensuring peaceful and secure Pakistan for times to come.

The role of Armed forces of Pakistan for eradicating the menace of terrorism remained eminent throughout this year in the shape of martyrdom of our lionhearted fighters. This Division, besides its core sphere served in time of natural calamity in the shape of flood along the civil setups throughout the country. In addition, the share of this Ministry in maintaining global peace through United Nations' Missions is valued globally.

Within these covers of Year Book 2024-25, the journey of achievements by Ministry of Defence is demonstrated along with the newly merged Aviation Division and its departments.

Lt. Gen. Muhammad Ali, HI(M) Retd
Secretary Defence





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HISTORICAL BACKGROUND

Historical Background



1. Our Building – Our Face

a. Building History

The historic building of “Calcutta House” accommodates the Ministry of Defence which is a successor of the Military Department created by the British East India Company in Calcutta in 1776. After the accession of Punjab in the British Empire in 1849, Northern Command of British Indian Army was shifted to Rawalpindi. The setting up of Military Accounts Office was necessitated to manage the accounts of large forces employed in this Command. Consequently, a building was constructed on Mackeson Road, later Adamjee Road, for ‘CMA-Western Circle’ which was completed in three years 1885-1888. The staff, working in the building mostly came from Calcutta thus becoming the basis for commonly used name ‘Calcutta Daftar’. The building continued to be used by the Military Accounts Department up to 1966 when, with the establishment of Capital in Islamabad, the Ministry of Defence was shifted from Karachi to this building.

b. Architecture

The building was designed on ‘Gothic’ Architecture also known as ‘French Art’. Its features include the pointed Arches, the ribbed vault and the flying buttress. This Architecture is most familiar for ecclesiastical (Great Cathedrals, Abbeys and Churches) in Europe as well as the architecture of Castles, Town Halls, Guild Halls and Universities.

c. The Construction and Renovation

The building was constructed with bricks measuring 28x15x9 cm to 30x14x10 cm with interstices of about 1.5 cm which were not produced by local kilns but by a specialized offsite enterprise. For supervision of each brick made, an English Sub Divisional Officer (SDO) of MES pitched his tent besides a specially built kiln in the vicinity





of a Rawalpindi locality known as 'Jhanda Chichi'. Over the years the original façade of the building dilapidated/disfigured due to climactic conditions and modifications. The original bricks were masked due to paint/ whitewash. The same has been renovated and brought back to its original glory.

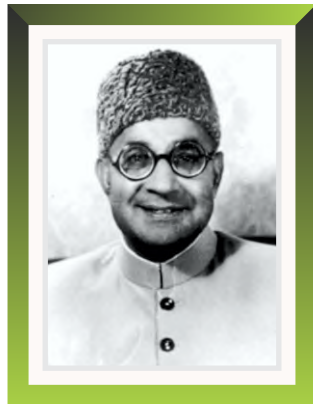
The restoration and renovation work of the building was started in 2011, by hiring craftsmen from Bahawalpur who possessed the skill & art of traditional construction. The present outlook of the building is a proof of their skills and excellent craftsmanship. The restoration/renovation work was completed in June 2014.

2. Our Heads & Secretaries of Ministry

a. Heads/Secretaries of Ministry

The Ministry of Defence had the privilege of being headed by a large canvas of luminaries who are photographed below followed by the names of the honorable members of the Senate/ National Assembly Standing Committees on Defence.

b. Heads of Ministry



Liaqat Ali Khan

18-08-1947 to 16-10-1951



Khawaja Nazimuddin

24-10-1951 to 16-04-1953



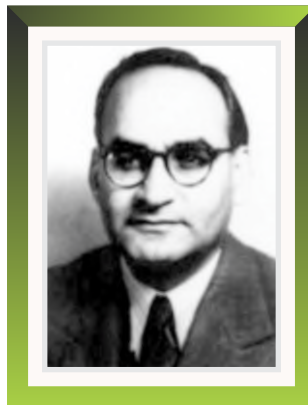
Muhammad Ali Bogra

17-04-1953 to 23-10-1954



Gen Ayub Khan

24-10-1954 to 10-08-1955



Ch. Muhammad Ali

11-08-1955 to 11-09-1956



Huseyn Shaheed Suhrawardy

12-09-1956 to 17-10-1957





Mian Mumtaz Khan Daultana
18-10-1957 to 15-12-1957



Malik Feroz Khan Noon
16-12-1957 to 07-04-1958



M. A. Khuhro
08-04-1958 to 07-10-1958



Gen Muhammad Ayub Khan
28-10-1958 to 20-10-1966



Vice Admiral A. R. Khan
21-10-1966 to 04-04-1969



Gen Agha Muhammad Yahya Khan
05-04-1969 to 20-12-1971



Zulfikar Ali Bhutto
24-12-1971 to 05-07-1977



Gen Muhammad Zia-ul-Haq
05-07-1977 to 26-08-1978



Ali Ahmad Talpur
27-08-1978 to 25-02-1985



Gen Muhammad Zia-ul-Haq
26-02-1985 to 22-03-1985



Muhammad Khan Junejo
23-03-1985 to 29-05-1988



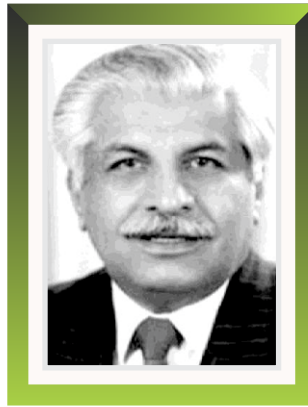
Mahmoud A. Haroon
09-06-1988 to 01-12-1988





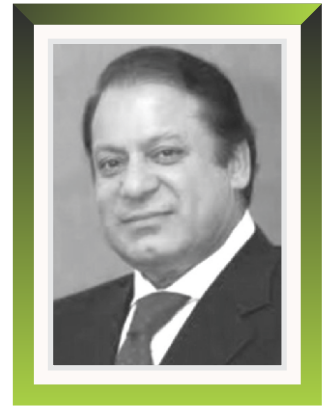
Mohtarma Benazir Bhutto

02-12-1988 to 05-08-1990



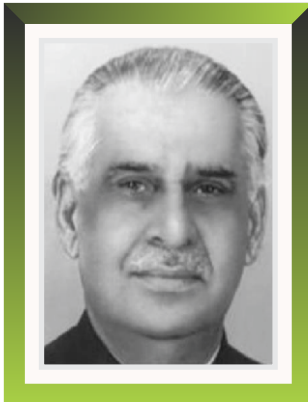
Ghulam Mustafa Jatoi

06-08-1990 to 05-11-1990



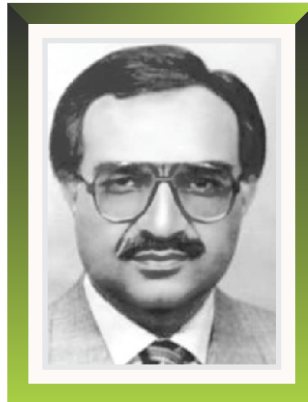
Muhammad Nawaz Sharif

06-11-1990 to 09-09-1991



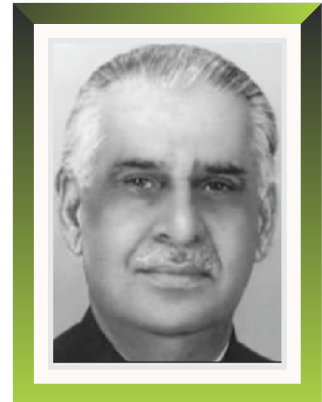
Justice (R) Syed Ghous Ali Shah

10-09-1991 to 25-04-1993



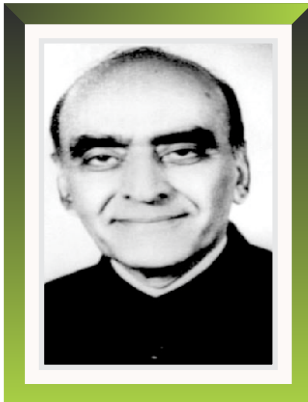
Mir Hazar Khan Bijarani

25-04-1993 to 25-05-1993



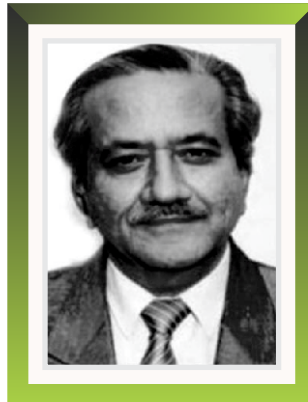
Justice (R) Syed Ghous Ali Shah

26-05-1993 to 17-07-1993



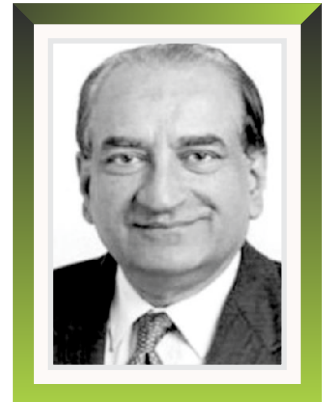
Moeen Qureshi

18-07-1993 to 18-10-1993



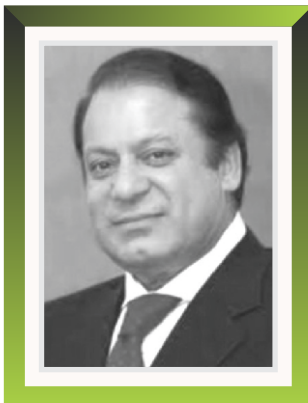
Aftab Shahban Mirani

19-10-1993 to 04-11-1996



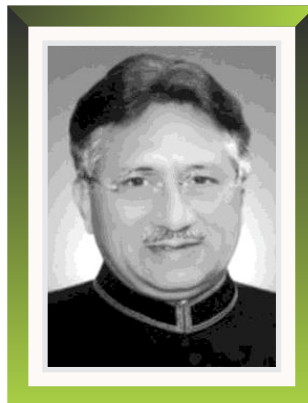
Shahid Hamid

05-11-1996 to 16-02-1997



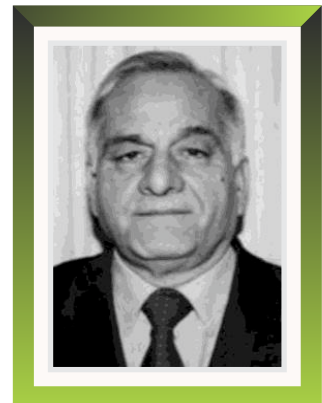
Muhammad Nawaz Sharif

17-02-1997 to 11-10-1999



Gen Pervez Musharraf

12-10-1999 to 22-11-2002



Rao Sikandar Iqbal

23-11-2002 to 15-11-2007





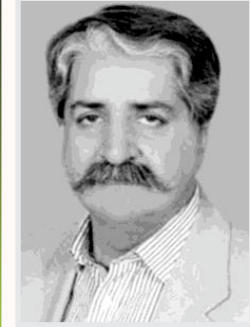
Salim Abbas Jilani

11-11-2007 to 25-03-2008



Ghauthry Ahmad Mukhtar

31-03-2008 to 02-06-2012



Syed Naveed Qamar

03-06-2012 to 16-03-2013



Muhammad Nawaz Sharif

05-06-2013 to 26-11-2013



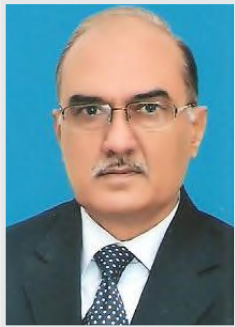
Khawaja Muhammad Asif

27-11-2013 to 28-07-2017



Engr Khurram Dastagir Khan

29-07-2017 to 25-06-2018



**Lt. Gen. (Retd) Naeem Khalid
Lodhi**

26-06-2018 to 18-08-2018



Pervaiz Khattak

19-08-2018 to 10-04-2022



Khawaja Muhammad Asif

11-04-2022 to 09-08-2023



Anwar Ali Hyder

17-08-2023 to 04-03-2024



Khawaja Muhammad Asif

11-03-2024 to date





c. Secretaries of Ministry

Since independence, the Division has been headed by the following notables:

S.No.	Name	From	To
1.	Maj Gen Iskandar Mirza	Oct 47	May 54
2.	Mr. Akhtar Hussain	Jun 54	Aug 57
3.	Mr. Muhammad Khurshid	Mar 58	Jun 59
4.	Mr. S. Fida Hussain	Jul 59	Aug 61
5.	Mr. Nazir Ahmed	Aug 61	Sep 65
6.	Mr. S. Fida Hussain	Sep 65	Jun 66
7.	Mr. S. I. Haque	Jul 66	Dec 66
8.	Mr. S. Ghias Uddin Ahmad (SG)	Dec 66	Aug 73
9.	Maj Gen Fazal Muqeem Khan (Retd)	Aug 73	Oct 77
10.	Mr. Ghulam Ishaq Khan (SG)	Dec 73	Jul 77
11.	Lt Gen Ghulam Jilani Khan	Oct 77	Jul 79
12.	Lt Gen Ghulam Jilani Khan (SG)	Jul 79	May 80
13.	Rasheed ud Din Arshad	Jul 80	Sep 80
14.	Maj Gen M. Rahim Khan (Retd) (SG)	Nov 80	Dec 80
15.	Mr. Asif Rahim	Sep 81	Feb 84
16.	Mr. Aftab Ahmad Khan	Feb 84	Aug 85
17.	Syed Ijlal Haider Zaidi	Aug 85	Nov 89
18.	Syed Salim Abbas Jilani	Nov 89	Nov 96
19.	Mr. Hasan Raza Pasha	Nov 96	May 97
20.	Lt Gen Iftikhar Ali Khan (Retd)	May 97	Oct 99
21.	Lt Gen Nasim Rana (Retd)	Oct 99	Mar 2001
22.	Lt Gen Hamid Nawaz Khan (Retd)	Mar 2001	May 2005
23.	Lt Gen Tariq Waseem Ghazi (Retd)	May 2005	April 2007
24.	Mr. Kamran Rasool	April 2007	Nov 2008
25.	Lt Gen (R) Syed Athar Ali	Nov 2008	Nov 2011
26.	Lt Gen (R) Naeem Khalid Lodhi	Nov 2011	Jan 2012
27.	Mrs. Nargis Sethi	Jan 2012	Jul 2012
28.	Lt Gen Asif Yasin Malik (Retd)	Jul-2012	Aug-2014





29.	Lt Gen Muhammad Alam Khattak (Retd)	Aug 2014	Aug 2016
30.	Lt Gen Zamir ul Hassan Shah (Retd)	Aug-2016	Aug 2018
31.	Lt Gen Ikram Ul Haq (Retd)	Aug-2018	Aug 2020
32.	Lt Gen Mian Muhammad Hilal Hussain (Retd)	Aug-2020	Aug 2022
33.	Lt Gen Hamood Uz Zaman Khan (Retd)	Aug-2022	Aug-2024
34.	Lt Gen Muhammad Ali (Retd)	Oct 2024	To date

d. Members of the Senate Standing Committees on Defence

S.No.	Name	
1.	Senator Muhammad Talha Mahmood	Chairman
2.	Senator Syedaal Khan	Deputy Chairman
3.	Senator Mohammad Ishaq Dar	Leader of the House
4.	Senator Farooq Hamid Naek	Member
5.	Senator Saleem Mandviwalla	Member
6.	Senator Abdul Qudoos	Member
7.	Senator Musadik Masood Malik	Member
8.	Senator Samina Mumtaz Zehri	Member
9.	Senator Dr. Zarqa Suharwardhy Taimur	Member
10.	Senator Umer Farooq	Member
11.	Senator Atta-ul-Jaq	Member
12.	Senator Rubina Naaz	Member
13.	Senator Mashal Azam	Member
14.	Senator Anwar ul Haq	Member
15.	Minister of Defence	Ex-Officio Member



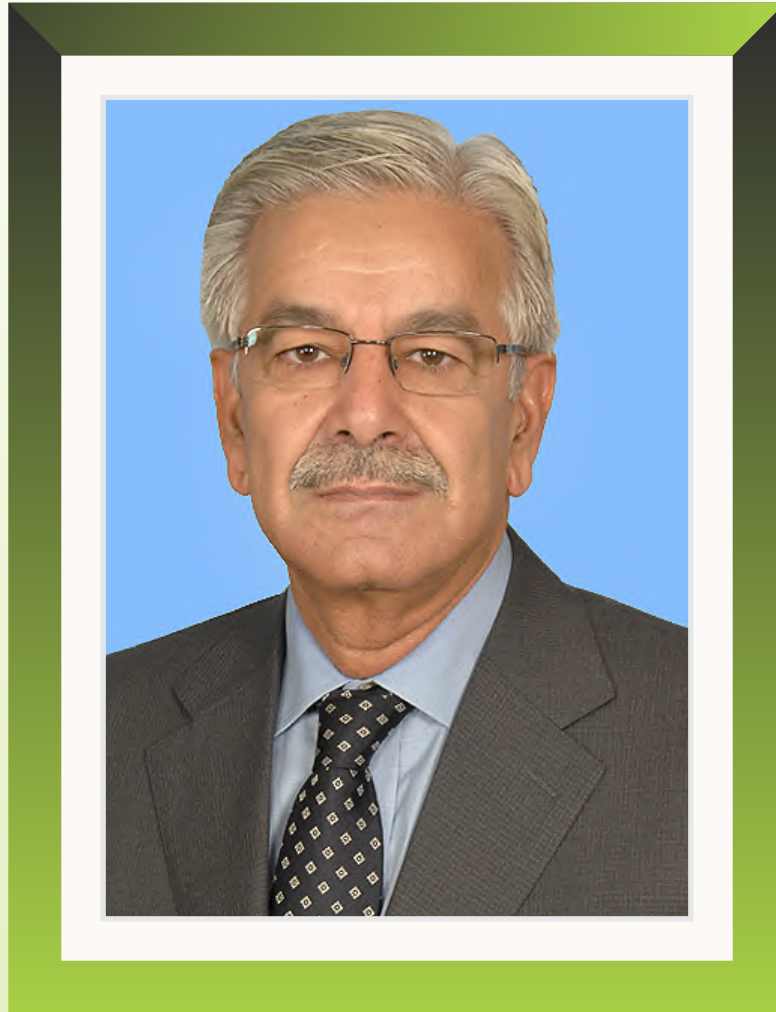


e. Members of the National Assembly Standing Committees on Defence

S.No.	Name	
16.	Mr. Fateh Ullah Khan	Chairman
17.	Mr. Ibrar Ahmed	Member
18.	Chaudary Farrukh Altaf	Member
19.	Ms. Saba Sadiq	Member
20.	Mr. Isphanyar M Bhandara	Member
21.	Mr. Ali Jan Mazari	Member
22.	Makhdoom Jamil Uz Zaman	Member
23.	Ms. Sharmila Sahiba Faruqui Hashaam	Member
24.	Mr. Ramesh Lal	Member
25.	Mr. Sadiq Iftekhar	Member
26.	Mr. Sanjay Perwani	Member
27.	Mr. Gul Asghar Khan	Member
28.	Muhammad Ijaz ul Haq	Member
29.	Mr. Pullain	Member
30.	Mr. Arbab Amir Ayub	Member
31.	Muhammad Miqdad Ali Khan	Member
32.	Mr. Ghulam Muhammad	Member
33.	Muhammad Aslam Ghumman	Member
34.	Mr. Mehmood Khan Achakzai	Member
35.	Minister of Defence	Ex-Officio Member



MINISTER FOR DEFENCE



Khawaja Muhammad Asif
Minister for Defence





SECRETARY DEFENCE



Lt Gen Muhammad Ali, HI (M) (Retd)
Secretary Defence





ADDITIONAL SECRETARIES



Maj Gen Umar Farid
AS-I



AVM Nasir Jamal Khattak, SI (M)
AS-II



Rear Admiral Amir Mahmood, HI (M)
AS-III



Maj Gen Qaisar Suleman, HI (M)
AS-IV



DEFENCE DIVISION

Defence Division

1. Introduction

Defence Division is the only Division of Ministry of Defence. The Defence Division being the Administrative Division and Secretariat of the Ministry of Defence is responsible for the achievements of its Mission Statement.

2. Vision Statement

“To ensure the sovereignty, security and defence of the nation through the development of a capable, responsive and modernized defence force. We are committed to safeguard national interests, supporting international peace and stability, and enhancing resilience against emerging threats while upholding the highest standards of professionalism, integrity and service to the nation.”

3. Mission Statement

“To preserve and defend the national sovereignty and territorial integrity of the Islamic Republic of Pakistan and protect its national interests and assets through military means and other defence related capabilities”.

4. Tasks

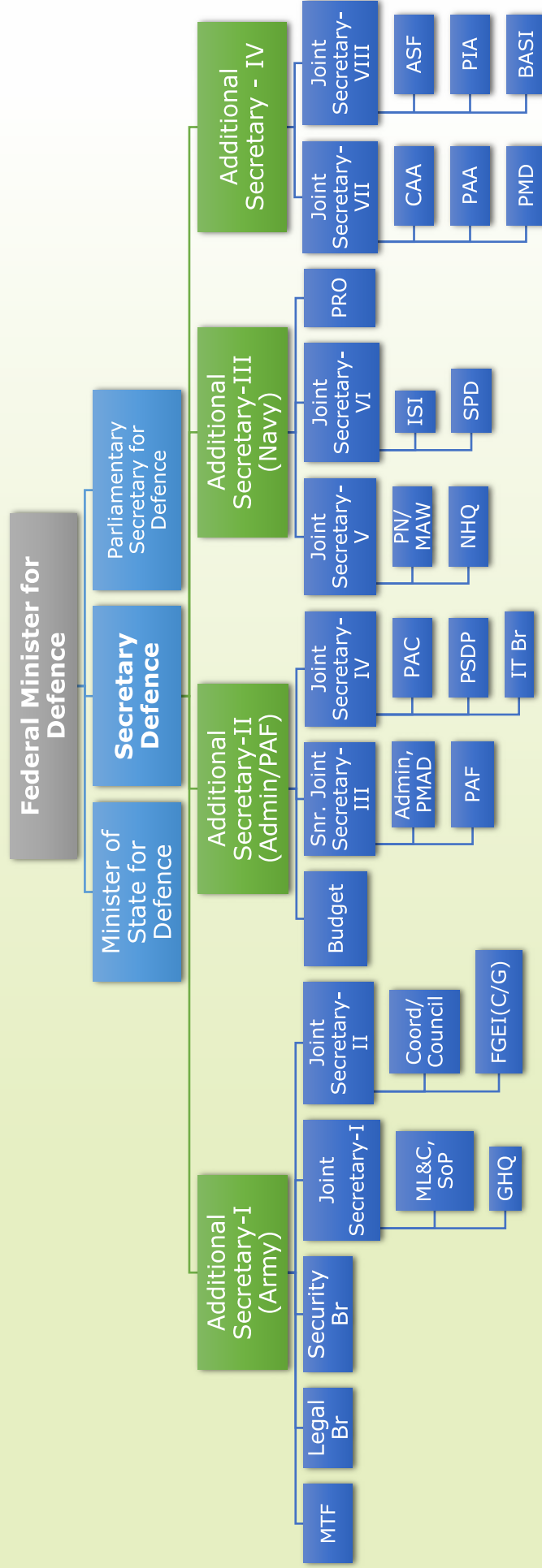
- a. Formulation, coordination and execution of Defence Policy of Pakistan and other defence related policies in pursuit of its mission statement
- b. Improve synergy between Armed Forces of Pakistan and inter services organization vis-a'-vis progress and performance.
- c. To strengthen global network of allies and partners to maintain balance of power through military diplomacy.
- d. Establishment of security related research & development base to support security operations.
- e. To administer Armed Forces of Pakistan, Executive departments and manage their requirements.
- f. To conduct persistent internal review & maintenance of internal control systems through audit & monitoring.
- g. To assist other national institutions in disaster management, surveying & mapping, military operations other than war and border management.
- h. Provision of affordable education and quality healthcare.
- i. To ensure people-oriented local governance and effective management in cantonments.
- j. Welfare of ex-servicemen.





Organization of Defence Division

The Defence Division has a total strength of 457 which includes 97 officers and 360 staff members, as per following organogram:

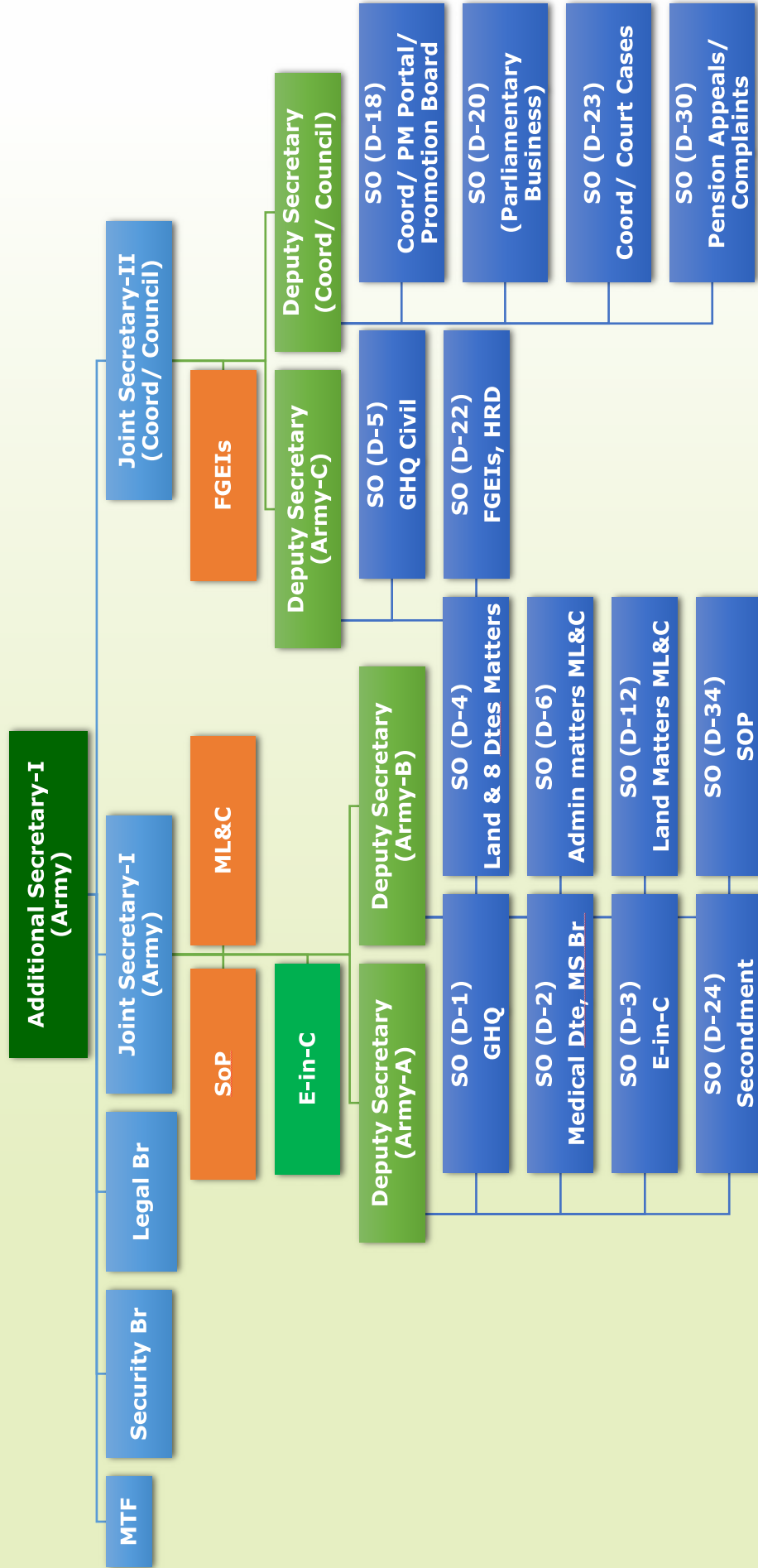




1. Departments/ Organisations/ Authorities

- a. Military Lands & Cantonments Department (ML&C).
- b. Survey of Pakistan (SoP).
- c. Federal Government Educational Institutions (Cantonments/Garrisons)
Directorate FGEIs(C/G)
- d. Pakistan Military Accounts Department (PMAD).
- e. Pakistan Armed Services Board (PASB).
- f. Pakistan Maritime Security Agency (PMSA).
- g. Airport Security Force (ASF)
- h. Bureau of Aircraft Safety and Investigation Pakistan (BASI)
- i. Pakistan International Airlines (PIA)
- j. Pakistan Meteorological Department (PMD)
- k. Pakistan Airports Authority (PAA)
- l. Pakistan Civil Aviation Authority (PCAA)



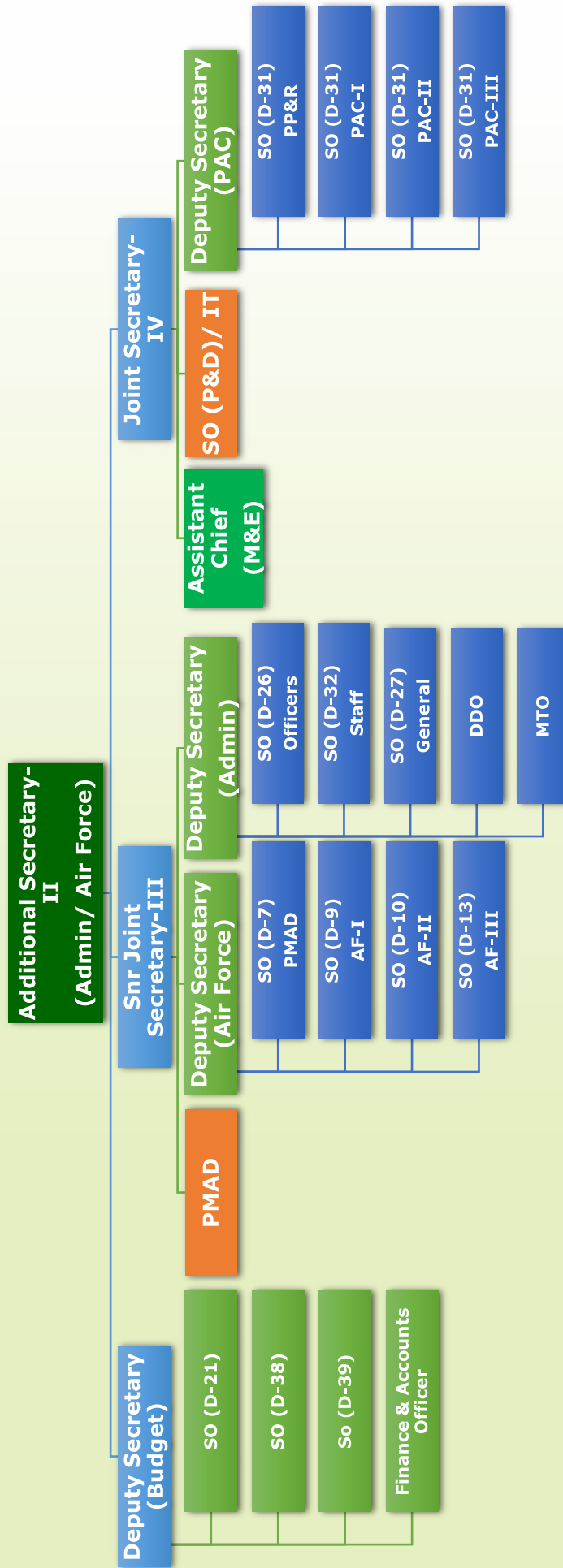




2. Main Functions: Additional Secretary-I (Army/Coord)

- a. All Policy/ Ministry level matters related to Pak Army.
- b. Administrative Control of the following Attached Departments:
 - (1) Military Lands & Cantonments (ML&C)
 - (2) Survey of Pakistan (SOP)
 - (3) Federal Government Educational Institutions (C/G) Directorate (FGEIs)
- c. Coordination among the Departments/Organizations under MoD and other Federal Divisions/ Ministries.
- d. Parliamentary Business.
- e. Security of MOD Premises.



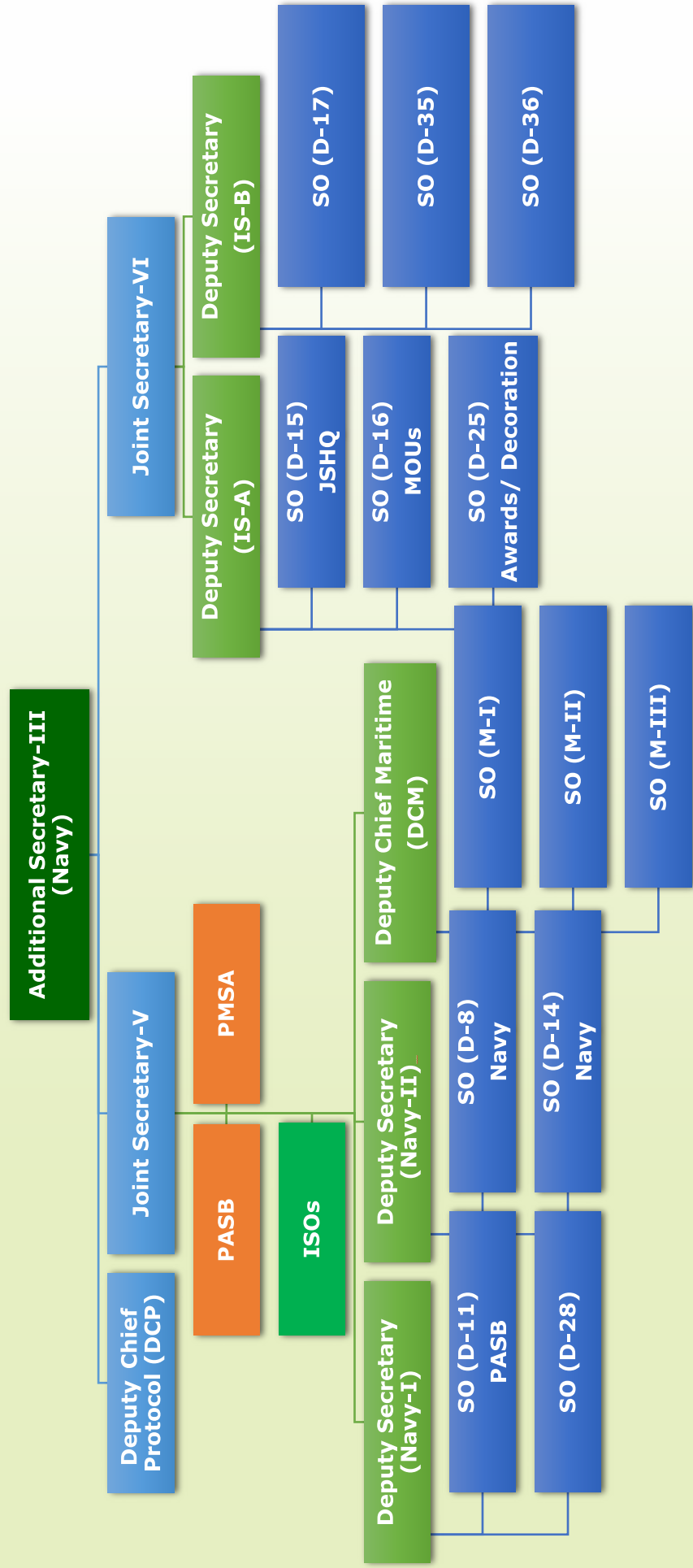




3. Main Functions: Additional Secretary-II (PAF/ Admin)

1. All Policy/Ministry level matters related to PAF.
2. Defence Budget for the Armed Forces, Attached Departments & Inter-Services Organizations.
3. Work related to Public Accounts Committee (PAC).
4. Administrative Control/Support, Budgeting & maintenance and upkeep of Ministry of Defence premises.
5. PSDP related and IT/ Information Security in MoD.
6. Administrative control of Pakistan Military Accounts Department (PMAD)



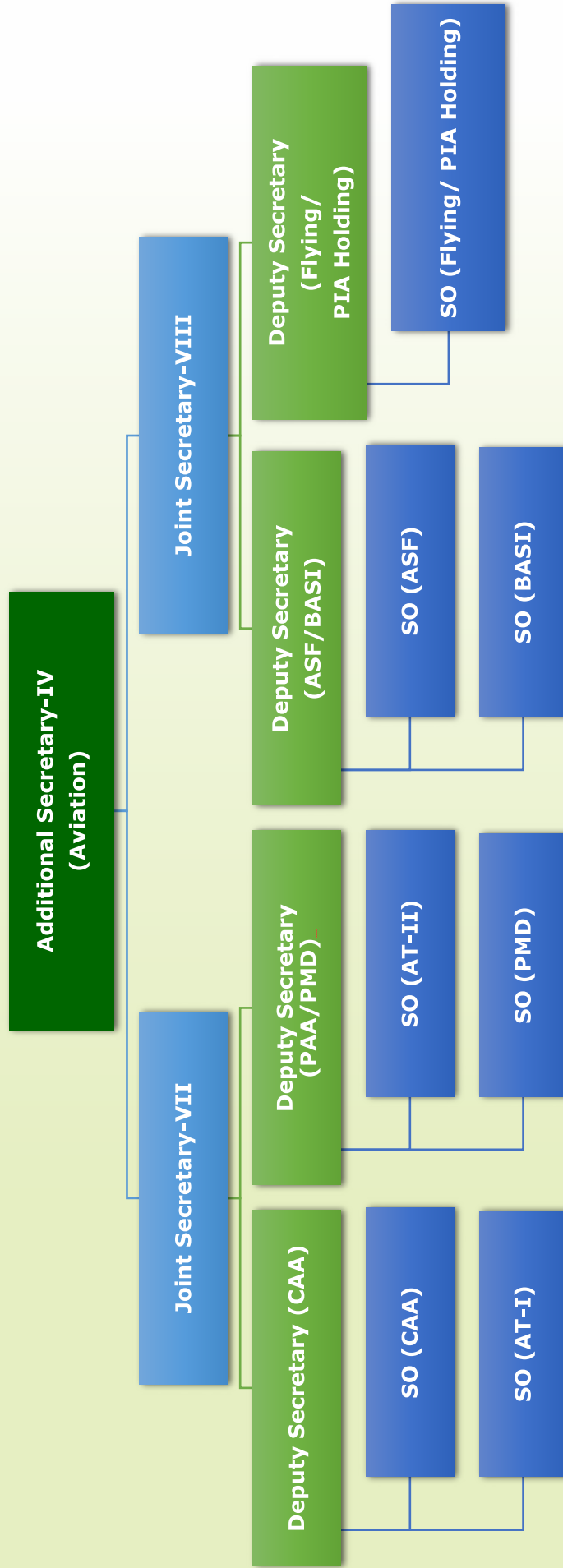




4. **Main Functions: (Additional Secretary-III) (Navy)**

1. All Policy/Ministry level matters related to Pak Navy.
2. Defence Policy Formulation.
3. Administrative Control of the following Departments
 - a. Pakistan Maritime Security Agency (PMSA).
 - b. Pakistan Armed Services Board (PASB).
4. Karachi Shipping & Engineering Works (KS&EW).
5. Special Communication Organization (SCO).
6. Matters related to Civilians working in Defence Services Headquarters.
7. Inter-Services Organizations (ISOs).
8. Military Co-operation & Protocol/MoU.
9. Siachen & Kashmir Issue.







5. Main Functions: (Additional Secretary-IV) (Aviation)

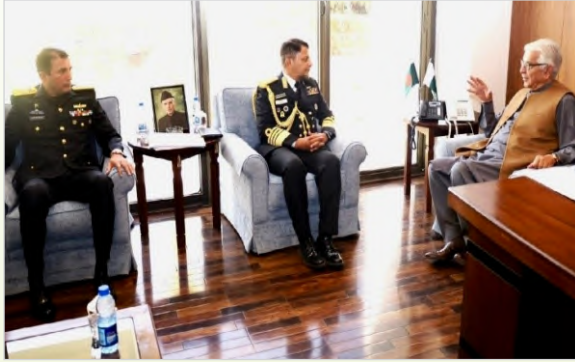
1. All Policy/Ministry level matters related to Aviation.
2. Administrative Control of the following Attached Departments:
 - a. Airports Security Force (ASF)
 - b. Bureau of Aircraft Safety Investigation Pakistan (BASIP)
 - c. Pakistan Civil Aviation Authority (PCAA)
 - d. Pakistan Airports Authority (PAA)
 - e. Pakistan International Airlines Corporation Limited (PIACL)
 - f. Pakistan International Airlines Holding Company Limited (PIAHCL)
 - g. Pakistan International Airlines Investment Limited (PIAIL)
 - h. Pakistan Meteorological Department (PMD)





PICTORIAL VIEW

PICTORIAL REPRESENTATION OF MAJOR EVENTS AT MOD



Chief of Naval Staff of Bangladesh, Admiral M Nazmul Hassan, called on Minister for Defence, Defence Production and Aviation, Khawaja Muhammad Asif, in Islamabad (07-02-2025)



Minister for Defence, Defence Production and Aviation, Khawaja Muhammad Asif presenting a souvenir to Admiral M Nazm ul Hassn, Chief of Naval Staff of Bangladesh in Islamabad (07-02-2025)



The Minister of Defence of the Republic of Belarus, Lt Gen Viktor Khrenin called on Secretary Defence, Lt Gen Muhammad Ali HI (M) Retd, at Ministry of Defence, Rawalpindi (05-06-2025)



Secretary Defence, Lt Gen Muhammad Ali HI (M) Retd, presenting a souvenir to the Minister of Defence of the Republic of Belarus, Lt Gen Viktor Khrenin at Ministry of Defence, Rawalpindi (05-06-2025)



The Minister of Defence of the Republic of Belarus, Lt Gen Viktor Khrenin called on Minister for Defence, Khawaja Muhammad Asif in Islamabad



Minister for Defence, Khawaja Muhammad Asif presenting a souvenir to Lt Gen Viktor Khrenin, Defence Minister of the Republic of Belarus, in Islamabad





Secretary Defence, Lt Gen Muhammad Ali HI (M) Retd and Defence Minister of the Republic of Belarus, Lt Gen Viktor Khrenin, in a group photo with officials of both sides, at Ministry of Defence, Rawalpindi (05-06-2025)





PICTORIAL REPRESENTATION OF MAJOR EVENTS AT MOD



H. E Vice Admiral Mohammed Bin Abdul Rahman Al Ghuraybi, Chief of the Nawal Staff-Royal Saudi Naval Forces called on Minister for Defence, Khawaja Muhammad Asif in Islamabad (21-07-2025)



Minister for Defence, Khawaja Muhammad Asif presenting a souvenir to H. E Vice Admiral Mohammed Bin Abdul Rahman Al Ghuraybi, Chief of the Nawal Staff-Royal Saudi Naval Forces in Islamabad



Minister for Defence, Khawaja Muhammad Asif alongwith Additional Secretary Defence, Rear Admiral Amir Mehmood in a group photo with Vice Admiral Mohammed Bin Abdul Rahman Al Ghuraybi, Chief of the Naval Staff-Royal Saudi Naval Forces and KSA Ambassador Nawaf bin Saeed Al Malki in Islamabad (21-07-2025)



Chief of General Staff of the Armed Forces of the Islamic Republic of Iran, General Muhammad Baqeri called on Minister for Defence, Defence Production and Aviation, Khawaja Muhammad Asif, in Islamabad (20-01-2025)

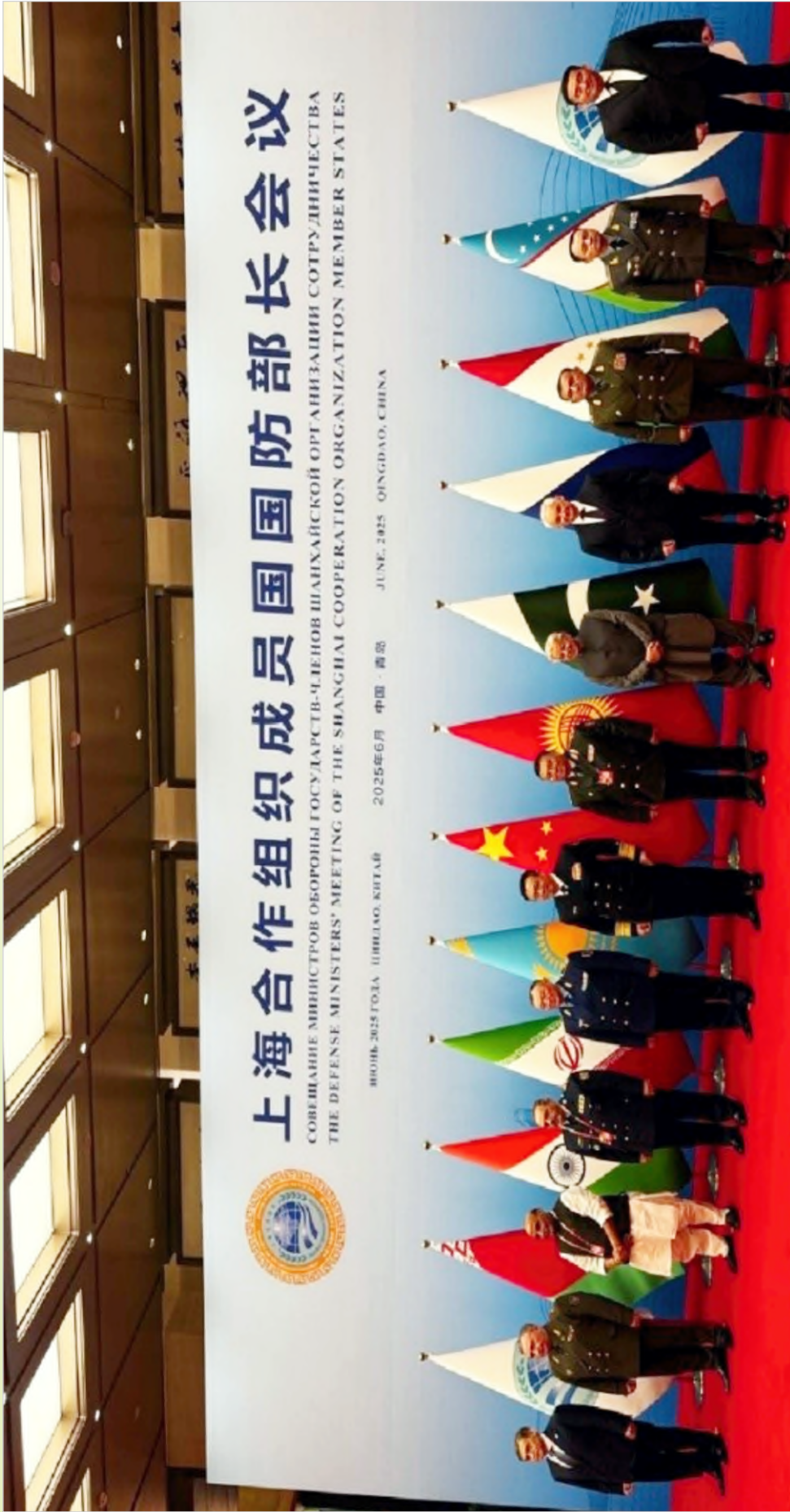


On sidelines of SCO, Defence Minister, Khawaja Muhammad Asif held bilateral meeting with his counterpart of the Islamic Republic of Iran at SCO Meeting in Qinqdao, China (26-06-2025)



On sidelines of SCO, Defence Minister, Khawaja Muhammad Asif held a bilateral meeting with his counterpart of Kazakhstan at SCO Meeting in Qinqdao, China (26-06-2025)





Minister for Defence, Khawaja Muhammad Asif in a group photo with the Defence Ministers Meeting in Shanghai Cooperation Organization (SCO) in Qinddao, China (26-06-2025)





PICTORIAL REPRESENTATION OF MAJOR EVENTS AT MOD



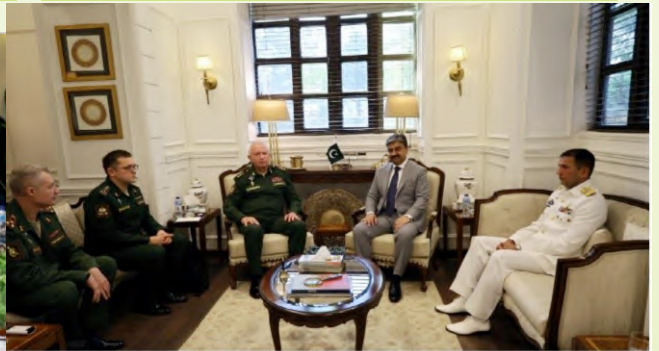
Secretary Defence, Lt Gen Muhammad Ali (Retd) chairing 5th Pak-Russia Joint Military Consultative Committee (JMCC) meeting at Ministry of Defence, Rawalpindi (29-10-2024)



Secretary Defence, Lt Gen Muhammad Ali (Retd) and Deputy Minister of Defence of the Russian Federation, Colonel General Alexander V. Fomin, in a meeting of 5th Pak-Russia Joint Military Consultative Committee (JMCC) meeting at Ministry of Defence, Rawalpindi (29-10-2024)



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Deputy Minister of Defence of the Russian Federation, Colonel General Alexander V. Fomin, called on Secretary Defence, Lt Gen Muhammad Ali (Retd) at Ministry of Defence, Rawalpindi (29-10-2024)

Deputy Minister of Defence of the Russian Federation, Colonel General Alexander V. Fomin called on Secretary Defence, Lt Gen Muhammad Ali (Retd) at Ministry of Defence, Rawalpindi (29-10-2024)



H.E. Ms. Jane Marriott, British High Commissioner called on Minister for Defence, Defence Production and Aviation, Khawaja Muhammad Asif in Islamabad



MILITARY LANDS & CANTONMENTS DEPARTMENT



MILITARY LANDS AND CANTONMENTS DEPARTMENT





MILITARY LANDS & CANTONMENTS DEPARTMENT

MISSION STATEMENT

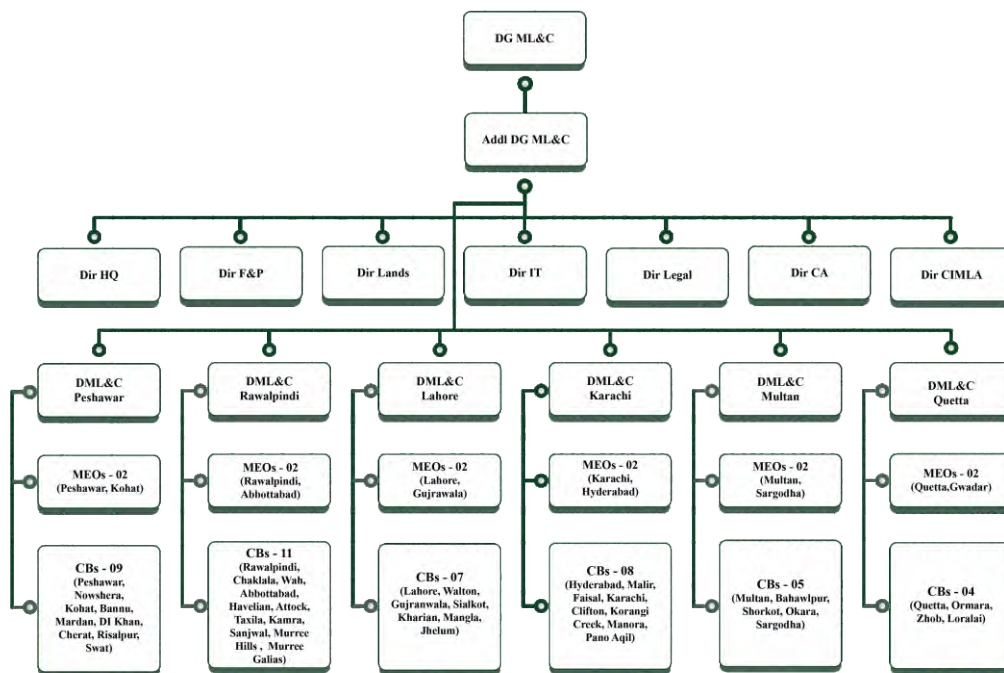
“To Ensure Pro-People,
Efficient Local Governance
in Cantonments and
Effective Military Lands
Management”





1. Introduction

The Military Lands & Cantonment Department (ML&C) is headed by the Director General, Military Lands & Cantonments (DG ML&C). It is followed in the hierarchy by an Additional Director General and assisted by four Directors in HQ ML&C & One Director CIMLA (Cantonment Institute of Management and Land Administration). ML&C Deptt has under its jurisdiction six regional directorates in the field: Peshawar, Rawalpindi, Lahore, Multan, Karachi, and Quetta. The Deptt has 12 Military Estate (ME) Circles and 44 Cantonment Boards (CB) all over Pakistan.



Organogram of Field Offices

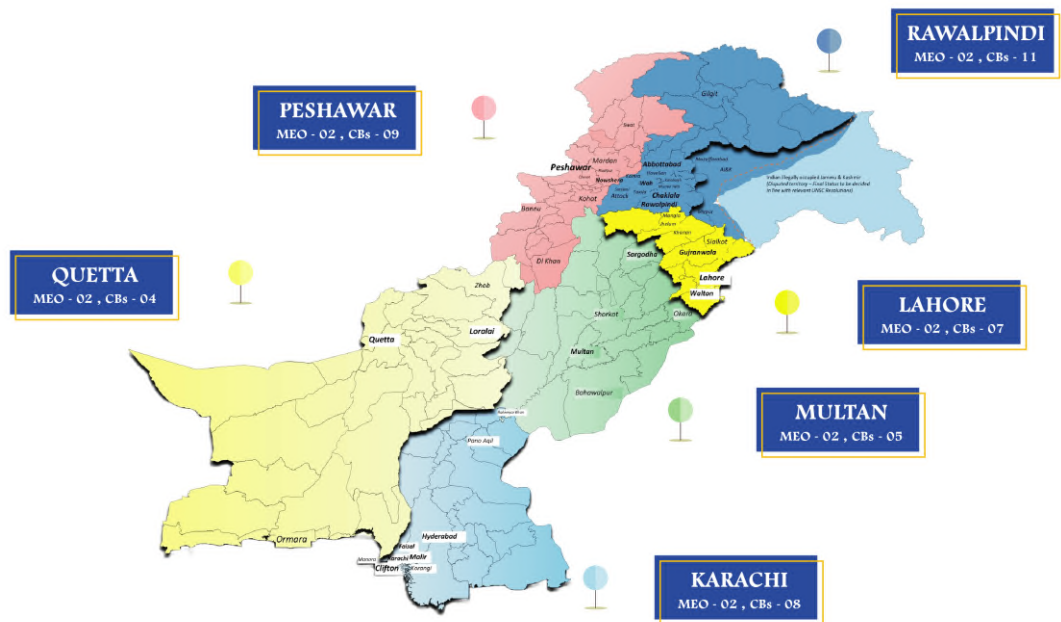
The ML&C department manages Military Lands and Cantonment Boards all over Pakistan. It maintains the record of all Defence lands, attends to and promotes the interest of more than 5 Million people, handles budgets amounting to approximately Rs. 48.43 billion which is increasing on yearly basis, and manages a human resource base of nearly 30,325 employees.





Cantonment Boards are autonomous bodies working under the administration of ML&C Deptt and are classified into three categories (I, II & III) depending on the size of the civilian population. Depending on the classification, Cantonment Boards have an equal number of elected and nominated members with Officer Commanding the Station as its ex-officio President. Cantonment Boards generate their own funds through levying taxes, fees and appoint their own staff. The taxes and fees to be levied are comparable to those in the adjacent municipalities.

The organization's activities are monitored and supervised by the Directorate General of Military Lands and Cantonments, Ministry of Defence through Regional Directorates in Peshawar, Rawalpindi, Lahore, Multan, Karachi, and Quetta.

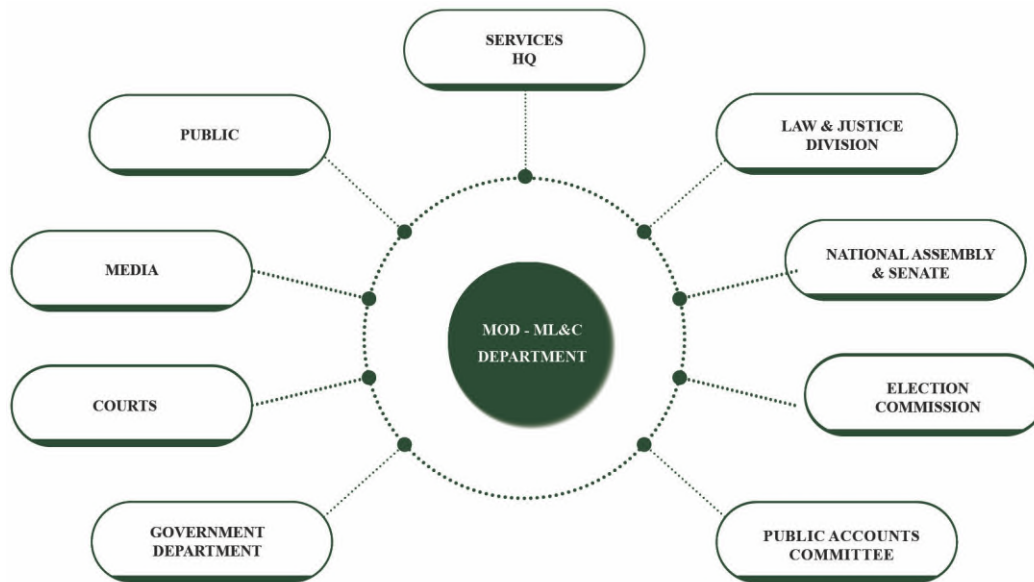


ML&C on Map of Pakistan

2. Mandate / Main Functions

Military Lands and Cantonments Department provides advisory input relating to Defence lands and local governance matters in cantonments to the Federal Government (Ministry of Defence) and all related stakeholders i.e. Service Headquarters and other organizations of the Federal Government.





Following are the main functions of ML&C Deptt:

a. Defence Land Management

- i. Military Estate Circles perform the following functions:
- ii. Acquisition or requisitioning of property for Defence Services
- iii. To defend litigation in the court of law to safeguard the interest of the Govt

b. Local Self-Governance

Cantonment Boards (CB) are statutory local bodies and perform the following functions:

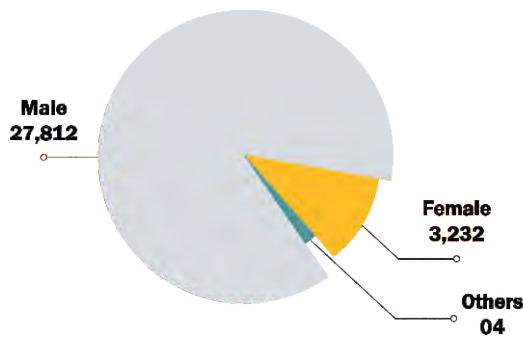
- i. Efficient management of the Local Government in CBs
- ii. Preparation of the Annual Budget of CB and Revenue collection
- iii. Building control, dev, and maintenance of Parks, green belts, and road infrastructure
- iv. Provision of civic amenities



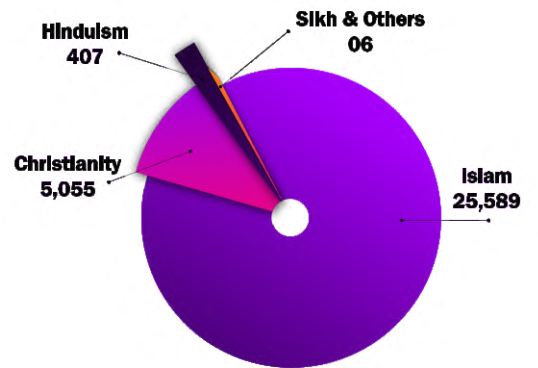


- v. Development works for cantonment residents
- vi. Provision of health facilities
- vii. Provision of education facilities
- viii. Maintenance of hygiene and sanitation
- ix. Taking census in cantonment areas
- x. Taking a survey of the cantonment area

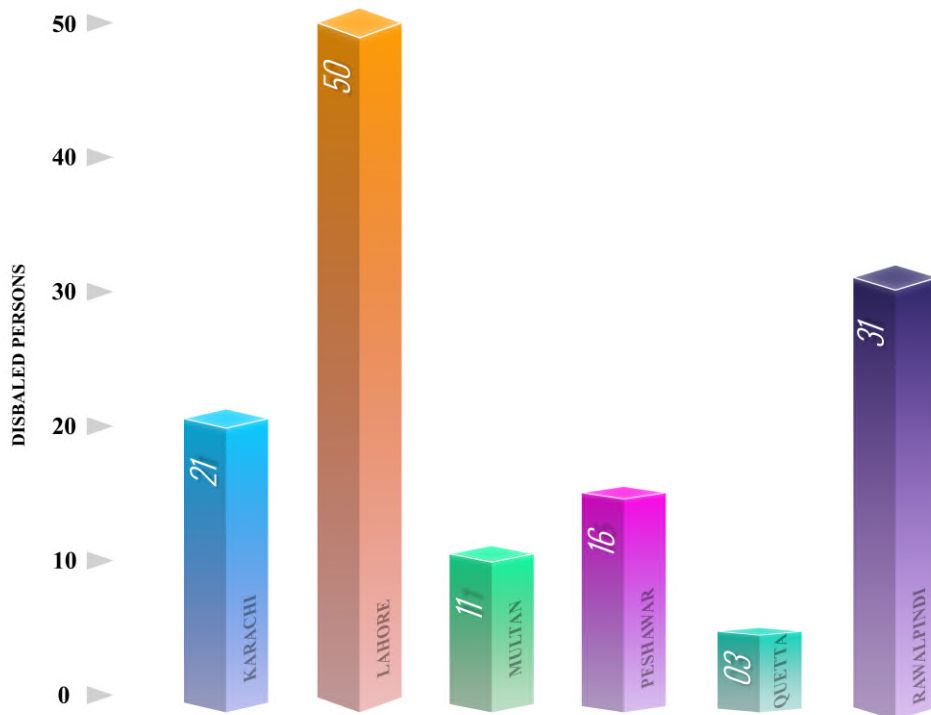
3. Human Resource



Gender-Wise Employees



Religion-Wise Employees

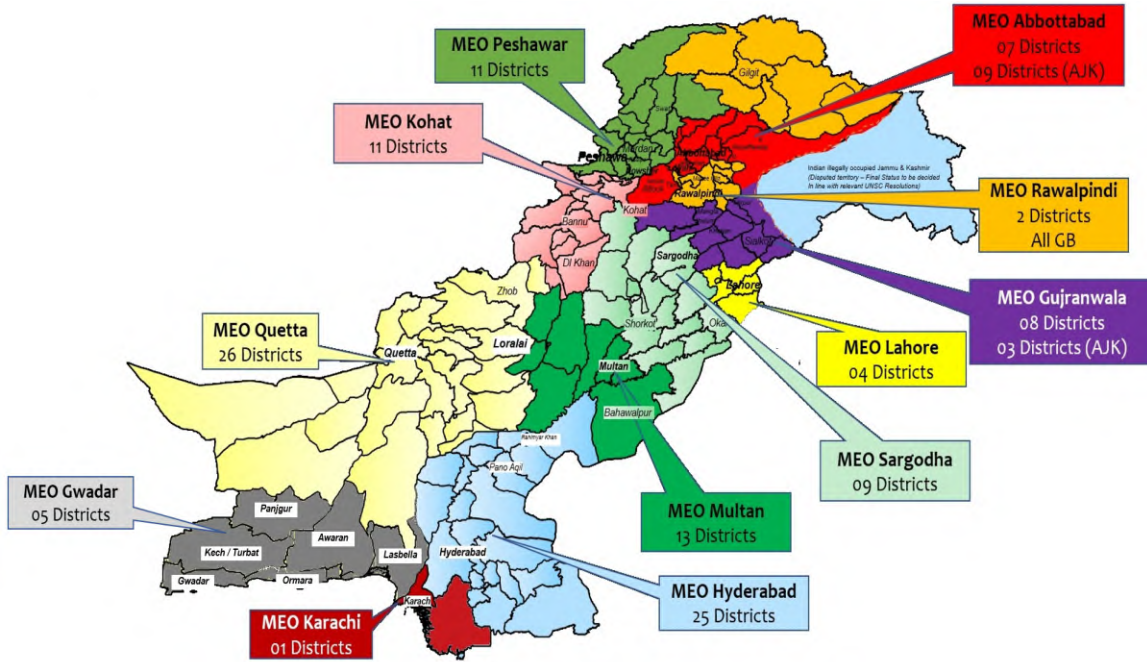


Total No. of Differently Abled Employees 135





4. Military Estates Circles



Military Estates Circles and Locations

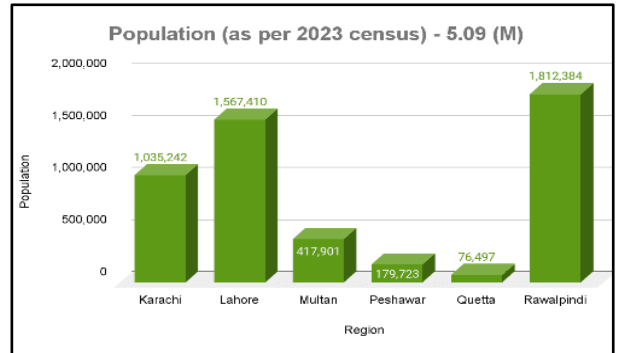




5. Cantonment Boards

Class	Population	No of CBs
I	Above 100,000	13
II	Above 50,000	09
III	Up to 50,000	22
Total		44

Classification of Cantonment Boards



Total Cantonment Population (as per 2023 Census)

6. Leading Cantonments

LEADING CANTONMENTS

Oldest: Karachi ~ Year 1842

Area: Pano Aqil ~ 48 Sq Km

Population: Walton ~ 0.7 Million

Taxable Property Units: Walton ~ 83,571 Nos





Functions

Survey, Town Planning & Building Control



Survey, Town Planning & Building Control (306341 Acres of Jurisdiction)

Taxation & Revenue

Managing Lands Inside Bazar Area



Taxation & Revenue

Rs. 48.43 Billion

Managing Land Inside Bazar Area

Area (8,757 Acres)





Sanitation Services



4,025 Tons of Solid Waste Per Day

Provision of Street Lights



96,673 Nos

Maintenance of Public Roads / Streets, Drainage



Maintenance of Public Roads / Streets, Drainage

1,824 Kms Roads / Streets

Plantation & Maintenance of Garden & Parks



Plantation & Maintenance of Garden & Parks

317 Nos of Parks





Clean Drinking Water

Fire Safety



Water Supply



Fire Safety

115 MGD, 692 Filtration Plants

7. Finances

Budget for Govt Offices i.e. HQ, RHQs, and Military Estate Circles are allocated by the Federal Government through the Ministry of Defence. For FY 2024–25, ML&C's total demand was Rs. 1,836 billion, with an allocation of Rs. 1,004 billion. Major expenditures include pay and allowances, utilities, grants-in-aid, training, and maintenance of government premises.

CANTONMENT BOARDS

- The purest form of local self-governance
- Generate funds through local taxation & remunerative projects
- The Cantonment Fund is a Public Fund Account
- Audited by the Auditor General of Pakistan
- Non-provision of share for the Cantts in NFC Award (which is being pursued)
- Rising mandatory expenditure of Establishment, Electricity and POL





- Declining major heads of House Tax, TIP, Hoarding, Professional Tax and Profit from investment
- Expanding municipal needs due to population bulge
- Diminishing finances for M&R (Existing infrastructure) and New Development
- Depleting available resources (Lands)

ACHIEVEMENTS

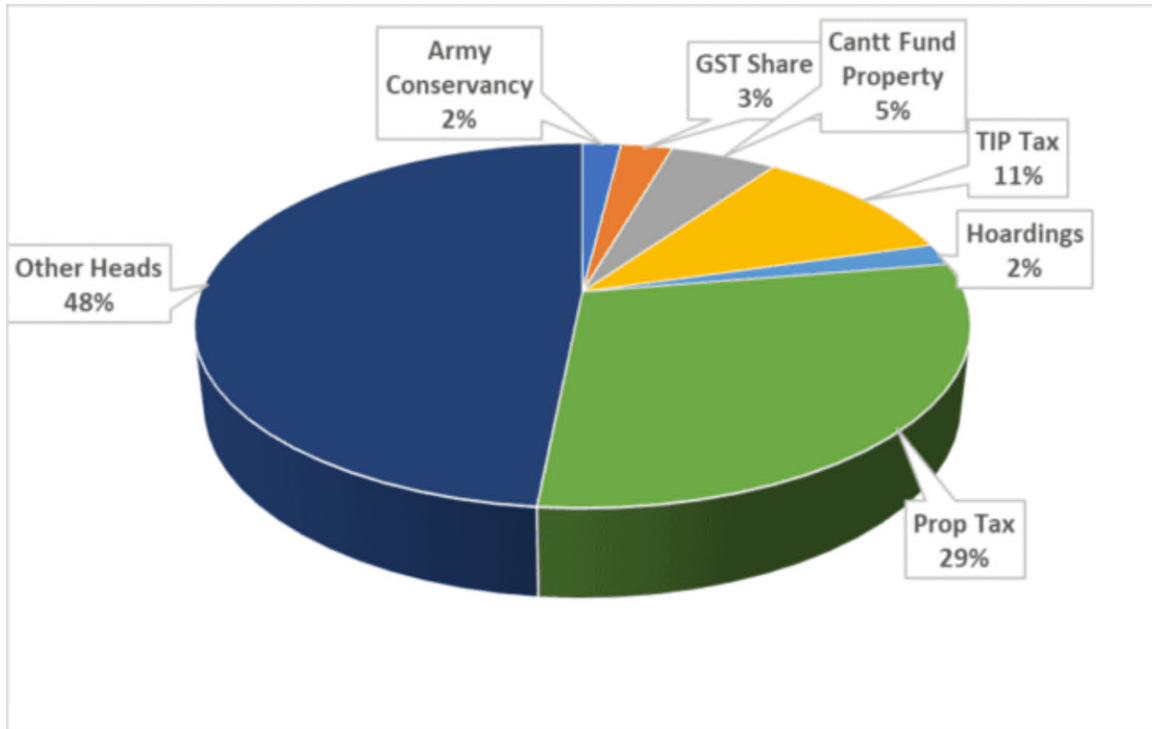
CONTROLLING THE EXPENDITURES

- Rationalization of HR
- Solarization of offices / immovable assets
- Diverting the finances and prioritizing the needs
- Resolving legal issues - Securing Taxation powers
- Increasing tax net through IT interventions
- Careful planning of new remunerative projects through Project Management Committees (PMC)
- CFPs (Cantt Fund Properties) guidelines / SOPs regarding Tenancy rights / Public Private Partnership (P3A) / Joint venture

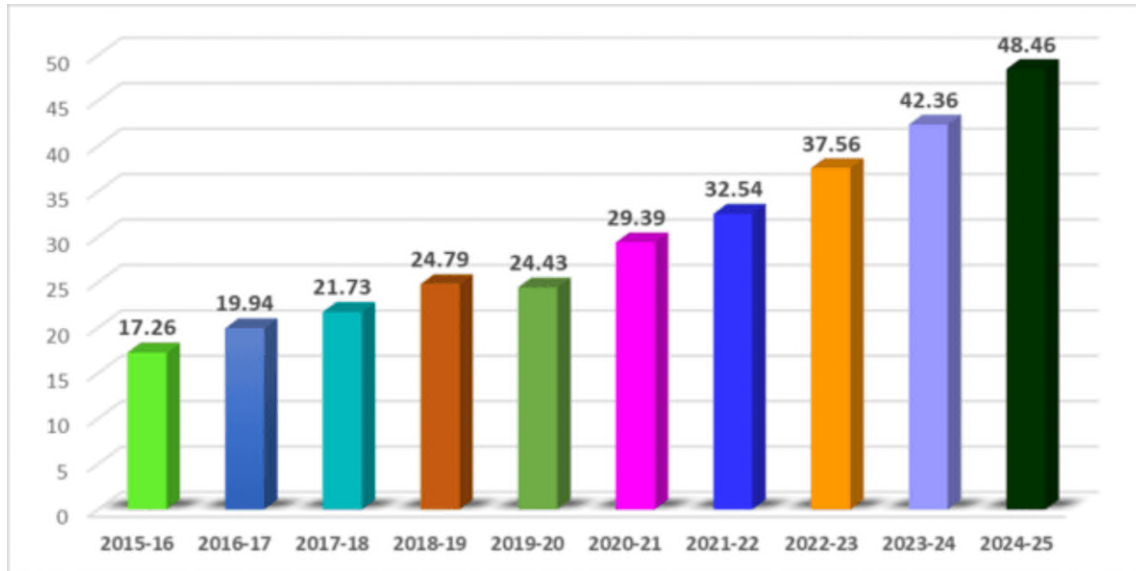
CANTT BOARD BUDGET

- Recovery of CBs has been enhanced from Rs. 42.36 B (in FY 2023-24) to Rs. 48.46 B (in FY 2024-25), shows an increase of 14.4%





Major Receipts (2024-25)



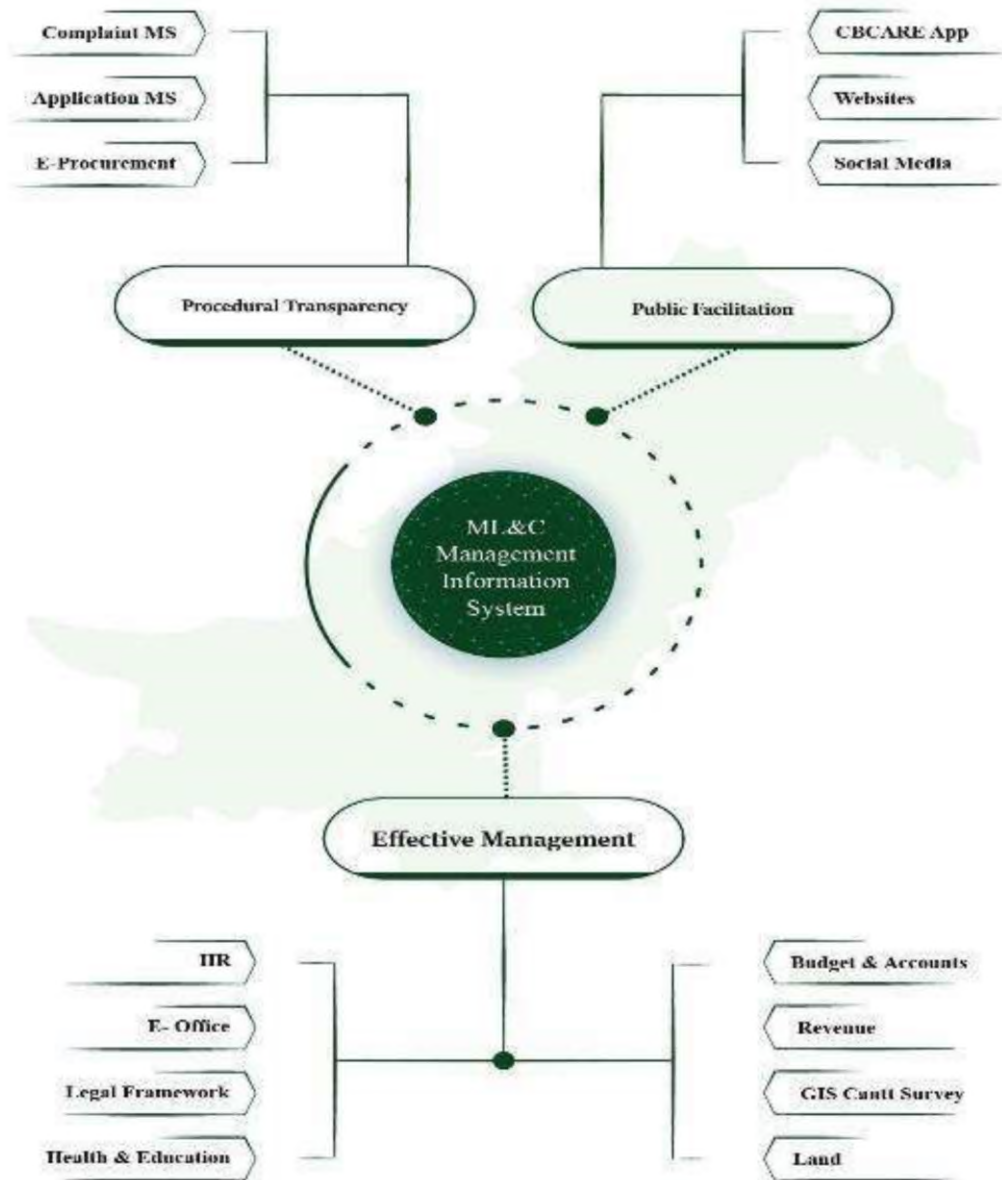
(Receipts - Rs. in Billion)





8. Services

9. E-Governance / Automation



In line with the Government of Pakistan e-governance policy, ML&C Deptt introduced a citizen-centric, Government to Citizen (G2C) approach, which is the primary goal of e-governance and embarked upon efficient e-governance tools for its two broader functions, i.e. Defence land management and provision of local governance services.

ML&C Department established a data center and an in-house IT setup to develop solutions that cater to the cantonments' peculiar requirements. As of now various integrated IT solutions





(Websites of Cantonments, E-Billing & Online Payments, Recruitment Portal of ML&C, Property Survey Mobile Application, ML&C Mobile Ai-Based Attendance System, HR Management System (ML&C Employee Profile, Posting Transfer Status, Digital Office Order etc), Accounts & Revenue Management System, Payroll System, Litigation Management System, School Management System & Health Management System) have been developed and successfully implemented in all offices of ML&C Department.



DATACENTER HQ ML&C Rwp



Software House HQ ML&C Rwp





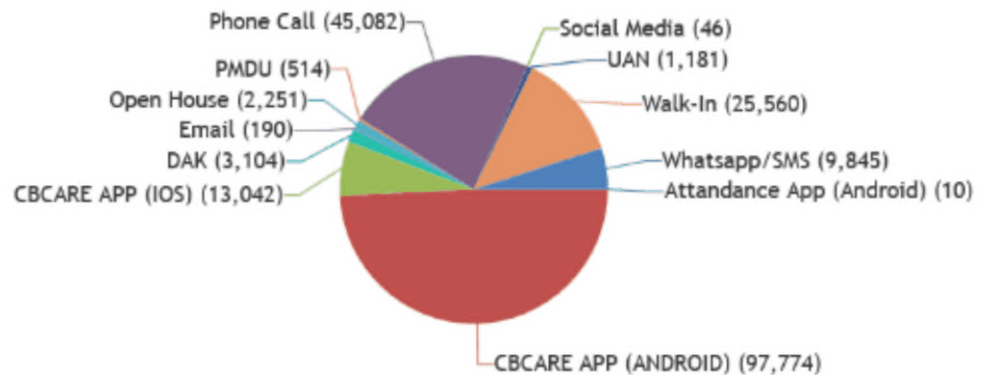
AUTOMATION IN ML&C DEPTT

Effective Management & Control	Procedural Transparency	Public Awareness & Facilitation
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SOURCE WISE COMPLAINTS

Total Source Wise Complaints : 198599



CBCARE MOBILE APP AND CBCARE & MECARE CENTERS

State-of-the-art one-window facilitation centers are called CBCARE (Cantonment Board Citizen Assistance and Rapid Execution). A mobile app, CBCARE, is available on the Play Store (Android) and App Store (Apple) for Cantt residents to register complaints and view progress/disposal. Complainants are also notified about the status of applications/complaints through mobile app and SMS on their given mobile numbers. After the successful





implementation of the CBCARE System, similar facilitation centers with the name MECARE (Military Estate Citizen Assistance and Rapid Execution) Centres have been replicated in Military Estate Offices for public convenience.



CBCARE CENTER



CBCARE Mobile App

Cantonment Administration

- **Fire Safety Surveys** of public buildings in all Cantonments and adoption of fire safety measures
- **Zoning & Land Use Planning** - Model Bye-Laws for Land Use and Layout planning have been drafted by the Karachi Region and shared with all CBs for adoption
- **Reorganization of Building Control Cells** to enforce building bye-laws, ensure regular inspection of the building construction process at every stage and discourage unauthorized construction
- **Monthly Board Meetings** are ensured for public facilitation and timely disposal of cases
- Upgradation of Health and Educational Facilities
- **Safety measures for field staff** are ensured with modern mechanical methods for attending to sewage manholes





- **Volunteer Desk** - The instructions issued regarding establishing a "Volunteer Desk" in CBCARE / MECARE of the field offices in line with the idea of supporting community engagement and enhancing public service delivery through community participation
- **Tax Exemption Facility** - The retired officers / officials have been provided the facility to fill exemption form online through CBCARE App to avoid hassle of visiting CB offices & banks as well as the approved/exempted bills are delivered to their houses through courier services



- **Anti-encroachment operations** have been initiated across all Cantonment Boards to ensure the smooth flow of traffic and maintain public spaces. Major roads and key areas have been identified where unauthorized structures and obstructions hinder accessibility. Notices have been issued to individuals and businesses occupying public land illegally, instructing them to remove encroachments within the given timeframe. Operations are being carried out in accordance with established Standard Operating Procedures (SOPs) to ensure a systematic and lawful approach. These measures aim to restore order, enhance urban planning, and improve the overall infrastructure within Cantonment areas.





- **Night Sweeping** - First ever dedicated night sweeping shift (10 PM to 06 AM) in all CBs
- The cantonment prioritizes cleaning commercial areas and main roads, aiming for improved hygiene and public health
- Clean streets and public spaces with minimal movement of sanitation fleet in the morning



CB Korangi Creek & Hyderabad



Bahawalpur

Solarization of Cantt Fund Buildings

- 10 x Cantonment Boards have completed the solarization of office building
- 15 x Cantt Public Educational Institutions have been shifted into solarization
- 19 x Tubewells have been converted into solarization
- Improved energy efficiency resulting in yearly saving of 487.07 M. This development is part of CBs efforts to reduce costs
- 16,618 Nos. conventional lights converted into LED lights





a. Health



Cantonment General Hospital Rawalpindi



CGH Peshawar



CGH Lahore

The healthcare system of the ML&C Dept comprises Cantt. General Hospitals (CGH), Medical Centres & Dispensaries. Presently, 11 Cantonment General Hospitals and 58 Dispensaries are functional in different Cantonments nationwide. Healthcare services have been provided through these facilities to employees, their dependents, the general public residing in cantonments and outside the Cantonment area. These services include pharmacies, emergency, diagnostic, therapeutic, surgical, OPD, IPD, rehabilitation, family welfare & planning, and expanded programs for Immunization & polio vaccination.



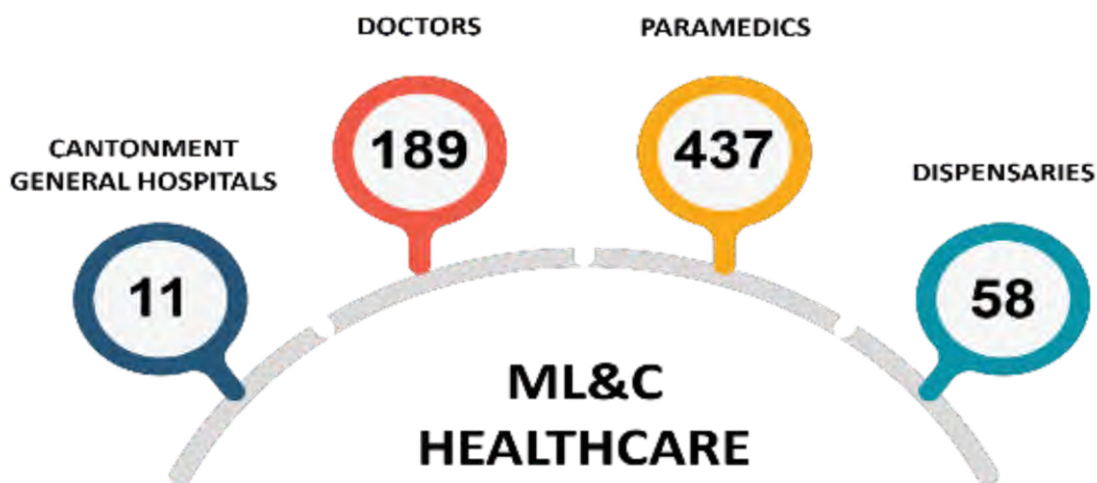


Revision of Health Policy 2025 to elevate the quantity and accessibility of healthcare services. Upgradation of infrastructure, integrating modern healthcare technologies, and fostering the recruitment and training of proficient healthcare personnel.

Entitlement for ML&C Healthcare Facilities

Ministry of Defence	Employees and their Dependents
ML&C Deptt	
Cantonment Boards	
General Public	Cantt Residents
	Out Cantt Residents

MLC Healthcare - Statistics





Sr	Region	No of Hospital	No of Dispensary	No of Doctors	No of Paramedics	No of patients Attended
1	Karachi	03	12	37	115	172952
2	Lahore	02	16	30	73	158230
3	Multan	02	09	09	28	43045
4	Peshawar	01	05	19	42	123100
5	Quetta	01	01	04	09	17728
6	Rawalpindi	02	15	90	170	355643
Total		11	58	189	437	870698

i. Activities:

CGH RAWALPINDI

- CGH Rwp is serving a population of 1.5 Million people in RCB & CCB and daily handles approx. 1,000 patients in OPD. Additionally, 100 seats have been allocated for House Job Officers. New specialties have been added, including Cardiology, Gastroenterology, Dermatology, Orthopedics, and Urology.
- The Cantonment General Hospital (CGH) has been accredited by the College of Physicians and Surgeons Pakistan (CPSP) for MCPS in Pediatrics, FCPS in Medicine, and FCPS in Obstetrics and Gynecology. There are 16 postgraduate (PG) seats for MCPS Gynae, 8 for MCPS Pediatrics, and 2 for FCPS Gynae. Approval has also been granted for the affiliation of a medical college and a nursing institute.
- **Upgradation of Dental Department** — separated from OPD, with a dedicated hall, doctors' rooms, and all-new state-of-the-art equipment
- **FCPS & MCPS training** in Obs/ Gynae, Surgery, Medicine and MCPS training in Pediatrics at Cantonment General Hospital, Rawalpindi for the period of four years and two years respectively in July 2025





- **Incinerator Plant** officially inaugurated by Director General ML&C, Major General Irfan Ahmed Malik HI (M) on February 18, 2025
- Fully functional CT Scan Machine
- **Central Sterile Services Department (CSSD)** major equipment—washer, drying tumblers, dumbwaiters, and utility press—repaired, making the CSSD fully operational
- **Queue Management System** of OPD, non-functional since 2021, restored and operational
- **Neonatal Intensive Care Unit (NICU)** non-operational equipment, including ventilator and CPAP, repaired and reactivated
- **Restoration of 16 Laboratory Tests** previously halted due to various operational challenges
- **HVAC System installed in the Emergency** Department through donation
- **HVAC Repairs** completed for OT (2, 3, 4) and Gynecology Ward
- **HVAC** OT (1, 5), NICU/PICU, and MICU, restoring full functionality
- **Roof Treatment** carried out across CGH to prevent seepage and leakage, enhancing building integrity
- **Long-pending payments of many medical suppliers** - unresolved for several years - cleared, restoring trust and enabling a smooth, uninterrupted medical supply
- **Accreditation** of CGH by the College of Physicians & Surgeons Pakistan (CPSP) for FCPS Medicine & Surgery
- **Donations of chillers and air-conditioning units** secured through our own efforts
- **Financial performance improved** - expenditure significantly reduced and income increased during the fiscal year

CBM Health Centre, Malir

- Functional New Emergency and Gyne/Obs Block in 2025. Inaugurated by the DG ML&C
- A successful appendectomy was performed by Dr. Amna Zahid at CBM Health Centre
- 10 x dialysis machine inducted in CBM Health Center (Securing dialysis machine from abroad)
- Introduce Digital X-ray facility in 2025
- Renovation of Saadi town dispensary





- Start different short courses at CBM health centre like diploma in ultrasound, Lab technician, X-Ray technician
- **Established 42 Medical Investigation (MI) Rooms** in all Cantonment Board offices, as directed by DG ML&C, to provide medical services for visiting Cantt residents and employees
- The **Health Internship Program** was conducted in **February 2025** for **seven days**, bringing together graduate doctors and dentists to gain practical exposure in the healthcare sector. Out of **261 applicants**, **30 candidates** were shortlisted, and **20** were ultimately selected for the internship. The program included interactive quizzes, visits to medical and rehab centers, and lectures by doctors and psychologists on medical skills and mental health awareness. The internship provided participants with invaluable hands-on experience and professional insights.
- Interns received **QR-coded certificates**, verifiable on the Military Lands and Cantonments Department's official website. On the final day, Secretary Defence, **Lt Gen Muhammad Ali, HI (M) (R)**, personally distributed the certificates, marking the successful conclusion of the program.





b. Education

Historical Perspective



NOV 1959: Cantonment Board Public School, Peshawar

The initiative of Field Marshal Ayub Khan, the then C in C of the Pak Army laid the foundation stone of Cantonment Public School Peshawar on 22nd May 1952 intending to produce good Muslims, efficient citizens & balanced personalities. CB Sir Syed Senior School was established in January 1958.

Cantt Public Education System (CPES)

To maintain the glorious traditions of the ML&C Department of imparting quality education to the residents of cantonments in Pakistan, the upgradation of existing and development of new modern and state-of-the-art educational institutions was undertaken in a phased program. Cantt Public Education Institutes (CPEIs) provide a modern learning environment and education to approximately 30,513 students throughout the country. Cantt Public Education System (CPES) introduced a new syllabus in all Cantt Public Education Institutes (CPEIs) embedded with a modern and futuristic approach along with the addition of curricular and extracurricular activities to make the students become responsible citizens and effective members of society.





Cantt Public Girls School & College Hyderabad

In addition to it, CPES have also inducted young, motivated, and energetic faculty to impart modern education to the students. 1345 faculty members are working in different Cantt Public Education Institutes (CPEIs) all across the country. The summary regarding Cantt Public Schools and Colleges is given below:

Education Region Wise						
Sr	Region	No of Educational Institutes	No of Faculty Staff	No of Students Enrolled	No of Passing Students (SSC-II)	No of Passing Students (HSSC-II)
1	Karachi	06	190	4498	87	100
2	Lahore	10	286	6121	184	427
3	Multan	07	165	3468	66	43
4	Peshawar	10	195	4374	106	42
5	Quetta	02	110	3283	127	44
6	Rawalpindi	17	399	7890	196	224
Total		52	1345	29634	766	880





Achievements – Education Cell (July 2024 to June 2025)

- ML&C Education Policy – 2024
 - After revamping the Cantt Public Education System in 2016-17, 1st Education Policy was issued in 2018.
 - Since then many updates have been issued on required basis.
 - In 2024 new ML&C Education Policy was formulated covering all required / related aspects to further improve the Cantt Public Education System.
 - Training on Education Policy - 2024 was carried out in CIMLA Lahore for all.
- ML&C Education Manual - 2024
 - Based on Policy guidelines issued through ML&C Education Policy, Education Manual is designed to further elaborate each and every aspect given in the Policy.
 - Due to the issue of Education Manual – 2024 most of the aspects related to Educational institutions are resolved.
 - Training on Education Manual 2024 was carried out region wise for all CPEIs AD's Principals and Section Head.
- An Education Conference headed by the DG ML&C was held in July 2024 which was attended by all Regional Directors and ADs Education. The DG ML&C give policy guidelines and decisions for implementation by all concerned.
- Faculty training of all CPEIs at Regional and CB Level is a regular feature.
- Uplifting of CPEIs is carried out in most of the CBs.
- Salary Package, allowances and increments to all faculty members are revised / ensured.
- Revised fee structure is also issued to improve financial health of all the institutions.





Education policy and Manual -2024 Faculty Training

- Formulate capacity building modules and organize training of faculty / staff at CIMLA, RHQs & in all institutions (Physical / online).
- Conducted principals and section heads / senior teachers training in 5 x regions.

10. Annual Development Plan FY 2024-2025

During the FY 2024-25, Cantonment Boards undertook Original Works of **Rs. 1.4 Bn** and Maintenance Works of **Rs. 5.4 Bn** which included construction and maintenance of roads, streets, filtration plants, parks, sewerage system, water supply network, street lights, sports facilities, etc.

UPLIFTING AND UNDERGROUND ELECTRIFICATION WORKS OF SADDAR, RAWALPINDI CANTT

- Rawalpindi Saddar, a historic and vibrant commercial hub, has undergone a comprehensive transformation of Bank Road aimed at improving infrastructure, aesthetics, and visitor experience. In the first phase, all overhead utilities—including electricity and telecom lines, poles, and transformers—were relocated underground to enhance safety and visual appeal, followed by durable tiling, wide pedestrian walkways, and well-placed seating. The project also introduced modern lighting, quality food cabins, executive washrooms, and a pedestrian-only layout by dividing the area into four dedicated blocks, creating a secure, accessible, and family-friendly commercial environment.





Updation of Underground Electrics Works

UPGRADATION OF ITTEHAD & MUSLIM COMMERCIAL KARACHI

➤ Upgradation of the busiest & high visibility commercial areas of DHA Karachi Ittehad Commercial and Muslim Commercial has been updated & upgraded into an upscale commercial area keeping in view the international best standards (pedestrian signals, sitting areas, green areas etc). The commercial area facilitates five to seven thousand visitors on a daily basis.



Ittehad Commercial



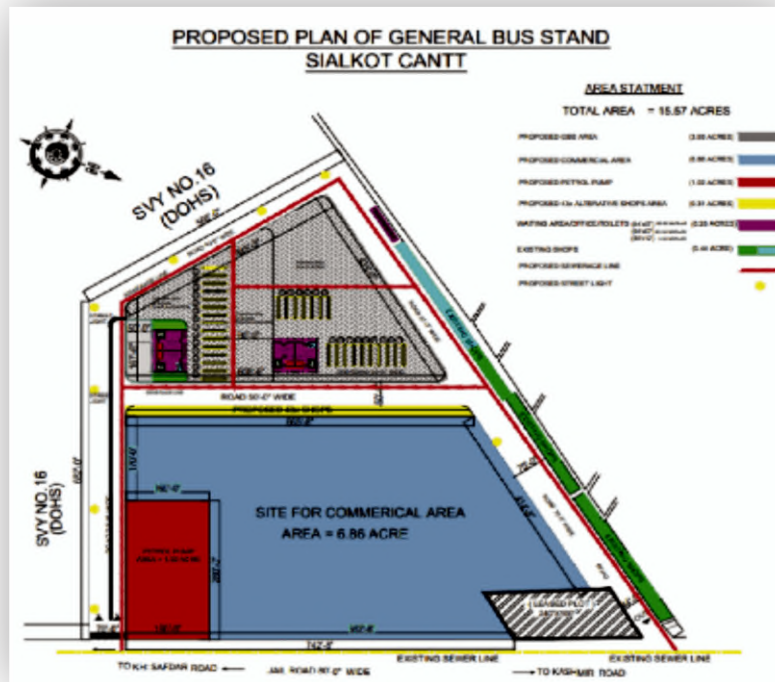
Muslim Commercial





CANTT GENERAL BUS STAND - CB SIALKOT

- The Cantonment Board General Bus Stand, a key intercity transit facility serving approximately 13,000 daily commuters through nearly 520 buses and coasters, is undergoing comprehensive modernization during FY 2024–25. The upgrade plan includes improved internal roads and bays, an upgraded sewerage system, reliable water supply, enhanced lighting, spacious waiting areas, and well-maintained washroom facilities. The sewerage works have been completed in the first phase, while construction of roads, parking, bays, and passenger amenities is in progress, aiming to deliver a more efficient, secure, hygienic, and commuter friendly transport hub upon completion.



Recarpeting of Rah-e-Shifa, CB Okara



*Construction of PCC Street at Kholy choona Kari
Ward No. 4, Abbottabad Cantonment Board*





Re-carpeting of Road Korangi Creek Cantonment Board



Tuff Tiles Work at Hyderabad Cantonment



Installation of LED Lights at Rahwali, CB Gujranwala



Repairing of Street Light D.I Khan Cantonment Board



Repairing of Street Light Quetta Cantt Board



Repairing of Street Light Rawalpindi Cantonment Board





Renovation of Civic Centre, CB Gujranwala



Renovation of Sports Complex, CB Gujranwala



Inauguration of Newly Constructed Water Filtration Plant Repair Maintenance of Manholes & New Manholes Covers at Latifabad Unit No.12, Ward No.8 Hyderabad Cantt





Conversion of a simple filtration plant to an RO Water Filtration Plant, Okara Cantonment Board



Construction of Drain Okara Cantonment Board



Laying of Sewerage Pipeline at Koulsar Colony, Hyderabad Okara Cantonment Board



Laying of sewerage lines from Cantt Board office to Magnum Mall Civil Lines



Green Belt Transformation - Officer Colony Ph 4, Wah Cantonment Board



Uplifting of Khalid Bin Waleed Park, Peshawar Cantt Board





11. HR Rationalization

- A comprehensive data analysis revealed a significant disparity in the resources available to different Cantonment Boards, despite belonging to the same classification. The study identified various functional weaknesses within the system and aimed to enhance institutional strength by optimizing economic, human, and technological resources. As part of this initiative, the concept of "Basic Functional Units" was introduced in all core branches, allowing flexibility in scaling operations based on workload demands.
- This approach provides an effective solution to issues of overstaffing and understaffing, ensuring a balanced workforce. The study identified a surplus of **2,327 employees**, which will be reduced gradually, resulting in an estimated financial impact of **1 billion** per annum.

12. ML&C INTERNSHIP PROGRAMMES

- The **ML&C Internship Program** offers diverse opportunities across multiple fields, including **law, education, healthcare, environmental sustainability, finance, business management, digital transformation, engineering, architecture, urban beautification, horticulture, and urban wildlife conservation**. This initiative holds significant value for the organization by cultivating young leadership, fostering loyalty, enhancing public perception, building a strong talent pipeline, and introducing fresh perspectives into institutional activities. It also injects youthful enthusiasm into the system, focuses on overlooked areas, and promotes a multi-generational workforce synergy.
- For interns, the program serves as a platform to **showcase their talent and commitment, develop essential skills, build professional profiles, explore career paths, receive mentorship, and expand their professional networks**.
- The program is structured into **three tiers**:
 - **Tier 1** for O/A level students, offering short-term exposure under supervision during school vacations;
 - **Tier 2** for undergraduates, equipping them with in-demand market skills;
 - **Tier 3** for graduates, providing beginner-level experience to bridge the gap between academic learning and professional requirements.
- Through this well-structured framework, the ML&C Internship Program aims to create a mutually beneficial environment for both the organization and aspiring professionals.

Land Management

- **GLR Plans** - GLR Plans of 39 x Cantts were completed. The remaining 05 are under progress





- **Litigation Cases** - 46 x litigation cases got decided in favour of Federal Govt. from various Courts of law, which resulted into saving precious land assets of the Govt. during the year 2024-25
- Digitization of land record of Military Estate Circle

13. Cantonment Institute of Management & Lands Administration



ML&C Deptt is maintaining a state-of-the-art training institute i.e. Cantonment Institute of Management and Land Administration (CIMLA) for the training of ML&C Deptt officers and officials to improve their knowledge and skills. Every year, CIMLA issues a training calendar that includes a Specialized Training Programme (STP) for ML&C Group Probationers, and training courses for officers and officials working at different tiers in the department. For the first time, Promotee officers were also included in the Specialized Training Programme (STP). CIMLA also extends its faculty to run domain specific MCMC courses for ex cadre. Promotions of officials are also linked with training courses & exam.





Board of Governors CIMLA		
S#	DESIGNATION	STATUS
1.	DG ML&C	Chairman
2.	Addl DG ML&C	Vice Chairman
3.	Director (CA), HQ ML&C	Member
4.	Director (F&P), HQ ML&C	Member
5.	Director CIMLA	Member/Secretary
6.	Director (HQ), HQ ML&C	Member
7.	Director (Lands), HQ ML&C	Member
8.	Two Coopted Members	In Attendance

DECISIONS BASED ON COMPREHENSIVE STUDIES

- Extensive exercise for rationalization of HR by introducing the Basic Functional Units (BFUs) in the CBs. The idea has been implemented in the CBs of the Lahore Region as a pilot project
 - Revision of Education Policy 2024 encompassing broader legal framework, academic & administrative modules, HR & financial management
 - Review of existing Taxation System of CBs and preparation of new guidelines with tax tables in line with provinces
 - Original Works & M&R - to ensure distinction between both types of works. Approval processes have been reinforced
 - Alternate Dispute Resolution Mechanism to resolve court cases
 - Upgradation and Revamp functioning of Cantonment Boards to meet demands of modern age and make them successful financially sound entities
 - Critical Appraisal of HR with a Special Focus on Contractual Employees of ML&C Deptt
- During 2024-25, CIMLA conducted the following courses mandatory for the promotion of officers/officials of different cadres of the Cantonment Board side:





Activities: Training at CIMLA (01-07-2024 to 30-6-2025) - Total Trainings = 55

S.#	Course Name	S.#	Course Name
1	Specialized Training Programme (STP)	5	Capacity Building Officials
2	PCBs Training	6	Promotion Courses CB Staff
3	CBC ML&C Officers	7	Capacity Building (MEO/CB Staff)
4	Vice Presidents of CBs	8	Education (RADs)
9	MCMC (Domain specific)		



CBC for Assistant / Dy. MEOs – 2025



Promotion Training Course for PHOs/Sanitary Supervisor

Legislation

Revision of Cantonment Building Bye-Laws

- Standardization of Building Laws - 40 CBs completed
- 04 are under process (CB Rawalpindi, Clifton, Ormara & Swat)

Safeguarding Right of CBs to Levy Property Tax

- Post 18th Constitutional Amendment, taxation on immovable property declared to be a provincial tax
- SHC stopped CBs from levying & collecting Property Tax
- Income sources under threat are being safeguarded through a proactive approach
- Amendment in Sindh Urban Immovable Property Tax Act 1958 to allow Cantonments to collect property tax

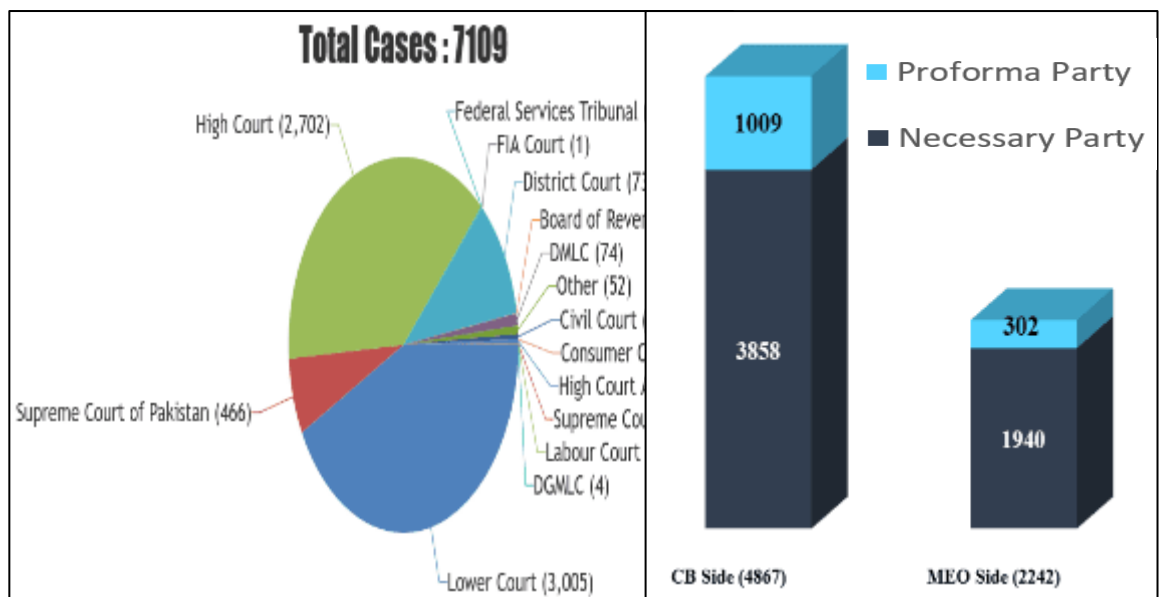




- This key revenue source (**30% of total income**) has been protected in 26th constitutional amendments

ML&C Legal Cell

- Development of a database to streamline litigation management
- Liaison with field offices and regular monitoring of important cases
- Adoption of a coherent and consistent approach to deal with constitutional challenges
- Rigorous engagement with provincial governments to resolve impeding taxation in CB's favor



14. LEGAL INTERNSHIP PROGRAMMES

- The Legal Internship Program under the Military Lands and Cantonments Department (ML&C) commenced on **6th January 2025** as part of the DG ML&C's vision to engage young minds, familiarize them with government operations, and encourage valuable feedback while fostering a sense of belonging to the department. The program received **266 applications**, out of which **77 candidates** were shortlisted, and ultimately, **20 interns** were selected for the **10-day internship**. The program featured renowned speakers from the legal fraternity, PEMRA, and the Federal Ombudsperson, alongside interactive lectures, practical exercises, policy feedback sessions, and site visits. On the concluding day, Secretary of Defence, **Lt Gen Muhammad Ali, HI (M) (Retd)**, graced the event, distributed certificates embedded





with **QR codes**, ensuring verification via the ML&C Department's official website. The program successfully provided a platform for young individuals to gain first-hand exposure to legal frameworks, contribute to departmental improvements, and develop a deeper understanding of public sector governance.

LEGAL INTERNSHIP PROGRAM AT REGIONAL LEVEL

- The Legal Internship Program **2025** of Military Lands & Cantonments (ML&C) successfully concluded at the **Peshawar, Karachi and Lahore Regional Office**. Out of **36 applicants in Peshawar and 142 in Karachi, 10 interns** were selected from each region through a merit-based process.
- The internship gave law students practical exposure to legal processes in government institutions. It included field visits, expert lectures, and interactive sessions. Interns took part in activities like legal drafting, mock trials, and policy discussions.





Major Events



i. Inauguration of CBCARE App & Portal by Secretary Defence



*Visit of Director ML&C, Karachi Region to
Cantonment Board Hyderabad*



*Annual Flower and Garden Competition 2025,
Malir Cantonment Board*



SURVEY OF PAKISTAN



SURVEY OF PAKISTAN





1. Introduction

Survey of Pakistan (SoP) is the sole National Mapping and Surveying Organization of Pakistan and an attached department of the Ministry of Defence with headquarters at Rawalpindi and sub-offices in all four provincial capitals. It was established as SoP in 1947 at the time of independence inherited from British India; however, practices in the fields of surveying and mapping date back to pre-independence British era. The department is responsible for delineation and demarcation of international borders, cantonment survey, topographic survey and mapping, printing of topographical Maps, basically meant for Defence use along with various surveying of mega projects such as topographic survey of CDA sectors, boundary demarcation of KP & Sindh Forest are at its credit.

2. Mission

"Delineate and demarcate International borders, carry out topographic survey, prepare national geographical database. The basic products include map sheets on scale 1:50,000, 1:250,000, 1:1/2 & 1:1 million, General Maps, Guide Maps, District Maps & Atlas of Pakistan. The department is actively participating in the national development projects and fulfilling the ever-growing surveying and mapping demands of various government / semi-government and autonomous bodies".

3. Functions

As per the Surveying and Mapping Act 2014, the Survey of Pakistan shall:

- a. Be the sole national surveying and mapping organization of Pakistan.
- b. Determine and update vertical datum using data captured by Survey of Pakistan and obtained from Government departments, registered organizations or any other source having such installations along the coastal line of Pakistan.
- c. Delineate and demarcate international borders and relocate boundary pillars.
- d. Provide geodetic control, heights and geographical positions all over Pakistan.
- e. Determine and update geodetic datum and projection system of Pakistan using latest geodetic techniques and technologies.





- f. Advise Federal Government on the practices to be followed in the production of geospatial data as well as surveying and mapping practices and as the case may be in the collection and dissemination of this kind of information needed for Geographical Information Systems (GIS) applications.
- g. Carry out topographic survey, its Updation and printing of topographic maps of national map series.
- h. Compile derived maps on various scales as required by the Federal Government.
- i. Generate maps on any scale through aerial photography and remote sensing using analytical and digital methods.
- j. Be responsible to prepare and print Guide Maps, Provincial Maps, District Maps, Road Maps, Tehsil Maps and Miscellaneous Geographical Maps for the whole of Pakistan.
- k. Prepare Geospatial Data, Remote Sensing and Geographical Information System applications of the entire country on various scales as advised by the Federal Government and provide above services as a deposit work for a specific area with pre-defined specifications to the Provincial Governments, District and Local Governments and other clients from public as well as private sector.
- l. Establish and maintain National Spatial Data Infrastructure (NSDI) of Pakistan.
- m. Control and coordinate surveying and mapping activities done by registered organizations and individuals and their registration process.
- n. Be responsible to survey and prepare cantonment areas maps.
- o. Carry out magnetic survey of entire country in a cyclic order as prescribed by Survey of Pakistan for the purpose of magnetic declination.
- p. Train departmental employees and potential candidates from private sector in various disciplines of surveying and mapping in the Survey Training Institute at various levels.





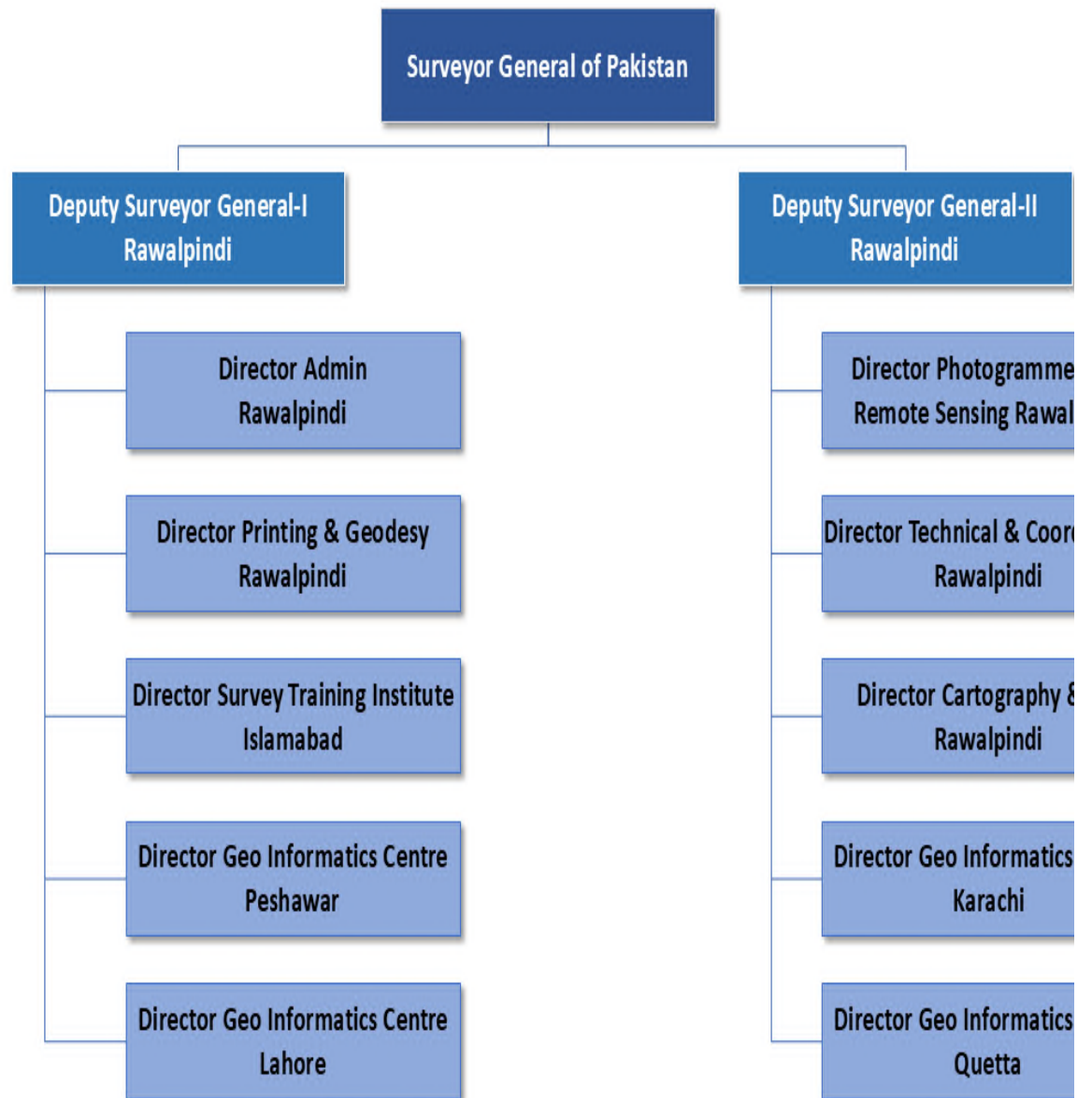
4. Responsibilities Of The Surveyor General Of Pakistan

- a. Responsible for technical, administrative and financial control of the department.
- b. Acts as advisor to the Government in all surveying & mapping matters. Surveyor General of Pakistan as a head of the department is directly responsible to the Government in respect of all technical matters relating to surveying and mapping, aerial photography, preparation of topographical maps for Defence Forces as well as surveying and mapping of civil projects of national importance, demarcation of international borders.
- c. Appointing authority in respect of BPS-03 to BPS-16 employees.
- d. Responsible for allocation of various surveying and mapping programs to directorates concerned.
- e. Authority in respect of disciplinary actions, promotions, other administrative/service and financial matters as per delegated power





5. Organizational Chart





6. International Organizations Memberships

SoP is the regular member of different International Surveying & Mapping Organizations, which are mentioned as under: -

- i. International Society for Photogrammetry & Remote Sensing (ISPRS) United
- ii. Nations Regional Cartography Conference (UNRCC)
- III. International Boundaries Research Unit (IBRU)
- IV. United Nations Conference on Standardization of Geographical Names (UNGEGN)
- V. International Cartographic Association (ICA)
- VI. International Union of Geodesy & Geophysics (IUGG)

7. Achievements

Survey of Pakistan has performed following jobs during the period:

7.1 FIELD WORK:		
Departmental Contribution Overview		
1.	<p>Ground verification of 1: 50 K Sheets (Season 2024-25)</p> <p>35P/10,11,12,14,15,16, 36M/5,9,13 37P/4,7,8,11,12,14,15,16 39L/5,6,7,8,9,10,11, 12,13,14,15,16,39O/1to16 39P/1to16, 40D/2,3,4,6,7,8,10,11,12,14,15,16 40G/2,3,6,7,8,10,11,12,14,15,16,40I/5,9,10,13,14 40H/2,3,4,5,6,7,9,10,11,12,13,14,15,16 40K/1,2,3,4,5,6,7,8,10,11,12,15,16,40P/1,2,3 40L/1,2,3,4,5,6,7,9,10,11,12,13,14,15,16 40M/1,2,5,9,13 41A/1,2,5,9,13,42D/1 to 16 42H/1 to 16 42L/1 to 16,42K/12,16 42O/4 42P/1to 12,14,15,16, 44C/2 to 16 44D/1,2,3,4,5,6,9,13 44G/1,2,3,4,5,6,9 51D/3,4</p>	Ground verification Completed 242 Sheets
2.	Demarcation and relaying of boundary pillars along with Pak-India International Border	62 Pillars





3.	Identification/ Marking of Pak – Afghan Border along Wakhan Corridor at Agzwa Pass.	03 BPs
4.	Seamless Data of 110 sheets (Preparation/ Updation)	100%
5.	Establishment of Ground Control Points for Updation of SoPs Topographic sheets on Scale 1:50k 36th Degree parallel & above	i. 06 GNSS ii. 124 GCPs
6.	Topo Sheets 1:50K	191 Sheets printed off
7.	Topo Sheets 1:250K	19 Sheets printed off
8.	District Maps of Pakistan	27 Maps printed off
9.	General Maps	25 Maps printed off
10.	Geographical names of 163 districts of Pakistan prepared and submitted to concerned Deputy Commissioner for verification and only 33 districts names have been verified from concerned Deputy Commissioners so far	33 districts names have been verified
11.	Relaying of Qibla Direction of Mosques throughout the country	67 Nos
12.	Processing and verification of survey / coordinates of other directorates.	1974 Points
13.	Commencement of General Survey the establishment of new Generation National Geodetic Datum of Pakistan	i. H.P Levelling 1854 BM(Selection) ii. GNSS monuments 149 Nos iii. CORS Selection 09 iv. Construction BM 1619 v. GNSS 140 Monuments vi. Installation BM 1500 vii. CORS 05 Construction





Construction of CORs Station under Datum Project at Islamabad.



Mr. Muhammad Arshad (Director Technical and coordination, Sop) along with QC Team conducting inspection of newly constructed CORs Station at Lahore.





QC Team during inspection of newly constructed GNSS under Datum Project at Bahawalpur.






7.2 Extra Departmental Jobs 2024-25		
Sl.	Description of Job	Quantum of work
1.	GNSS observation for different firms	283 Points
2.	Boundary Demarcation of Topographic survey of forest land of Riverine Forest of Khipro afforestation Division Sanghar	i. Topo svy 21451 Acres ii. FBP 1169 iii. GCP 170
3.	Demarcation of limits of Margalla Hills National Park (MHNP) Islamabad	100%
4.	Punjab Urban Land System Enhancement (PULSE) Phase -II	1 st Order control point 42 2 nd Order control point 437
5.	Demarcation of Khasra No. 1175 of Mouza Sohan Dehati, Islamabad, (court case Syed Shujjat Ali Naqvi vs Washal Ahmed)	GCPs 04
6.	Boundary Demarcation & Topographic Survey of forest Land of Riverine Forest Thatta	i. Topo Svy 56460.53 Acres ii. 1452 BPs iii. 129 GCPs
7.	Demarcation of disputed land containing five Marla & surrounding situated at Ghousia colony, link Wahdat road, hadbast mouza ichhra, Lahore	GPS control = 45 point
8.	Demarcation of disputed land in case No 1019/23 dt 19-12-2023 PPC of Police station Shahzad Town Islamabad	GCPs 14
9.	Demarcation of Khasra No 1175, of Mouza Sohan Dehati Islamabad	4 GCPs
10.	Demarcation of Khasra No. 85, 86 of mouza Frash Islamabad	GCP 06
11.	Demarcation of ROW of Sohan River from Soan Bridge to Mouza Dera, Islamabad	i. GCP 06 ii. GCP observation on limits of ROW of Soan river = 800 Points
12.	Provision of geographic coordinates on Air side at Multan international Airport Multan.	GNSS 02 GPS 07 Point
13.	Measurement of Land on Khari Rohi Nala Teh & Distt Lahore and Mouza Khano Hari Model Town Lahore	GPS 12 Point Survey of Land 01 Kanal & 18 Marlas
14.	Demarcation of Khasra No. 607 of Mouza Tarlai Islamabad (court case)	GCPs 05
15.	Demarcation of limits Khasra No. 86 Mouza Ghandiyan Islamabad (court case)	GCPs 05
16.	Demarcation of limits Khasra No. 630 Mouza Tarlai Khurd Islamabad	GCPs 09
17.	Survey /Construction of Air strip at MMC Hauye Duddar Mining Company pvt. Limited at Duddar Baluchistan	30 sq.km
18.	Joint Demarcation of Svy No. 173 Gharyal & Topa Cantt. Murree.	100%
19.	Punjab Urban Land System Enhancement Pulse Phase IV.	1 st order Control point 52 2 nd order control Point 693





20.	Demarcation of Topographic survey of forest land of afforestation Sukkur division	<ul style="list-style-type: none"> i. Topo svy 101818.537 Acres ii. GCP 308 Points iii. FBPs 1472 Points iv. Digitization 100% (100 Sheets)
21.	Topographic survey of Swat Cantt (Malakand, Kanju, Khawazakhela) (81 Sheets) and Shangla Cantonments  3D Model of Khawazakhela	<ul style="list-style-type: none"> i. BP 302 ii. GCP 100 iii. Topo Syr 49 sq. km iv. Aerial Photography 49 sq. km v. Digitization 100%
22.	Survey of 109.3 Acres of Land at port Qasim Authority	109.3 Acres
23.	Demarcation of boundary pillar no 46 Murree Hills Cantt Murree	46 pillars
24.	Demarcation and mapping of reserved protected / resumed 413348 Hectors Forest land of Chitral/Malakand forest region-III 406 sheets	<ul style="list-style-type: none"> i. GPS 250 Points ii. BPs 16676 iii. Demarcation of area 3563.93 sq. kms iv. Ground verification of topo sheets 109 (98%) v. Digitization of sheets 79
25.	Demarcation of a piece of land titled Mirza Ali Raza VS Govt of the Punjab.	GPS 03
26.	Demarcation of boundary pillar of Cantt Board Wah	<ul style="list-style-type: none"> i GCP 150 Points ii.GPS 70 iii. Layout B/Pillars 20
27.	Demarcation of forest boundary pillars and topographic mapping in Southern Forest Region-I, KP	<ul style="list-style-type: none"> i GPS 77 Points ii.Area 43347.838 Hectare iii. B/Pillars 8452





Establishment of Archive section Inaugurated by Maj General Rafiq Ur Rehman HI (M) on 5th July 2024

PSDP 2024-25								
(Rs. In Millions)								
SI	Project Name	Allocation			Expenditure			Remarks (if any)
		Local	FEC	Total	Local	FEC	Total	
1	Establishment of new Generation National Geodetic Datum of Pakistan	21	598	619	20.994	578.92	599.917	-





8. Office Work:

a Departmental Activities

SoP executed the following assignments during the period.

a)	Digitization/ Updation/ Completion / Examination of sheets on Scale 1:50 K	687 Sheets
b)	Updation of sheets on Scale 1:250 K	34 Sheets
c)	Updation of District maps	112 Maps
d)	Updation/Digitization of Guide Maps	05 Maps
e)	Updation of General Maps	11 Maps

b Sale Of Maps

Free Issue for Departmental Use 2024-25

SI No.	No of Copies	Amount
1	1942	401,070
Total		401,070

Map Sale through Cash Bill 2024-25

SI No.	No of Copies	Amount
1	2292	840,110
Total		840,110

Map Sale Army through B.D Bill 2024-25

SI No.	No of Copies	Amount
1	59286 (Hard Copy)	6,000,000
2	110 (Digital Data)	2,985,070
Total	59,396 copies/ Digital Data	8,985,070





c. Printing Of Maps:

a)	Sheets on Scale 1:50 K	1889 Sheets
b)	Sheets on Scale 1:250 K	133 Sheets
c)	Tourist Guide Maps	44 Maps
d)	District maps	864 Maps
e)	General Maps	88 Maps

9. Training At Survey Training Institute (Sti)

a. Course For Departmental Employees

Departmental/ Long Courses

1. 25th Advanced Diploma in Land Surveying (ADLS) w.e.f 15-01-2025 to 02-01-2026 (07 Technical Assistant)
2. 26th Certificate in Land Surveying (CLS) w.e.f 15-01-2025 to 02-01-2026 (26 Trainee Apprentice)

b. Extra Departmental/ Long Courses

1. 11th CLS private w.e.f 10-06-2024 to 20-06-2025 (completed)
Total = 23 Private Students
2. 12th CLS Private w.e.f 15-01-2025 to 02-01-2026
Total = 07 Private Students





c. Courses Completed At STI In The Year 24-25

Departmental Courses/ Long Courses

1. 24th Advanced Diploma in Land Surveying (ADLS) w.e.f 25-01-2023 to 10-01-2025. (2x Assistant Directors & 10x Technical Assistant)

Departmental Courses/ Short Courses

1. Course on ArcGIS Pro w.e.f. 1st- 31st Mar, 2025. (14 Officials)

Extra Departmental Courses/ Short Courses

1. Course in Total Station/ PAF students' w.e.f. 02-12-2024 to 13-12-2024.
(02 private students)
2. Course in GNSS Technologies including RTK Techniques w.e.f. 16-12-24 to 31-12-24. (03 private students)
3. Advance Course in Land Survey Technologies w.e.f. 01-10-2024 to 11-11-2024. (03 private students)
4. ArcGIS Desktop for professional's w.e.f. 01-09-2024 to 11-10-2024 (03 private students)
5. Course in Total Station w.e.f. 01-08-2024 to 15-08-2024. (02 private students)
6. Course in GNSS Technologies including RTK Techniques w.e.f. 16-08-24 to 30-08-24. (03 private students)

d. Senior Management Course (SMC)

1. Mr. Shah Muhammad, Director completed 36th Senior Management Course (SMC) held at National Institute of Management (NIM), Islamabad w.e.f. 09-09-204 to 27-12-2024.

e. Training courses at PPMI, Islamabad

1. Mr. Ghulam Abbas, Deputy Director completed 03 days training on "Public Procurement Policies and Rules" w.e.f. 21-05-2025 to 23-05-2025.





2. Mr. Aftab Nazir Ahmed, Deputy Director completed 03 days training on “Development of Key Performance Indicators” w.e.f 14-05-2025 to 16-05-2025.
3. Mr. Abdul Rauf, Assistant Director completed 03 days training on “Budgeting & Financial Management in Public Sector” w.e.f 07-05-2025 to 09-05-2025.
4. Mr. Saim Khan, Assistant Director completed 05 days training on “Complete Project Cycle Management” w.e.f 02-09-2024 to 06-09-2024.

f. Courses at other Training Institutes

1. Training of Welfare Staff for Hajj Mission-2025 by Master Trainers of SoP:
 - a. Mr. Aftab Nazir Ahmed, Deputy Director
 - b. Dr. Munir Ahmed Survey Officer

g. Workshops at Management Service Wing (Establishment Division)

1. Mr. Faisal Shahzad, Deputy Director attended 03 days’ workshop on “Unlocking the potential of artificial intelligence for public sector excellence in Pakistan” w.e.f.14 – 17 April, 2025.
2. Mr. Junaid Memon, Deputy Director attended 01-day workshop on “National Conference on geographical indications awareness: strengthening in Pakistan” on 19 May, 2025.

h. Training at Secretariat Training Institute, Islamabad (BS 1-14)

1. Book Binder 4-Week (Part-time) in English Typing and Computer application course w.e.f. 02-06-2025 to 27-06-2025 (01 official).
2. E-Office Application w.e.f. 26-30 May, 25 (02 officials).
3. Microsoft Office w.e.f. 12-16 May, 25 (02 officials).
4. E-Office Application w.e.f. 07-11 Oct, 24 (05 officials).
5. Communication Skills w.e.f. 21-25 Oct, 24 (03 officials).
6. Financial issues related to pension & retirement w.e.f. 12 to 16 Aug,24 (02 officials).
7. Duties & Responsibilities of Drivers/DR/NQ w.e.f. 26 to 30 Aug 24. (01 official).





8. 67th Proficiency test in short hand and typewriting for grant of proficiency allowance equivalent to two increments (03 officials).

10. Firms Registration

- Total No. of Firms/Individual Surveyors Registered with Survey of Pakistan (SoP) **94 Firms, 289 Surveyors** till June, 2025
- 08 Firms, 51 Surveyors are registered with Survey of Pakistan (SoP) w.e.f. July, 2024 to June, 2025

11. National & Foreign Visits



Meeting of Maj Gen Rafiq Ur Rehman HI (M), Surveyor General of Pakistan with Mr. Javed Marwat, Senior Member Board of Revenue on 22nd January, 2025





Closing Ceremony of 3rd Batch of Training for establishment of New Generation Geodetic Datum of Pakistan in Herbin, China on 28th September, 2024



Major General Rafiq-ur-Rehman, Surveyor General of Pakistan & Mr. Zhao Young Dy. Director General, NGCC signing the work plan for "Establishment of New Generation Geodetic Datum of Pakistan" September, 2024





*3rd Batch of Training for establishment of New Generation Geodetic Datum of Pakistan in Herbin, China
11- 29 September 2024*





12. SPECIAL ACHIEVEMENTS:

12.1 Establishment of New Generation Geodetic Datum of Pakistan

Survey of Pakistan is executing a project titled “Establishment of New Generation Geodetic Datum of Pakistan” with the help of China. This project includes establishment of 200 GNSS points, 16 Continuously Operating Reference Stations (CORS) & 10 Simplified CORS, 2000 levelling benchmarks (BMs), 24,000 Km levelling line, 1 Tidal Gauge Station, 1 Leveling Origin, 45 Relative Gravity Observation Stations and 10 Absolute Gravity Stations across entire country. Geoid Modelling & establishing Geodetic Data Centre is also the part of the project.

As of now, significant progress has been made in achieving the geodetic infrastructure targets set for the year 2024-2025. The Survey of Pakistan has successfully completed the construction of 05 Continuously Operating Reference Stations (CORS), 140 Geodetic Points using Global Navigation Satellite Systems (GNSS), and installation of 1500 leveling benchmarks (BMs). This milestone lays a strong foundation for future geospatial developments and supports various national initiatives, including infrastructure planning, navigation, disaster management, and Defence applications.

13. FUTURE PLANS 2025 – 26

Sl.	Title of Job	Target
1.	Demarcation and survey of forest lands	Throughout the country
2.	Topographic survey of Sanjwal Cantt	01 Cantonment
3.	Topographic Survey of Blue Areas of CDA sector F-9, F-10, F-11, E-10, E-11.	05 Sectors
4.	Lay out of Boundary pillar of Wah Cantonment	57 BPs
5.	To provide assistance for demarcation of disputed lands to the honorable Supreme Court of Pakistan, National Accountability Bureau (NAB), Civil Courts and other High Courts etc.	As per court orders
6.	Updation of Sheets through Satellite Imagery & Ground Verification	241 sheets
7.	Preparation of Gazetteers of Geographical Names based on 1:50K Maps (130 Districts). Preparation of lists from verification by Deputy Commissioners.	150,000 Geographical Names falling in 130 Districts
8.	Construction of Bench Marks of Datum Project	500 Bench Marks
9.	Construction of GNSS Points of Datum Project	60 GNSS
10.	Training 1:50:000 mapping demonstration, tidal gauge observation, gravity obs. Training	25 Employees



11.	Provision of Geodetic field services to CAA, PAF, PAEC etc. and other departments.	As and when allotted
12.	Topographic survey of different CDA sectors of Islamabad Sector i. C-15 ii. E-13 iii. I-17 iv.F-13	04 Sectors
13.	Demarcation of following forest. i. Bagra Forest ii. Dungi Forest iii. Dhamial Forest iv. Adyala Forest v. Begham Forest	Forest 5
14.	Demarcation of boundary pillars of Chaklala Cantt.	96 BPs
15.	Re-alignment of boundary of Rawalpindi Cantt,	15 BPs

CAPACITY BUILDING OF SURVEY OF PAKISTAN (2025-26)

Sl. #	Activity	Target
Foreign Visits		
1.	4 th batch of Training for “Geodetic Datum of Pakistan”	18 officers/ officials will visit Chengdu, China to attend the 4 th Batch training for Establishment New Generation Geodetic Datum of Pakistan w.e.f. 5 th - 24 th September, 2025
2.	8 th ISPRS Geospatial Conference 2025	02 officers will visit Tehran, Iran to attend the 8 th ISPRS Geospatial Conference 2025 w.e.f. 13 th -15 th October, 2025
3.	Conference on Geo-information 2025	02 officers will visit Yucatan, Mexico to attend the Conference on Geo-information 2025 w.e.f. 24 th – 28 th November, 2025
Foreign Trainings		
Foreign Degree Program		
1	M.Sc. or Ph.D. degree Program	01 officer will visit China for M.Sc. or Ph.D. degree Program

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FGEIS (C/G)
DIRECTORATE
RAWALPINDI



FGEIs (C/G) DIRECTORATE
SIR SYED ROAD, RAWALPINDI





1. Introduction

Federal Government Educational Institutions (Cantonments / Garrisons) Directorate has a dual role; on the one hand it is a Directorate of IGT&E Branch General Headquarters, dealing with operational matters of FGEIs, while on the other it is an Executive Department of Ministry of Defence dealing with financial and administrative matters. The Directorate has 11,950 civilian employees, paid out of civil estimates and 56 Army Personnel. Director General FGEI (Cantonments / Garrisons) exercises administrative and financial control over the department and its employees.

2. The Vision and Mission of FGEIs

1. Vision. To convert FGEIs network into one of the best educational systems of the country.
2. Mission. To provide quality educational facilities to the wards of Armed Forces Personnel as well as the children of civilians residing in Cantonments throughout the country.

3. History and Organization

a. Historical Background

- i. Prior to June 1975, FGEIs were under the control of respective Cantonment Boards and were known as Cantonment Board Schools / Colleges.
- ii. On 1st June 1975, institution was nationalized and placed under the control of Federal Ministry of Education, Islamabad.
- iii. In September 1977, control and management of these institutions was transferred to Army Education Directorate, General Headquarters through a Presidential Order.
- iv. In November 1981, a separate Directorate namely FGEI Directorate, was established to exclusively manage the affairs of FGEIs. Responsibility of providing finances and budget remained with Ministry of Education.
- v. In 1988, Director FGEI was declared as Head of Department with powers delegated to Heads of Departments vide Finance Division O.M.no. F. 4 (4)-R.2/88 dated 22 May 1988.
- vi. In March 1992, the Directorate was made an Attached Department of Ministry of Defence and its administration and financial matters were shifted from Ministry of Education to Ministry of Defence.
- vii. As far as its working in the General Headquarters, FGEI Directorate worked directly under Inspector General Training & Evaluation till it was made part of Human Resource Development (HRD) Directorate in October 2008.
- viii. Chief of Army Staff very kindly approved restructuring of FGEIs Directorate and allied hierarchy on 28 June 2019.

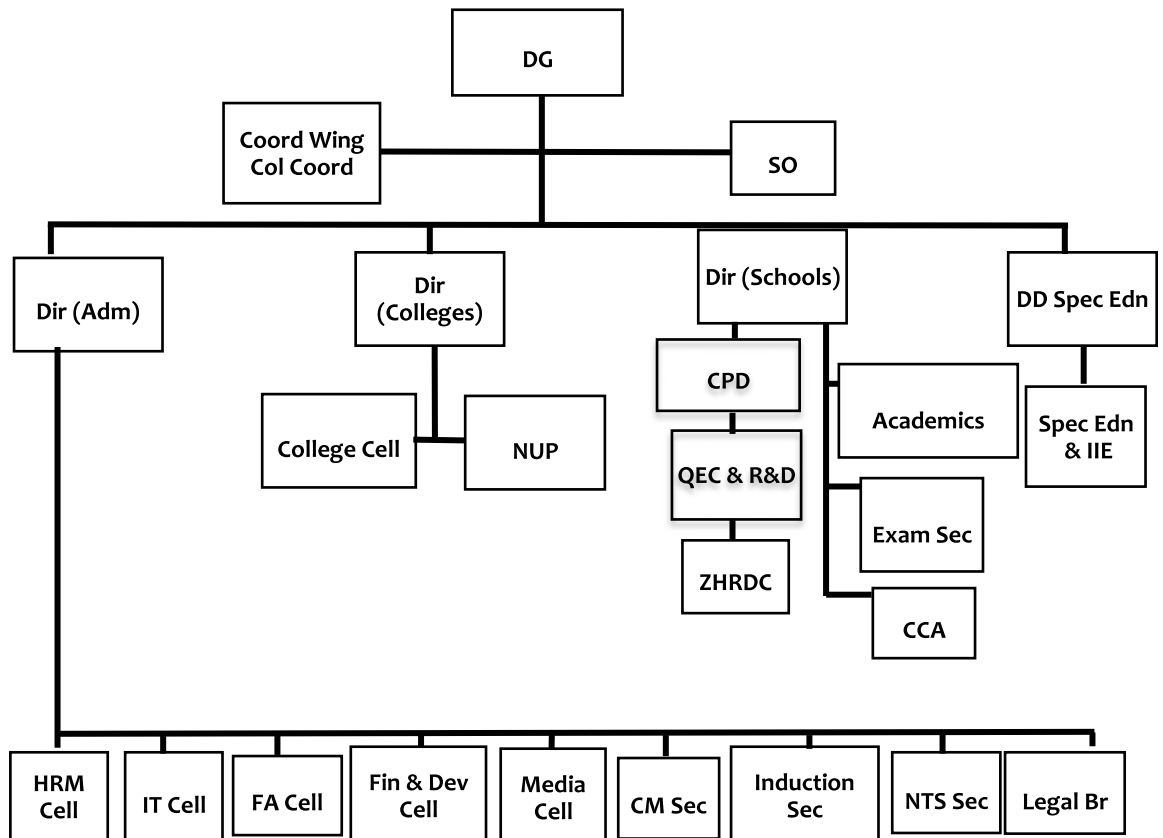




ix. Restructuring of the system was completed on 15 October 2019 with following major changes:

- (1) Inclusion of all arms representation and devolution of role of Director to Director Schools Affairs (SA), Director Colleges Affairs (CA) and Director Administration to improve efficiency and effectiveness.
- (2) Creation of dedicated Human Resource Management Information System (HRMIS).
- (3) Streamlining of complaints resolution and pensioners' affairs through a dedicated setup.
- (4) Establishment of IT, media management, legal affairs and financial management set ups for specialized handling.
- (5) Up-gradation of appointment of GSO-1 to Regional Directors in Rawalpindi, Chaklala and Peshawar Regions.

Organization of FGEI (C/G) Directorate. Organization of the Federal Government Educational Institutions (Cantonments / Garrisons) Directorate is as under: -





4. Function of the Directorate

a. Main Functions

i. Induction of Manpower

- (1) Process requisition with FPSC to fill the posts in BPS 16-19.
- (2) Process cases for induction in BPS 1-15 through Ministry of Defence and Establishment Division.
- (3) Departmental Selection Board for BPS 11-15 in FGEIs: -
 - (a) President - Director (HRM) FGEI (C/G) Directorate
 - (b) Members - Deputy Director (HRM) / GSO-1 FGEI (C/G) Directorate
- Deputy Secretary Ministry of Defence
- (4) Departmental Selection Board for BPS-1 to 10 in FGEIs: -
 - (a) President - Deputy Director (HRM) FGEI (C/G) Directorate
 - (b) Members - GSO-1, FGEI (Concerned Region)
- Section Officer (D-22) Ministry of Defence

ii. Appointments / Transfers / Promotions

- (1) Appointments of employees after getting NOC from all concerned.
- (2) Postings and transfers of all employees as and when required.
- (3) Preparing promotion cases of all employees for approval by the competent authority.
- (4) Extension / Regularisation of cases of contract employees through Ministry of Defence.
- (5) Process deputation cases through Ministry of Defence.
- (6) Sanction of leave cases of all employees.
- (7) Retirement Cases of employees.

iii. NOCs / Advances / Grants / Notifications

- (1) NOCs for Hajj / Umrah / visit abroad.
- (2) Process pension, Benevolent Fund, Group Insurance, General Provident Fund Advance, House Building Advance, Motor Car /





Motorcycle / Bicycle Advance, Farewell Grant, Burial Charges and Death Notifications.

- (3) Departmental Permission Certificate for appointment in other departments.

iv. **Discipline / Seniorities**

- (1) Process discipline and court cases with Ministry of Defence.
- (2) Maintenance of seniority lists and Performance Evaluation Reports of FGEI employees.
- (3) Maintenance of Employees' Service Books / record.

v. **Co-curricular Activities:** Preparation of schedule and conduct of all Pakistan Level Sports and Co-Curricular Activities across FGEIs.

vi. **Finances**

- (1) Procurement of recurring budget of the whole FGEI setup from the Government, its distribution and monitoring.
- (2) Preparation of Revised Estimates, Budget Estimates including Hiring and processing of Assistance Package.
- (3) Submission of Budget Orders and procurement of annual budget from Ministry of Finance through Ministry of Defence.
- (4) Preparation of Institution-wise New Items Statements (NISs) for distribution of recurring budget.
- (5) Carries out / ensures reconciliation of audit and departmental statements through Accountant General Pakistan Revenues (AGPR), Islamabad.
- (6) Processes re-appropriation cases and surrender unspent amount to Government Treasury.
- (7) Preparation of appropriation of accounts for Public Accounts Committee/ Departmental Accounts Committee meetings, etc.
- (8) Maintenance of Public Fund, Employees Welfare Fund and Exam Fund.





- (9) Maintenance of waiting list and earmark / disburse of House Building, Motor Car, Motor Cycle and Bicycle advance to FGEIs Employees.
- (10) Processes / disposal of medical claims of FGEI (C/G) Employees.
- (11) Maintenance of up-to-date audit objections record and help other Sections / Regional Offices in settlement of objections with audit authorities.

vii **Miscellaneous**

- (1) Interacts / responds to all queries of Cabinet Sub-Committees, Parliamentary Standing Committees, Senate's Standing Committee on Defence and Public Accounts Committee.
- (2) Responds to all queries raised in Principal Staff Officers (PSOs)' / Formation Commanders' Conferences.
- (3) Process applications / petitions received from Ministry of Defence / GHQ.
- (4) Issues policies / instructions to Regional Offices / Institutions.
- (5) Biennial Inspection of Regional Offices/Institutions.
- (6) Issues schedule of academic session, all exams/forecast of major events to institutions and concerned departments.
- (7) Issues move sanctions of all officers of the Directorate & Regional Offices.

5. Achievements for the Year 2023-25

a. Results–Annual Examinations (Last three Years)

i. SSC Examination

Ser	Year	Appeared	A-1 Grade	A Grade	Pass%
(1)	2023	11829	2974	3604	98.28
(2)	2024	11728	2677	3640	97.81
(3)	2025	11707	2605	3633	97.97





ii. **HSSC Examination**

Ser	Year	Appeared	A-1 Grade	A Grade	Pass%
(1)	2023	6642	1120	2066	95.18
(2)	2024	6702	834	1703	93.42
(3)	2025	11574	1468	2940	93.42

b. **Detail of Board Positions:** Board Positions in HSSC, for the last three years

are as under: -

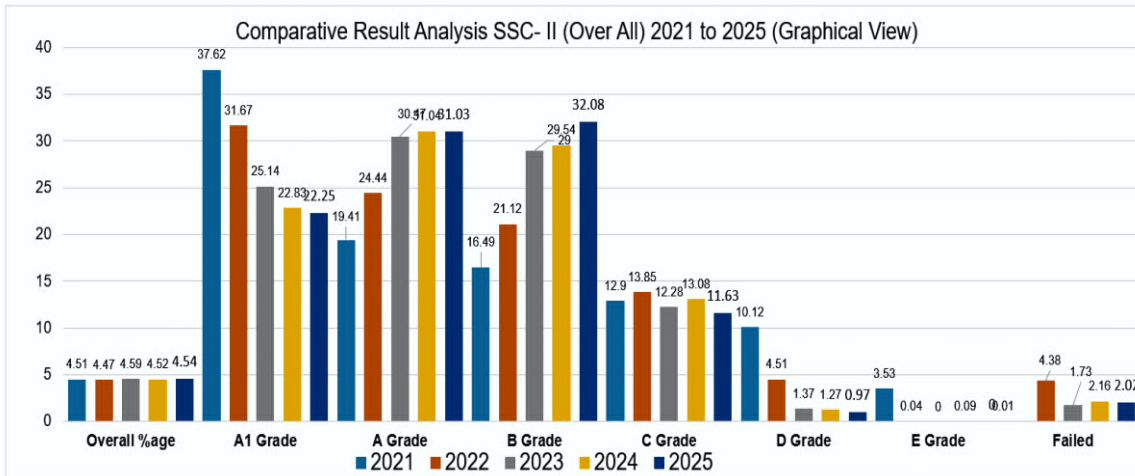
i. **HSSC (2023-2025)**

Ser	Year	Name	Position	Subject
(1)	2023	-	-	-
(2)	2024	Seerat Fatima	1 st	Humanities
(3)		Sajl Bilal	2 nd	Humanities
(4)	2025	-	-	-

ii. **Comparative Result Analysis SSC-II**

Grade/ Year	2023		2024		2025		Status
	No of Students	% age	No of Students	% age	No of Students	% age	
Total Appeared	11829		11728		11707		
A1	2974	25.14	2677	22.83	2605	22.25	Declined
A	3604	30.47	3640	31.04	3633	31.03	Slightly Declined
B	3431	29.00	3464	29.54	3756	32.08	Improved
C	1453	12.28	1534	13.08	1362	11.63	Improved
D	162	1.37	149	1.27	114	0.97	Improved
E	0	0	11	0.09	0	0.00	Improved
Failed	205	1.73	253	2.16	237	2.02	Improved
GPA	4.59		4.52		4.54		Improved
%age	98.28		97.81		97.98		Improved





6 Other Activities

a. Promotions (2024-2025)

Ser	Categories (Designation)	Total no Promoted
COLLEGE CADRE		
1.	Librarian (BS-16) to Librarian (BS-17) – Male & Female	03
2.	Asstt Prof (BS-18) to Assoc Prof (BS-19) – Male & Female	25
3.	Assoc Prof (BS-19) to Profesor (BS-20) – Male & Female	03
Total:		31
SCHOOL CADRE		
1.	Librarian (BS-15) to Librarian (BS-17) – Male & Female	03
2.	Vice Principal (BS-18) to Principal (BS-19) – Male & Female	63
3.	Asstt Lib (BS-09) to Librarian (BS-15) – Male & Female	18
4.	EST (BS-14) to TGT (BS-16) – Male & Female	237
5.	Principal (BS-19) to Principal (BS-20) – Male & Female	02
6.	SST (BS-17) to VP (BS-18) – Male & Female	92
7.	TGT (BS-16) to SST (BS-17) – Male & Female	85
Total		500
Grand Total		531

Non-Teaching Staff (NTS)

Nil





b. Time Scale (2024-2025). Grant of Time Scale of following employees: -

Time Scale (College Cadre)		
(1)	Associate Professor (BPS-19 to 20) Male	58
(2)	Associate Professor (BPS-19 to 20) Female	38
(3)	Lecturer (BPS-17 to BPS-18) Male	33
(4)	Lecturer (BPS-17 to BPS-18) Female	90
Time Scale (School Cadre)		
(5)	Principal (BPS-19 to 20) Male	17
(6)	Principal (BPS-19 to 20) Female	11
(7)	Vice Principal (BPS-18 to BPS-19) Male	116
(8)	Vice Principal (BPS-18 to BPS-19) Female	109
Total		472
Grand Total		906

c. Appointments (2024-25)

(1) By Head of Department

Ser	Post	2024	2025	Total
(a)	Teaching Staff	170	743	913
(b)	Non – Teaching Staff	72	-	72
(c)	Class IV	115	-	115
G. Total		357	743	1100

(2) Induction on Contract

Ser	Categories (Designation)	Total no Appointed
(a)	SST (BPS-17)	267
(b)	TGT (BPS-16)	318
G. Total		585

(3) Induction on Regular Basis up to 31 Dec 2025

Ser	Post	No of Post to be Filled
(c)	Teaching Staff	207
(d)	Non-Teaching Staff	101
(e)	Class-IV	04
G. Total		312





7. Celebration of Different Days. FGEIs have successfully organized and celebrated a series of national and character-building events across all institutions. Kashmir Day was observed on 5th February to express solidarity with the people of Kashmir, while Pakistan Day on 23rd March was commemorated with patriotic enthusiasm. In May, the Tameer-e-Shakhsiat (Grooming and Personality Development) module was effectively conducted to enhance students' moral and personal development. Independence Day was celebrated on 14th August with various engaging activities, followed by Defence Day on 6th September to honor the bravery of the armed forces. FGEI institutions across the country solemnly observed Kashmir Black Day on 27 October 2025. The **رحمت العالمين** Week was observed with reverence in the month of Rabi-ul-Awal, focusing on the life and teachings of the Holy Prophet Muhammad ﷺ. Furthermore, Iqbal Day on 9th November and Quaid Day on 25th December were marked with events that highlighted the contributions of Allama Iqbal and Quaid-e-Azam Muhammad Ali Jinnah, reinforcing national values and historical awareness among students.

a. Sports and Co-curricular Activities. For better grooming and personality development of students, different sports and co-curricular activities are regular feature. FGEIs successfully organized a series of exclusive sports and co-curricular competitions to promote students' physical well-being and nurture their academic and creative talents.

b. Sports. A wide range of sporting events were conducted at institutional, regional, zonal and all-Pakistan level in 2024-25, with male students participating in hockey, football, cricket, chess, basketball, volleyball, tug of war, athletics, badminton and table tennis, while female students took part in netball, volleyball, tug of war, chess, athletics, badminton, and table tennis.

c. Co-curricular Activities. In addition to sports, diverse co-curricular activities were also held for both male and female students. These included Qira'at, Naat, Milli Naghma, English and Urdu declamation, creative writing (story and essay in both English and Urdu), photography, art competitions, quiz competitions, software development and science projects.

d. Schedule. During the academic session 2024–25, Institutional Level competitions were held from 30th September to 4th October 2024, followed by Regional Level events from 7th to 11th October 2024. Zonal Level competitions took place from 5th to 18th October 2024, culminating in the All-Pakistan Level events, which were organized from 28th October to 1st





November 2024. These activities witnessed enthusiastic participation from students across the country, showcasing their talent, teamwork and competitive spirit.

e. Achievements

- i. **International.** During the current academic session, FGEI students earned notable recognition in various sports and co-curricular activities at the international level.
- ii. **Munif Hussain**, student of FG Sir Syed College, Rawalpindi, represented Pakistan in the International Chemistry Olympiad held (ICHO) in UAE (5–14 July 2025).
- iii. **Ali Hamdan Alvi** represented Pakistan in the International Physics Olympiad held (IPhO) in Paris (17–25 July 2025).
- iv. **Muhammad Haroon Baig** got selected for fully funded student exchange program in Japan.
- v. **Abu Bakar Talha**, 9th grade student of FG Abid Majeed Public School, Lahore Cantt, won many National and International Championships of U-10, U-12, U-14, U-16 and U-18 categories.
- vi. **Azan Ali Khan**, 9th grade student of FG Public School (Boys) Adamjee Road Rawalpindi is a squash player from Jahangir Khan's family. He was coached by his father and won many national/ international tournaments.
- vii. **Faizan Ali Khan**, 7th grade, brother of Azan Ali Khan of FG Public School (Boys) Adamjee Road Rwp won Australian Junior Mash Squash U-13 Championship 2025 held on 27 Apr 25 in Sydney. He beat Israeli Player in final.
- viii. **Muhammad Hamza Khan**, 10th grade student of FG Public School (Boys) Tariq Road Psc Cantt, a squash player has won many national & international events.
- ix. FGEI achieved remarkable success in the **International Kangaroo Science Contest (IKSC) 2024**, securing 15th, 17th, and 18th national positions. The





students won 44 Gold, 125 Silver, and 327 Bronze Medals, showcasing their excellence in science at the national level.

- x. FGEI students performed exceptionally well in the **International Kangaroo Linguistic Contest (IKLC)**, winning 67 Gold, 239 Silver, and 116 Bronze Medals, reflecting their strong language skills and academic dedication.

f. National. Achievements of FGEI students in various sports and co-curricular activities at national level are as under: -

Ser	Competition	Participation/ Category/ Position
(1)	Awakener Competition 2024 – In 10 Categories	1 st Position in Art, Poetry Hamd-o-Naat, Handicraft, Handmade Eid Cards, and Short Documentary 2 nd Position in Handmade Eid Cards, Article Writing, Qiraat, Voice of Pakistan, and Hamd-o-Naat 3 rd Position in Speech Competition
(2)	Chess competition held by Pakistan Students Olympic Association, Islamabad – 2024	3 rd Position in under 15 Category Zoha Fatima, FGPS (G) Iqbal Road, Rwp
(3)	Awakener Summer Competition 2024 – Young Journalist	1 st & 4 th Position – Video Documentary 4 th Position – Field Reporting
(4)	Awakener Azadi Online Competition 2024 - In six categories	1 st Position in Handmade Azadi Card 1 st Position in National Song 3 rd Position in Quiz
(5)	Talent hunt – Sel of Pak Team for Intl Sci Olympiad (ISO) – 2024-25 by HEC/ PAEC	Students sel for rep in UAE & Paris
(6)	Talent hunt – Sel of Pak Team for Intl Nuclear Sci Olympiad (INSO) Malaysia - 2025 by HEC/ PAEC	4 students sel at national lvl
(7)	Trg of HOIs / Faculty by PGGA	15 Teachers participated





(8)	Girl Guides Residential Training Summer Camps at Murree	150 (approx) students participated
(9)	Boy Scouts Residential Training Summer Camps at Murree	100 (approx.) students participated
(10)	Personality Development Booklet	Indigenously developed for FGEIs
(11)	35 th IKMC (Kangaroo) Held in March 2025	Gold Medal: 06 Silver Medal: 124 Bronze: 250
(12)	Summer Res Trg Camp Ghora Gali Murree Hills (PGGA) Held: 10 – 15 Jun 2025	ROR: 30 x Girl Guides ROW: 16 x Gril Guiders ROC: 22 x Girl Guides
(13)	Awakener Summer Competition – Young Journalist (Awakeners) Held: 30 Jun – 6 Jul 2025	1 st Posn Documentary video 2 x 4 th Posn
(14)	Scout Leader Course (PBSA) Held: 12 – 18 May 2025	8 x Guiders Participated from ROL, ROC, ROW & RO Khn
(15)	Boys Scout Camp (PBSA) Held: 8 – 14 Jul 2025	ROL: 58 x Students ROW: 22 x Students ROC: 05 x Students ROR: 33 x Students

g. Miscellaneous Participations. FGEI students also participated in following co-curricular events organized by other departments domestically: -

- i. FBISE Kashmir Solidarity Day Quiz Competition – February 2024.
- ii. Environment Mela organized by National Cleaner Production Centre (NCPC) - March 2024.
- iii. National Students Games 2024 - Chess Competition-February 2024.
- iv. International Kangaroo Contests–March, September, November 2024.
- v. Revival of sports culture and Co-curricular regime in FGEIs including introduction of Girls Guide, Zonal, Regional and National level sport competitions (Revision of Co-Curricular Activities SOP-2024).
- vi. First time participation of FGEI in Talent Hunt Event, org by Askaria Colleges and FGEI got 1st posn (ROC) and 2nd posn (ROW).
- vii. First ever nomination of FGEI, for participation in Annual Sports Competition being org by Pakistan Military Accounts Dept (PMAD)





8. Training of Teaching Staff. 64 training seminars and workshops were organized at Zohra Institute of Educational Development (ZIED), operating under the umbrella of FGEI (C/G) Directorate, between July 2024 and June 2025, focusing on modern pedagogical practices and professional development.

9. National Curriculum of Pakistan (NCP). During 2021-23, NCC developed NCP for grade Pre-Primary I to XII has been completed and implemented across the country in FGEIs. The faculty staff of FGEIs actively participated in the whole process.

10. Future Plan

a. Estb Of National University Of Pak (NUP), Isb

The degree colleges under FGEI Dte were affiliated with seven provincially chartered universities. Variations in the scheme of studies, academic forecast, admission policies, exam sch, eval criteria, grading sys, and fee structure detrimentally affect the uniformity and migration of students. Against this backdrop, it was imperative to estb a University to standardize higher edn and provide a single platform for the affiliation of degree colleges. As per the proposal of FGEI Dte National University of Pakistan (NUP) was estb in Islamabad by the act of parliament on 18 April 2023.

b. Vision of NUP

To integrate our students and enable them to think and act as community oriented Pakistanis with distinctively global perspective and skill.

c. Mission

To prepare creative and indep thinkers in all branches of knowledge through excellence in research and teaching.





d. Progressive Steps

- i. NUP Act was assented to by the President of Pak on 18 Apr 23.
- ii. Agreement with NESPAK as Consultant for Geo Tech Studies, Drawing designing & Master Planning signed on 15 Sep 23.
- iii. Geo Tech Studies, Drawing designing & Master Planning by NESPAK have been completed.
- iv. Feasibility Studies & Master Planning were completed by M/s NESPAK at existing site at a cost of Rs. 45.358 Mn.
- v. CDA was engaged for construction of boundary wall at NUP Site at a cost of Rs. 15.692 Mn. CDA authorities have been approached for construction of boundary wall at new site (I-17) with same amount and is likely to commence shortly.
- vi. Contract for construction of Admin block awarded to NLC at a cost of Rs. 62.773 Mn.
- vii. A project of Rs. 1193.365 Mn incl Uni Sectt, Resource Centre & Ext Dev was approved in CDWP meeting held on 15 May 2025 with implementation pd for 2 yrs upto June 2027.
- viii. Temp Uni Sectt at FGEI Dte & Faculty offices at Sir Syed College have been estb.
- ix. 46 x Faculty and Mgmt Staff (Nucleus Faculty) was hired on contract through PSDP aloc for 2023-24.
- x. HEC has granted NOC to affiliate 27x FG Colleges with NUP from Fall-2024.
- xi. 26 x FGEI degree colleges have been affiliated with NUP from Fall 2024.
- xii. 2357 x Students have been registered with NUP during Fall-2024.
- xiii. First semester exam has been conducted in Jan 2024 successfully and result declared accordingly.
- xiv. Second semester exam has been conducted in Jun 2025. Result is in progress.
 - 1) New DG FGEI notified as Rector from 7 Sep 23.
 - 2) Registrar notified on 23 May 23.
 - 3) Proj Mgmt Unit established.





e. **Establishment of Institute of Inclusive Education**

- i. **Background.** On instructions of the COAS, FGEI Dte has perceived the concept of Institute of Inclusive Education at the cost of **Rs. 2,798.983 Mn**, where children with and without disabilities, special needs including those subjected to ill-treatment and abuse, as well as those with belonging to the transgender community will have an equal opportunity to a meaningful education to become productive members of the society. It will be established in Sec H – 8/4 Islamabad.
- ii. **Vision.** An innovative institution to support and guide inclusive education to provide research-based equitable quality inclusive education, vocational training and rehabilitation services to the children with and without disabilities / special needs including those subjected to ill treatment & abuse as well as transgender.
- iii. **Objectives.** IIE will serve the following objectives: -
 - (1) Serve as “State of the Art Inclusive School” for the children with and without disabilities, special needs including those subjected to ill-treatment and abuse, as well as those belonging to the transgender community.
 - (2) Function as a training institute for Pre-Service and In-service Teachers’ Training for Inclusive Education.
 - (3) Provide medical and therapeutic services including providing early identification, intervention and rehabilitation to children with disabilities and provide counselling to parents, other societal groups.
 - (4) Function as a research institute aiming at promoting discovery and innovation-oriented research in the field by modern education.

11. **Miscellaneous Initiatives**

a. **Digitization Initiatives.** FGEI Directorate, with its **12 x Regional Offices** looks after **361 x institutions** located at **66 x locations in the Country**. To manage human resources and student affairs, the following digital solutions have been implemented in FGEI:-





- i. **Implementation of E-Office.** To integrate the country's wide scattered nature of the FGEIs directorate, **E-Office was conceived in Dec 2023 with own resources.** Subsequently, FGEI expanded the e-Office network to cover **12 x regional offices**, all of which were successfully connected by **August 2024.** Communication with the Ministry of Defence (MoD) via e-Office commenced in **June 2024.** Furthermore, e-office have been implemented in all FGEI colleges, while implementation in schools is currently underway.
- ii. **Human Resource Management System (HRMS).** In 2024 FGEI Dte took the **initiative to develop digitized solutions** to deal with human resource matters of FGEIs. HRMS is a comprehensive software solution designed to streamline and automate various human resource processes. Major modules of HRMIS are listed below: -
 - i. **Employee's Profile.** The Employee Profile is a key component of the

Ser	Employee Info	Institution Details	Post Details	Important Dates	ICP
1	 <p>Mr. Syed Azam Shah, Senior Principal Staff ID: 10467 CNIC: 3740616036251 Gender: Male</p>	<p>Parent Institution: FG Public School Mehfooz Road Rawalpindi Cantt Region: Rawalpindi Institution Type: School</p>	<p>Against Post: Senior Principal Grade/BPS: 20 Timescale: 21</p>	<p>Appt/Prom in Present Post: 13-02-2014 Joining FGEI: 25-07-1996 Joining Parent Insts: 10-10-2019 5 Years, 5 Months, 29 Days</p>	<p>MAIN BRIEF</p>
2	 <p>Mr. Mansoor Ahmed Khan, Vice Principal Staff ID: 12445 CNIC: 3720314665245 Gender: Male</p>	<p>Parent Institution: FG Public School Mehfooz Road Rawalpindi Cantt Region: Rawalpindi Institution Type: School</p>	<p>Against Post: Vice Principal Grade/BPS: 18 Timescale: Not Granted</p>	<p>Appt/Prom in Present Post: 02-02-2024 Joining FGEI: 22-01-2006 Joining Parent Insts: 02-06-2009 15 Years, 10 Months, 6 Days</p>	<p>MAIN BRIEF</p>
3	 <p>Mr. Muhammad Yaseen, Secondary School Teacher (SST) Staff ID: 13775 CNIC: 312058968897 Gender: Male</p>	<p>Parent Institution: FG Public School Mehfooz Road Rawalpindi Cantt Region: Rawalpindi Institution Type: School</p>	<p>Against Post: Secondary School Teacher (SST) Grade/BPS: 17 Timescale: Not Granted</p>	<p>Appt/Prom in Present Post: 20-10-2010 Joining FGEI: 08-09-2000 Joining Parent Insts: 18-08-2023 1 Year, 7 Months, 21 Days</p>	<p>MAIN BRIEF</p>
4	 <p>Mr. Mutasar Tehseen Khan, Secondary School Teacher (SST)</p>	<p>Parent Institution: FG Public School Mehfooz Road Rawalpindi Cantt Region: Rawalpindi Institution Type: School</p>	<p>Against Post: Secondary School Teacher (SST) Grade/BPS: 17 Timescale: 18</p>	<p>Appt/Prom in Present Post: 01-01-2011 Joining FGEI: 04-11-2010 Joining Parent Insts: 12-04-2013</p>	<p>MAIN BRIEF</p>

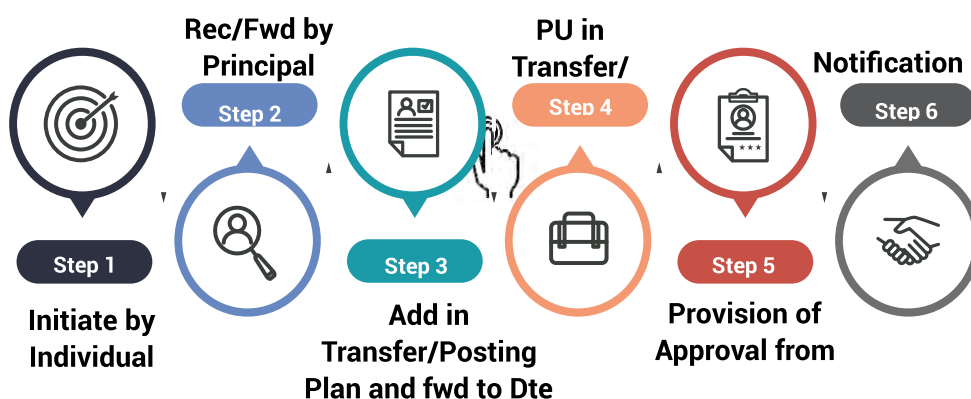
HRMS, encompassing comprehensive information about each staff member. It includes personal details, academic and professional qualifications, service history, medical records, family information, and Performance Evaluation Reports (PER), providing a complete overview of the employee's background and career within the organization. To view staff details, the **Individual Career Planning (ICP) Chart** is utilized, which





presents comprehensive information about the employee. Additionally, a **Brief ICP** version is available, containing only the essential information required by higher authorities. This allows for quick access to relevant data in a structured and specific format. Currently **12139 x profiles** are maintained.

- ii. **E-Transfer/posting.** E-transfer posting is a key feature of the HRMS, facilitating staff transfers through two types of processes: requirement-based and request-based. In the request-based process, the employee initiates the transfer by submitting an application and formally requesting a transfer out from their current posting. **1058 x postings** application received through this module. Process of request based posting:-



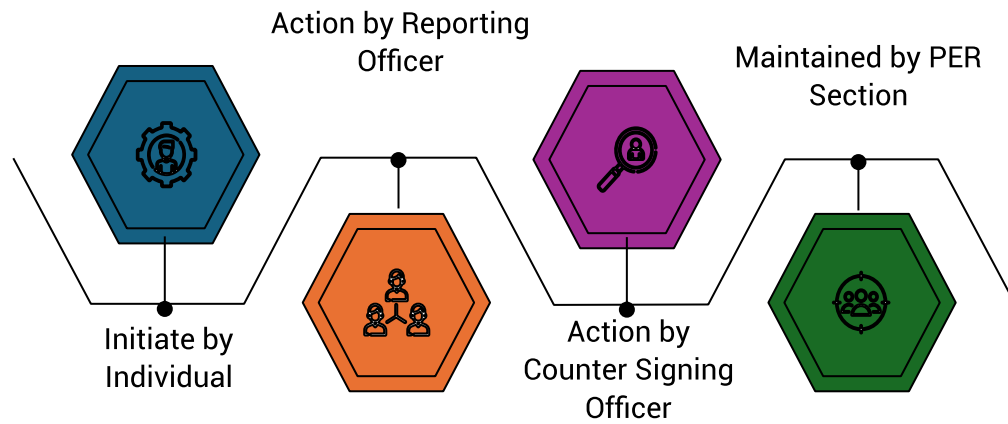
In the **requirement-based process**, the FGEI Directorate manages staff postings through the e-transfer module. This system provides a comprehensive posting plan along with a list of available vacancies. The module automates the entire posting workflow, and once a posting is executed, notifications are automatically emailed to the concerned offices and the respective employee. **1711 x postings** have been carried out through this module.

- iii. **Performance Evaluation Report (PER).** PER (Performance Evaluation Report) is a key tool of the HRMS, designed in accordance with the standardized format prescribed by the Establishment Division. This module automates the entire PER





process, making it more seamless, efficient, and timely. As a result, the performance evaluation workflow has significantly improved. **7600 x PERs** have successfully initiated and processed through this module in 2024.



- iv. **Leave management.** The Leave Management system is designed to handle all types of leave, including casual leave, earned leave, ex-Pakistan leave, maternity leave, and extraordinary leave. This module fully automates the leave application and approval process, with all relevant leave rules integrated into the system. **1842 x leave** requests have been processed through this module.

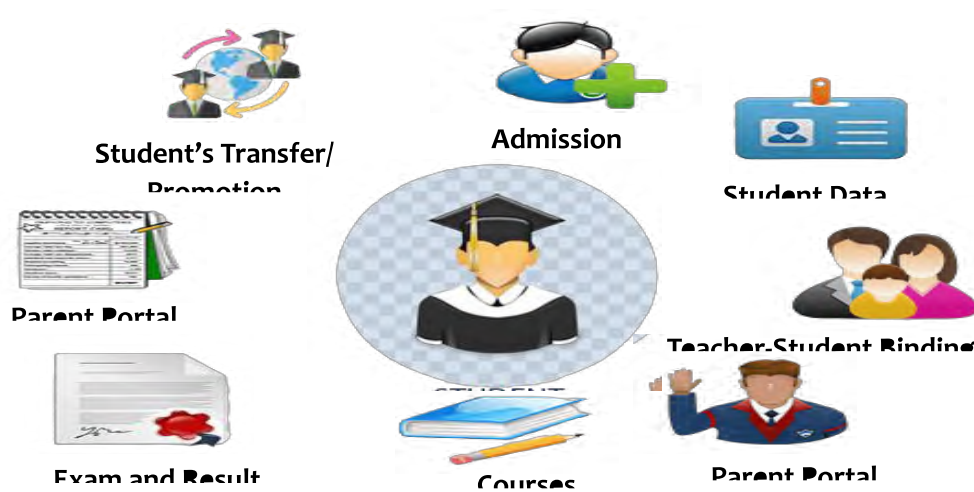


- v. **Student Information System (SIS).** To automate all routine students' affairs a tech-based solution has been developed. It manages student profiles, promotions, migrations, examination schedules, results, and provides access for parents. This module houses comprehensive data on all types of students, providing valuable insights that assist authorities in making informed and effective decisions. The availability of accurate and up-to-date student information enhances planning, monitoring, and overall institutional management. Currently **169536 x student profiles** are maintained. Major





module of SIS are:-



- 1) **School Management System (SMS).** The School Management System (SMS) is designed to maintain comprehensive records of buildings, classrooms, and facilities. Enhances accountability, transparency, and planning. The system offers valuable insights into all operational aspects through intuitive dashboards and detailed reports, and features integrated financial management for streamlined administration.
- 2) **Induction System.** Induction process is a permanent feature of FGEI. Induction system has been developed to automate and streamline the hiring process starting from advertisement till final interview. **4 x induction** cycle has been successfully carried out through this module. The portal is available at <https://induction.fgei.gov.pk/>. Features of induction module are:-

Applicant Portal	Admin Portal
<ul style="list-style-type: none"> • Apply post • Fee challan Generation • Upload Documents • Status of application • Download admit card/ call letter • Query portal 	<ul style="list-style-type: none"> • Induction setting • Post setting • Quota setting • Scrutiny of appl • Reports generation • Center allotment • Test and interview schedule • Result • Imp announcement/ instruction





- 1) **School Management System (SMS).** The School Management System (SMS) is designed to maintain comprehensive records of buildings, classrooms, and facilities. Enhances accountability, transparency, and planning. The system offers valuable insights into all operational aspects through intuitive dashboards and detailed reports, and features integrated financial management for streamlined administration.
- 2) **Induction System.** Induction process is a permanent feature of FGEI. Induction system has been developed to automate and streamline the hiring process starting from advertisement till final interview. **4 x induction** cycle has been successfully carried out through this module. The portal is available at <https://induction.fgei.gov.pk/>. Features of induction module are:-

Applicant Portal

- Apply post
- Fee challan Generation
- Upload Documents
- Status of application
- Download admit card/ call letter
- Query portal

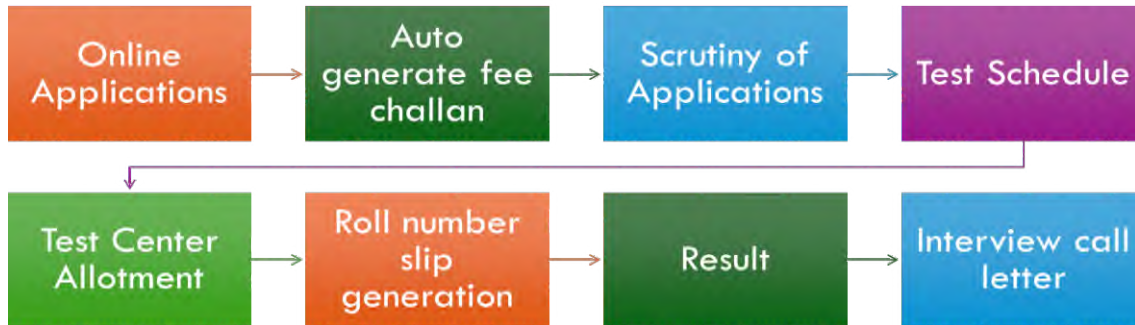
Admin Portal

- Induction setting
- Post setting
- Quota setting
- Scrutiny of appl
- Reports generation
- Center allotment
- Test and interview schedule
- Result
- Imp announcement/ instruction





Induction Process



- 3) **Digitization of Retired Employees Data.** This digitization initiative is deemed essential for the optimal utilization of space, secure preservation of old records, and quick, easy access to necessary data. Personal files of retired employees from various cadres have been scanned, and the corresponding physical files have been disposed of as per regulations. As a result, significant physical space has been freed, and electronic records are now easily accessible. Details are as follows:-

Ser	Cadre	No of files Scanned
(1)	Colleges (Teaching staff)	1500
(2)	School (Teaching Staff)	5820
(3)	Non Teaching staff	4500
Total		11820

- 4) **FGEI official Website and Social Media.** The FGEI website (www.fgei.gov.pk) has been developed with own resources. The website features dedicated sections to provide information for students, staff, and the general public. Additionally, it includes a "DG Inbox" feature, allowing users to directly submit complaints, feedback, or suggestions to the Director General.





5) For online presence FGEI maintains social media accounts on

Facebook - <https://www.facebook.com/fgeimedia/> (14k x followers)

Instagram - <https://www.instagram.com/fgeis.official/> (3.9k x followers)

Youtube - https://www.youtube.com/channel/UCPqqq_IKUI5IA0xhmE2N2LA/

Facebook, Instagram and YouTube.

12. Conclusion. FGEIs Directorate, despite numerous challenges, is endeavoring to fulfill its obligations towards the most sacred responsibility of facilitating, polishing and preparing the future builders of the country. With the help and guidance of Ministry of Defence, and endeavor is made to enhance the capacity as well as objective oriented outcome of FG institutions. The un wavering commitment of FG Directorate in the management of FG affairs is to transform the system as well as contribute to the national cause through the revival of the post glory of the system.



PICTORIAL VIEW



**Visit of Defence Secretary to FGEI Directorate
20 October 2024**



**Visit of Defence Secretary to FGEI Directorate
20 October 2024**





PICTORIAL VIEW



Visit of Defence Secretary to FG Sir Syed College

27 July 2025



Visit of Defence Secretary to FG Sir Syed College

27 July 2025



PICTORIAL VIEW



**Visit of IGT&E to FGEI Directorate
11 February 2025**



**Visit of IGT&E to FGEI Directorate
11 February 2025**





PICTORIAL VIEW



**Visit of IGT&E to FGEI Directorate
11 February 2025**



**Visit of IGT&E to FGEI Directorate
11 February 2025**



PAKISTAN MILITARY ACCOUNTS DEPARTMENT



PAKISTAN MILITARY ACCOUNTS DEPARTMENT





1 VISION & MISSION OF PMAD

VISION :-

- To achieve excellence and professionalism in accounting and auditing, driving innovation through automation to enhance transparency and efficiency in service delivery.

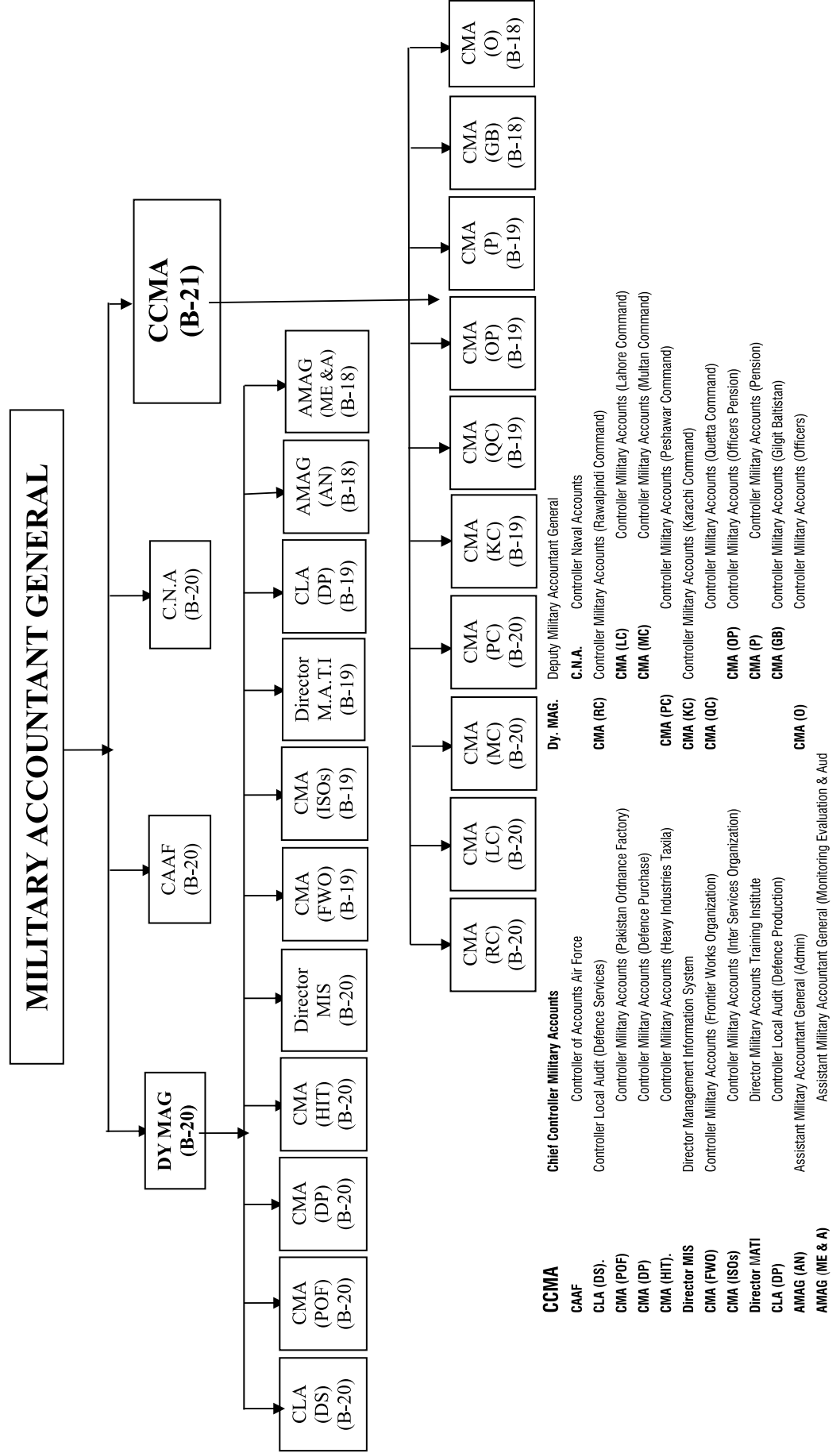
MISSION :-

- Our mission is to support the operational readiness of our military forces by providing accurate, timely, and efficient financial management solution. The Pakistan Military Accounts Department is committed to achieving the highest standards in fiscal accountability while embracing automation and digitization.





ORGANIZATIONAL CHART





03 FINANCIAL & HUMAN RESOURCES

➤ FINANCIAL

- PMAD Annual budget grant for the year 2024-2025 - Rs.14,116.844 (M).
- 0.64% of overall budget of the Defence Division.

➤ HUMAN RESOURCE

Sr. No.	Category	Sanctioned Strength	Posted Strength
1.	BPS-17 and Above	1906	1364
2.	BPS-01 to BPS-16	10309	6534
	Total	12215	7898

FUNCTIONS

- Payment of pay & allowances to Armed Forces commissioned officers, JCOs/ORs and civilians paid from Defence estimates.
- Payment of pension to retired Defence officers, JCOs/ORs and civilians.
- Payment of various types of bills (Regular, EREs, Contractor bills) of Defence Services.
- Monthly compilation of Receipts and Expenditure of accounts of Defence Services.
- Preparation of Appropriation Accounts.
- Submission of report on general state of accounts of Army, Navy, Air Force and other Defence Organizations to Secretary Defence.
- Budget Monitoring.
- Internal audit of all formations/units of Defence Services.
- Assisting the Secretary Defence before PAC.
- Interpretation of rules/regulations.





PERFORMANCE OF PMAD DURING FY 2024-25

A. DIGITALIZATION OF PMAD

i. AIMS (Accounting Information Management System)

The project was initiated in collaboration with C4I Dte, GHQ on 20/02/2024.

Objective: AIMS is aimed to digitalize the System based Accounting, Budgeting, Pre-Auditing & Payments duly pre-audited, Inter & Intra connectivity of CsMA/Field Pay Offices (FPOs) / Pension Sub Offices (PSOs) & MAG offices. Centralized monitoring will ensure accuracy & efficiency for transparent fiscal discipline payments.

Clients: Over 2.5 million personnel/pensioners of tri-forces/civilians.

Scope: AIMS will bring substantial component of public funds under strengthened regulatory frameworks, ensuring accountability and transparency in financial transactions in line with the vision of cashless economy to the best satisfaction of the clients of PMAD.



SECRETARY MINISTRY OF DEFENCE VISIT OF AIMS





SECRETARY MINISTRY OF DEFENCE WITH OFFICERS OF PMAD

ii. **Shifting/Conversion of Pension from Manual to Direct Credit System (DCS)**

- 100% Navy/PAF Pensioners shifted to DCS and data reconciled.
- 92% Pensioners of Pakistan Army shifted to DCS. Reconciliation in process.
- Auto restoration of Pension without any application from the pensioners of PAF and Army Officers started.

ADVANTAGES/COST-BENEFIT ANALYSIS OF DCS:

- With the conversion of pension from manual to DCS has resulted in a saving of Rs. 36 billion per year.
- The DCS system has substantially reduced the risk of over payment and elimination of ghost pensioners.
- The DCS has enabled this office to perform 100% pre-Audit of pension payments on monthly basis. It has further ensured real time reporting of pension expenditure.

iii. **Implementation of e-Office**

PMAD has implemented e-office in MAG office, 8 Controller offices at Rawalpindi and 3 Controller offices at Lahore. PMAD secured 3rd position among 300 Federal Government





Ministries, Divisions, and Departments during the Financial Year 2024–2025 as per NITB report in June 2025.

iv. **Budget Monitoring System (BMS)**

Budget Monitoring System (BMS) has successfully been implemented for real time online updation of accounting record in all Controller Offices of Pakistan Military Accounts Department.

v. **UAGEs Connectivity with Online Accounting System**

75 offices of the UA GEs have been successfully connected with online Accounting System of MAG on real time basis.

vi. **Digitization of Costing Process**

Digitization of Costing process through implementing/installing of computerized costing Modules including inventory, Bin Card and Labour Module with the help of POF (IT) Department.

vii. **Implementation of One Bank One Cheque Policy in PMAD**

One Bank One cheque system has been implemented in all Controller offices of PMAD. This system has not only reduced the quantity of Cheques but also have reduced the cost of stationary/ mailing charges and human resource, estimated saving of Rs.200 Million (approx).

No. of Cheques issued during the FY 2023-24	No. of Cheques issued during the FY 2024-25	Reduction in Cheques issued during the FY 2024-25	Reduction in Cheques issued during the year
659,388	348,836	310,552	47.1%

viii. **Formulation of Policy for Electronic Pay Slips (E-Pay Slips)**

Policy framework for the issuance of password protected electronic pay slips finalized. The system has been integrated within the existing payroll architecture, ensuring timely, secure, and paperless access to employees' salary details, thus contributing to cost efficiency and environmental responsibility.

ix. **Implementation of RAAST in C.N.A, Karachi**

C.N.A. Karachi has successfully implemented the RAAST Micropayment Gateway System to enhance efficiency, transparency and speed of financial transactions. A total of 5,420 transactions of Rs.892 Million were carried out till 30-06-2025.





B. Welfare Activities

i. Medical Facilities for PMAD Employees in Military Hospitals initiative during the FY 2024-25:

- a. Enhancement of revolving funds from 90 (M) to 200 (M).
- b. Detailed internal audit of bills of to medical expenditure to streamline the treatment processes.
- c. Principle approval for OPD Treatment of BPS 1-15 Employees of PMAD at Military Hospitals.
- d. A comprehensive Medical SOP 2025 issued to ensure improved and strict pre-audit checks.

ii. PMAD Foundation initiative during the FY 2024-25:

1st Board of Governors (BOGs) meeting of PMAD Foundation under Chairmanship of Honourable Secretary Defence held to discuss measures for Welfare of PMAD employees.

iii. Establishment of Daycare Centres:

State of the Art Daycare Centers Established in PMAD in various station to facilitate the female employees.

iv. Sports Activities:

PMAD successfully arranged Annual Sports Meet 2024-25 to provide healthy physical activities to PMAD employees as well as Ministry of Defence in November/December 2024 at various stations within the country. 1020 players participated in 17 different games in which the ratio of female players was 11%.





PMAD SPORTS 2024-25 INAUGURATION

v. Assistance Package:

An amount of Rs.233 Million has been paid under Prime Minister's Assistance Package during the F.Y-2024-25 to 201 families of deceased PMAD employees who died during service.

C. Opening of New Offices

In pursuit of enhanced administrative coverage and improved public service delivery, new Deputy Controller Military Accounts offices were successfully established at the following locations:

- DCMA Murree under CMA (RC) Rawalpindi.
- DCMA Gujranwala under CMA (LC) Lahore.
- DCMA Bahawalpur under CMA (MC) Multan.
- Establishment of Miscellaneous Post Audit Section (M-Post Audit) in Dy. CAAF, Lahore.
- Sanction of permanent post of Accounts Officer at FPO RV & FC Sargodha station.





D. Departmental Appointment/Promotion, Grant of Time Scale and Confirmation

a. Recruitment:

S.No.	Category	Number
1	Senior Auditor (BS-16)	406

b. Promotion:

S.No.	Category	Number
1	Various Scales	366

c. Grant of Time Scales:

S.No.	Category	Number
1	Time Scale Promotions	397

d. Confirmation:

S.No.	Category	Number
1	Various Scales	5,368

E. Up-gradation

Chief Controller Military Accounts GHQ Rawalpindi up-graded from BS-20 to BS-21.

6. Recoveries

i. Following recoveries on a/c of Income Tax, Sales Tax and Custom Surcharges have been made during the FY 2024-25:-

Tax deducted/recovered during Financial Year 2024-25	
Income Tax	Rs.52,450.108 (M)
Sales Tax	Rs.11,976.669 (M)
Custom Surcharge on Defence Imports	Rs.33,752.712 (M)
Sales Tax on Defence Imports	Rs.46,578.740 (M)
Total	Rs. 144,758.23 (M)





ii. Audit carried out by Controller Local Audit (Defence Services) Lahore and Controller Local Audit (Defence Production) Rawalpindi is independent activity designed to improve effectiveness of Risk management, reinforcement of internal control structure and to improve the financial governance process. The details of observation raised, observations settled and amount recovered during the FY 2024-25 is as under:-

Office	No. of Observation raised	No. of Observation settled	Amount Recovered
CLA (DS) Lahore	94847	82731	Rs.2612.23 (M)
CLA (DP) Rawalpindi	4384	3434	Rs.5492.53 (M)
Total	99231	86165	Rs.8104.76 (M)

7. (a) Prime Minister Portal / Complaint Satisfaction level during the FY 2024-2025

Resolved Complaints	Feedback Received	Feedback Received %	Positive Feedback	Citizen Satisfied
1125	1012	90.0%	825	81.5%

(b) Detail of Complaints Received In Complaints Vigilance & Guidance Cell MAG's Office During FY 2024-25

Number of complaints/ letter received	Number of complaints/ letter resolved/Disposed off	% Complaints/ letter resolved	Number of complaints/letter under process
9206	9074	98.6	129

8. Capacity Building

Being training arm of PMAD, MATI Rawalpindi and its Regional MATIs have trained PMAD employees in FY-2024-25 as shown below:-

Sr.No	Training Courses	No of Trained Employees	MATI
1.	Training of AIMS software.	508 in (35 batches)	MATI Rawalpindi
2.	Short/Computer Courses	2092	MATI Rawalpindi & Regional MATIs





9. **FUTURE PLANS**

Following are the future plans/goal of Pakistan Military Accounts Department:

- Robust service deliver and complaint management through Facilitation Centre.
- Expedite the working of Digitization of Pensioners Record.
- Sequencing the Civil Pensioners Record.

a. **Opening of new offices:**

- Establishment of CMA (Jhelum Command), Jhelum.
- Establishment of DCMA Office Sargodha.

b. **UAGE Offices Initiative:**

UAGE (Unit Accountant in the office of Garrison Engineer/MES) scrutinize the bills of civil works and after payment made by GE office book the expenditure in Defence Accounts on monthly basis by submitting the extract of cash book closed (consolidated monthly PM) through Controllers of Accounts. In order to have real time visibility and efficient control of Defence expenditure against MoD released budget the initiative of connectivity of remaining UA GE offices with Online Accounting System of MAG's office is future plan/goal.

c. **Construction of Model LAO office at Quetta:**

Construction of Model LAO Office and Residential Accommodation facilities for employees of the PMAD at Quetta station.

d. **Capacity Building (in future):**

Training/Courses scheduled for 2025-26:-

Sr. No	Training Areas	No. of Courses for all MATIs	Expected No. of participants
1.	AIMS software At MATI Rawalpindi	35	18 per course Total =630
2.	AIMS software, At Regional MATI	20x5= 100	1000
3.	Accounts	12	1500
4.	Administration	66	
5.	Pre-Audit / Post-Audit	72	
6.	Defence Course	02	10





NEWLY CONSTRUCTED FLATS AT PMAD ABBOTTABAD



PAKISTAN ARMED SERVICES BOARD



PAKISTAN ARMED SERVICES BOARD





1. Introduction

Pakistan Armed Services Board (PASB) was established as Soldiers, Sailors and Airmen's Board at Bombay (India), Rawalpindi and Sheikhpura in 1919 / 1920 after World War-I. There were 33 x District Armed Services Boards (DASBs) till 1947 which continued to function after Independence also. The number of DASBs increased with time and as of now, PASB has 7 x Provincial Dtes, 63 x DASBs and 3 x Camp Offices spread all over the country. Details are attached as **Annex 'A'**.

2. Vision.

Pakistan Armed Services Board (PASB) envision a peaceful, stable, congenial and dignified life of all Veterans and Families / NoKs of Shuhada / Deceased Ex-Svcmen.

3. Mission.

Ensure provisioning / availing of comprehensive, integrated and sustainable Welfare Services entitled to Ex-Servicemen (all ranks including officers) of the Armed Forces and their Dependents including Families / Next of Kins (NOKs) of Shuhada / Deceased keeping constant liaison with the veterans, Services Headquarters and Ex-Servicemen Associations.

4. Major Functions of PASB

- a. Welfare and facilitate rehabilitation of Ex-Servicemen.
- b. To maintain close and effective liaison for the purpose of re-employment of Ex-Servicemen with relevant ministries, divisions, departments and all private welfare bodies and organizations.
- c. To facilitate rehabilitation and re-employment of Ex-Servicemen in coordination with services Headquarters.
- d. The administration, organization and Budgetary control of PASB at National, Provincial and District level.
- e. Establishment of PASB at Provincial and District levels in consultation with respective Provincial Government or other relevant departments or divisions of the Government.





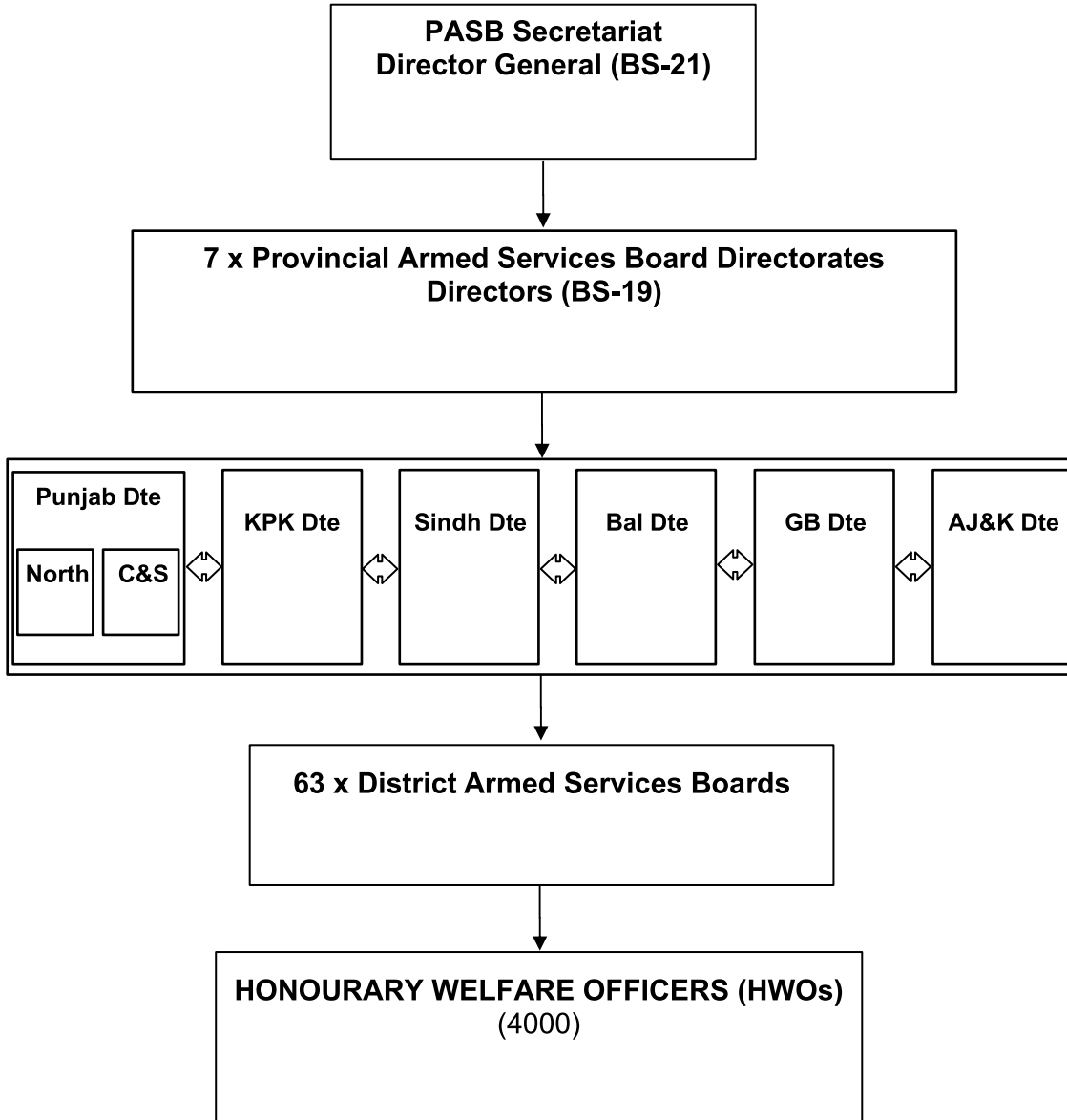
- f. The regulations and conduct of Ex-Servicemen Associations in consultation with working committee including process / procedures related to issuance of NOC and matters ancillary thereto, as prescribed.
- g. To regulate activities for Ex-Servicemen on National occasions at National, Provincial and District level including holding of Ex-Servicemen re-unions rallies, combined forces Flag Days, in consultation with respective services. This excludes such activities which are directly managed by respective services.
- h. Ensure implementation of quota as prescribed for Ex-Servicemen, their dependents, NOKs of Shuhada, in Federal Government, Provincial Governments, Semi-Government and Civil Sectors / Organizations.
- i. To represent PASB at International Veteran Federations and Associations.
- j. Pursue petitions and complaints (including pension related issues) of Ex-Servicemen in coordination with Services Headquarters.
- k. To facilitate serving Armed Forces personnel in their civil capacity through coordination, assistance of National, Provincial and District administration.
- l. To facilitate skill training including State sponsored training courses, vocational training programs, job counseling and self-employment for Ex-Servicemen.
- m. Provision of affordable boarding / lodging facilities to Veterans (all ranks) for transit in the form of Veteran Messes.
- n. Facilitation in mobilization of Reservists.
- o. Or any other matter incidental or ancillary to welfare and rehabilitation of Ex-Servicemen.





5. **Organogram.**

Organization Chart is as under: -





6. Achievements

a. Construction of New Offices / Veterans' Messes. Construction work of new offices and establishment of Veterans' Messes at the following Directorates / DASBs have been completed in FY 2024/2025.

- i. Office building of Sindh ASB Dte Karachi
- ii. Office building of DASB Bannu
- iii. Office building of DASB Okara



Sindh ASB Dte



DASB Bannu



DASB Okara





b. Renovation of Offices / Veterans' Messes. Renovation work of new offices / Veterans' Messes at the following Directorates / DASBs have been completed in FY 2024/2025.

- i. Offices building PASB Secretariat
- ii. Offices building Pb ASB Dte (North), Rawalpindi
- iii. Offices building of DASB Vehari
- iv. Offices building DASB Bhimber
- v. Office Building DASB Bagh
- vi. Veterans' Mess DASB Lahore
- vii. Veterans' Mess DASB Rawalpindi



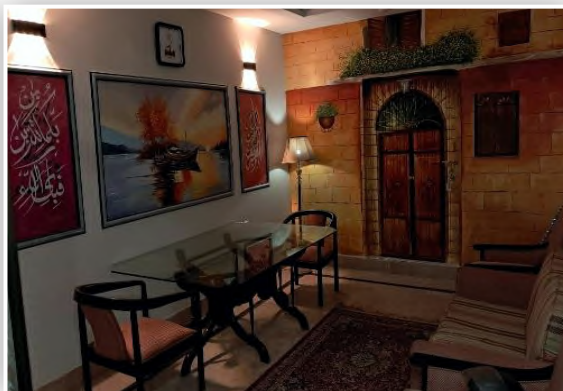
Renovation Pension Br Office



Renovation Admin Br Office



Veteran Mess DASB Rawalpindi



Veteran Mess DASB Rawalpindi





c. Solarization. Installation of Solar System at the following DASBs have been completed in FY 2024/2025: -

- i. DASB Attock
- ii. DASB Faisalabad
- iii. DASB Chakwal
- iv. DASB D.I.Khan



Installation of Solar System

d. Zoom Eqpt. Installation of Zoom Equipment at the following Directorates have been completed in FY 2024/2025: -

- i. Pb ASB Dte (C&S), Lahore
- ii. KP ASB Dte, Peshawar
- iii. Sindh ASB Dte, Karachi

e. Visit of RCEL Team. Chairman Royal Commonwealth Ex-Serviceman League (RCEL) Trust Karachi Cdr Ejaz Ch alongwith Col Pasan Kularatne (Retd) (Sri Lankan) from RCEL London visited Sindh Dte Karachi, PASB Sectt and DASB Chakwal 6 & 9-10 Jan 2025 respectively.



Visit - RCEL London Team



Meet - RCEL Team with Veterans





- f. Completion of E-Office Automation System. Fiber / Connectivity / ODF has been installed in PASB Secretariat and its under-command Directorates. In this connection, Training Classes were arranged in PASB Secretariat in Jun 2024 and Feb 2025.
- g. Sponsorship of Free Education for Wards of Shuhada. PASB has sponsored consequently for 5th year; 30 x Wards of Shuhada of Armed Forces for Free Education at Fauji Foundation Model School, Choa' Saidan Shah Chakwal, functioning under Falah Foundation. This includes Tuition Fees and expenditure on Boarding / Lodging / Food etcetera.
- h. 2 x Press Conf of Veteran Associations were conducted part of solidarity drive during Op Bunyan ul Marsoos dated 5th May and 27th May 2025.



7. Salient Operational Activities (From 01 Jul 2024 to 30 Jun 2025)

a. Operational activities are as under: -

Ser	Activity	No of Cases
a.	Pension Related Cases	17,754
b.	Re-Emp	529
c.	Complaints on Pakistan Citizen Portal	87
d.	Petition / Complaints	4,179
e.	Civ Suits Cases	661
f.	Fin Asst Petitions processed to Svc HQ / Regtl Cen	4,825
g.	Micro Credit Scheme (Loan)	585
h.	Scholarships to the Wards of Ex-Svcmen	16,802





i.	Fin Asst to Widows / Disabled Ex-Svcmen	128
j.	Provn of Sewing Machine	124
k.	Provn of Wheel Chairs	22
l.	Verification of Benevolent Fund Cases	20,475

b. Functioning of Camp Offices.

Owing to acute economic crunch in the country, establishment of New District Armed Services Boards (DASBs) was postponed / stopped. Camp Offices at more distant / compressed Districts were however, made functional to fill up this administrative gap for the convenience of Ex-Servicemen and their Widows / NOKs of the area at following locations: -

i. **Permanently Established**. Following 3 x Camp Offices are permanently established: -

- (1) Talagang
- (2) Gujar Khan
- (3) Haripur

ii. **Temporarily Established**. Following 8 x Camp Offices are established temporarily and visited by DASB Staff on Weekly / Fortnightly basis: -

- (1) Lakki Marwat
- (2) Astore
- (3) Hunza
- (4) Khaplu
- (5) Khanewal
- (6) Narowal
- (7) Mandi Bahauddin
- (8) Charsadda

c. Establishment of Vocational Training Centres (VTCs).

In order to impart skill training to Female Wards of Ex-Servicemen, PASB Deptt sponsored establishment / functioning of 11 x Vocational Training Centres on adhoc / self-help basis with assistance of local Honorary Welfare Officers (HWOs).





d. Acquisition of Land for PASB Offices.

Through concerted efforts with concerned authorities, land got allotted for DASB Khuzdar, Karak, Mansehra and Mianwali.

e. Conversion to Direct Credit System (DCS).

The DCS Project is formally functional with effect from 30 Jun 2024. However, final coordinated efforts are in-hand to convert the few leftovers (5,400 approx) pensioners to DCS.

f. Remembrance Day.

DG PASB Maj Gen Faheem Amer, HI (M) attended Commonwealth Ex-Services Trust Ceremony held on 16 Nov 2025 at Karachi War Cemetery.





8. Future Plans

- a. Development of Software for maintenance of data of pensioners / sending of scanned copies of pension documents to Regimental Centres (Record Wing) on **one click**.
- b. Solarization of PASB Sectt, 2 x ASB Dtes and 38 x DASBs.
- c. Connectivity of DASBs with e-Office.
- d. To facilitate the pensioners and to resolve their complaints at door step following steps is being planned: -
 - i. Establishment of Help Line at each DASB.
 - ii. Establishment of Help Desk at each Regimental Centre (Record Wing).
 - iii. Establishment of Complaint Resolution Cell (CRC) at CMA (P) Lahore.

9. Conclusion.

Pakistan Armed Services Board under the patronage of Ministry of Defence is undertaking task of welfare with all sincerity and commitment. The Department with the wholesome support from Army, PAF, PN and Fauji Foundation has come a long way in providing support to veterans and their families and shall continually performing this sacred task with devotion.



PAKISTAN MARITIME SECURITY AGENCY



PAKISTAN MARITIME SECURITY AGENCY





1. Inception

a. The causation of PMSA can be tracked back to early 1980s; when a few serious incidents; sinking of a trawler off Karachi causing loss of 48 precious lives, capture of number of foreign trawlers poaching in our waters, capture of Pakistani fishing vessels by Indian forces, smuggling of illegal arms from the Gulf of the West coast of Pakistan and sinking of a Pakistan Coast Guard vessel, drew nationwide attention to the maritime domain. Consequently, the President of Pakistan General Muhammad Zia Ul Haq directed the Chief of the Naval Staff, Admiral Karamat Rehman Niazi NI(M), SJ, HI(M) to render advice in the wake of these incidents. Meanwhile,



the longstanding UNCLOS-82 also concluded on 30 April 1982 with Pakistan as a signatory to the final declaration. After diligent hard work at NHQ, GHQ, JSHQ and Ministerial level, PMSA was established on 1 January 1987.

b. After the establishment of the Maritime Security Agency (MSA) in January 1987, it becomes essential to introduce legislation that would provide a legal foundation for the newly formed organization. Such laws were necessary to define governance structures and outline the framework for enforcing the national and international maritime laws, policies and conventions within Pakistan's maritime zones. Additionally, the legislation aimed to align national laws with global maritime standards including instruments like UNCLOS-82. Consequently, PMSA Act was passed by the Parliament of Pakistan in 1994 granting the Agency legal authority required to effectively carry out its mandated duties.





c. The 1982 UN Convention on Law of the Sea (UNCLOS) led to extended jurisdiction of coastal state upto 200 NM with introduction of Exclusive Economic Zone (EEZ). As a result of this convention, Pakistan obtained jurisdiction over an area of 240,000 Sq Km comprising of internal waters, territorial waters (TTWs) and EEZ. The area was further extended by 50,000 Sq Km in 2015 when Pakistan's claim for the extension of outer limits of its Continental Shelf was approved by the United Nations Commission on the Limits of Continental Shelf (CLCS).



2. Vision

“A capable maritime law enforcement agency manned by highly motivated and competent human resource that contributes effectively for safe and secure maritime zones to enforce national jurisdiction with regional outlook”

3. Mission

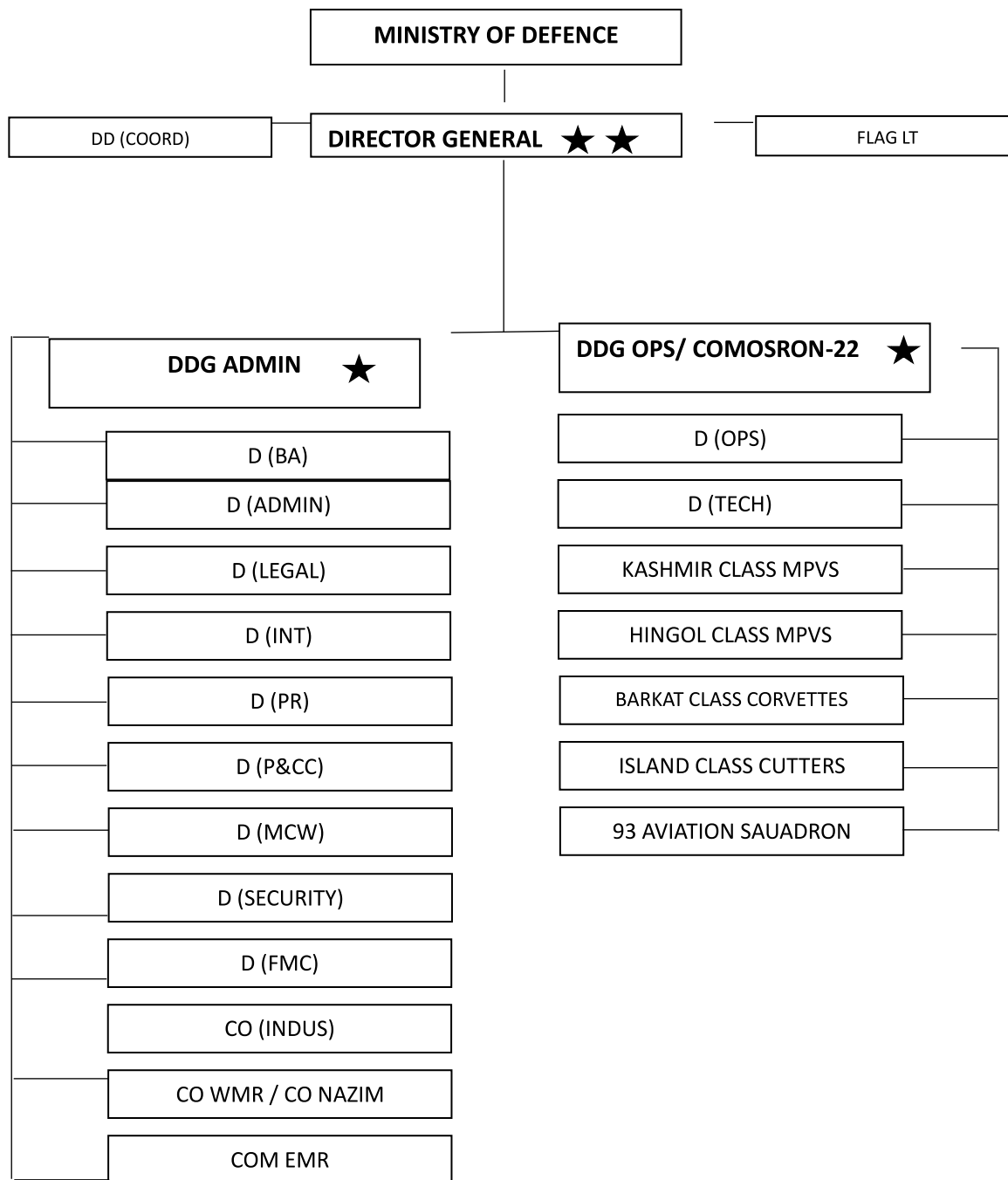
“To undertake protection of maritime interests, assist seafarers in distress, enforce national and international laws while rendering assistance to concerned Govt departments including PN both in peace & war to maintain order at sea”





4. Organogram

PMSA works under Ministry Of Defence and headed by a 2 x Star Admiral.





5. Roles & Tasks

As per PMSA Act 1994, PMSA undertakes following roles & tasks:

- a. Coordinate/ conduct Search & Rescue in area allocated by IMO in accordance with SOLAS.
- b. Coordinate marine oil spill pollution on behalf of Govt of Pakistan.
- c. Prevention of unauthorized exploitation of economic resources of Pakistan
- d. Protection of Pakistani fishing vessels and crew.
- e. Enforcement of national and international laws, agreements and conventions.
- f. Conduct of counter-narcotics and anti-human trafficking/smuggling operations.
- g. Assistance to other departments and agencies in safeguarding and protecting offshore installations/structures in the EEZ.
- h. Provision of effective secondary maritime force for deployment in any emergency, war or conflict.
- i. Provide assistance for hydrographic and oceanographic research.
- j. Provide assistance for oil, gas and other mineral exploration.

6. Assets

In order to undertake assigned roles and tasks, Pakistan Maritime Security Agency has continually strengthened its operational capacity through the induction of modern vessels and aircraft acquired both internationally and through indigenous construction. PMSA Fleet includes 2 x KASHMIR-Class MPVs (PMSS KASHMIR and PMSS KOLACHI), 4 x HINGOL Class MPVs (PMSS HINGOL, BASOL, DASHT and ZHOB), 3 x BARKAT-Class Corvettes (PMSS BARKAT, NUSRAT, REHMAT, VEHDAT) and 2 x ISLAND Class cutters (SABQAT, RAFAQAT). Whereas, small crafts include Fast Response Boats (FRBs), Zodiac Hurricane Boats (ZHBs) and Maritime Security Boat (MSBs).

7. Alongside Surface Fleet, PMSA has consistently enhanced its aerial surveillance capability since the establishment of its Aviation Wing, recognizing the operational requirement





posed by its vast maritime jurisdiction. The Maritime Surveillance Squadron includes 3 x Defender aircrafts. The latest BN2T-4S Defender is now in final procurement stages, aimed at reinforcing PMSA's cost-effective, reliable and technologically advanced maritime surveillance operations.

8. PMSA has 6 x bases along the coast which oversees and regulates fishing activities while serving as the logistics hub for PMSA crafts operating at sea. Coastal bases serve as vital operational hubs strategically positioned along Pakistan's shoreline to ensure effective maritime surveillance, law enforcement and rapid response across the country's vast coastal belt. These bases also supports and facilitates coordination for search and rescue missions and provide essential logistics for deployed assets.

9. Yearly Activities

Pakistan Maritime Security Agency (PMSA), the vigilant guardian of Pakistan's maritime frontiers, continued to uphold its mandate of ensuring maritime security, enforcing national and international maritime laws, safeguarding marine resources and extending humanitarian assistance. Throughout the year, PMSA undertook a series of successful Anti-Narcotics and Anti-Smuggling operations, resulting in high-value seizures of illicit contraband worth billions of rupees. Its swift and effective Search and Rescue missions saved numerous precious lives, including foreign mariners, underscoring the Agency's strong humanitarian commitment. Close operational coordination with Pakistan Navy facilitated active participation in major national and multinational exercises such as AMAN-25, SEAGUARD and DIFAI-SAHIL, while PMSA units also contributed to global maritime stability through successful deployments under Combined Task Forces CTF-150 and CTF-151.

10. PMSA strengthened its international footprint through active engagement with global maritime partners and participation in high-level forums including the 21st HACGAM meetings in Australia, International Coast Guard Global Summit in Italy, VBSS Course in Seychelles, Study programme in Colombia and the 17th Langkawi International Maritime and Aerospace Exhibition (LIMA 2025) in Malaysia.





11. PMSA is also leading 'Sea Front Task Force', an initiative by Government of Pakistan to curb illegal activities at sea. PMSA also advanced the groundwork for 'Vessel Monitoring System' (VMS) project in collaboration with relevant stakeholders to promote sustainable fisheries which is a manifestation of PMSA commitment to protect marine environment through proactive pollution control measures.

12. PMSA also conducts biennial International Marine Oil Pollution Control drills, Exercise BARRACUDA, which serves as a vital platform to enhance preparedness against marine pollution. 13th edition of the exercise is scheduled from 9-12 December 2025 alongwith Maritime Seminar which will further strengthen national and international coordination for effective oil spill response.

13. In parallel with its security responsibilities, PMSA continued to support and uplift coastal communities through medical camps, disaster relief efforts and welfare initiatives, strengthening public trust and maritime awareness. The Agency is actively pursuing modernization and capability enhancement through the planned induction of Defender aircraft, UAVs and advanced monitoring systems to strengthen maritime domain awareness and protect Pakistan's Exclusive Economic Zone and Blue Economy.

14. ACHIEVEMENTS

PMSA apprehended considerable Narco seizure (i.e. over **4 Tons** worth over **33.3 Billion PKR**) throughout Arabian Sea under the ambit of both SFTF and Independent Counter – Narco Ops.

15. During last year, PMSA has responded to **29** vessels in distress and rescued more than **36** precious lives at sea including fishermen and seafarer from regional countries.

16. PMSA spearheaded in following domain at National/ International levels:

- a. Vessel Monitoring System (VMS)
- b. Mile stone-based plan on illegal trawling
- c. Lead role in Sea Front Task Force (SFTF)





17. PMSA shepherd **843** Pakistani fishermen from our Eastern Maritime Region and cleared toward west.
18. PMSA's initiative led to inclusion of Fishery Sector in Pakistan Single Window project will help all concerned stakeholders to ease complex process of fishing vessels documentation by incorporating an online module in National Single Window.
19. PMSA took initiative and started monitoring vessels arriving at Gaddani Ship Breaking Yard for recycling in coordination with concerned stakeholders to avoid such incidents in future. During last year PMSA undertook boarding on **17** Merchant vessels prior scrap/ demolition
20. PMSA provided route clearance to LNG tanker arriving at PQA. During last year PMSA provided route clearance to **75** vessels for safe arrival and departure.
21. To mitigate the threat of Oil Spill posed by vessels operating in maritime zones including internal waters of Pakistan, PMSA initiated case for procurement of Oil Spill Equipment as per National Marine Disaster Contingency Plan for Karachi and Gwadar region. Approval of same has been extended by MoD.
22. Awareness Campaign for local populace vis-à-vis environmental preservation through arrangement of lectures, media coverage etc. is being undertaken by PMSA.
23. PMSA provides all out support to under privileged coastal and creek areas of Pakistan by regularly establishing medical camps alongwith ambulance service for fishermen and residents of coastal areas.
24. PMSA ship visited Iraq and Iran as part of OSD to Arabian Gulf in **Dec 24**. PMSA maintained close operational coordination with Pakistan Navy and actively participated in major national and multinational exercises such as AMAN-25, SEAGUARD and DIFAI-SAHIL, while PMSA units also contributed to global maritime stability through successful deployments under Combined Task Forces CTF-150.
25. PMSA maintained close liaison with MHQ during **MARKA-E-HAQ** and maintained full operational readiness of its assets. In addition, PMSA Ships were deployed in GNB and JNB as





well for any immediate Ops requirement and to play its role during the said operation, whenever needed.

CAPACITY BUILDING

26. 2 x Fast Response Boats (FRBs), constructed at Karachi Shipyard & Engineering Works, Karachi were inducted into PMSA Fleet on 9 Oct 25. The addition of these built crafts marked a significant step towards enhancing PMSA operational readiness and maritime surveillance capabilities.

of new aircrafts into PMSA air wing will enhance maritime patrol and surveillance capabilities to ensure vigilance in Pakistan's Exclusive Economic Zones.

28. PMSA is in process of inducting UAVs to boost PMSA's capabilities of surveillance, SAR and patrolling to curb illicit activities. UAVs will significantly contribute to PMSA's resolve of ensuring safe and sustainable seas.



PAKISTAN CIVIL AVIATION AUTHORITY



PAKISTAN CIVIL AVIATION AUTHORITY





1. Introduction

a. Pakistan became a signatory to the Chicago Convention in 1947 and established the Civil Aviation Department (CAD) the same year to manage civil aviation activities.

b. In 1982, the Pakistan Civil Aviation Authority (PCAA) was created as an autonomous body to regulate civil aviation and oversee safety, security, and operational standards.

c. In 2023, the aviation sector was restructured to eliminate conflict of interest and ensure regulatory independence, resulting in three distinct entities:

- i. Pakistan Civil Aviation Authority (PCAA): national civil aviation regulator.
- ii. Pakistan Airports Authority (PAA): provider of airport and air navigation services.
- iii. Bureau of Aircraft Safety Investigations (BASI): independent aircraft accident/incident investigation body.

a. PCAA operates under the Pakistan Civil Aviation Act, 2023, as the State's aviation regulator responsible for safety oversight, security regulation, environmental compliance, and fulfilment of international ICAO obligations.

b. The Authority functions through its headquarters in Karachi and regional offices in Islamabad and Lahore.

c. PCAA's establishment and structure align with ICAO's requirement for autonomous, independent civil aviation regulators to ensure effective safety and security oversight.

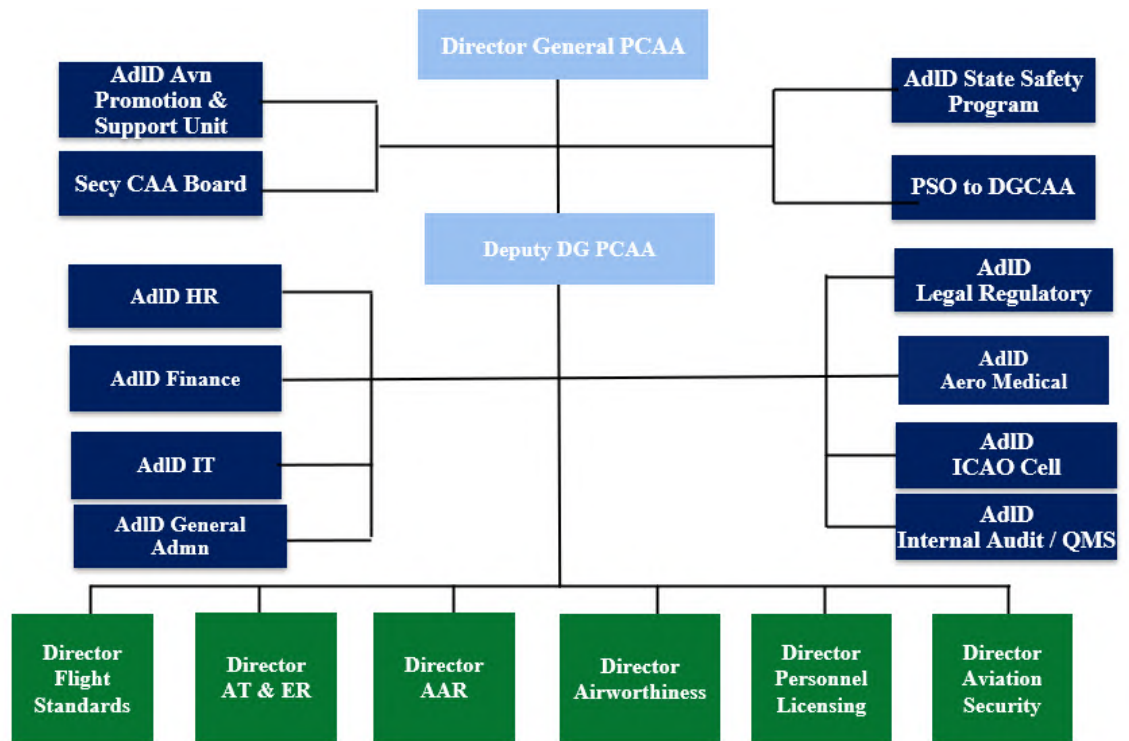
2. Vision

“Achieving a safe, secure, efficient and sustainable civil air transport system in Pakistan.”





3. Organogram



ACHIEVEMENTS — JULY 2024 TO JUNE 2025

4. Operational / Main Function Related Achievements

a. Pakistan Civil Aviation Authority has achieved phenomenal achievements during the period, duly acknowledged by ICAO (International Civil Aviation Organization), EC (European Commission) and UK CAA. Details are stated below:

- i. PCAA achieved a major milestone in aviation safety oversight, acknowledged by ICAO Coordinated Validation Mission (ICVM) conducted in June 2024. State's **Effective Implementation (EI) score increased from 72.31 % in 2021 to 84.69 % in 2024.**
- ii. European Union Aviation Safety Agency (EASA) lifted its suspension on 29th November 2024 and issued Third Country Operator (TCO) authorizations to Pakistani operators (PIA and Air Blue).
- iii. UK Air Safety Committee removed Pakistan from its Air Safety List, restoring international confidence. UK issued operating permits to PIA and Air Blue.





- iv. **Licensing Management System (LMS)** module became operational for monitoring audit and surveillance activities of Aviation Training Organizations.
- v. Airworthiness Directorate completed 245 organizational audits, 279 aircraft inspections, and issued or updated 208 aircraft certificates and 1,003 maintenance licences/documents. Seven new aircraft were inducted into operation during the year.
- vi. Directorate of Airspace & Aerodrome Regulations successfully certified and approved the airspace for **New Gwadar International Airport**, paving the way for its operational readiness. Approvals were granted for **Juzzak Airport** upgrade for A320 operations.
- vii. In navigation modernization, **Pakistan's Satellite-Based Augmentation System (Pak-SBAS)** achieved ICAO SBAS ID and GPS PRN code allocations, a significant milestone for implementing satellite navigation services in Pakistan.
- viii. Aviation Security Directorate maintained full compliance with ICAO Annex 17, successfully clearing security assessments by UK DfT, Saudi GACA, Oman CAA, UAE GCAA, Qatar Airways, Fly Dubai, and Transport Canada.
- ix. Flight Standards Directorate issued a new AOC to K2 Airways (Cargo). PCAA issued 4 new air transport licences (Air Karachi, South Air, Air Eagle Aviation Academy, Baron Aviation & K2 Airways) and processed numerous additional flight approvals to improve connectivity with global destinations.
- x. Baron Aviation commenced Helicopter services in Northern areas. In addition, Charter flights were started by Hybrid Technics.

b. Alignment of all aviation regulations with the **Pakistan Civil Aviation Act, 2023** and ICAO requirements.

- i. **Forty (40) regulatory documents**, including Standard Operating Procedures (SOPs), Air Safety Circulars (ASCs), Airworthiness Notices (AWNOTs), Manuals, and Program/Plan documents of various regulatory areas, were verified and reviewed, ensuring consistency and alignment with the Pakistan Civil Aviation Act, 2023.

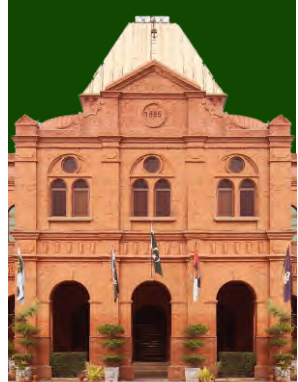




- ii. **Draft Civil Unmanned Aircraft Rules** were finalized to establish a structured regulatory framework for the safe operation, licensing, and oversight of unmanned aircraft systems within Pakistan's airspace.

C. PCAA achieved following significant milestones within one year after segregation despite challenges related to newly established organizations:

- i. **Restoration of international aviation credibility** through EASA and UK reinstatements, coupled with ICAO's improved EI assessment reflecting strengthened regulatory performance.
- ii. **Hosting of ICAO Asia-Pacific State Action Plan (SAP) Workshop** in Karachi (30 June – 5 July 2025), this marks first ICAO event following PCAA's structural segregation. The workshop, focused on **CO₂ emission reduction in aviation**, was attended by ICAO experts and delegates from **Sri Lanka and Maldives**, showcasing Pakistan's renewed regional leadership.
- iii. **Active participation in the 59th DGCA Conference** (Cebu, Philippines), where Pakistan presented four discussion papers on inspector competency, transport of goods by air, and GNSS interference. **DG PCAA** was also invited to moderate conference agenda sessions.
- iv. **Strengthening of Just Culture and State Safety Programme (SSP) initiatives**, including 13 industry-level SMS courses and National Aviation Safety Team (NAST) meetings to enhance safety coordination and performance.
- v. **Continued collaboration with ICAO, EASA, UK DfT/CAAI, and IATA** for technical capacity building, safety oversight enhancement, and regulatory harmonization.
- vi. **Participation in ICAO regional initiatives**, with PCAA officers serving as members of the core drafting team for the Asia-Pacific Regional Aviation Safety Plan (RASPs) 2026–2028, contributing to regional strategic direction.
- vii. **PCAA officer was awarded a scholarship under the Singapore–ICAO Next Generation of Aviation Professionals (NGAP) Programme**, having been selected among only 10 recipients out of 111 global applicants, reflecting international recognition of the Authority's professional excellence and credibility.





5. Administrative and HR Related Achievements

a. Pakistan Civil Aviation Authority, following the segregation from Pakistan Airports Authority, established its own Administration and HR branches, in compliance with ICAO Critical element CE – 4. Major achievements:

- i. **Electronic Pakistan Acquisition & Disposal System (EPADS)** was launched for all procurement activities, ensuring transparency per government directives.
- ii. **PCAA Officers' Mess** was established at Karachi to accommodate outstation officers.
- iii. **Human Resource Branch** organized **33 specialized trainings**, both local and international, covering flight operations, airworthiness, aerodrome, air navigation, and aviation security in line with dictates of ICAO.
- iv. **Promotions:** 30 officers and 59 staff members in line with CAA Service Regulations.
- v. **Inductions:** 38 new employees (4 regular, 3 deputation, 31 contractual)
- vi. Effective internship plan: 13 interns through the HR Talent Development Programme.
- vii. Multiple national workshops were conducted on Safety Management Systems, Just Culture, and inspectorate competency enhancement.
- viii. **Gender balance** in line with ICAO Gender Equality Initiatives as Women comprises approximately **11%** of PCAA's regulatory workforce, reflecting progress toward ICAO's gender goals and the Government's 10% quota policy for women in federal services.
- ix. **Next Generation of Aviation Professionals (NGAP) Plan** is in finalization stage, encompassing youth outreach, and academic and industry linkage initiatives, in alignment with **ICAO's Strategic Goals 2024–2030**.

6. Revenue / Financial Achievements

a. Finance Branch achieved complete financial segregation from Pakistan Airports Authority (PAA) and established an independent finance setup for PCAA.

- i. Approval of post segregation PCAA budget for the FY 2025-26 and FY 2024-25 ensuring fiscal autonomy and structured financial planning.
- ii. Approval of Foreign Exchange Budget for the FY 2025-2026 and streamlining of pending UK CAA liabilities.





- iii. Placement of surplus funds in profit-bearing instruments, optimizing returns and liquidity to a tune of **Rs 900 Million** in 6 months time.
- iv. **Payroll and employee funds (GP, Welfare, Vehicle Advance)** were segregated and independently managed by PCAA from January 2025.

7. New Inductions and Technological Enhancements

- a. IT Branch completed the segregation and migration of **25 software applications** from PAA to PCAA.
 - i. New **PCAA website** was launched using secure modern architecture, and an independent email domain was established for all users.
 - ii. In-house development and deployment of:
 - (1) Mandatory Occurrence Reporting (MOR) System
 - (2) Voluntary Occurrence Reporting (VOR) System
 - (3) PEL Surveillance & Audit Management System
 - (4) Flight Standards AOC oversight system
 - (5) Safety Data Collection & Processing System (SDCPS) dashboard
 - iii. **E-Office** implementation initiated in compliance with national e-governance directives.
 - iv. Aeromedical Branch digitalized breathalyzer, delta test, and flight kitchen inspection reports.
 - v. **SBAS (Satellite-Based Augmentation System)** achieved operational readiness phase by securing ICAO SBAS ID and PRN code from GPS PRNCO USA.
 - vi. **QuickBooks Accounting System** introduced for automated financial management.
 - vii. **Acquisition of digital solutions for Safety & Security Oversight and E-LMS in process.**

8. Overall Initiatives & Way Forward

- a. PCAA continues to advance its regulatory reforms through both immediate and long-term measures aimed at strengthening safety oversight, enhancing operational efficiency, and supporting sustainable aviation growth.





b. Key initiatives underway include the modernization of regulatory checklists, certification and ramp-check processes in line with EU guidance; the launch of Pakistan's first charter helicopter services; and the signing of an MoUs / Initiatives for strengthened safety oversight and data-driven safety analysis.

c. The Authority is also streamlining inspectorate staffing across all regulatory areas, improving pilot performance monitoring through risk-based categorization, and supporting the expanding private airline fleet through improved bilateral arrangements and evidence-based air transport strategies.

d. In parallel, the rollout of IT-based regulatory tools is underway to enhance surveillance, transparency, and traceability of inspection records. Together, these initiatives provide a structured pathway for modernizing Pakistan's aviation oversight system and strengthening the State's long-term compliance with ICAO standards.

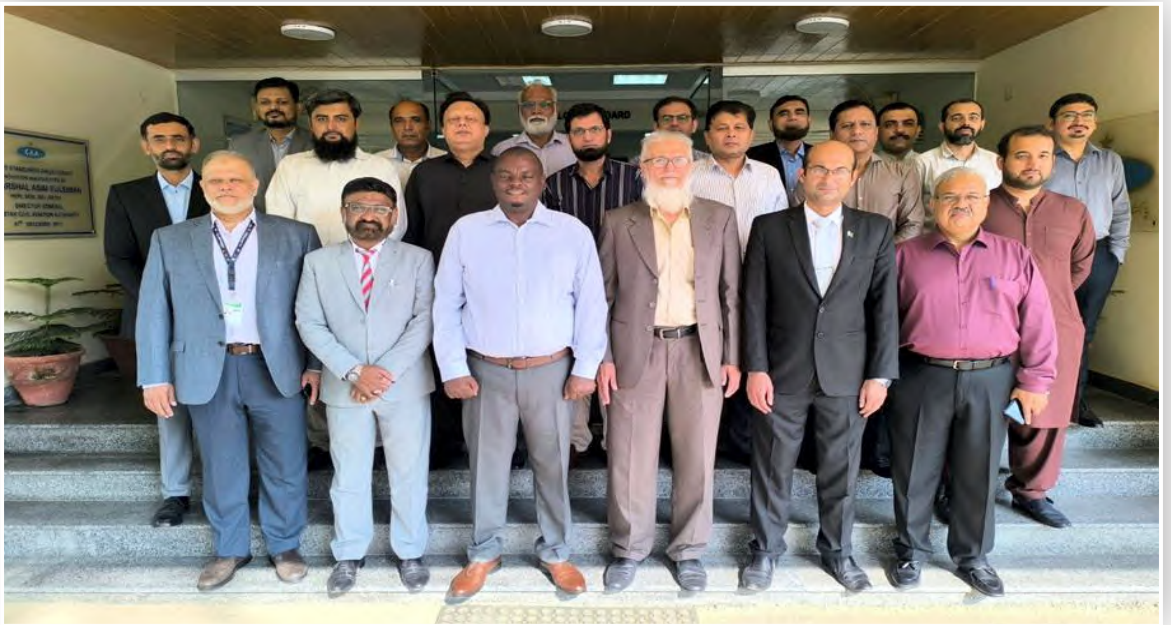




9. Pictures



EU-SA APP II ANS Experts visit to Pakistan (26-29 August 2024)



COSCAP-SA ANS Workshop at JIAP, Karachi (12-13 November, 2024)





Just Culture Seminar hosted by PCAA Dec 2024



First-Ever ICAO Workshop Hosted by Pakistan (SAP Workshop 2025)





DG PCAA at 59 DGCA Conference October 2024



ICVM Lead with DG PCAA



DG PCAA with H.E. Minister during PIA's Inaugural Flight to Paris



AIRPORTS SECURITY FORCE FORCE PAKISTAN



AIRPORTS SECURITY FORCE





1. Introduction

a. Airports Security Force (ASF) was established in 1976 under the ASF Act LXXVII of 1975, initially functioning as the 10th Directorate of the Department of Civil Aviation. Following the hijacking of a PIA aircraft in March 1981, the need to separate the often-conflicting objectives of security and passenger facilitation was realized. As a result, ASF was placed under the Ministry of Defence in December 1983, and brought under the Pakistan Army Act in 1984 to enhance its operational effectiveness. In June 2013, ASF was shifted to Cabinet Secretariat (Aviation Division). However, in view of evolving security demands and the need for strategic alignment, ASF is now re-attached with the Ministry of Defence to transform it into a more modernized, capable, and strategically aligned force

b. ASF started its journey by managing security of 7 major airports with a limited manpower of 2870 all ranks. Now, ASF is assigned security of 42 airports (9 major & 33 smaller airports) with a total authorized strength of **15565 all ranks**. The summary of airports spread over various parts of Pakistan is given below: -

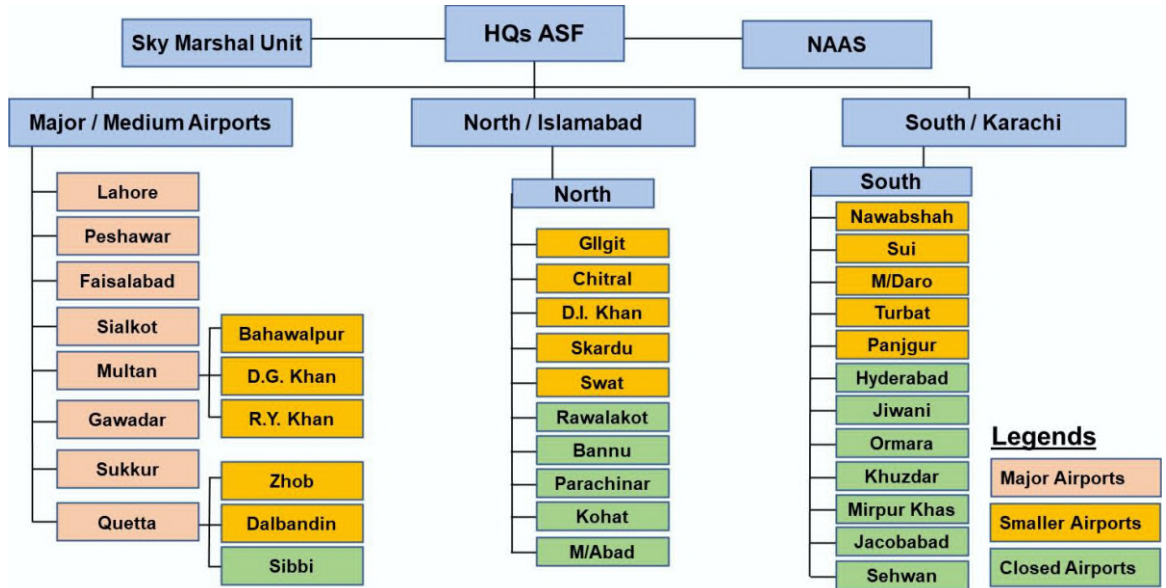
i. Operational	=	13
ii. (Semi Operational	=	12
iii. Non-Operational	=	17
iv. Total	=	42

d. Since 9/11 incident and particularly terrorists attack at Old Terminal, Karachi Airport on 08 June 2014, Aviation Security has shot into prominence as airports and commercial aircrafts are considered iconic targets by terrorists. As Aviation Security is the state responsibility, and Government is investing heavily in this field to mitigate threats to Aviation Industry as it has serious political and economic implications.





2. Organization: ASF is headed by Director General who articulates his command from ASF Headquarters located at Karachi. The organization of ASF is as under :-



3. Vision: Keeping abreast with latest trends in Global Aviation Security and adopting new technologies, developing a highly trained, well equipped and motivated Airports Security Force in order to meet international standards of Aviation Security and to counter growing terrorism and crime against Aviation Industry in Pakistan, reliability is key to Aviation Security must be developed in following priority:-

- a. Human Reliability
- b. Technical Reliability
- c. Systems Reliability

4. Core Values: Core values to be inculcated in ASF are:-

- a. Operational Readiness (*Proactive Approach*)
- b. Zero Tolerance (*High Standard of Discipline*)
- c. Integrity (*No Corruption*)
- d. Firmness and Courtesy (*Good Public Image*)
- e. Continuous Improvement (*Quest for Excellence*)





5. Mission: Safeguard Civil Aviation Industry against acts of unlawful interference and ensure security and protection of life and material within the premises of airports.

6. Main Functions: In accordance with the provisions of the ASF Act 1975, the Force is responsible for:-

- a. Ensuring security of all airports, aerodromes and civil aviation installations within the limits of airports & aerodromes and for safeguarding Civil Aviation against acts of unlawful interference or threats of interference.
- b. Ensuring security of all structures, equipment, material and installations belonging to operators and other Government or non-Government organizations within the limits of airports and aerodromes.
- c. Ensuring security of aircrafts, passengers, baggage cargo and mail within the limits of airports and aerodromes.
- d. General maintenance of law & order within the limits of airports in conjunction with the Police and taking cognizance of all offences committed at the airports and aerodromes under any law for the time being in force.

7. Manpower:

Detail	Authorized	Held	Deficient
Uniformed staff	14692	13265	1427
Ministerial staff	873	798	75
Total	15565	14063	1502

8. Detail of Activities, Achievements and Progress – 2024-25

- a. **365** members & officers of ASF (BS-7 to BS-20) have been promoted
- b. **806** candidates (uniformed & ministerial) were recruited and currently under training at NAAS

9. Performance Statistics:

In-spite of numerous constraints and limitations under which ASF is working, its performance is a matter of pride and satisfaction for everyone. Following states of recoveries made by ASF during the financial year 2024-25 reflect the state of alertness and vigilance of ASF at airports: -

- a. During screening process at airports, **1232 arms & 28,559 ammo** were recovered





- b. **128.745 Kg of narcotics** was recovered
- c. **172.47 Kg gold (worth of Rs. 2656.67 M)** was recovered
- d. **Foreign Currency** of worth **Rs. 718.2 M** was recovered
- e. **Passenger Valuables:** Passenger's valuables like **cash, credit cards, Jewelry** etc were found by ASF at various airports and were handed over to their owners on daily basis
- f. **AvSec Audits:** During 2024–25, total **30 aviation security audits** were carried out at various airports. These included **19 audits** by international bodies, **06** by **Key point Intelligence Division (KPID)** & **05** by **National Counter Terrorism Authority (NACTA)**. ASF facilitated all these audits, and auditors also appreciated the security posture, professionalism of ASF personnel, and adherence to international aviation security standards. They also acknowledged ASF's efforts to maintain compliance with ICAO SARPs
- g. **ASF Female Staff:** Besides general security duties, the ASF female staff has been imparted training in the various fields i.e. Unarmed Combat, Martial Arts, Close Quarter Battle (CQB), Intelligence, Screeners, CCTV Operators and Administrative duties etc to provide them equal opportunity of employment in every section of ASF like male staff. The services of female ASF personnel have also been utilized as:-
- i. Sky Marshal, to provide in-flight security.
 - ii. Instructors, to train other female staff besides the mandatory security duties.
 - iii. Screeners, to operate the baggage screening machine.
 - iv. Intelligence duties, to provide pre-hand threat information.
 - v. Computer operators.
 - vi. 90 females selected for participation in UN Peace Keeping Mission. 46 returned after completions, whereas, currently 29 are on mission and 19 attached with Pak Army for subsequently move for mission.
- h. **Hajj Mission**
- 14 ASF personnel (Male/Female) participated in Hajj Mission as Moavneen-e-Hajj in 2024 while 11 ASF personnel (Male/Female) participated in 2025.





i. PMDU Portal

108 complaints on various issues received through Prime Minister Delivery Unit on ASF Dashboard and resolved / actioned within stipulated timeframe.

j. EPADS:

ASF procurement system shifted on EPADS (e-Pak Acquisition and Disposal System) ensuring transparency.

k. E-Office

E-office have been operationalized at HQ ASF Karachi. Operationalization of Airports is under progress.

10. Training

- a. **1203 ASF staff** attended various courses at NAAS & airports
- b. **137 ASF personnel** attended different specialized courses at various institutes

11. Procurement & Upgrades

a. Transport.

ASF maintains operational mobility at all times to cater for its security needs at airports. In order to enhance the operational / administrative mobility, during FY 2024-25 14 Vehicles and 06 motor cycles of various type procured during the year.



b. Solarization of HQ ASF & JIAP Garrison Karachi

HQ ASF (318 KW) & JIAP Garrison (23 KW) completed Solarization as a green energy initiative.





12. Equipment:

a. Details of procurement during FY 2024-25:

Sr	Items	Qty	Remarks
1.	<u>Up gradation Of CCTV Cameras at JIAP</u>		
	Old vintage Analog CCTV cameras of Karachi airport have been upgraded with 275x new IP based CCTV cameras (248x Fix & 27x PTZ).	275x Cameras	Through ASF Resources
2.	<u>Up gradation Of CCTV Cameras at AIIAP</u>		
	Old vintage Analog CCTV cameras of Lahore airport have been upgraded with 267x new IP based CCTV cameras (245x Fix & 22x PTZ).	267x Cameras	Through ASF Resources
3.	<u>Fabrication of Single Cabin into Bullet Resistance / Elite Force Style Vehicles for NGIA</u>		
	Fabrication of 12x Single cabin (8x Bullet Resistance & 4x Elite Force Style Body) for NGIA.	12x Single Cabins	Through ASF Resources
4.	<u>Manufacturing of Operator Console for X-Ray Machines – JIAP & AIIAP</u>		
	Manufacturing of 12x Operator Console for Baggage X-Ray scanning machines for JIAP and AIIAP (6x JIAP and 6x AIIAP)	12 Operator Consoles	Through ASF Resources
5.	<u>Repair of Baggage X-Ray Machines</u>		
	20x baggage X-ray machines have been repaired at various Airports (4x JIAP, 5x AIIAP, 2x IAP, 2x MIAP, 1x FIAP, 2x QIAP, 1x BNB, 3x smaller airports) by Technical Staff.	All Airports	Through ASF Resources
6.	<u>X-ray Body Scanners for 3x Major Airports (JIAP, AIIAP & BKIA) provided by UNODC</u>		
	Installation of 3x Full Body X-Ray Scanner (One each for JIAP, AIIAP & BKIA)	JIAP, AIIAP & BKIA	Through UNODC

b. **Equipment and Technological Upgrades:**

- i. Acquisition of 28 modern screening machines from Germany.
- ii. Enhancement of storage capacity for X-Ray baggage machines.
- iii. Implementation of an audio/video recording system at major airports for monitoring and surveillance.
- iv. Establishment of an Operational Nerve Centre with live CCTV feed from major airports.





13. Project

- a. **Inauguration of ASF Club:** New state-of-the-art ASF Club constructed in Karachi Garrison to promote fitness, resilience, and morale of ASF personnel.
- b. **Establishment of ASF Brass Band:** ASF Brass Band Platoon was established to support drill training, which is an essential component of discipline and cohesion within a uniformed force.



ASF Brass Band





14. Celebration of Special Days / Events / Visits



Visit of Lt Gen (R) Muhammad Ali, HI(M) Secretary Defence to HQ ASF



Visit of Lt Gen (R) Muhammad Ali, HI(M) Secretary Defence to HQ ASF





Visit of Lt Gen (R) Muhammad Ali, HI(M) Secretary Defence to HQ ASF



Visit of Lt Gen (R) Muhammad Ali, HI(M) Secretary Defence to HQ ASF





Inauguration of ASF Club by Lt Gen (R) Muhammad Ali, HI(M) Sec Def



Inauguration of ASF Club by Lt Gen (R) Muhammad Ali, HI(M) Sec Def





Visit of AS-IV MoD Maj Gen Qaisar Suleman to HQ ASF



Visit of AS-IV MoD Maj Gen Qaisar Suleman to HQ ASF





Visit of AS-IV MoD Maj Gen Qaisar Suleman to NAAS and ASF Club



Visit of AS-IV MoD Maj Gen Qaisar Suleman to NAAS and ASF Club





ASF Shuhada Day 08-06-2025





Youm-e-Tashakkur on 16-05-2025



Passing Out Parade of BASC-52





15. Future Plans

- a. Upgradation of AvSec by integrating modern, hi-tech & AI-enabled security eqpt/gadgets (Std-III X-Ray Machines, ETDs, Full Boday Scanners & Veh Scanners)
- b. Upgradation of security infrastructure (fence, watchtowers, lighting etc) of all airports
- c. Upgradation of supporting paraphernalia (accommodation) to uplift the living standards and overall security standards of Force
- d. Capacity building of ASF personnel through various inland and foreign courses.



BUREAU OF AIRCRAFT SAFETY INVESTIGATION (BASI)



BUREAU OF AIRCRAFT SAFETY INVESTIGATION (BASI)





2. History

- a. **9th August, 2023:** Enactment of the Pakistan Aircraft Safety Investigation Act, 2023 by the parliament, legally establishing the independent investigation authority.
- b. **9th August, 2024:** Notification of Bureau of Aircraft Safety Investigation (BASI) replacing the previous one SIB
- c. **4th February, 2024:** Ministry of Aviation was formally merged into Ministry of Defence hence, BASI also became department of MOD.
- d. **8th April, 2025:** Cabinet Division declared BASI as an attached department of the MOD.

3. Legal Mandate and International Alignment

- a. BASI operates under the following legal and regulatory frameworks:
 - i. Pakistan Aircraft Safety Investigation Act, 2023 (PASI Act, 2023)
 - ii. Civil Aviation Rules (CARs), 1994
 - iii. ICAO Annex 13- Aircraft Accident and Incident Investigation
 - iv. ICAO Doc 9756- Manual of Aircraft Accident and Incident Investigation
 - v. ICAO Doc 9962- Manual on Accident and Incident Investigation Policies and Procedures

4. Functions of BASI

- a. To carry out investigation of all aircraft occurrences within territorial limits/airspace⁴ of Pakistan
- b. Ensure round the clock availability of an investigation team to reach the occurrence site in minimum possible time
- c. Timely notification of aircraft occurrence to all local and foreign agencies
- d. Participate in investigation being conducted by the other state for all Pakistani registered aircraft and Pakistani nationals which occurred outside Pakistan
- e. Extend all possible support and evidence to other state investigation agencies for investigations
- f. To ensure final reports to all occurrences are publicly available
- g. To ensure implementation of safety recommendations
- h. To ensure requisite/ recurrent training of all investigators





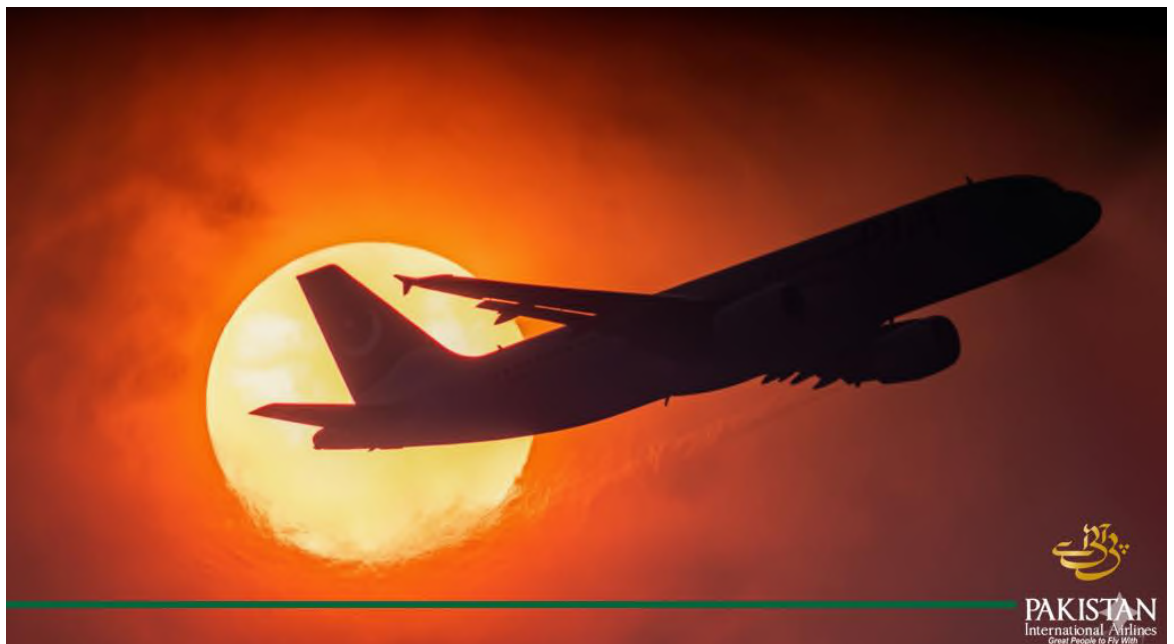
- i. To liaison with other state investigation agencies and ICAO on behalf of stat of Pakistan

5. **Achievements**

- a. 17 Investigations have been finalized and Final Investigation Reports have been published publicly
- b. 7 draft investigation reports have been shared with NTSB USA, BEA France, NTSC KSA, GCAA UAE, AIB Qatar for comments before their public release.
- c. Established Digital Investigation Management System for evidence tracking and secure archiving in State Safety Program (SSP), PCAA.

6. **Future Commitments:**

- a. Maintaining the Air Safety level up to international standards
- b. Recruitment of Regular industry experts
- c. Training of employees to upgrade the skills set of the BASI
- d. Development of infrastructure of BASI at JIAP, IIAP and AIIAP



PAKISTAN INTERNATIONAL AIR LINES CORPORATION LIMITED





1. Brief History

Pakistan International Airlines (PIA) traces its roots back to the post-independence era, emerging formally in 1955 when Orient Airways was nationalized and merged into the new national carrier, per the PIAC Act. Its initial operations included international flights from Karachi to London via Cairo and Rome, utilizing advanced aircraft of the time like the Lockheed Super Constellation. In March 1960, PIA took a landmark step by introducing the Boeing 707 into its fleet—making it the first Asian airline to operate jet aircraft—even though it was the second such operator after Air India to commercially deploy a jet. This move not only signified the airline’s technological ambition but also marked its transition into the modern jet age.

The 1960s became a golden era of aviation milestones for PIA. In 1962, a Boeing 720 flight from London to Karachi, piloted by Captain Abdullah Beg, set a world record for commercial airliner speed—a record that still stands today. The following year, PIA made history again by becoming the first non-communist airline to fly into the People’s Republic of China, launching services between Karachi and Shanghai via Guangzhou. These innovations—alongside pioneering outreach, such as providing technical support for the formation of carriers like Emirates—cemented PIA’s early international prestige.

2. Current Transformation

PIACL is in the midst of a comprehensive restructuring aimed at long-term financial sustainability, operational reliability, and customer-focused growth. After years of losses, the airline reported its first annual profit in 21 years for FY 2024—PKR 26.2 billion net on PKR 204.16 billion revenue,—a turnaround enabled by disciplined cost control, route rationalization, and a cleaner balance sheet. The Government of Pakistan’s reform program shifted most legacy liabilities off PIACL’s books into a dedicated PIA Holding Company, materially improving solvency ahead of privatization.

Structurally, the transformation rests on a Scheme of Arrangement (SOA) to ring-fence non-core assets and legacy debt in the holding company, leaving a “debt-light” airline for investors. Approvals and milestones have included SECP/creditor processes and competition clearance; the first privatization attempt in late-2024 was scrapped due to an unacceptable bid,





and a refreshed process moved ahead in 2025 with shortlisted bidders approved by the government. In parallel with the balance-sheet clean-up, PIA restored its international footprint: EASA/European ban lifted in late-2024 with Paris service resuming in January 2025, and the U.K. lifted its five-year restriction in July 2025, allowing applications for operating permits and planning for Manchester service. Together, these steps—balance-sheet repair, formal restructuring, and renewed access to Europe/UK—position PIACL to attract strategic investors and to pursue growth through revenue- and profit-optimized operations.

3. Privatization Milestones

To address longstanding financial and operational challenges, the Government of Pakistan launched a comprehensive divestment and privatization process in August 2023. Key milestones achieved include:

a. First Phase

- i. PIA placed on the privatization list (7th August 2023).
- ii. Financial Advisor appointed (November 2023).
- iii. Federal Cabinet approved establishment of Holding Company (February 2024).
- iv. PIACL & Holdco Boards approved Scheme of Arrangement (SOA) (March 2024).
- v. SOA filed with SECP and approved (March 2024).
- vi. Due diligence completed; initial bids rejected due to low valuations.

b. Second Phase:

- i. Fresh privatization process initiated with technical bids solicited.
- ii. Multiple EOIs received from leading groups.
- iii. Approximately 80% of legacy debt transferred to Government, strengthening the balance sheet.
- iv. Privatization Commission finalizing bidding; process expected to close by end-2025.





4. Financial Performance (FY 2024)

Metric	Amount (Rs. in Millions)
Revenue	PKR 204,160
Operating (Gross) Profit	PKR 9,300
Net Profit (after tax)	PKR 26,200

5. Departmental Highlights

PIACL has multiple departments that collectively drive its transformation. While many achievements have been recorded, only the most significant highlights are included below:

a. Human Resource

Transitioned to a centralized HR model, digitized employee attendance and appraisals, and launched corporate training programs, strengthening organizational governance and efficiency.

b. Engineering & Maintenance

Secured U.S. Department of Transportation approval for in-house hydrostatic testing, reducing foreign reliance. Expanded third-party maintenance services, generating valuable revenue and positioning PIA as a competitive MRO provider.

c. Information & Communication Technology (ICT)

Upgraded data center with cold aisle containment, implemented multifactor authentication, conducted cybersecurity training, and modernized biometric systems for enhanced security and efficiency.

d. Marketing & Sales

Relaunched European operations with Paris flights, prepared for UK route resumption, and strengthened digital presence through partnerships with global platforms and cobranding with leading financial institutions.

e. Cargo Division

Achieved record revenues exceeding PKR 10.8 billion by transporting over 30,000 tonnes of cargo, including sensitive and high-value shipments.

f. (These represent select major highlights; numerous other achievements were made across the organization.)





6. Key Achievements (2024–25)

a. First Net Profit in 21 Years

PIACL recorded a net profit of PKR 26.2 billion, with operating margins exceeding 12%—a landmark achievement reflecting disciplined financial and operational reforms. This has been achieved after restructuring of PIACL’s balance sheet by carrying out the financial liabilities and non-core assets to PIA Holding Company.

b. Resumption of Paris Flights

After years of suspension, PIA successfully re-launched direct flights to Paris in January 2025, reestablishing its presence in the European market and paving the way for further expansion.

c. Strong Hajj Operations

During Hajj 2025, PIA facilitated over 41,500 pilgrims from 10 major Pakistani cities with enhanced on time performance and improved service quality, reinforcing its commitment to national and religious service.

d. Preparations for U.K. Operations

With the lifting of the five-year ban by the U.K. Civil Aviation Authority in July 2025, PIA has secured permission to resume flights to the United Kingdom. The airline is actively planning services to Manchester as the first step toward restoring its U.K. network, which is expected to significantly enhance revenue potential, connectivity for overseas Pakistanis, and strengthen PIA’s European footprint.

7. Way Forward

a. Resumption & Expansion of European Routes

Following the successful relaunch of Paris flights, PIACL will continue consolidating its European presence. Select new routes with strong demand potential will be introduced, enabling sustainable growth in the highly competitive international market.

b. Revenue & Profit Optimization through Network Expansion

PIACL is committed to deepening profitability by focusing on high-demand, high-yield routes. The planned resumption of direct flights to the U.K. will be a game-changer, strengthening connectivity with a large overseas Pakistani community and restoring a vital revenue stream. Looking ahead, groundwork is being laid for the eventual restoration of U.S. operations, which, combined with optimized Middle East and regional





services, can transform PIACL into a sustainably profitable airline. Additional profitable routes across Europe, Asia, and the Gulf will be evaluated to maximize returns and enhance competitiveness.

c. Strengthening Privatization Process

The government-led privatization effort will continue with emphasis on attracting credible investors, improving governance, and ensuring smooth operational transition to position PIACL as a globally competitive carrier.

d. Focus on Service Quality & Governance

Improving customer satisfaction through reliable operations, digital solutions, and compliance with international aviation standards will remain a central goal. Transparency and accountability will be reinforced to align with global benchmarks.

e. Employee Development

Continuous investment in workforce training, modern skills, and a performance-driven culture will enable employees to play a pivotal role in PIACL’s transformation journey.

PIACL remains committed to its mission of excellence, growth, and customer satisfaction, building on its historic legacy while moving toward a stronger and more competitive future



PAKISTAN INTERNATIONAL
AIR LINES HOLDING
CORPORATION LIMITED



PAKISTAN
International Airlines

Great People to Fly With

**PAKISTAN INTERNATIONAL AIR LINES
HOLDING CORPORATION LIMITED**





1. History

PIA Holding Co Ltd (PIA-HCL) was incorporated on 21 March 2024 as a public limited company under the laws of Pakistan by the Ministry of Aviation (now merged into Ministry of Defence) as part of the corporate restructuring of national airline i.e. Pakistan International Airlines Corporation (PIAC). Subsequently, on 03 May 2024 Securities and Exchange Commission of Pakistan (SECP) sanctioned the Scheme of Arrangement (SOA), principal document encapsulating all details of corporate and financial restructuring i.e. non-core assets, liabilities, and undertakings of PIACL, carved out and transferred to PIA-HCL.

2. Principal Features of Corporate & Financial Restructuring (Preamble)

Principal features of the Scheme of Arrangement (SOA), sanctioned by SECP, are as follows:

- a. Ownership of subsidiaries and interests of PIACL held in various entities, including PIA Investments Ltd incorporated in BVI, Skyroom Ltd, Minhal Incorporated – Sharjah, Sabre TN Pvt Ltd, etc, were transferred to PIA-HCL;
- b. Twenty-six (26) of Non-Core Immovable properties of PIACL located in Karachi, Sukkur, Lahore, Islamabad, Gawadar, Muzaffarabad – AJK, Multan, Swat, Skardu, Turbat, Faisalabad, Chitral, Ormara, Sialkot, Chitral, Abbotabad, Gilgit, D I Khan, Hyderabad were transferred to PIA-HCL;
- c. Liabilities of PIACL amounting PKR 673 Billion as at 30 April 2024 were transferred to PIA-HCL. This includes commercial loan of PKR 269 Billion with banks & financial institutions; outstanding loan of PIACL payable to Govt. of Pakistan (GoP) amounting PKR 170.5 Billion including accrued mark-up of PKR 61.5 Billion; PIACL outstanding payments amounting ~PKR 233 Billion payable to PCAA (PKR 148.8 Billion), PSO (PKR 23.8 Billion), NICL (PKR 1.1 Billion), PIACL Provident Fund (PKR 8.9 Billion), PIA-IL (. PKR 15.2 Billion), Deferred liabilities pertaining to retired employees of PIACL (PKR 35.2 Billion) and others (PKR 1.2 Billion) etc.;
- d. Precision Engineering Complex (PEC), being a strategic business unit of PIACL focused on defence-related projects, was also carved out of the airline business and transferred to PIA-HCL. along with all assets, liabilities and employees;
- e. As part of the corporate restructuring of PIACL, all liabilities of PIACL in relation to the retirement benefits (including pension and medical benefits) of all eligible former employees of PIACL who ceased to be an employee of PIA on or prior to 30 September 2023 stand transferred to PIA-HCL.





3. Subsequently, in May 2024, PIACL was delisted from the Pakistan Stock Exchange (PSX) and PIA-HCL got enlisted at PSX on 27 May 2024 by listing ~189 million A-Class shares of Rs.10 each and 2,600 B-Class shares of Rs. 5 each.

4. Key Actions Undertaken by the PIAHCL

Regulatory Compliance to Securities & Exchange Commission of Pakistan (SECP) & Pakistan Stock Exchange (PSX)

All pending compliances i.e. submission/publication of approved financial statements & reports for Half-Year ended 30 June 2024, 3rd Quarter ended 30 September 2024, got approved by the Board of Directors in April 2025 (HY 2024 Report & 3rd Qtr 2024 Report). PIA-HCL plans to convene its first AGM in the Q1 of FY 2025-26 for approval of the first annual accounts for the period ended 31 December 2024.

5. Spin-Off of Precision Engineering Complex (PEC) to Pakistan Air Force (PAF)

On 07 May 2025, Ministry of Defence (MoD) communicated the decision of the Federal Government for divestment of PEC operations to PAF PAF-designated entity. The same was endorsed by the BOD in its meeting held on 15 May 2025 with the directions that the same may be undertaken via a Scheme of Arrangement pursuant to the sections 279-283 of the Companies Act 2017. Formalities for filing of SOA, including completing special audit for period ended 30 April 2025, cut-off date for carving out determined by the Federal Government, have been completed and all necessary arrangements to this effect have been made for approval/sanctioning of SECP. Foregoing the scheme will be finalized next year and will be reported in the Year Book FY 2025-26.

6. Arrangement for Disbursement of Pension to ~16,000 Retired Employees of PIACL

As part of the corporate restructuring of PIAC, retirement obligations of ~16,000 retired employees of PIACL, retired on or before 30 September 2023, were entrusted to PIA-HCL. In an interim arrangement, PIAC continued to disburse pensions to retired employees while claiming reimbursement from PIA-HCL from annual budget approved by the Federal Government. For successful and seamless transition of disbursement of pensions to ~16,000 eligible retired employees of PIAC, PIA-HCL is undertaking formalities to engage a scheduled bank for timely disbursements ensuring effective monitoring in compliance with the requirements of the Finance





Division and State Bank of Pakistan (SBP) pertaining to the disbursement of pensions. PIA-HCL management is fully committed, and the arrangements for disbursement are in an advanced stage and will function with pension disbursement starting next year.

7. Arrangement for Provision of Entitled Medical Services to ~26,000 PIACL Pensioners and their families, comprising of ~26,000 individuals

PIACL has been providing medical services to all its current and retired employees through an in-house medical services department & hospital complex. However, instead of replicating the PIACL model and setting up an extended medical services department, PIA Hold Co resolved to adopt an updated, effective and efficient model of providing entitled medical benefits/services to eligible retired employees of PIAC and their families through a health insurance mode. Accordingly, after extensive discussions and deliberations, PIAHCL has approved to engage the services of State Life Corp (SLIC) under its 'Sehat Salammat Plan' for the provision of entitled medical services, including IPD, OPD, Pharmacy, etc, in accordance with the PIAC Medical Policy prevailing at the time of transfer. This will lead to not only better and efficient services to entitled beneficiaries across Pakistan but will also be more cost-effective. PIAHCL management is committed, and it is expected medical service facility through SLIC will start functioning during FY 2025-26.

8. Governance Framework, HR & Digitisation

PIA-HCL plans to maintain a lean and cost-effective organizational framework suited to its constituent purpose of being a holding company. Being a nascent organization, PIA-HCL is in the process of formulating policies, regulations, SOPs, etc, to streamline corporate processes and governance framework. Being a newly established entity, PIA-HCL is also actively planning to establish and maintain a paperless environment through the procurement of eoffice, cloud-based solutions, along implementing ERP solution/software. It is expected that in the coming months, PIAHCL will be functioning as a listed public sector company fulfilling its incorporation objectives.



PAKISTAN METEOROLOGICAL DEPARTMENT



**PAKISTAN METEOROLOGICAL
DEPARTMENT**





1. Introduction

Pakistan Meteorological Department (PMD) is an attached department of the Ministry of Aviation (Aviation Division). It is a scientific and technical organization engaged in the collection of real time diversified meteorological, climatologically, hydrological, agro-meteorological and seismological data for undertaking multifarious activities mainly in the field of Meteorology, Hydrology and Seismology in the fulfillment of its objectives and obligations. PMD has a network of about 113 observing stations and about 102 Automatic Weather Observing Stations (AWSs) which function under the technical and administrative control of PMD's various Directorates including Regional Directorates established at Lahore, Karachi, Peshawar, Quetta and Gilgit. In addition, there are some dedicated/specialized units/centres like National Weather Forecasting Center (NWFC), Flood Forecasting Division (FFD), Tropical Cyclone Warning Center (TCWC), National Drought Monitoring Centre (NDMC), National Agrometeorological Centre (NAMC), Research & Development (R&D) Division, National Seismic Monitoring & Tsunami Early Warning Center (NSM&TEWC) etc., NAMC at Islamabad is supported by five Regional Agrometeorological Centres (RAMC's), located at Rawalpindi, Faisalabad, Tandojam, Quetta and Usta Muhammad. Similarly, NDMC, Islamabad is another specialized unit of PMD responsible for monitoring of drought situation in the country and issues drought bulletins / advisories / alerts to the concerned stakeholders. The center is supported by four Regional Drought Monitoring Centers (RDMC's) based at Lahore, Karachi, Peshawar and Quetta.

2. Mission Statement

“Provision of authentic Climatological, Hydro-meteorological and Geophysical Services for improved protection of life, property and environment, increased safety on land, at sea, and in air, and sustainable economic growth”

3. Task

d. To ensure timely issue of different types of weather / flood forecasts, warnings and advisories, earthquake monitoring / tsunami reports to concerned government functionaries/organizations, print and electronic media:





- i. the safety of civil aviation operations, marine navigation and other related activities;
 - ii. mitigation of disasters due to meteorological, hydrological and geophysical phenomena such as tropical cyclones, heavy rains, floods and earthquakes & tsunami etc;
 - iii. Socio-economic development of the country based on climatic and agro-climatic information to augment potential of different areas.
 - iv. Boosting up agricultural productivity of the country by providing agrometeorological services to the farming community.
- e. To investigate behaviour of the atmosphere and exploiting this knowledge for short, medium and long-term weather predictions.
- f. To undertake research and development activities in various disciplines like Numerical Weather Prediction, Climate Change, Climate Modeling, Flood Modeling (hydrological Model, Flood Routing Model), Glacier Lake Outburst Flood (GLOF) monitoring, Drought assessment, Wind Power Potential survey, Seismology and Earthquake Hazard Assessment etc.

PMD has a total strength of 2430 personnel comprising 347 officers (BS-16 & above) and 2083 staff members.

4. Main Services:

The services being rendered by PMD to support government functionaries, ministries /departments etc. as follows:

- i. Aviation Meteorological Services (Aviation Division)
- ii. Strategic Weather Services to Armed Forces (Defence Division)
- iii. Flood & Rivers Stream Flow Forecasting (Ministry of Water and Power, National and Provincial Disaster Management Authority (NDMA / PDMAs), Federal Flood Commission (FFC), WAPDA and irrigation department)





- iv. Agrometeorological/Weather Service for Farmers (Ministry of National Food Security and Research)
- v. Environment, Ozone, Climate Change &, Global Warming Monitoring (Climate Change Division, Planning & Development Division/ Planning Commission),
- vi. Severe Weather Early Warnings and earthquake monitoring (NDMA / PDMA and emergency relief agencies)
- vii. Scientific Studies in Atmospheric Sciences (Ministry of Science & Technology)
- viii. Astronomical Information, Moon sighting (Ministry of Religious Affairs and Inter-faith Harmony / Ruet-e-Hilal Committee)
- ix. Harnessing Wind Power Potential of different regions of Pakistan (Ministry of Science &. Technology)
- x. Drought/Environment Monitoring & Early Warning (Planning & Development Division, Planning Commission / Agriculture and other concerned departments)
- xi. Climate Change, impact assessment and adaptation strategies (Climate Change Division, Planning Commission)
- xii. Glacial monitoring and research (Ministry of Water & Power, Climate Change Division)
- xiii. Marine Meteorological Services for METAREA-IX (Arabian Sea, Persian Gulf rim-countries) i.e. tracking of tropical cyclones, storm surges, tsunami, state of the sea etc. (Port Authorities, Fisheries, Pakistan Navy, neighbouring countries)
- xiv. Training on Meteorology and Earth Sciences (PAF, Pakistan Navy / Army and other friendly countries)



PAKISTAN AIRPORTS AUTHORITY



PAKISTAN AIRPORTS AUTHORITY





1. Introduction

Pakistan Airports Authority (PAA) is a public sector autonomous body working under the Ministry of Defence, Federal Government of Pakistan. Pakistan Airports Authority was established through Statutory Notification (SRO.1216(1) 2024), dated August 09, 2024 for better administration, operation and development of airports and related services and for matters connected therewith and ancillary thereto

2. Vision

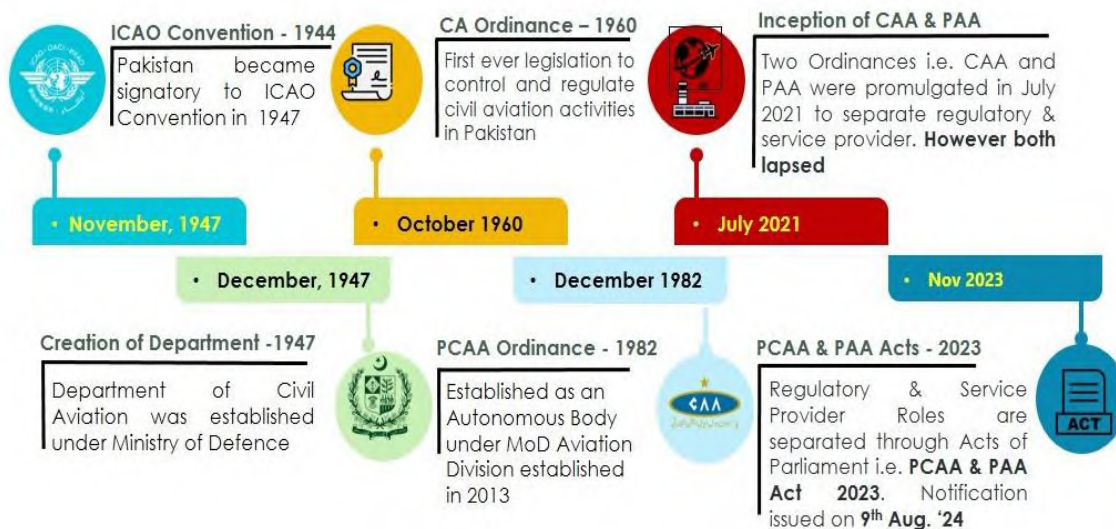
Be a world-class service provider in the aviation industry

3. Mission

Provide safe, secure and efficient best-in-class aviation services to the stakeholders

4. History

Pakistan Airports Authority (PAA) has a rich history rooted in the country's strategic need for organized airspace management, regulatory oversight, and infrastructure development. Below is an outline of its history and evolution





5. Governance Structure

a. PAA BOARD

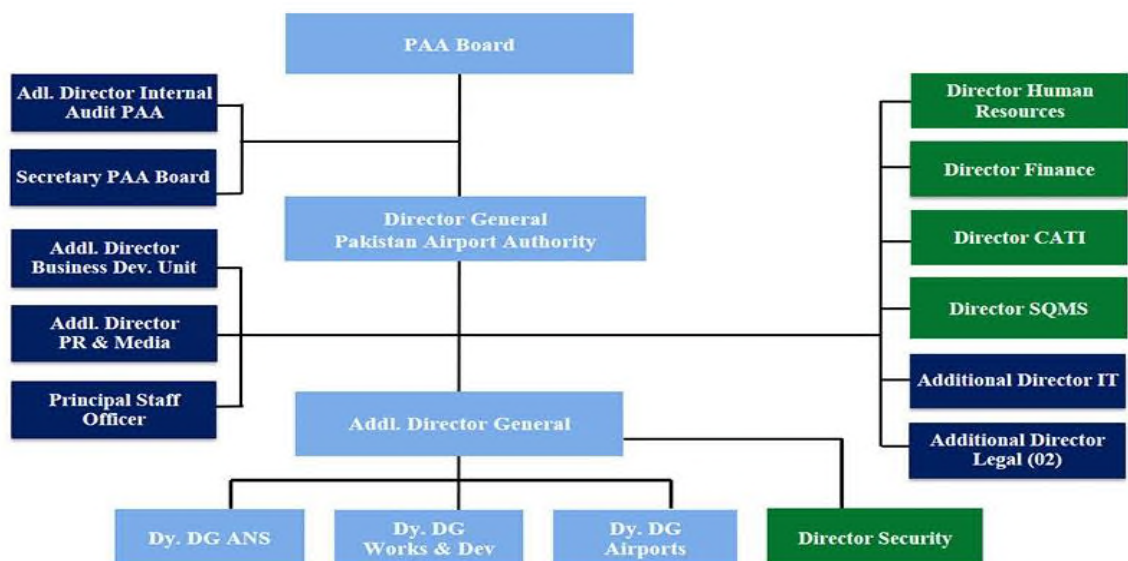
The general direction and administration of PAA and its affairs vest in PAA Board. The Chairperson PAA Board is the Secretary of the Ministry of Defense and the Board is assisted by following Committees:-

- i. Audit & Finance Committee
- ii. Human Resource Committee
- iii. Planning, Development, and Strategy Committee

b. PAA Executive Committee

PAA Executive Committee is also the highest decision-making body of the Organization. It exercises powers on matters relating to the administration and affairs of the Authority, as delegated to it by the Board. DGPAA is the head of the PAA Executive Committee

6. Organizational Structure/ Organogram





7. Aviation Statistics



Islamabad International Airport, Islamabad



Jinnah International Airport, Karachi



Allama Iqbal International Airport, Lahore



New Gawadar International Airport, Gawadar

a. Five Year Statistics

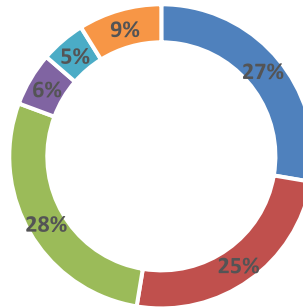
Year	Total Aircraft Movements	Total Passenger Traffic (million)
2020-21	86,247	10.98
2021-22	114,458	17.08
2022-23	129,394	21.12
2023-24	135,867	22.91
2024-25	136,725	24.26
Total	602,691	96.36





b. Airport-Wise Traffic (2024-25)

Passenger Traffic - (2024-2025)



■ JIAP, Karachi ■ AIIAP, Lahore ■ IIAP, Islamabad
■ MIAP, Multan ■ BKIAP, Peshawar ■ Others

Airports	Total Aircraft Movements	Total Passenger Traffic (million)
JIAP, Karachi	41,230	6.71
AIIAP, Lahore	30,919	6.04
IIAP, Islamabad	34,989	6.80
MIAP, Multan	7,663	1.38
BKIAP, Peshawar	6,673	1.16
QIAP, Quetta	3,609	0.53
FIAP, Faisalabad	2,990	0.41
SIAL, Sialkot	5,347	0.94
Skardu Int'l Airport	1,225	0.17
Others	2,080	0.08
Total	136,725	24.26

8. Major Achievements in Infrastructure Development

a. Completed Projects

- i. Operationalization of New Gwadar International Airport (NGIAP) – January 2025



A proud milestone mark with the inauguration of NGIAP Project on 20-01-2025 shaping progress for the future





Inauguration of New Gwadar Int'l Airport

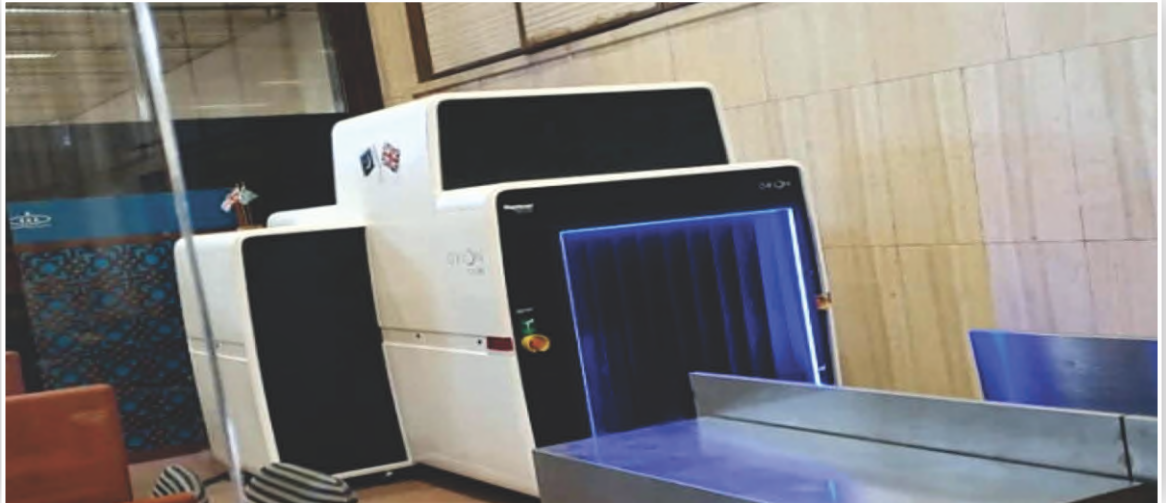
- ii. Construction of Greenfield Aerodrome for General Aviation Activities at Muridke - to support general aviation operations in the region



Runway and Aircraft Hangars

- iii. Installation of HF / Communication Equipment at IIAP Islamabad To eliminate grey areas in the ATC aircraft communication
- iv. Installation of quantity 28 Hand / Hold Scanning Machines at different airports





Scanning Machine at Lahore Airport

- v. Replacement of 06 Instrument Landing Systems (ILS)
- vi. Replacement of 07 Old/ Obsolete DVOR/DME Equipment's
- vii. E-VHF Installation Through In-House Resources – at Pasni airport

b. On-going & Future Projects

- i. Expansion of Terminal Building & allied facilities at AllAP Lahore - to accommodate increasing passenger traffic and enhance operational efficiency

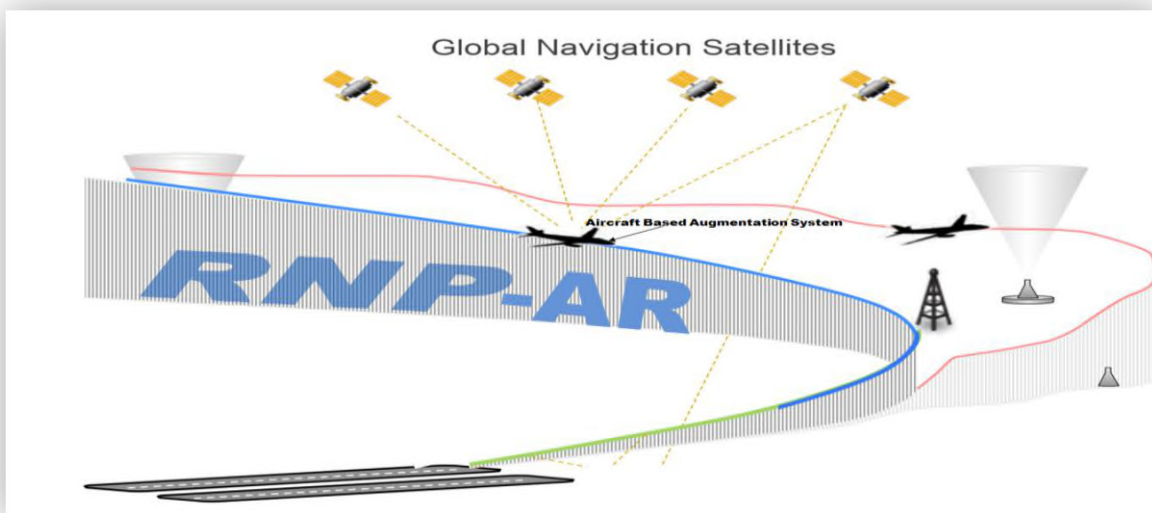


- ii. Construction of Runway / Apron at JIAP Karachi - to enhance the airport's operational flexibility and accommodate larger aircraft





- iii. Feasibility Study and Implementation of RNP AR at Skardu, Chitral & Gilgit - to enable safe operations in challenging terrain under all weather conditions



- iv. Installation of Automated Weather Observing System (AWOS) at AllIP Lahore
- v. Installation of newly procured Automatic Fire Detection System at Jinnah





International Airport Karachi

- vi. Upgradation / replacement of Public Address System at Jinnah International Airport
- vii. The project of Upgradation/Replacement of Air Traffic Management & Voice Communication and Control Systems at Area Control Centers of JIAP Karachi and AIIAP Lahore
- viii. Procurement of Bird Repellent System for AIIAP Lahore
- ix. Procurement of low level wind shear alert system for Islamabad international airport
- x. Upgradaton of Skardu Airport along with New ATC Tower & Fire Station
- xi. New Greenfield airport at D.I. Khan
- xii. Internal / External Roads & Cargo Village JIAP Karachi
- xiii. Master Planning & Airside Expansion at MIAP Multan
- xiv. Extension / Upgradation of Area Control Centres at Karachi

9. Enhancing Passenger Experience: Key Initiatives

- i. Performance Assessment of Level of Service - conducted at Karachi and Lahore Airports through specialist international consultant M/s KPMG
- ii. Monitoring of Level of Services at Airports - Annual audits of airports are conducted to assess passenger facilities
- iii. Passenger Complaints and Feedback – Through Multiple channels including email, Facilitation Help Desks at airports, UAN Number (111-222-114) and Passenger Satisfaction Surveys
- iv. Prime Minister's Delivery Unit (PMDU) / Pakistan Citizen Portal - monthly PMDU review meetings are conducted chaired by the DGPAA. The table below summarizes the complaints status during the year 2024:





Dashboard / Location	Received	Pending	Resolved
Chief Operating Officer / APM, Islamabad (PAA)	86	0	86
Chief Operating Officer / APM, Karachi (PAA)	43	0	43
Chief Operating Officer / APM, Lahore (PAA)	55	0	55
Chief Operating Officer / APM, Multan (PAA)	22	0	22
Chief Operating Officer / APM, Peshawar (PAA)	16	0	16
Chief Operating Officer / APM, Faisalabad (PAA)	6	0	6
Chief Operating Officer / APM, Quetta (PAA)	4	0	4
Director Airport Services, PAA	19	0	19
Director, Planning & Development (PAA)	7	0	7
Director, Engineering Services (PAA)	1	0	1
Director, Commercial & Estate (PAA)	3	0	3
Total	262	0	262

a. **Live E-Kachehri**

PAA also holds live E-Kachehri on its official Facebook page on monthly basis wherein queries and complaints of general public are addressed



b. **One Window Facilitation Desks (OWFD)**

Having multiple counters manned by representatives of different Government Departments with the aim for instant help and real time redressal of grievances of Overseas Pakistanis



10. Digitization

a. **Key Milestones & Achievements**

i. **Establishment of New IT Datacenter at JIAP, Karachi**

Subsequent to the initial assessment in 2024, the datacenter upgradation & establishment was successfully completed in the first quarter of the year 2025, resulting in a more resilient and robust infrastructure to support organizational IT operations.





ii. ERP Upgrade

In order to align with modern enterprise standards, the ERP platform is undergoing an upgrade from version 12.0.6 to 12.2.9/10/11. Preparatory work was completed in 2024, and the upgrade is currently in progress, with completion planned for 2026. This modernization will enhance system stability, performance and functionality.

iii. Implementation of E-Office

E-Office has been implemented at the Headquarters level and is being effectively utilized for official correspondence with the Ministry. The phased adoption of E-Office across lower tiers of the organization is currently under process.

iv. Development and Enhancement of Digital Systems

As per the organization's digital vision, digital transformation efforts are continued through the development, deployment and up-gradation of software systems that includes but not limited to development of ADP Monitoring System / ADP dashboards, Logistics Management System and Cargo Throughput Data reconciliation etc.

b. Ongoing & Upcoming Initiatives

A forward-looking strategy is being implemented to strengthen infrastructure resilience, enhance cyber security, and ensure uninterrupted digital services. The following initiatives form the cornerstone of this transformation:

i. Extended Backup Infrastructure Up-gradation

Overview

Upgrade existing backup systems with enhanced capacity, faster recovery, and modern DR integration.

Benefits

Ensures business continuity during failures, faster recovery and reduced downtime, Protects critical aviation data, Aligns with international DR standards etc.

ii. Data Vault, Storage, and Compute Up-gradation

Overview

Strengthen storage and compute resources to handle growing data volumes.

Benefits

Scales with growing passenger and operational data, Enhances data security and integrity, Improves analytics and decision making, Reduces long term maintenance costs etc.





iii. **SOC (Security Operations Center) Implementation**

Overview

Establish a dedicated SOC for continuous monitoring and rapid cyber incident response.

Benefits

Real time threat detection and monitoring, Rapid incident response and containment, Compliance with ICAO/IATA cyber security frameworks, Builds stakeholder trust in secure IT operations etc.

iv. **Active/Passive Network Revamping at HQPAA and JIAP**

Overview

Introduce active/passive network architecture for resilience and uninterrupted services.

Benefits

High availability with seamless failover, reduced risk of outages, improved network performance and reliability, provides scalable foundation for digital transformation etc.

c. **Enhancing Efficiency in Procurement & Logistics**

i. **Implementation of E-PADS**

PAA successfully implemented the E-Pakistan Acquisition and Disposal System (EPADS) developed by PPRA, marking a significant milestone in modernizing procurement and logistics operations. This achievement underscores PAA's commitment to transparency, efficiency, and regulatory compliance. This implementation not only aligns PAA with modern best practices but also sets a benchmark for operational excellence in public sector procurement.

ii. **Collaborative Initiatives with Logistics Companies**

Comprehensive logistics courses have been introduced and meticulously designed at the Civil Aviation Training Institute (CATI). In a groundbreaking initiative, collaboration with leading logistics companies was established, involving visits to their facilities to gain practical insights and foster partnerships.





iii. Shifting of Defunct Aircrafts by Road

In a first-of-its-kind development for cargo transportation in the country, two defunct / retired aircrafts; Boeing 737 and MD-83 were moved from Karachi to Hyderabad on a specially designed truck. It was the first time in the country that a defunct aircraft was being transferred to the city by road. The aircrafts will be reassembled at Civil Aviation Training Institute (CATI) Hyderabad for training purpose.



11. Strengthening Aviation Security Measures

a. Installation of Security Machines

- i. JICA Phase-II project is in execution phase at Karachi, Islamabad and Multan airports for installation of scanning equipment
- ii. Procurement of Walk-Through Gates Qty-27 in process (ECAC certified)
- iii. Procurement of in-line scanning equipment underway in Lahore Expansion project





b. Collaboration with Foreign Agencies

Collaboration with foreign agencies including United Nations Office on Drugs and Crime (UNODC) and Japan International Cooperation Agency (JICA), enabled free training for security officials in Canada, UAE and Japan.

c. International Safety and Security Inspections

- i. UK Department for Transport inspection conducted at IIAP in July 2025
- ii. General Authority of Civil Aviation Saudi Arabia conducted inspection at Lahore, Islamabad, Karachi, Multan, Faisalabad and Peshawar airports in August-September 2025

12. Reinforcing Safety and Quality Management Excellence

a. Development of Safety Audit Management System Software Module

The initiative aims to move towards a paperless and digitized environment by automating the Audit Management activity to support Safety Monitoring. The development of the Safety Audit Management System (SAMS) will allow SQMS auditors to forward audit findings electronically, with auditees able to provide responses online. Auditees can also track their audit status through the internet. SAMS enables quick retrieval of audit data in both report and graphic formats.

b. Maintenance of ISO Standards Certification

Maintenance of ISO Standards (QMS, EMS & OHMS) through Surveillance Audit of Certification Body M/s AFAQ – EAQA (AFNOR). These above ISO Certifications will be valid till October 2025.

c. Implementation of Safety Management System

ICAO Safety Management System (SMS) is implemented in all major / medium international airports (JIAP, AIIAP, IIAP, BKIAP, MIAP, FIAP, QIAP etc.)

13. Employee Recognition & Career Advancement

a. Award of DG PAA Commendation Certificate / Letter of Appreciation

On account of performing duties efficiently with dedication, 61 employees (46 officers - 15 staff) were awarded Special DG PAA Commendation Certificates by the Competent Authority i.e. DG PAA during fiscal year 2024-2025..





b. Officers Promotion

Considering the merit and suitability and availability of vacancy, 359 officers and 1955 staff were promoted during the fiscal year 2024-25.

14. Training & Development

a. Meticulous planning and facilitation of training initiatives and learning opportunities, which include international programs, domestic training, and specialized courses at the Civil Aviation Training Institute (CATI) in Hyderabad, ensured that PAA employees continually enhance their skills and knowledge.

S.No	Category	Details
a)	Foreign Training	No. of Training/visits/Meetings/workshop = 111 Physical visits = 92 Virtual Visits = 19 Total officers/officials = 78
b)	CATI	No. of Training/Courses = 103 Total No. officers/officials = 884
c)	Inland Training	No. of Training/Courses = 65 Total No. officers/officials = 220
	Total	1182



Training Conducted by AVIC China



Passing Out Ceremony in CATI

15. Events & Corporate Social Responsibility

a. Independence Day Celebration

Independence Day of Pakistan was celebrated on 14th August, 2024 and Flag Hoisting Ceremony held at HQ PAA. National Flag was hoisted by Director HR on behalf of DG PAA and ceremony attended by Officers/officials of HQ PAA.





b. Sports Activities

1st PAA Intra Cricket Tournament 2025 was arranged in December 2024. Moreover, central cricket teams of Karachi and Lahore participated in corporate cricket tournaments held during the Financial year 2024-25.

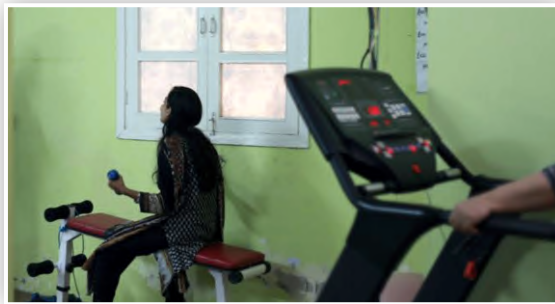


c. Idara-e-Hunr-o-Danish

Pakistan Airports Authority (PAA) operates Idara-e-Hunro-Danish as a Corporate Social Responsibility (CSR) initiative aimed at promoting the economic empowerment of women. This program provides a supportive environment where females can enhance their skills and pursue self-reliance.



The facility offers diverse opportunities for personal and professional development, including a gym to promote physical well-being, a stitching unit to teach tailoring and garment-making, a cooking center to



develop culinary skills for domestic and professional purposes, and a beauty parlor training setup to prepare women for opportunities in the beauty and wellness industry. Through these resources, PAA empowers women to achieve financial independence and contribute meaningfully to society while fostering an inclusive and progressive community.





LIST OF DASBs

1. Punjab ASB Dte (C&S)

- | | |
|----------------------|----------------------|
| a. DASB Bhakkar | l. DASB Multan |
| b. DASB Bahawalpur | m. DASB Muzaffargarh |
| c. DASB Bahawalnagar | n. DASB Okara |
| d. DASB DG Khan | o. DASB RY Khan |
| e. DASB Faisalabad | p. DASB Sargodha |
| f. DASB Gujranwala | q. DASB Sahiwal |
| g. DASB Jhang | r. DASB Sheikhpura |
| h. DASB Kasur | s. DASB Sialkot |
| i. DASB Khushab | t. DASB TT Singh |
| j. DASB Lahore | u. DASB Vehari |
| k. DASB Mianwali | |

2. Punjab ASB Dte (North)

- | | |
|-----------------|--------------------|
| a. DASB Attock | d. DASB Jhelum |
| b. DASB Chakwal | e. DASB Rawalpindi |
| c. DASB Gujrat | f. DASB Islamabad |

3. KPK ASB Dte

- | | |
|--------------------|------------------|
| a. DASB Abbottabad | h. DASB Malakand |
| b. DASB Chitral | i. DASB Mansehra |
| c. DASB Bannu | j. DASB Nowshera |
| d. DASB D I Khan | k. DASB Peshawar |
| e. DASB Kohat | l. DASB Swabi |
| f. DASB Karak | m. DASB Tank |
| g. DASB Mardan | |

4. Sindh ASB Dte

- | | |
|-----------------|--------------------|
| a. DASB Karachi | e. DASB Hyderabad |
| b. DASB Badin | f. DASB Mirpurkhas |





- c. DASB Sanghar
- d. DASB Larkana
- g. DASB Nawabshah
- h. DASB Sukkur

5. **Balochistan ASB Dte**

- a. DASB Quetta
- b. DASB Khuzdar

6. **Gilgit Baltistan ASB Dte**

- a. DASB Gilgit
- b. DASB Skardu
- c. DASB Ghizer

7. **AJ&K ASB Dte**

- a. DASB Muzaffarabad
- b. DASB Neelum
- c. DASB HattianBala
- d. DASB Bagh
- e. DASB Rawalakot
- f. DASB Pallandri
- g. DASB Haveli
- h. DASB Mirpur
- i. DASB Bhimber
- j. DASB Kotli



YEAR BOOK
(2023-24)



GOVERNMENT OF PAKISTAN
MINISTRY OF DEFENCE
RAWALPINDI